

# Agenda

www.oxford.gov.uk



## Scrutiny Committee

Date: **Monday 30 January 2017**

---

Time: **6.00 pm**

---

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

---

For any further information please contact:

**Sarah Claridge, Committee Services Officer**

Telephone: 01865 529920

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

---

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

# Scrutiny Committee

## Membership

**Chair** Councillor Andrew Gant

**Vice Chair** Councillor Tom Hayes  
Councillor Jamila Begum Azad  
Councillor Nigel Chapman  
Councillor Van Coulter  
Councillor James Fry  
Councillor David Henwood  
Councillor Jennifer Pegg  
Councillor Craig Simmons  
Councillor Sian Taylor  
Councillor Marie Tidball  
Councillor Ruth Wilkinson

The quorum for this Committee is four, substitutes are permitted.

### **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 and at the Westgate Library

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

Pages

**1 APOLOGIES FOR ABSENCE**

**2 DECLARATIONS OF INTEREST**

**3 WORK PLAN AND FORWARD PLAN**

9 - 32

Contact Officer: Andrew Brown, Scrutiny Officer,  
Tel 01865 252230, [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

Background Information
The Scrutiny Committee operates within a work plan which has been set for the 2016/17 council year. This plan will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Committee and take account of any changes to the latest <a href="#">Forward Plan</a> (which outlines decisions to be taken by the City Executive Board or Council).
Why is it on the agenda?
<p>The Committee is asked to:</p> <ol style="list-style-type: none"> <li>1. Review and note its work plan for the 2016/17 council year.</li> <li>2. Appoint to a one-off panel to consider the council's role in tackling health inequalities (nominations received: Cllrs Coulter (Chair), Taylor, Thomas &amp; Wade).</li> <li>3. Agree whether to invite the Chair of the Thames Valley Police and Crime Panel (PCP) to a future meeting to discuss the work of the PCP.</li> <li>4. Agree lines of inquiry for the item on Air Quality and Workplace Parking Levies in February which a County Officer has agreed to attend.</li> <li>5. Select which Forward Plan items they wish to pre-scrutinise based on the following criteria (max. three per meeting): <ul style="list-style-type: none"> <li>• <i>Is the issue controversial / of significant public interest?</i></li> <li>• <i>Is it an area of high expenditure?</i></li> <li>• <i>Is it an essential service / corporate priority?</i></li> <li>• <i>Can Scrutiny influence and add value?</i></li> </ul> </li> </ol>
Who has been invited to comment?
<ul style="list-style-type: none"> <li>• Andrew Brown, Scrutiny Officer</li> </ul>

#### 4 REPORT BACK ON RECOMMENDATIONS

33 - 40

Contact Officer: Andrew Brown, Scrutiny Officer Tel: 01865 252230  
abrown2@oxford.gov.uk

Background Information
The Committee makes a number of recommendations to the City Executive Board, who are obliged to respond in writing.
Why is it on the agenda?
Since the last meeting the following item has resulted in recommendations to the City Executive Board: <ul style="list-style-type: none"><li>• Devolution Plans for Oxfordshire</li></ul>
Who has been invited to comment?
<ul style="list-style-type: none"><li>• Cllr Marie Tidball, Chair of Devolution Review Group;</li><li>• Andrew Brown, Scrutiny Officer.</li></ul>

#### 5 LEISURE PERFORMANCE UPDATE (6.15 PM) 30 MINS

41 - 48

Contact Officer: Ian Brooke, Head of Community Services Tel: 01865 252705  
ibrooke@oxford.gov.uk

Background Information
The Scrutiny Committee in September considered a paper on leisure performance that was written in response to questions asked by the Committee in July.
Why is it on the agenda?
The Committee requested more detailed responses to their questions and invited the Board Member and Head of Service to a future meeting to discuss these in more detail.
Who has been invited to comment?
<ul style="list-style-type: none"><li>• Councillor Linda Smith, Board Member for Leisure, Parks &amp; Sport;</li><li>• Ian Brooke, Head of Community Services;</li><li>• Lucy Cherry, Leisure Performance Manager.</li></ul>

#### 6 GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2017/2018 (6.45 PM) 30 MINS

49 - 86

Contact Officer: Julia Tomkins, Grants & External Funding Officer Tel: 01865252685  
jtomkins@oxford.gov.uk

Background Information
The Scrutiny Committee asked for this item to be included on the agenda for pre-decision scrutiny.
Why is it on the agenda?
The City Executive Board on 9 February 2017 will be asked to

approve the recommendations for the 2017/18 commissioning programme and the grants annual bidding programme. This is an opportunity for the Committee to make recommendations to the City Executive Board.
--

Who has been invited to comment?
----------------------------------

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Councillor Susan Brown, Board Member for Customer and Corporate Services;</li> <li>• Councillor Christine Simm, Board Member for Culture and Communities;</li> <li>• Julia Tomkins, Grants and External Funding Officer.</li> </ul> |
|--|

**7 CORPORATE PLAN 2017/2018 (7.15 PM) 25 MINS**

87 - 104

Contact Officer: Caroline Green, Assistant Chief Executive  
cgreen@oxford.gov.uk

Background Information
------------------------

The Scrutiny Committee asked for this item to be included on the agenda for pre-decision scrutiny.
--

Why is it on the agenda?
--------------------------

The City Executive Board on 9 February 2017 will be asked to approve the annual update report on the Corporate Plan 2016-20. This is an opportunity for the Committee to make recommendations to the City Executive Board.
--

Who has been invited to comment?
----------------------------------

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Caroline Green, Assistant Chief Executive.</li> </ul> |
|--|

**8 REFRESH OF CARBON MANAGEMENT PLAN: 2017 -2022 (7.40 PM) 25 MINS**

105 - 154

Contact Officer: Paul Spencer, Energy & Carbon Manager Tel: 01865 252238 pspencer@oxford.gov.uk

Background Information
------------------------

The Scrutiny Committee asked for this item to be included on the agenda for pre-decision scrutiny.
--

Why is it on the agenda?
--------------------------

The City Executive Board on 9 February 2017 will be asked to adopt the new Carbon Management Plan. This is an opportunity for the Committee to make recommendations to the City Executive Board.
--

Who has been invited to comment?
----------------------------------

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Councillor John Tanner, A Clean, Green Oxford;</li> <li>• Paul Robinson, Energy and Climate Change Team Manager.</li> </ul> |
|--|

## 9 REPORTS FOR APPROVAL

155 - 166

Contact Officer: Andrew Brown, Scrutiny Officer Tel: 01865 252230  
abrown2@oxford.gov.uk

Background Information
At the December meeting the Scrutiny Committee considered items on cycling and safeguarding language school students. On 29 November committee members visited the Recycling Team to monitor recycling rates data and incentives.
Why is it on the agenda?
For the Scrutiny Committee to approve the following reports for submission to the City Executive Board on 9 February 2017: a) Safeguarding Language School Students; b) Cycling; c) Recycling.
Who has been invited to comment?
<ul style="list-style-type: none"><li>Councillor James Fry, Lead Member for Recycling.</li></ul>

## 10 MINUTES

167 - 170

Minutes from 12 January 2017

**Recommendation:** That the minutes of the meeting held on 12 January 2017 be APPROVED as a true and accurate record.

## 11 DATES OF FUTURE MEETINGS

Meetings are scheduled as followed:

### Scrutiny Committee

28 February 2017  
27 March 2017  
2 May 2017

All meetings start at 6.00 pm.

### Standing Panels

Housing Standing Panel – 1 March 2017, 5pm  
Finance Standing Panel – 1 February 2017, 5.30pm

## **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.

This page is intentionally left blank

## SCRUTINY WORK PLAN

### January 2017 - April 2017

Published on: 20/01/17

6

The Scrutiny Committee agrees a work plan every year detailing selected issues that affect Oxford or its inhabitants. Time is allowed within this plan to consider topical issues as they arise throughout the year as well as decisions to be taken by the City Executive Board. This document represents the work of scrutiny for the remainder of the 2016-17 council year and will be reviewed monthly by the Scrutiny Committee.

The work plan is based on suggestions received from all elected members and senior council officers. Members of the public can also contribute topics for inclusion in the scrutiny work plan by completing and submitting our [suggestion form](#). See our [get involved webpage](#) for further details of how you can participate in the work of scrutiny.

The following criteria will be used by the Scrutiny Committee to evaluate and prioritise suggested topics:

- *Is the issue controversial / of significant public interest?*
- *Is it an area of high expenditure?*
- *Is it an essential service / corporate priority?*
- *Can Scrutiny influence and add value?*

Some topics will be considered at Scrutiny Committee meetings and others will be delegated to two standing panels. Items for more detailed review will be considered by time-limited review groups.

The Committee will review the Council's [Forward Plan](#) at each meeting and decide which executive decisions it wishes to comment on before the decision is made. The Council also has a "call in" process which allows decisions made by the City Executive Board to be reviewed by the Scrutiny Committee before they are implemented.

### Scrutiny Committee and Standing Panel responsibility and membership

Committee / Panel	Remit	Nominated councillors
Scrutiny Committee	Overall management of the Council's scrutiny function.	Cllrs Azad, Chapman, Coulter, Fry, Gant (Chair), Hayes, Henwood, Pegg, Simmons, Taylor, Tidball & Wilkinson
Finance Panel	Finance and budgetary issues and decisions	Cllrs Fooks, Fry, Simmons (Chair) & Taylor
Housing Panel	Strategic housing and landlord issues and decisions	Cllrs Goff, Henwood (Chair), Pegg, Sanders, Thomas & Wade, Geno Humphrey (tenant co-optee)

### Current and planned review groups and one-off panels

Topic	Scope	Nominated councillors
Budget review 2017/18	To review the Council's 2017/18 draft budget and medium term financial strategy	Cllrs Fooks, Fry, Simmons (Chair) & Taylor
Devolution plans for Oxfordshire review	To scrutinise devolution proposals for Oxfordshire	Cllrs Coulter, Gant, Hayes, Simmons & Tidball (Chair)
Health inequalities (one- off panel)	To consider the council's response to the recommendations of the Independent Commission on Health inequalities	Councillor Coulter (Chair), other members TBC

### Indicative timings of 2016/17 review panels

Scrutiny Review	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Devolution plans for Oxfordshire										
Budget review 2017/18										
Review 3 (TBC)										

	Scoping
	Evidence gathering
	Reporting

## SCRUTINY COMMITTEE

### 30 JANUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Leisure Performance Update	No	To consider an update report following questions raised by the Committee.	Leisure, Parks and Sports	Ian Brooke, Head of Community Services
Grant Allocations to Community and Voluntary Orgs 2017/2018	Yes	This report is for the City Executive Board to make decisions on the allocation of grants to the community and voluntary organisations for 2017/2018.	Culture and Communities	Julia Tomkins, Grants & External Funding Officer
Update on the Corporate Plan 2016-2020	Yes	To present an update report on the progress of the Corporate Plan 2016-2020.	Corporate Strategy and Economic Development	Caroline Green, Assistant Chief Executive
Refresh of Carbon Management Plan: 2017 -2022	Yes	The current five year phase of the Carbon Management Plan ends in March 2017. The refreshed plan will look to the next 5 year phase.	A Clean and Green Oxford	Paul Robinson, Team Manager, Energy and Climate Change

### 28 FEBRUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Air quality and a proposed workplace parking levy	No	To consider partnership working with the County Council on improving air quality, including the pros and cons of proposed workplace parking charges in Oxford.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer
Graffiti prevention	No	To consider the appreciative inquiry and focus group around graffiti and other initiatives to solve the issues long term.	Climate Change and Cleaner Greener Oxford	Liz Jones, Interim ASBIT Team Leader
Performance Monitoring - quarter 3	No	Quarterly reports on Council performance against a set of corporate service measures chosen by the Committee.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

## 27 MARCH 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
East Oxford Community Centre - Improvement Scheme	Yes	To present an improvement scheme for the East Oxford Community Centre following public consultation.	Culture and Communities	Vicky Trietline, Development Project Management Surveyor
City Centre Strategy	Yes	To approve the City Centre Strategy.	Planning and Regulatory Services	Fiona Piercy, Regeneration Programme Director
Assessing disabled impacts in planning	No	To consider how the Council fulfils its duty to assess the impacts on disabled people of new developments and changes of use, including for businesses and private and social sector housing.	Planning and Regulatory Services	Patsy Dell, Head of Planning & Regulatory Services
Safeguarding Report 2017/18	Yes	An annual report to monitor the progress made on Oxford City Council's Section 11 Self-assessment Action Plan 2016-2017 and to approve the Action Plan for 2017-2018.	Finance, Asset Management and Public Health	Val Johnson, Policy and Partnerships Team Leader
Recommendation Monitoring - Guest Houses	No	To monitor progress and implementation following the recommendations of the Guest Houses Review Group.	Corporate Strategy and Economic Development	Richard Adams, Community Safety & Resilience Manager

## 2 MAY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Waterways Public Space Protection Order	Yes	The report will contain a proposal to the CEB to introduce a Public Spaces Protection Order for certain behaviours on the waterways within Oxford City's local authority boundary.	Community Safety	Richard Adams, Community Safety & Resilience Manager

Public Spaces Protection Orders	No	To monitor the impacts of PSPOs the city, including the numbers and types of early interventions and enforcement actions.	Community Safety	Richard Adams, Community Safety & Resilience Manager
Recommendation monitoring - Local economy	No	To monitor progress following the local economy review group, which considered Council support for city centre retailers.	Corporate Strategy and Economic Development	David Edwards, Executive Director City Regeneration and Housing
Fusion Lifestyle's Annual Service Plan 2017/18	Yes	The report will recommend that the City Executive Board endorse Fusion Lifestyle's Annual Service Plan for the management of the Council's leisure facilities for 2017/18.	Leisure, Parks and Sport	Lucy Cherry, Leisure and Performance Manager

## JUNE 2017

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Design Review Panel	No	To consider the work and effectiveness of the Oxford Design Review Panel.	Planning and Regulatory Services	Patsy Dell, Head of Planning & Regulatory Services
Local Plan Preferred Options	Yes	Progress of the review of the Local Plan	Planning and Regulatory Services	Sarah Harrison, Senior Planner

## SCRUTINY COMMITTEE - TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Disabled Students' Allowance	No	To consider the impacts of cuts to Disabled Students' Allowance on disabled students in the City.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer
Police and Crime Panel update	No	To receive an update on police and crime scrutiny activities by the Council's representative on Thames Valley Police and Crime Panel (PCP).	Community Safety	Andrew Brown, Scrutiny Officer

## FINANCE PANEL

### 1 FEBRUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Treasury Management Strategy 2017/18	Yes	Treasury Management Strategy for 2017/2018, including prudential indicators.	Finance, Asset Management and Public Health	Bill Lewis, Financial Accounting Manager
Scrutiny Budget Review 2017/18	No	Review of the Councils draft budget for 2017/18 and medium term financial strategy.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services

### 29 MARCH 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
The implications of Brexit	No	To consider an updates report on the implications of Brexit for local government.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Funding mechanisms for affordable housing	No	To consider alternative and innovative models for financing new affordable housing.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Service reviews	No	To consider the outcomes of comprehensive reviews of a number of service area budgets undertaken as part of this year's budget setting process.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services

## HOUSING PANEL

### 1 MARCH 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing performance - quarter 3	No	To consider a report on Council performance against a set of housing service measures chosen by the Panel.	Housing	Stephen Clarke, Head of Housing and Property
Access to the private rented sector	No	To receive a briefing on Council support to people in receipt of Housing Benefit in accessing the private rented sector, including the rent guarantee scheme, Home Choice pilot and 'real lettings' property investments.	Housing	Dave Scholes, Housing Strategy & Needs Manager
Rough sleeping	No	To consider how the Council deals with people sleeping rough including those with no recourse to public funds.	Community Safety, Housing	Ossi Mosley, Rough Sleeping & Single Homelessness Officer
Allocation of Homelessness Prevention Funds in 2017/18	Yes	To agree the allocation of the homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy. Funding is recommended to services/projects working to prevent and/or tackle homelessness and rough sleeping	Housing	Ossi Mosley, Rough Sleeping & Single Homelessness Officer

15

### 26 APRIL 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Great Estates update	No	To receive an update on progress made in developing masterplans for estates and working up and delivering a rolling programme of priority improvement schemes.	Housing	Stephen Clarke, Head of Housing and Property

Empty garages and former garage sites	No	To receive an update on how the Council is dealing with empty garages and former garage sites.	Housing	Martin Shaw, Property Services Manager
Empty Property Strategy	No	To receive a briefing on the Council's approaches to dealing with empty properties in the City ahead of a refresh of the Council's Empty Property Strategy 2013-18.	Housing	Melanie Mutch, Empty Property Officer (Private Sector)
Leaseholder relationships	No	To consider Council relationships with leaseholders including the views of individual leaseholders.	Housing	Stephen Clarke, Head of Housing and Property

#### HOUSING PANEL - TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Private sector licensing	Yes	To pre-scrutinise any decisions on the extension of licensing to the non-HMO private rented sector.	Planning and Regulatory	Ian Wright, Environmental Health Service Manager
Flexible tenancies	Yes	To pre-scrutinise any decisions on the local implementation of government plans to prevent local authorities in England from offering secure tenancies for life to new council tenants in most circumstances.	Housing	Bill Graves, Landlord Services Manager

# FORWARD PLAN

## January 2017 - January 2018

Published on: 05/01/17

www.oxford.gov.uk



### What is the Forward Plan?

The Forward Plan gives information about all the decisions (key and non-key) that the City Executive Board (CEB) is expected to take over the next year. For completeness, the Forward Plan also includes important decisions which will be taken by the full Council.

Each item on the Forward Plan shows either a provisional or confirmed date for when it will be considered by CEB. Where possible, report authors will keep to the dates shown, however, it may be necessary for some provisional items to be rescheduled.

The Forward Plan is published on the Council's website on the first working day of the month. However, it is subject to regular revision and new issues or changes to existing issues will be posted on the website as soon as they are known.

The Forward Plan includes:

- a short description of the decision to be made
- who will make the decision
- when the decision will be made
- details of the planned consultation with local people and other stakeholders
- contact details for further information

### What is a Key decision?

A key decision is an executive decision which is likely:

- to result in the council incurring expenditure of more than £500,000; or
- to be significant in terms of its effects on communities living or working in an area comprising of two or more wards.

A key decision, except in special or urgent circumstances, cannot be taken unless it has appeared in the Forward Plan for 28 days before the decision is made.

### Inspection of documents

The agenda papers (including the reports and background papers) for CEB meetings are available 5 working days before the meeting on the council website:

<http://www.oxford.gov.uk>

The Forward Plan is available to view at the Town Hall.

### Private meetings

The majority of the decisions taken by the CEB are made in the "open session" of a meeting when the press or public have the right to attend. However, some or all, of the information supporting decisions in the Forward Plan may be confidential and as such it will be taken in the "private session" a meeting when the press or public are excluded. Items that will be taken in "private session" are marked in this plan and the reason for doing so given.

If you object to an item being taken in private, or if you wish to make representations about any matter listed in the Forward Plan, then please contact Committee & Member Services at least 7 working days before the decision is due to be made:

T: 01865 252191

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

### **The Council's decision-making process**

Further information about the Council's decision making process can be found in the Council's Constitution, which can be inspected at the Council's offices or online at

<http://www.oxford.gov.uk>

### **City Executive Board Members and Senior Officers**

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

<b>Senior Officers</b>	<b>Job Title</b>
<b>Peter Sloman</b>	Chief Executive
<b>David Edwards</b>	Executive Director, City Regeneration and Housing
<b>Tim Sadler</b>	Executive Director, Community Services
<b>Jackie Yates</b>	Executive Director, Organisational Development and Corporate Services
<b>Caroline Green</b>	Assistant Chief Executive
<b>Helen Bishop</b>	Head of Business Improvement
<b>Ian Brooke</b>	Head of Community Services
<b>Graham Bourton</b>	Head of Direct Services
<b>Nigel Kennedy</b>	Head of Financial Services/Section 151 Officer
<b>Stephen Clarke</b>	Head of Housing and Property
<b>Lindsay Cane</b>	Acting Head of Law and Governance / Monitoring Officer
<b>Patsy Dell</b>	Head of Planning and Regulatory

## KEY EXECUTIVE DECISIONS DELEGATED TO OFFICERS

<b>ITEM 1:</b> <b>ID: I012328</b>	<b>ARRANGEMENTS TO FACILITATE THE FITTING OF SOLAR PANELS ON COUNCIL-OWNED HOUSING STOCK</b>  <b>Report Status:</b>
<p>A solar panel installation programme for council properties funded through a community-benefit model.</p> <p><b>May 2016:</b> Decision on hold due to changing national policy on Feed In Tariffs. The position will be review in February 2017 following an EU decision on solar panel import tariffs which may favourably impact the viability of the scheme.</p> <p><b>October 2015:</b> On 15 October 2015 the City Executive Board resolved to:</p> <ol style="list-style-type: none"> <li><b>Grant project approval</b> to fit solar panels on Council-owned housing stock in the manner described in this report;</li> <li><b>Delegate authority to the Chief Executive, in conjunction with the Head of Finance, to enter into an Agreement to Lease with the Low Carbon Hub IPS (on the basis that this would permit leases to the roof space of individual Council properties to be drawn up and executed if required) plus any ancillary agreement required; and to submit an appropriate VEAT notice to the EU; and</b></li> <li><b>Agree</b> that on the basis of the matters set out in this report, the proposed arrangement with the Low Carbon Hub IPS represents best value to the Council.</li> </ol>	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	N/A
<b>Decision Taker</b>	Chief Executive Not before 1 Feb 2017
<b>Executive Lead Member</b>	Climate Change and Cleaner Greener Oxford
<b>Lead Executive Director</b>	Executive Director for Regeneration and Housing
<b>Report Contact</b>	Mairi Brookes, OxFutures Programme Manager Tel: 01865 252212 mbrookes@oxford.gov.uk

## REPORTS TO CEB AND COUNCIL

### CEB 19 JANUARY 2017

<b>ITEM 2:</b> <b>ID: I013443</b>	<b>ESTABLISHMENT OF MUSEUM OF OXFORD DEVELOPMENT TRUST</b>  <b>Report Status: Provisional: Awaiting further information, advice or input</b>
<p>The report sets out arrangements for establishing a development trust for the Museum of Oxford. The development trust will enable the museum to receive funding from sources for which Oxford City Council would not normally be eligible.</p> <p>Development trusts sit alongside the body for which they are fundraising and are different from a charitable trust whose purpose is to the service itself.</p>	

The development trust will enable the Museum of Oxford to raise funds to supplement investment in its redevelopment already committed by Oxford City Council and the Heritage Lottery Fund.	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	City Executive Board 19 Jan 2017
<b>Executive Lead Member</b>	Culture and Communities
<b>Lead Executive Director</b>	Head of Community Services
<b>Report Contact</b>	Peter McQuitty, Corporate Lead - Culture & the Arts Tel: 01865 252780 pmcquitty@oxford.gov.uk

<b>ITEM 3: ID: I015324</b>	<b>COMMISSIONED ADVICE STRATEGY 2018-2021</b>  <b>Report Status: Confirmed</b>
To propose a model for developing a new commissioned advice strategy during 2017/18	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	To be discussed with advice organisations the Council currently funds in October.
<b>Decision Taker</b>	City Executive Board 19 Jan 2017
<b>Executive Lead Member</b>	Customer and Corporate Services
<b>Lead Executive Director</b>	Executive Director for Organisational Development and Corporate Services
<b>Report Contact</b>	Paul Wilding, Programme Manager Revenue & Benefits Tel: 01865 252461 pwilding@oxford.gov.uk

## COUNCIL - 6 FEBRUARY 2017

To include any reports from CEB

<b>ITEM 4: ID: I014726</b>	<b>COMMERCIAL WASTE COLLECTION CAPACITY</b>  <b>Council: Confirmed</b>
The Council is reaching its commercial wastes collection capacity and requires an additional recycling collection vehicle and operational crew. This report requests the funding for this.	
<b>Is this a Key Decision?</b>	Not Key
<b>Is this item open or exempt to the public?</b>	Part exempt - Information relating to the financial or business affairs of any particular person (including the authority holding that information)
<b>Will this decision be preceded by any form of consultation?</b>	Between Direct Services Waste & Recycling Operations and Finance Business Partners.
<b>Decision Taker</b>	Council 6 Feb 2017
<b>Executive Lead Member</b>	A Clean and Green Oxford
<b>Lead Executive Director</b>	Executive Director for Community Services
<b>Report Contact</b>	Jeff Ridgley, Waste Services Business

	Development & Fleet Manager Tel: 07711 632281 jridgley@oxford.gov.uk
--	--

<b>ITEM 5: ID: I013667</b>	<b>DEVOLUTION</b>  <b>Report Status: Confirmed</b>
Following the CEB meeting on 15 December 2016 –	
Council is recommended 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.	
<b>Is this a Key Decision?</b>	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	Council 6 Feb 2017
<b>Executive Lead Member</b>	Corporate Strategy and Economic Development
<b>Lead Executive Director</b>	Assistant Chief Executive
<b>Report Contact</b>	Caroline Green, Assistant Chief Executive cgreen@oxford.gov.uk

<b>ITEM 6: ID: I011844</b>	<b>SUSTAINABLE ENERGY ACTION PLAN (SEAP) FOR OXFORD</b>  <b>Report Status: Confirmed</b>
On 29 September 2014 Council agreed to support the Covenant of Mayors initiative and authorised the Lord Mayor to sign the Covenant adherence form. By signing up to the Covenant of Mayors the Council committed to submit a Sustainable Energy Action Plan (SEAP) for the City of Oxford. The SEAP does not set any new targets but estimates our baseline emissions in 2005 and captures the actions and policies that the Council and its partners are implementing to reduce carbon emissions. These actions will help to meet the Council's target of reducing carbon emissions by 40% by 2020 across the whole city. This report will request approval of our aims, objectives and emission reduction target for the City and adoption of the action plan attached to the Sustainable Energy Strategy.	
<b>Is this a Key Decision?</b>	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	Yes - Stakeholder workshops took place in February 2016
<b>Decision Taker</b>	Council 6 Feb 2017
<b>Executive Lead Member</b>	A Clean and Green Oxford
<b>Lead Executive Director</b>	Executive Director for Community Services
<b>Report Contact</b>	Mairi Brookes, OxFutures Programme Manager Tel: 01865 252212 mbrookes@oxford.gov.uk

<b>ITEM 7: ID: I015279</b>	<b>OUTSIDE ORGANISATIONS/COMMITTEE CHAIR REPORTS: OXFORDSHIRE PARTNERSHIPS (COVERING ALL PARTNERSHIPS)</b>  <b>Report Status: Confirmed</b>
To update the Council on the work of the Oxfordshire Partnerships.	
<b>Is this a Key Decision?</b>	Yes

<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	Council 6 Feb 2017
<b>Executive Lead Member</b>	Corporate Strategy and Economic Development
<b>Lead Executive Director</b>	Assistant Chief Executive
<b>Report Contact</b>	Val Johnson, Policy and Partnerships Team Leader Tel: 01865 252209 vjohnson@oxford.gov.uk

## CEB 9 FEBRUARY 2017

to include reports relating to the Budget, Medium Term Financial Plan and Corporate Plan

<b>ITEM 8: ID: I014683</b>	<b>BUDGET 2017/2018</b>  <b>Report Status: Confirmed</b>
A new Budget for the period 2017/2018. <ul style="list-style-type: none"> <li>The pre-consultation draft report will be submitted to CEB in December 2016.</li> <li>The post-consultation draft report will be submitted to CEB in February 2017</li> <li>The Budget will be submitted to Council for adoption in February 2017.</li> </ul>	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	Yes - public consultation
<b>Decision Taker</b>	City Executive Board 9 Feb 2017 Council 20 Feb 2017
<b>Executive Lead Member</b>	Finance, Asset Management and Public Health
<b>Lead Executive Director</b>	Head of Financial Services
<b>Report Contact</b>	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

<b>ITEM 9: ID: I015539</b>	<b>CITY CENTRE STRATEGY</b>  <b>Report Status: Provisional: Decision needs further consideration or information</b>
To approve the City Centre Strategy which aims to <ul style="list-style-type: none"> <li>•create and promote a strong investment proposition by informing the future role and direction of the city centre</li> <li>• facilitate ongoing dialogue with those involved in the management and future of the city centre</li> <li>• provide a framework for collaboration and action</li> <li>•assist in the allocation of resources and prioritise actions</li> </ul>	
<b>Is this a Key Decision?</b>	Not Key
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	City Executive Board 9 Feb 2017
<b>Executive Lead Member</b>	Planning and Regulatory Services, Corporate Strategy and Economic Development

<b>Lead Executive Director</b>	Executive Director for Regeneration and Housing
<b>Report Contact</b>	Fiona Piercy, Regeneration Programme Director Tel: 01865 252185 fpiercy@oxford.gov.uk

<b>ITEM 10: ID: I015606</b>	<b>COMMUNITY INFRASTRUCTURE LEVY – EXPENDITURE DEADLINE OF CIL NEIGHBOURHOOD FUNDS PAID INTO WARD COUNCILLORS BUDGETS</b>  <b>Report Status: Confirmed</b>
To agree the timescale of expenditure of the CIL neighbourhood funds paid into ward councillors budgets annually. Members have asked for this report to amend what was agreed at CEB in May 2016.	
<b>Is this a Key Decision?</b>	Not Key
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	City Executive Board 9 Feb 2017
<b>Executive Lead Member</b>	Planning and Regulatory Services
<b>Lead Executive Director</b>	Executive Director for Regeneration and Housing
<b>Report Contact</b>	Lorraine Freeman, Development Funding Officer lofreeman@oxford.gov.uk

<b>ITEM 11: ID: I014717</b>	<b>UPDATE ON THE CORPORATE PLAN 2016- 2020</b>  <b>Report Status: Confirmed</b>
To present an update report on the progress of the Corporate Plan 2016-2020.	
<b>Is this a Key Decision?</b>	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	City Executive Board 9 Feb 2017 Council 20 Feb 2017
<b>Executive Lead Member</b>	Corporate Strategy and Economic Development
<b>Lead Executive Director</b>	Assistant Chief Executive
<b>Report Contact</b>	Caroline Green, Assistant Chief Executive cgreen@oxford.gov.uk

<b>ITEM 12: ID: I014681</b>	<b>GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2017/2018</b>  <b>Report Status: Confirmed</b>
This report is for the City Executive Board to make decisions on the allocation of grants to the community and voluntary organisations for 2017/2018.  A further monitoring report on the reported achievements resulting from these grants allocations will be submitted to the City Executive Board in June 2018.	
<b>Is this a Key Decision?</b>	Not Key

<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	City Executive Board 9 Feb 2017
<b>Executive Lead Member</b>	Culture and Communities
<b>Lead Executive Director</b>	Head of Community Services
<b>Report Contact</b>	Julia Tomkins, Grants & External Funding Officer Tel: 01865252685 jtomkins@oxford.gov.uk

<b>ITEM 13: ID: I011611</b>	<b>NORTH OXFORD VICTORIAN SUBURB CONSERVATION AREA APPRAISAL- DRAFT</b>  <b>Report Status: Provisional: Decision reliant on another action or process</b>
To recommend the draft North Oxford Victorian Suburb Conservation Area Appraisal goes for public consultation.  The appraisal will return for final approval in March 2017.	
<b>Is this a Key Decision?</b>	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	Public consultation in Winter 2017
<b>Decision Taker</b>	City Executive Board 9 Feb 2017
<b>Executive Lead Member</b>	Planning and Regulatory Services
<b>Lead Executive Director</b>	Executive Director for Regeneration and Housing
<b>Report Contact</b>	Gill Butter, Conservation and Urban Design Officer gbutter@oxford.gov.uk

<b>ITEM 14: ID: I014416</b>	<b>TREASURY MANAGEMENT STRATEGY 2017/18</b>  <b>Report Status: Confirmed Council: Confirmed</b>
Treasury Management Strategy for 2017/2018, including prudential indicators. The pre-consultation draft report will be submitted to CEB in December 2016. The post-consultation draft report will be submitted to CEB in February 2017 Submitted to Council for adoption in February 2017.	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	City Executive Board 9 Feb 2017 Council 20 Feb 2017
<b>Executive Lead Member</b>	Finance, Asset Management and Public Health
<b>Lead Executive Director</b>	Executive Director for Organisational Development and Corporate Services
<b>Report Contact</b>	Bill Lewis, Financial Accounting Manager Tel: 01865 252607 blewis@oxford.gov.uk

<b>ITEM 15:</b>	<b>CAPITAL STRATEGY 2017/18</b>
-----------------	---------------------------------

<b>ID: I014411</b>	<b>Report Status: Confirmed</b> <b>Council: Confirmed</b>
To consider the Council's Capital Strategy for 2017/18.	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	City Executive Board 9 Feb 2017 Council 20 Feb 2017
<b>Executive Lead Member</b>	Finance, Asset Management and Public Health
<b>Lead Executive Director</b>	Executive Director for Organisational Development and Corporate Services
<b>Report Contact</b>	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

<b>ITEM 16: ID: I014782</b>	<b>REFRESH OF CARBON MANAGEMENT PLAN: 2017 -2022</b>  <b>Report Status: Confirmed</b>
The current five year phase of the Carbon Management Plan ends in March 2017 – it is expected that the corporate target of implemented carbon reduction measures across the estate and operations of the council of 5%/y min. will be exceeded for the 5 year phase to that point. The refreshed plan will: look ahead to the next five year phase; quantify the tCO2 required each year to meet the ongoing 5%/y min. corporate target; describe the approach to be taken particularly with regard to energy and water management, and intention to follow the ISO 50001 standard.	
<b>Is this a Key Decision?</b>	Yes
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	Input will be sought from OCC staff whose roles have implications for the carbon emissions of the council
<b>Decision Taker</b>	City Executive Board 9 Feb 2017
<b>Executive Lead Member</b>	A Clean and Green Oxford
<b>Lead Executive Director</b>	Executive Director for Community Services
<b>Report Contact</b>	Paul Spencer, Energy & Carbon Manager Tel: 01865 252238 pspencer@oxford.gov.uk, Paul Robinson, Team Manager, Energy and Climate Change Tel: 01865252541 probinson@oxford.gov.uk

<b>ITEM 17: ID: I016121</b>	<b>SALE OF PROPERTIES TO OXFORD CITY HOUSING LIMITED</b>  <b>Report Status: Provisional: Decision needs further consideration or information</b>
To propose selling 5 properties to Oxford City Housing Limited and providing the company with an additional loan facility.	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Part exempt - Information relating to the financial or business affairs of any particular person (including the authority holding that information)
<b>Will this decision be preceded by any</b>	None

<b>form of consultation?</b>	
<b>Decision Taker</b>	City Executive Board 9 Feb 2017
<b>Executive Lead Member</b>	Housing
<b>Lead Executive Director</b>	Head of Housing and Property
<b>Report Contact</b>	Stephen Clarke, Head of Housing and Property Tel: 01865 252447 sclarke@oxford.gov.uk

## OXFORD CITY HOUSING LIMITED SHAREHOLDER MEETING

<b>ITEM 18: ID: I015540</b>	<b>OXFORD CITY HOUSING LIMITED (OCHL) – BUSINESS PLAN 2017/18</b>  <b>Report Status: Provisional: Decision reliant on another action or process</b>
<p>This report presents the first annual Business Plan of Oxford City Housing Limited (OCHL) – a wholly owned subsidiary of Oxford City Council.</p> <p>The Business Plan details the strategic objectives and commercial projections for the company.</p> <p>The Business Plan is presented to the City Executive Board (or any sub-committee it nominates to undertake its shareholder powers) for noting and comment only.</p> <p>Future Business Plans and progress statements will be presented to the City Executive Board on an annual basis.</p>	
<b>Is this a Key Decision?</b>	Not Key
<b>Is this item open or exempt to the public?</b>	Fully exempt - Information which is subject to any obligation of confidentiality.
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	Oxford City Housing Limited - Shareholder Meeting February 2017
<b>Executive Lead Member</b>	Corporate Strategy and Economic Development
<b>Lead Executive Director</b>	Executive Director for Regeneration and Housing
<b>Report Contact</b>	David Watt, Finance Business Partner Tel: 01865 252182 dwatt@oxford.gov.uk, Alan Wylde, Housing Development & Enabling Manager Tel: 01865 252319 awylde@oxford.gov.uk

## COUNCIL (BUDGET) - 20 FEBRUARY 2017

to include reports relating to the Budget, Medium Term Financial Plan and Corporate Plan

<b>ITEM 19: ID: I015944</b>	<b>GENERAL PURPOSES LICENCE FEES AND CHARGES FOR THE 2017/18</b>  <b>Report Status: Council: Confirmed</b>
To agree the fees and charges for 2016/17	
<b>Is this a Key Decision?</b>	Not Key
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	General Purposes Licensing Committee 23 Jan

	2017 Council 20 Feb 2017
<b>Executive Lead Member</b>	Councillor Mary Clarkson
<b>Lead Executive Director</b>	Head of Community Services
<b>Report Contact</b>	Richard Adams, Community Safety & Resilience Manager Tel: 01865 252283 rjadams@oxford.gov.uk

<b>ID:</b> <b>I015945</b>	<b>LICENSING AND GAMBLING ACTS FEES AND CHARGES 2017/18</b>
<b>ITEM 1:</b>	<b>Report Status: Council: Confirmed</b>
To agree the fees and charges for 2016/17	
<b>Is this a Key Decision?</b>	No
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	Licensing and Gambling Acts Committee 23 Jan 2017 Council 20 Feb 2017
<b>Executive Lead Member</b>	Councillor Colin Cook
<b>Lead Executive Director</b>	Executive Director for Community Services
<b>Report Contact</b>	Richard Adams, Community Safety & Resilience Manager Tel: 01865 252283 rjadams@oxford.gov.uk

## CEB 9 MARCH 2017

<b>ITEM 21:</b> <b>ID: I014979</b>	<b>ALLOCATION OF HOMELESSNESS PREVENTION FUNDS IN 2017/18</b>
	<b>Report Status: Confirmed</b>
To agree the allocation of the homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy. Funding is recommended to services/projects working to prevent and/or tackle homelessness and rough sleeping	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	City Executive Board 9 Mar 2017
<b>Executive Lead Member</b>	Housing
<b>Lead Executive Director</b>	Head of Housing and Property
<b>Report Contact</b>	Ossi Mosley, Rough Sleeping & Single Homelessness Officer omosley@oxford.gov.uk

<b>ITEM 22:</b> <b>ID: I012135</b>	<b>HEADINGTON NEIGHBOURHOOD PLAN</b>
	<b>Report Status: Confirmed</b>
<b>March 2017:</b> Following public consultation and receipt of the Examiner's Report, the City Executive Board needs to decide (in accordance with Regulation 19 of the Neighbourhood	

Planning Regulations 2012) whether to agree, modify or refuse the draft Headington Neighbourhood Plan.	
<b>August 2016:</b> To approve submission of the draft Headington Neighbourhood Plan for 6 week consultation	
<b>Is this a Key Decision?</b>	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	6 week consultation
<b>Decision Taker</b>	City Executive Board 9 Mar 2017
<b>Executive Lead Member</b>	Planning and Regulatory Services
<b>Lead Executive Director</b>	Head of Planning and Regulatory Services
<b>Report Contact</b>	Richard Wyatt, Senior Planner rwyatt@oxford.gov.uk

<b>ITEM 23: ID: I015578</b>	<b>PROPOSAL FOR AN OXFORD LOTTERY TO RAISE MONEY FOR GOOD CAUSES</b>
	<b>Report Status: Confirmed</b>
To propose the establishment of a lottery to raise money for good causes.	
<b>Is this a Key Decision?</b>	Not Key
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	City Executive Board 9 Mar 2017
<b>Executive Lead Member</b>	Customer and Corporate Services
<b>Lead Executive Director</b>	Executive Director for Organisational Development and Corporate Services
<b>Report Contact</b>	Paul Wilding, Programme Manager Revenue & Benefits Tel: 01865 252461 pwilding@oxford.gov.uk

<b>ITEM 24: ID: I015164</b>	<b>REFURBISHED OF BARTON COMMUNITY CENTRE</b>
	<b>Report Status: Provisional: Decision needs further consideration or information</b>
Approval to undertake refurbishment works including the creation of the new doctor surgery.	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	The local community have already been consulted on what they would like to see in an improved centre. Further consultation on the design detail will take place in October but will not affect the contract award
<b>Decision Taker</b>	City Executive Board 9 Feb 2017
<b>Executive Lead Member</b>	Leisure, Parks and Sport
<b>Lead Executive Director</b>	Head of Community Services
<b>Report Contact</b>	Julia Castle, Senior Lettings & Disposal Surveyor

	jcastle@oxford.gov.uk
--	-----------------------

<b>ITEM 25: ID: I013537</b>	<b>QUARTERLY INTEGRATED PERFORMANCE 2016/17 - Q3</b>  <b>Report Status: Confirmed</b>
These reports detail the Council's finances, risk and performance as at the end of each financial quarter for 2016/17 and may include recommendations on consequential changes to the budget: <ul style="list-style-type: none"> <li>• Q1, 30 June 2016 – report in September 2016</li> <li>• Q2, 30 September 2016 - report in December 2016</li> <li>• Q3, 31 December 2016 - report in March 2017</li> <li>• Q4, 31 March 2017- report in June 2017</li> </ul>	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	No consultation
<b>Decision Taker</b>	City Executive Board 9 Mar 2017 City Executive Board 15 Jun 2017
<b>Executive Lead Member</b>	Finance, Asset Management and Public Health
<b>Lead Executive Director</b>	Head of Financial Services
<b>Report Contact</b>	Anna Winship, Management Accountancy Manager Tel: 01865 252517 awinship@oxford.gov.uk

## CEB 6 APRIL 2017

<b>ITEM 26: ID: I015275</b>	<b>EAST OXFORD COMMUNITY CENTRE - IMPROVEMENT SCHEME</b>  <b>Report Status: Provisional : Decision needs further consideration or information</b>
To present an improvement scheme for the East Oxford Community Centre following public consultation.	
<b>Is this a Key Decision?</b>	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	Public Consultation
<b>Decision Taker</b>	City Executive Board 6 Apr 2017
<b>Executive Lead Member</b>	Culture and Communities
<b>Lead Executive Director</b>	Executive Director for Community Services
<b>Report Contact</b>	Vicky Trietline, Development Project Management Surveyor Tel: 01865 529881 vtrietline@oxford.gov.uk

<b>ITEM 27: ID: I014716</b>	<b>SAFEGUARDING REPORT 2017/18</b>  <b>Report Status: Confirmed</b> <b>Council: Confirmed</b>
An annual report to monitor the progress made on Oxford City Council's Section 11 Self-assessment Action Plan 2016-2017 and to approve the Action Plan for 2017-2018.	
<b>Is this a Key Decision?</b>	Not Key

<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	City Executive Board 6 Apr 2017 Council July 2017
<b>Executive Lead Member</b>	Finance, Asset Management and Public Health
<b>Lead Executive Director</b>	Assistant Chief Executive
<b>Report Contact</b>	Val Johnson, Policy and Partnerships Team Leader Tel: 01865 252209 vjohnson@oxford.gov.uk

## COUNCIL 24 APRIL

to include any reports from CEB

<b>ITEM 28: ID: I014714</b>	<b>CONSTITUTION REVIEW 2017</b>  <b>Report Status: Confirmed</b>
An annual report to propose any required changes to the constitution.	
<b>Is this a Key Decision?</b>	Not Key
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	Council 24 Apr 2017
<b>Executive Lead Member</b>	Corporate Strategy and Economic Development
<b>Lead Executive Director</b>	Acting Head of Law and Governance
<b>Report Contact</b>	Pat Jones, Committee and Member Services Manager phjones@oxford.gov.uk

<b>ITEM 29: ID: I014715</b>	<b>REGULATION OF INVESTIGATORY POWERS ACT 2000</b>  <b>Report Status: Confirmed</b>
To report the Council's application of its powers under the Regulation of Investigatory Powers Act 2000.	
<b>Is this a Key Decision?</b>	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	None
<b>Decision Taker</b>	Council 24 Apr 2017
<b>Executive Lead Member</b>	Planning and Regulatory Services
<b>Lead Executive Director</b>	Acting Head of Law and Governance
<b>Report Contact</b>	Jeremy Franklin, Lawyer jfranklin@oxford.gov.uk

<b>ITEM 30: ID: I014977</b>	<b>ANNUAL PAY POLICY STATEMENT 2017</b>  <b>Report Status: Confirmed</b>
Review and approval of annual pay policy statement in accordance with legislative requirements,	
<b>Is this a Key Decision?</b>	Not Key

Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	Council 24 Apr 2017
Executive Lead Member	Finance, Asset Management and Public Health
Lead Executive Director	Head of Business Improvement
Report Contact	Helen Bishop, Head of Business Improvement Tel: 01865 252233 hbishop@oxford.gov.uk

## CEB 11 MAY 2017

<b>ITEM 31: ID: I014682</b>	<b>FUSION LIFESTYLE'S ANNUAL SERVICE PLAN 2017/18</b>  <b>Report Status: Confirmed</b>
The report will recommend that the City Executive Board endorse Fusion Lifestyle's Annual Service Plan for the management of the Council's leisure facilities for 2017/18.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 11 May 2017
Executive Lead Member	Leisure, Parks and Sport
Lead Executive Director	Head of Community Services
Report Contact	Lucy Cherry, Leisure and Performance Manager Tel: 01865 252707 lcherry@oxford.gov.uk

<b>ITEM 32: ID: I013240</b>	<b>WATERWAYS PUBLIC SPACE PROTECTION ORDER</b>  <b>Report Status: Provisional: Decision needs further consideration or information</b>
The report will contain a proposal to the CEB to introduce a Public Spaces Protection Order for certain behaviours on the waterways within Oxford City's local authority boundary.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Yes - public consultation Autumn/Winter 2016. Specific groups include Riparian owners and waterways users.
Decision Taker	City Executive Board 11 May 2017
Executive Lead Member	Community Safety
Lead Executive Director	Executive Director for Community Services
Report Contact	Richard Adams, Community Safety & Resilience Manager Tel: 01865 252283 rjadams@oxford.gov.uk

## COUNCIL 15 MAY (ANNUAL COUNCIL)

To include any reports from CEB

<b>ITEM 33: ID: I015282</b>	<b>APPOINTMENT OF COMMITTEES FOR THE COUNCIL YEAR 2017/18</b>  <b>Report Status: Confirmed</b>
To appoint committees for the Council year 2017/18 and members to serve on these	
<b>Is this a Key Decision?</b>	Not Key
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	Members
<b>Decision Taker</b>	Council 15 May 2017
<b>Executive Lead Member</b>	
<b>Lead Executive Director</b>	Acting Head of Law and Governance
<b>Report Contact</b>	Pat Jones, Committee and Member Services Manager phjones@oxford.gov.uk

## CEB 15 JUNE 2017 - SPECIAL MEETING

<b>ITEM 34: ID: I014947</b>	<b>LOCAL PLAN PREFERRED OPTIONS</b>  <b>Report Status: Confirmed</b>
Progress of the review of the Local Plan	
<b>Is this a Key Decision?</b>	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	Public consultation
<b>Decision Taker</b>	City Executive Board 15 Jun 2017
<b>Executive Lead Member</b>	Planning and Regulatory Services
<b>Lead Executive Director</b>	Head of Planning and Regulatory Services
<b>Report Contact</b>	Sarah Harrison, Senior Planner Tel: 01865 252015 sbharrison@oxford.gov.uk

## CEB 20 JUNE 2017

<b>ITEM 35: ID: I014713</b>	<b>APPOINTMENT OF OUTSIDE BODIES 2017/2018</b>  <b>Report Status: Confirmed</b>
To appoint Council representatives to outside bodies and charities for the year 2017/18.	
<b>Is this a Key Decision?</b>	Not Key
<b>Is this item open or exempt to the public?</b>	Open -
<b>Will this decision be preceded by any form of consultation?</b>	Yes - Outside Bodies, Members
<b>Decision Taker</b>	City Executive Board 15 Jun 2017
<b>Executive Lead Member</b>	Corporate Strategy and Economic Development
<b>Lead Executive Director</b>	Acting Head of Law and Governance
<b>Report Contact</b>	Pat Jones, Committee and Member Services Manager phjones@oxford.gov.uk

## City Executive Board response to the recommendation of the Scrutiny Committee's Devolution Review Group on devolution plans for Oxfordshire

### Provided by the Leader of the Council and Board Member for Corporate Strategy and Economic Development

I welcome this report and thank the members of the review group for a thorough and useful contribution to the development of devolution plans for Oxfordshire. The recommendations of the report support the view that collective work on proposals for a devolution deal, rather than a protracted and fractious debate about local government restructuring will achieve greater progress in addressing the underlying local challenges of housing, transport and skills that are holding Oxfordshire back from achieving its full potential. This accords with the position agreed by CEB on 15<sup>th</sup> December, that the City Council should prioritise securing a devolution deal based on a combined authority and elected mayor model and the existing county, city and district councils. Work is now underway, led by the LEP and involving all local authorities in Oxfordshire to develop proposals for submission to government.

<b>Recommendation</b>	<b>Agreed?</b>	<b>Comment</b>
1. That the City Council, in partnership with the Oxfordshire County and District Councils and the Oxfordshire Local Enterprise Partnership, prioritises securing a devolution deal with government as soon as practicably possible within the current potential window of opportunity, based on an updated and refocused version of the proposal that was agreed by the leaders of all Oxfordshire councils in February 2016, with the addition of a directly elected mayor as a key line of accountability to a combined authority structure. ( <i>paragraphs 16–26</i> )	Yes	Agreement to proceed on this basis was reached at the LEP Board meeting on 6 December, and each local authority is now taking the in principle proposal through their own democratic structures. Work is being undertaken by a number of officer groups on the key elements of the proposal – most importantly, the powers and functions of the Combined Authority and the Mayor.
2. That a refreshed devolution proposal is refocused on making the strongest possible case for unlocking the Oxfordshire's economic growth potential through devolved powers and budgets for transport infrastructure, housing (including the delivery of significant new social and affordable housing), planning for sustainable development and skills. ( <i>paragraphs 27-28</i> )	Yes	This is well described in the updated SEP which will be published in the next few weeks and will form the basis for the substantive elements of the devolution proposal.
3. That a refreshed devolution proposal is aligned to and strongly supports the delivery of the Oxford-Milton Keynes-Cambridge 'growth corridor', including the proposed Oxford to	Yes	The Growth Corridor has a high priority in the NIC recommendations and in the work of the Treasury

Cambridge expressway, and reflects the high priority government attaches to local and regional sustainability, infrastructure and housing growth. <i>(paragraph 29)</i>		and the Dept of Industry on the government's Industrial Strategy. Discussions with the NIC are continuing.
4. That a refreshed devolution proposal supports the delivery of improved sustainable transport corridors and connectivity with neighbouring combined authority areas, such as the West Midlands, with an Oxfordshire Combined Authority providing a vehicle for joint working with other regional strategic bodies. <i>(paragraph 30)</i>	Yes	The potential role of the England's Heartlands group in coordinating the transport infrastructure developments and the relationship with the combined authorities (actual) in Peterborough and Cambridgeshire and ( potential ) in Oxfordshire will be explored.
5. That consideration is given to how a refreshed devolution proposal could facilitate the development of local solutions to macro-economic government priorities, such as productivity and housing delivery. As a potentially highly productive part of the UK, Oxfordshire is in a unique position to be an exemplar for sharing the benefits of enhanced productivity, knowledge and innovation across the country. <i>(paragraphs 31-32)</i>	Yes	
6. That devolution to an Oxfordshire Combined Authority is treated as an opportunity to forge a new relationship with government (as well as other national and international actors) that ensures Oxfordshire is at the forefront of government thinking in terms of trade and inward investment post-Brexit. <i>(paragraph 33)</i>	Yes	
7. That given the challenges to the sustainability of health and social care services, the ambition to create a more integrated approach to health and social care should not be lost and the City Council should seek to play a full and active role in the consideration of what a new model for health and social care in Oxfordshire should look like, once the fundamental implications of the Buckinghamshire, Oxfordshire and Berkshire West NHS Sustainability and Transformation Plan (STP) become clearer. <i>(paragraphs 34-38)</i>	Yes	The crisis in health and social care has been well documented and is a core issue for the LGA in its dealings with central government. The £2 billion deficit in social care funding by 2020 and the growing deficits in most Health Trusts can only be dealt with by new funding arrangements and (potentially) new organisational structures. The City Council will play its full part in whatever arrangements emerge from the current debate around the STPs, and would want to be involved in the debate as an active participant to

		represent the specific interests of Oxford's citizens.
8. That the role and powers of an elected mayor for Oxfordshire, together with associated checks and balances, should be carefully considered by the City Council, other Oxfordshire councils and the LEP, with reference to existing models such as the Cambridgeshire and Peterborough Combined Authority. An elected mayor would Chair the Combined Authority and as a minimum should: a) Assign clear cabinet portfolio responsibilities to members of the combined authority; ( <i>paragraph 42</i> ) b) Propose annual spending plans for devolved funding, economic strategies, transport plans and non-statutory spatial plans; ( <i>paragraph 44</i> ) c) Be a member of Oxfordshire Local Enterprise Partnership. ( <i>paragraph 45</i> )	Yes	The precise powers of the elected mayor will be a key part of the negotiations around a devolution agreement with central government.
9. That the constitution of a combined authority, including provisions for ensuring transparency and effective accountability, should be agreed prior to the election of a mayor following careful consideration by the City Council, other Oxfordshire councils and the LEP, with reference to existing models such as the Cambridgeshire and Peterborough combined authority. We suggest that the constitution of a combined authority would include: a) Tight controls around how the constitution could be amended once adopted, for example requiring unanimous agreement amongst the constituent authorities; ( <i>paragraph 47</i> ) b) Powers to reject proposals put forward by the mayor on some form of majority basis (e.g. a 2/3 majority); ( <i>paragraph 48</i> ) c) Equal votes for all members, including the representative of Oxfordshire Local Enterprise Partnership and the elected mayor; ( <i>paragraph 49</i> ) d) A principle of subsidiarity so that powers and responsibilities devolved from government are discharged at the lowest appropriate level, bringing governance closer to the people;	Yes	

<p>(<i>paragraph 50</i>)</p> <p>e) An overview and scrutiny committee that includes at least one (preferably two) non-executive members from each constituent council, taking proportionality across the county into account; (<i>paragraphs 51-52</i>)</p> <p>f) A rule that if the Mayor is independent, the Chair of Scrutiny can't be from the majority party on the combined authority; (<i>paragraph 53</i>)</p> <p>g) Provisions for promoting openness and transparency including scrutiny of decisions in public before they are taken; (<i>paragraph 54</i>)</p> <p>h) Provisions for non-constituent members, including specifying any circumstances in which constituent members could give voting rights to non-constituent members; (<i>paragraph 55</i>)</p> <p>i) Mechanisms for reporting back to constituent authorities. (<i>paragraph 56</i>)</p>		
<p>10. That consideration is given by the City Council, other Oxfordshire councils and the LEP as to how the administrative running costs associated with a mayoral combined authority (which would come with significant new investments and additional responsibilities for local government) could be met without increasing the overall running costs of local government in Oxfordshire. (<i>paragraphs 57-58</i>)</p>	Yes	
<p>11. That elected members and the public should be engaged with about what a mayoral combined authority model for Oxfordshire would look like, as well as the various benefits that securing a devolution deal would bring, before a proposal is submitted to government. (<i>paragraph 59</i>)</p>	Yes	<p>The scope for very extensive public engagement prior to the initial submission may be limited since the aim is to move ahead as quickly as possible, but there will be adequate time before any devolution agreement is reached for a well structured public engagement exercise</p>
<p>12. That the City Council continues to work with the other Oxfordshire councils to unlock efficiencies through joint working between infrastructure and planning functions, making better use of council assets and exploring how district functions such</p>	Yes	<p>This work is under way</p>

as housing could help to reduce pressure on adult social care services. <i>(paragraph 60-61)</i>		
13. That ideally collaborative working between councils aimed at releasing efficiency savings should result in a jointly developed and agreed plan for efficiencies and service transformation that can be delivered without local government reorganisation. <i>(paragraphs 62-63)</i>	Yes	This is the philosophy informing the joint working referred to in recommendation 12
14. That collaborative working on devolution and identifying efficiencies are treated as opportunities to build a consensus among the Oxfordshire councils and strategic partners around what the shared strategic priorities and outcomes for Oxfordshire should be. <i>(paragraph 64)</i>	Yes	
15. That any future governance model for local government in Oxfordshire should be designed to facilitate the achievement of shared priorities and outcomes, not simply to deliver cash savings or to engineer political outcomes. <i>(paragraph 66)</i>	Yes	The purpose of devolution and the governance arrangements associated with a devolution agreement is precisely this ie to more effectively deliver jointly agreed outcomes in transport, housing, economic prosperity and skill development.
16. That the work the Review Group has undertaken in identifying the strengths and weaknesses of different governance models (see Appendix 2) should be used as part of an evidence base to inform any future consideration of local government reorganisation in Oxfordshire. <i>(paragraph 67)</i>	Yes	
17. That the evidence base that informs any future decisions about local government reorganisation in Oxfordshire includes an economic assessment of different governance models. <i>(paragraph 68)</i>	Yes	
18. That the net savings estimates from any future reorganisation of local government in Oxfordshire, together with projections for the long term sustainability of unitary authorities, would need to be re-considered in light of changes to local government finance settlements (i.e. Business Rates retention), any changes to local government responsibilities and any new models for delivering social care and health services. Any	Yes	The devolution of business rates, partially replacing the revenue support grant mechanism for local authorities, is a major unknown in planning for the future in local government. Once the new system is finalised, it will be important to integrate the potential

<p>future decisions on local government reorganisation should also take into account the revenue generation potential of the different unitary authorities and the potential for achieving efficiencies to deliver service transformation. <i>(paragraph 69-73)</i></p>		<p>financial flows into the structures at county and district levels.</p>
<p>19. That any future governance model for local government in Oxfordshire that impacts the city and the wider city-region should have strategic and operational layers and facilitate the following things over the longer term:</p> <ul style="list-style-type: none"> <li>a) Strong, democratically accountable decision making at strategic and local levels that minimises logjams in decision making; <i>(paragraph 75)</i></li> <li>b) The sustainable economic growth of the city and wider city-region that capitalises on the unique assets of the city; <i>(paragraph 76)</i></li> <li>c) Accountable representation that reflects the urban geography and demographics of the city; <i>(paragraph 77)</i></li> <li>d) The continuation and enhancement of historical preferences and decision-making legacies in the city and other parts of the county, such as different approaches to social housing, trading, outsourcing, etc. <i>(paragraph 78)</i></li> <li>e) The protection and growth of local government revenues from non-government sources (e.g. traded services, commercial property rents, etc.) <i>(paragraphs 72 &amp; 78)</i></li> <li>f) Closer working that overcomes silos and unlocks efficiencies in areas where synergies exist, such as housing and social care, trading standards and environmental health, customer services, etc. <i>(paragraph 79)</i></li> <li>g) Effective engagement and strong relationships between local government, strategic partners and key stakeholders, including government and business, together with powerful, coherent advocacy for Oxfordshire on the international stage to attract inward investment; <i>(paragraph 80)</i></li> <li>h) Aligned strategic planning for economic growth, transport, infrastructure, housing, skills and jobs at county-level that joins</li> </ul>	<p>Yes</p>	

<p>up local plan making over district-area footprints; (<i>paragraph 81</i>)</p> <p>i) Aligned strategic planning for a better integrated approach to health and social care services that is sensitive to the particular needs of place, especially areas with high levels of health inequality and deprivation; (<i>paragraphs 34-38 &amp; 82</i>)</p> <p>j) The safe and resilient delivery of children's services over a county-footprint that reflects the socio-economic benefits of preventative-led delivery and is sensitive to localities with concentrated demographic need; (<i>paragraphs 83-84</i>)</p> <p>k) The delivery of quality council services at the most appropriate scales; (<i>paragraph 85</i>)</p> <p>l) Savings from reductions in duplication of back office functions, management costs, democratic costs, contracting at scale, etc. (<i>paragraph 86</i>)</p>		
--	--	--

This page is intentionally left blank

**To:** Scrutiny Committee

**Date:** 30 January 2017

**Report of:** Head of Community Services

**Title of Report:** Response to further committee questions on Fusion Lifestyles performance 2015/16.

## **Summary**

**Purpose of report:** To provide further response to member questions.

**Key decision?** No

**Executive lead member:** Councillor Linda Smith, Executive Board Member for Leisure, Parks and Sports.

## **1. Introduction**

The performance report for the Council's leisure provider, Fusion Lifestyle (Fusion) 2015/16 was presented to the Scrutiny Committee, 4 July 2016.

Officers presented further response to committee questions on 28 July 2016, the committee requested further response at the 30 January 2017 meeting which this report provides.

## **2. Benchmarking**

Benchmarking is part of the process Fusion use to ensure prices are set at a suitable level. Competitors are chosen from neighbouring districts, comparable cities and information is also used from other local Trusts and public and private operators

In most cases, benchmarking provides reassurance to the Council that prices remain extremely competitive and any price increases can be justified as they are still equal or in most cases below those of our competitors/comparators. It is though important to make sure the service remains sustainable and that we are not charging too little for

the services provided. Our pricing policy is to charge what the market can afford and offer concessions to ensure the services are inclusive. Each year the Leisure Partnership Board is consulted on the fees and charges before they are ratified by the Council. If Fusion proposes to increase prices above the RPI threshold then benchmarking also serves to provide justification for the proposal. Recent proposals to increase or decrease charges is part justified by the benchmarking exercise as it shows that even with the proposed increases, concessionary charging would still be much lower than any other councils in a comparable area.

### **3. Customer satisfaction**

A representative reference group was an intrinsic contributor to the Leys Pools and Leisure Centre development project. This enabled the Council, in partnership with Fusion, to include requests and needs into the design of the new facility. This included accessible steps in to the pool, splash features, and accessible changing facilities, alongside other overarching operational elements such as timetabling and activity mix.

*“...The big windows with views on to trees are a very attractive feature of the pool...”*

*The light kept changing as we swam...it was magical!*

*“ [The receptionist]...offered to show me some of the facilities offered to disabled people.*

*These included a portable ramp with hand rails on each side into the main pool; a pool side hoist in the main pool; two disability changing rooms, one with a hoist and both with toilet facilities; two disability toilets; an accessible sauna; an accessible weights room and café area.*

*All of these were situated on the ground floor level. I concluded my visit by having a swim in the pool, using the portable ramp with hand rails...the dropped kerb access from the bus stop in Pegasus Road to the leisure centre and the wheelchair entrance...[were] fine*

*... the Leys Leisure Centre has first class facilities for disabled people. I congratulate Fusion and Oxford City Council for this development and especially for the facilities for disabled people which are included.*

*“Myself and my family visited for the first time today and had a great time. My 4 year old and 2 year old loved the fun pool and took some persuading to leave.....”*

*“...Love the shower built into the changing room - brilliant idea...”*

*“...I use the gym every week and today used the pool for the first time. My daughter loved it, crèche is well run she loves it in there also...”*

User Group meetings held for Ferry Leisure Centre and Hinksey Outdoor Pool have led to good practice being developed and better implemented in our other facilities. For example, lane swimming has been included at Hinksey Outdoor Pool following requests from regular users. Session times for the Council funded free swimming sessions have been amended to complement school hours. These times are reviewed in partnership with Fusion at least annually to ensure they achieve best value and accessibility for those the scheme is intended for.

Fusion has improved facility management regimes including:

- Implementation of new cleaning programmes
- A new audit scheme for facility maintenance and Planned Preventative Maintenance
- Introduced new internal applications to improve responsiveness for repairs
- Replacement pool water treatment valves to better regulate pool water temperatures
- Improved customer facing elements in facilities (i.e. new flooring at Ferry Leisure Centre).

Fusion proposed to discontinue the Aqua membership offer; however feedback from our customers means that the offer continues to be available to our legacy members.

Improved technology systems (i.e. media and connection for radio and TV provision on gym equipment).

Timetables have and continue to be reviewed to increase accessible participation opportunities (i.e. earlier opening times, increased and introduced new exercise classes, and increased crèche hours).

Improved food and beverage provision and piloting healthier vending machines.

Fusion have learnt from the success of their Swim School and implemented this good practice by introducing a Learn to Skate programme at Oxford Ice Rink.

Fusion have developed partnership meetings with National Governing Bodies to add value to existing activity programmes.

Innovative new activities have been included in programmes for our younger people (i.e. Birthday parties, themed events at Oxford Ice rink and toddler sessions at Oxford Ice Rink).

*"We had an amazing children's swim party yesterday!  
Helpful staff, massive party room space and fun pool time.  
I would highly recommend it"...*

#### **4. Marketing and accessibility**

Fusion records participation through their management information system. The system enables Fusion to manage membership, bookings, security, sales and business information.

Where a user has a membership, loyalty card or a targeted session is being attended (i.e. PrimeTime Session for older people), the system allows Fusion to record visits based on:

- Facility used
- Membership type
- Age
- Gender
- Postcode
- Activity type
- Visit date/ time
- Ethnicity \*
- Religion\*

(Those marked \* are not compulsory).

Fusion's challenge is to capture all data by signing up every non-member to a loyalty card or membership. They strive to do this through membership campaigns and promotion.

#### **5. Visibility of services**

Exercise on Referral is a programme whereby a clinical practitioner refers a patient to a fitness programme. Usually (though not exclusively) this will typically ensure a 12 week supervised programme of physical activity tailored to suit the needs of the referrer and the referred client, with a view to improving their state of health. During 2014/15, Fusion saw 229 participants in the Exercise on Referral scheme across Council facilities.

It is difficult to measure qualitative and quantitative impact of Sports and Community Development outreach work. Fusion's principles are to engage with all sections of society and use outreach work to signpost to activity and provision in the city. Fusion are looking to improve how they measure the success of outreach work such as uptake of swimming lessons following community events.

#### **6. Beyond simple provision**

Social Return on Investment (SROI) is a process of estimating the economic, social and environmental value of an intervention. It enables us to demonstrate that the investment made in partnership with Fusion

is delivering a genuine return – not necessarily in terms of money or profit, but in terms of benefits that add real value to people's lives.

SROI is much more than just a number; it can be used as a management tool to inform expenditure decisions and ensure that activities deliver valuable benefits to stakeholders. Advantages of undertaking SROI measurement include:

- Influencing funders
- Influencing decision making
- Influencing partners
- Stakeholder communication.

During a period of financial uncertainty (i.e. reduced funding), SROI particularly demonstrates to our stakeholders (i.e. commissioners), the wider overarching value of investing in Oxford leisure provision.

A clause added to the Leisure Management contract when we extended it in 2014 required Fusion, at their own cost, to commission an independent study (undertaken by an appropriately qualified and experienced consultant) of the social impact of the provision of the Oxford leisure service.

The use of the SROI model isn't designed to be undertaken regularly/annually to create a view of changing social impact. Rather, the intention is that the assessment process itself will draw attention to the elements of activity which has demonstrable social value and hence can be used as contextual information in the creation of future service plans.

The assessment process analysed impact against any relevant social elements, and, in our case, these will include:

- Personal satisfaction and better social life;
- Improved overall health (both physical and mental);
- Improved educational outcomes; and
- Crime reduction;
- Social inclusion and community cohesion.

The evaluation found that Fusion generated £18,286,935 of gain from its work in 2014. This gain arose from improvements in health and wellbeing, as well as improvement in life-course for some service users – such as improved achievement and productivity at work, increased independence through better health and reduced reliance on social care services.

	Total gain	NHS	Wider Economy	DWP
General Leisure	£10,293,068	84%	16%	0%
Young people	£7,252,148	0%	98%	1%
Older people	£14,370	100%	0%	0%
People with additional needs	£22,068	74%	26%	0%
Women	£706,280	100%	0%	0%
<b>Total:</b>	<b>£18,286,934</b>	<b>51%</b>	<b>48%</b>	<b>&lt;1%</b>



Oxford leisure provision offers activities targeted at many different sections of society. The research focussed on the evaluation of five core groups of interest:

- General leisure service users
- Young People
- People with additional needs
- The over 50's
- Women

#### The Social Netball League

This was set up to allow women to play but without the regular commitment and club politics that often come with joining a regular league, attracting a wide range of women back into sport.

#### No Strings Badminton

Is a programme run nationally as well as Oxford leisure facilities. Sessions are low cost, low commitment, social and suitable for players of any ability. The 50+ sessions in Oxford are specifically aimed at older people and are 'extra social'; including subsidising the café for players after each session.

#### Prime Time classes

Day time group exercise classes and timetabled to appeal to older people.

#### Youth Ambition Project

Provision for young people to exercise, and at reasonable cost is made in Oxford facilities. Experience suggests that many of the young people who use basketball, football, athletics, dodgeball and fitness sessions

for free through the Council Youth Ambition project – and supported by Fusion – would otherwise be prohibited by cost.

#### Oxford Social Swimming Club

Sport is not just for those with the ability to compete at the highest levels, so Fusion set up a Social Swimming Club, where young people who had left the competitive club in the City could train regularly. The sessions are led by coaches from the competitive club and attendees still have opportunity to enter swim galas.

#### Active Women

The scheme is an Oxfordshire wide project coordinated by the Oxfordshire Sports and Physical Activity partnership – hosted by Oxford City Council – to encourage more women and girls (16 plus) to take part in sport. The focus is to have fun and meet new people. Activities are designed to overcome many of the barriers that prevent women being active, such as lack of childcare.

#### General Leisure Service Users

Users have access to a wide range activity offer. This is supported by a competitive membership scheme – including a Bonus concessionary offering further discount to those most in need. The purpose of the membership offer is to provide sustained affordable and accessible participation to all.

#### Oxford Swans

The Oxford Group received free access to facilities, which use the Hallwick concept to teach people to swim. Most swimmers have a disability or additional need and the focus remains on the ability in water and not on disability. Swimmers usually attend with their carer or with volunteers helping the swimmer and their carer to learn how to be confident in water and where appropriate, how to use the specialist accessibility equipment in facilities.

Evidence shows that when users regularly engaged in these types of activities they changed their behaviours and sense of wellbeing. Common behaviour changes include:

1. Regular exercise participation
2. Increase in self-discipline and direction
3. Reduced social isolation
4. Peer to peer support

The impact of this type of behavioural change can lead to:

1. Improve physical health
2. Improved mental wellbeing
3. Increased productivity
4. Improved ability to act as a carer

5. Reduced risk of falls, and remaining independent for longer
6. Improved family dynamics
7. Improved behaviour at school

*“a member of staff contacted the Oxford Taekwondo School on my behalf, and they contacted me and I was back training the following week. Having experienced stress-related anxiety and hypertension following a difficult period at work, then redundancy, it was exactly what I needed at the time! After only a few weeks of training, I found I was getting less joint pain, was much more flexible, had more energy, felt mentally motivated, had regained my confidence and was more positive about my future”*

**Name and contact details of author:**

Lucy Cherry  
Leisure and Performance Manager

Tel: 07483 010 323  
[lcherry@oxford.gov.uk](mailto:lcherry@oxford.gov.uk)

**List of background papers: None**

**Version number: Final version**

**To:** City Executive Board  
**Date:** 9 February 2017  
**Report of:** Head of Community Services  
**Title of Report:** Grant Allocations to Community and Voluntary Organisations

Summary and recommendations	
<b>Purpose of report:</b>	To allocate grants to community and voluntary organisations through the Community Grants Programme.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Cllrs Christine Simm, Culture and Communities; and Susan Brown, Customer and Corporate Services
<b>Corporate Priority:</b>	Strong and Active Communities.
<b>Policy Framework:</b>	Oxford City Council Corporate Plan
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Approve</b> the recommendations for the 2017/2018 commissioning programme as set out in Appendix 1;</li> <li>2. <b>Approve</b> the recommendations for applications received to the grants annual open bidding programme as set out in Appendix 2 ;</li> <li>3. <b>Delegate authority</b> to the Executive Director for Organisational Development and Corporate Services in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate the residual funding in the Advice and Money Management commissioning theme.</li> </ol>	

Appendices	
Appendix 1	2017/2018 recommendations for the community and voluntary organisations grants commissioning programme
Appendix 2	Grant applications received to the 2017/2018 open bidding grants programme.
Appendix 3	Evaluation Framework
Appendix 4	CEB Report Risk Register.

## Introduction

1. Oxford City Council supports the local community and voluntary sector with grant aid. The community and voluntary organisations (CVO's) grants programme is co-ordinated and monitored through the Communities Team in consultation with lead commissioning officers and their portfolio holders.
2. The CVO's grants programme has two elements:-
  - Open Bidding – one off grants that can be applied for on an annual basis or on a smaller scale throughout the year.
  - Commissioning – funding for activities that have been identified by the Council as making a substantial contribution to the achievement of our corporate priorities.
3. The proposal in this report is to broadly maintain the funding pattern established in previous years through the City Council's prospectus and maintaining existing relationships and funding patterns for 2017/18.
4. In recent years the funding has come under increasingly intense competition as other sources are reduced reflecting the general tightening in public sector funding, particularly for supported housing and the children's centres.

## Grants Budget

5. The total indicative budget for the CVO's grants programme, as currently proposed for 2017/2018, is set out below.

<b>Table 1</b>	<b>2017/18 Budget</b>
Advice & Money Management commissioning theme	£518,379
Homelessness commissioning theme	£442,279
Inclusive arts & 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	£107,500
Small grants programme to run during the year.	£7,732
<b>Total</b>	<b>£1,430,970</b>

## Commissioning

6. During 2016/17 officers have worked closely with the commissioned organisations. Achievements by funded organisations will be reported in the next annual monitoring report to the City Executive Board later in 2017.
7. This report recommends allocations for the third year of a 3 year commissioning programme ending 31 March 2018.
8. Commissioning themes, which remain the same as in previous years, were selected to prioritise grant funding for those most disadvantaged communities in our city. A review of the prospectus for post 2018 will be undertaken during the first part of 2017/18.
9. Based on the previous performance of commissioned organisations, some of the main achievements that we can expect to be delivered under each theme are:
  - People suffering hardship or distress will get the support they need from the advice centres. In particular by the provision of information, advice and assistance on all matters relating to welfare benefits and debt.
  - Children and young people from different societies will be supported to better understand the local context, stay safe and take advantage of opportunities.
  - Specialist support for victims of violence, intimidation and abuse, will be provided giving practical and emotional support.
  - There will be improved opportunities for the diverse range of communities in the city to actively participate in high quality cultural activities and events. This will be achieved by offering reduced and/or free tickets and places to low income families.
  - Work will be done to support homeless people or those threatened with homelessness or rough sleeping into sustainable accommodation. They will be given opportunities to access education, training and employment.
  - Community & voluntary organisations will be supported to bid for funding and improve their sustainability.
  - Volunteering will be promoted giving local people the opportunity to increase their skills, knowledge and confidence.
10. Funding agreements will be put in place with each of the commissioned organisations and a feature of the agreement will be that funding in any given year will be subject to an assessment of performance and budget availability.
11. The Grants Officer works with a number of lead officers from other service areas that have specialist knowledge of specific commissioning themes.
12. The 3 year commissioned advice services agreement (2015/2018) makes provision for agreeing on an annual basis a priority area to focus on. The priority for 2017/18 is still being negotiated with the Advice organisations, but the chosen priority will in part include supporting people to manage their money, dealing with debt and helping them maximise their income. A specific set of outcome measures will be developed in partnership with the Advice Organisations.

13. All but £20,000 has been allocated from the Advice and Money Management commissioning theme. It is proposed that this funding is reserved as an emergency pot to support organisation(s) where cuts have affected their work that supports the advice and money management theme plus the objectives of the Financial Inclusion Strategy which includes actions to help people support people into employment. The City Executive Board is recommended to delegate authority to the Executive Director for Organisational Development and Corporate Services in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate the residual funding.
14. The City Executive Board is recommended to approve the recommendations for the commissioning programme as listed in Appendix 1.
15. A report will be submitted to the City Executive Board in March 2017 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget to voluntary sector organisations.

### **Annual Open Bidding**

16. A total of 29 applications were received to the grants annual open bidding programme by the closing date of 3 November 2016.
17. The total amount requested was £206,553. The indicative budget allocated for the open bidding grants programme is £107,500.
18. Appendix 3 is a copy of the evaluation framework used by the officer grants panel that made the recommendations for each of the applications received.
19. Each application was first screened for eligibility, i.e. applicants must demonstrate that they are a constituted community organisation run by a committee, providing annual accounts, a bank statement and an equal opportunity statement. Those organisations working with children & young people or vulnerable adults also provided copies of their safeguarding and data protection policies. All applications are subsequently evaluated against criteria relating to:
  - Evidence of social need
  - Who the project is targeting
  - Risk
  - How the application meets Council priorities
  - Monitoring and evaluation
  - Whether the group receive any other subsidy from the Council
  - If the group is financially competent
  - Demonstration of financial need and
  - Value for money.
20. Appendix 2 is a listing of all applications received, the amount requested and the rationale for the recommendation.
21. The City Executive Board is recommended to approve the recommendations for the open bidding grants programme as listed in Appendix 2.

## Rents & Business Rates

22. Some organisations recommended for funding through the CVO's grants programme occupy Council premises and pay business rates. Their rent and rates will be deducted from any funding awarded to them. These are set out in Table 2 below.

**Table 2**

<b>Organisation</b>	<b>Grant (£)</b>	<b>2017/18 rent</b>	<b>2017/18 Business Rates</b>	<b>Balance to organisation</b>
Agnes Smith Advice Centre	£85,290	£7,250	£704.80	£77,335.20
Arts at the Old Fire Station	£32,134	0	£6,227	£25,907
Film Oxford	£25,000	£5,000	£699	£19,301
Fusion Arts	£28,128	£8,837	£869.80	£18,421.20
Modern Art Oxford	£70,000	£70,000	£7,963	0
Oxford Community Work Agency	£122,611	£8,100	£2,726	£111,785
OVADA	£5,000	0	£1,561	£3,439
Oxford CAB	£200,000	0	£4,287.20	£195,712.80
Oxford Playhouse	£24,000	0	£5,436	£18,564
OCVA	£43,736	0	£3,122.20	£40,613.80
Parasol Project	£15,000	0	£1,540.70	£13,459.30
Pegasus Theatre	£25,000	0	£1,399.40	£23,600.60
Rose Hill & Donnington Advice Centre	£90,478	£3,000	0	£87,478
Rose Hill Junior Youth Club	£9,900	£1,110	0	£8,790
Street Revolution	£3,900	£3,900	0	0
<b>Total</b>	<b>£780,177</b>	<b>£107,197</b>	<b>£36,536.10</b>	<b>£644,406.90</b>

NB- business rates are estimated until the business rates have been revalued

## Climate Change / Environmental Impact

23. Successful applicants are made aware of the Council's commitment to reducing its carbon footprint and encouraged to take similar action.

## Equalities Impact

24. Each organisation must provide their equal opportunities statement to confirm they comply with this legislation and understand their responsibility to promote equality.
25. Some examples of how equality is positively enhanced by the grants programme include funding services for:

- Survivors of rape, sexual abuse and domestic violence
- Lesbian, gay, bisexual and transgender people through recommending continued funding for the Oxford Friend helpline
- People with disabilities, particularly children and young people with disabilities through recommending funding for Parasol inclusive play
- Older people, through recommending support for specific activities
- BME groups, through funding dedicated work with asylum seekers and refugees.

### Level of Risk

26. Successful applicants must agree to and sign terms and conditions before funding is released. Within these terms they must agree to:
- Spend the funding on the project described in their application
  - Repay any unspent grant
  - Keep financial records and receipts
  - Return a monitoring form
27. Each organisation awarded grant funding will be monitored by an officer. Please see Appendix 4 for the risk register.

### Financial Impact

28. The allocations of grant funding as proposed are dependent on agreement of the Council's budget in February 2017.
29. The total amount of the grants budget currently recommended in this report is £988,691 because £7,732 has been allocated for a small grants programme that will take place during 2017/18 (see Table 1 above) and a report will be submitted to the City Executive Board in March 2017 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget (£442,279) to voluntary sector organisations working with rough sleepers and homeless people.

### Legal Implications

30. There are no legal implications of this report.

<b>Report author</b>	Julia Tomkins
Job title	Grant & External Funding Officer
Service area or department	Community Services
Telephone	01865 252685
e-mail	<a href="mailto:jtomkins@oxford.gov.uk">jtomkins@oxford.gov.uk</a>

**Background Papers:** None

## APPENDIX 1

### 2017/2018 Recommendations for the Community and Voluntary Organisations Grants Commissioning Programme

Theme                                      Community Safety  
Strategic Objective                      Strong, Active Communities

Organisation & project description	Grant awarded 2016/17	Recom'd for 2017/18
<p><b><u>Donnington Doorstep Family Centre</u></b> The proposal is for them to deliver a programme of work with the BME community across the City to enable the community to have a better understanding of safeguarding at what it means to them.</p> <p>Working with mothers and if possible fathers from different ethnic communities across the city in open and closed sessions, 1 to 1 and group sessions.</p> <p>Working with existing and building new relationships with local partner agencies to identify resources and develop toolkits on behalf of Oxford City Council.</p>	£8,000	£8,000
<p><b><u>A2 Dominion Housing Group</u></b> A project providing practical and emotional support for females and males experiencing domestic abuse. With a growing need for specialist support for victims of violence, intimidation and abuse, this project has a good track record supporting victims of domestic violence.</p> <p>They work to improve the quality of life for females, males and any children by working with a holistic approach to support and using family intervention</p> <p>The funding will be used to fund 1 FTE domestic violence outreach worker and support costs for the post.</p>	£35,082	£35,082
<p><b><u>Oxford Sexual Abuse &amp; Rape Crisis Centre</u></b> A telephone helpline service which is run by a team of trained volunteers. Enabling victims of sexual violence to deal with the effects of these crimes in their lives and improve access to information.</p> <p>The helpline is open 4 times a week and is the only agency providing specialist services for survivors of sexual abuse and rape. They are developing their service to include an ISVA and therapeutic counselling.</p> <p>The funding will be used to contribute to the core running costs for this work.</p>	£15,000	£15,000

## APPENDIX 1

<b><u>Organisation &amp; project description</u></b>	<b>Grant awarded 2016/17</b>	<b>Recom'd for 2017/18</b>
<b><u>Oxford Friend</u></b> A confidential telephone helpline service for the Lesbian, Gay Men, Bisexual & Transgender (LGBT) community in Oxford. Which is run by a team of trained volunteers who are all part of the LGBT community.  The helpline is open three times a week and is the only agency providing this type of service for a high risk marginalised group of people in Oxford. The funding will be used to contribute to the core running costs for this work.	£3,000	£3,000
<b><u>Community Safety Theme Total</u></b>	<b>£61,082</b>	<b>£61,082</b>

### Theme **Inclusive Play & Leisure for Children & Young People with Disabilities**

<b><u>Organisation &amp; project description</u></b>	<b>Grant awarded 2016/17</b>	<b>Recom'd for 2017/18</b>
<b><u>Parasol Project</u></b> A project providing integrated play, recreational and social opportunities for children and young people with learning and /or physical disabilities in Oxford City.  The project has a good track record of delivering play and leisure opportunities for children and young people with disabilities. Integrating them with their non disabled peers.  This organisation also supports other play facilities across the city by providing trained 'enablers' (an enabler is someone who will support individual disabled children or young people to access mainstream activities).  The funding will contribute to the delivery of this work.	£15,000	£15,000
<b><u>Inclusive Play &amp; Leisure or Disabled C&amp;YP Theme Total</u></b>	<b>£15,000</b>	<b>£15,000</b>

## APPENDIX 1

### Theme **Community & Voluntary Organisations Infrastructure**

Organisation & project description	Grant awarded 2016/17	Recom'd for 2017/18
<p><b><u>Oxfordshire Community &amp; Voluntary Action (OCVA)</u></b>            OCVA is the main umbrella body for the voluntary and community sector in Oxfordshire. Providing advice, information and training, it engages in advocacy and representation at a strategic level and builds partnerships.</p> <p>The funding will be used to contribute towards the core running costs of this organisation.</p>	£43,736	£43,736
<b><u>CVO Infrastructure Theme Total</u></b>	<b>£43,736</b>	<b>£43,736</b>

## APPENDIX 1

### Advice & Money Management Commissioning Strategic Objective Strong and Active Communities

Organisation & project description	Grant awarded 2016/17	Recom'd for 2017/18
<b><u>Blackbird Leys Neighbourhood Support Services</u></b> (also known as Agnes Smith Advice Centre) This advice centre is located in Blackbird Leys and aims to ensure the best practices in the delivery of free independent, impartial and confidential advice.  The area of delivery is Blackbird Leys and the surrounding area. In accordance with the new three year funding agreement, 80% of funding will contribute towards the organisation's core running costs (including £7,250 rent payable to Oxford City Council), and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.		
	Core Funding	£68,232
	Priority Area Funding	£17,058
	Total	£85,290
<b><u>Oxford Citizens Advice Bureau</u></b> Located in the centre of Oxford, the Citizen's Advice Bureau (CAB) offers self-help and assisted information. CAB is a free confidential advice service including signposting, generalist and specialist casework for client's city wide.  In accordance with the new three year funding agreement, 80% of funding will contribute towards the organisation's core running costs and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.		
	Core Funding	£160,000
	Priority Area Funding	£40,000
	Total	£200,000

# APPENDIX 1

59

Organisation & project description		Grant awarded 2016/17	Recom' d for 2017/18
<b>Oxford Community Work Agency (OCWA)</b> Located in Barton in the Neighbourhood Centre, this organisation is an independent community advice and information centre. This organisation comprises of Barton Advice Centre and Oxfordshire Welfare Rights.  The focus of OCWA is the provision of specialist advice in social welfare law and debt advice, supporting individuals who live locally in Barton, Headington, Risinghurst and throughout Oxford.  In accordance with the new three year funding agreement, 80% of funding will contribute towards the organisation's core running costs (including £8,100 rent payable to Oxford City Council) and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.			
		<b>£75,200</b>	<b>£75,200</b>
		Core Funding <b>£18,800</b>	<b>£18,800</b>
		Priority Area Funding <b>£28,611</b>	<b>£28,611</b>
Additional funding to cover increased work due to the loss of Legal Aid		<b>£122,611</b>	<b>£122,611</b>
		Total	
<b>Rose Hill &amp; Donnington Advice Centre</b> Located in Rose Hill this advice centre aims to relieve poverty in Rose Hill, Donnington and the surrounding area by providing information, advice and assistance on all matters relating to welfare benefits & debt.  In accordance with the new three year funding agreement, 80% of funding will contribute towards the centre's core running costs (including £3,000 rent payable to Oxford City Council) and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.			
		<b>£72,382</b>	<b>£72,382</b>
		Core Funding <b>£18,096</b>	<b>£18,096</b>
		Priority Area Funding <b>£90,478</b>	<b>£90,478</b>
		Total	
To be reserved to support organisations affected by further cuts from Oxfordshire County Council who's work supports this theme and the objectives of the Financial Inclusion Strategy.		<b>£20,000</b>	<b>£20,000</b>
<b>Advice &amp; Money Management Theme Total</b>		<b>£518,379</b>	<b>£518,379</b>

## APPENDIX 1

### Inclusive Arts & Culture Commissioning Strategic Objective Strong and Active Communities

Organisation & project description	Grant awarded 2016/17	Recom'd for 2017/18
<p><b><u>Fusion Arts</u></b> A project that fosters and promotes the improvement and development of knowledge, understanding and appreciation of the arts for the benefit of the public and in particular community groups, young people, older people and people with special needs.</p> <p>Their aim is to deliver inclusive projects with outcomes that bring people together in established cultural venues and events. The funding will be used to deliver community focused projects.</p> <p>In 2013/14, Fusion worked with 152 artists, provided 740 education sessions and delivered work for an audience of more than 45,000 people.</p>	£28,128	£28,128
<p><b><u>Modern Art Oxford</u></b> This organisation, located in Pembroke Street, was established to promote modern visual arts to the public. Working with artists they deliver a community &amp; education programme aiming to increase the enjoyment and understanding of contemporary art.</p> <p>This funding will be used to pay rent charges payable to Oxford City Council.</p>	£70,000	£70,000
<p><b><u>Oxford Contemporary Music</u></b> A project working with artists and musicians to promote high quality new music to the public through the delivery of community focused projects.</p> <p>The organisation is core funded by the Arts Council and any funding awarded will be used to lever in other sources of funding. They support, with delivery of the music programme for the Lord Mayors Christmas Carol Service and Christmas Light Festival, which have been hugely successful both in terms of quality of music and public engagement.</p>	£10,000	£10,000

## APPENDIX 1

<b><u>Organisation &amp; project description</u></b>	Grant awarded 2016/17	Recom'd for 2017/18
<p><b><u>Film Oxford</u></b>  A project making film and digital media more accessible. Delivering training to increase opportunities for individuals into this industry.</p> <p>Funding will be used to deliver this work (including £5k to pay rent payable to Oxford City Council).</p> <p>In 2013/14, they delivered 210 days of education sessions, provided employment for 1000 artists and delivered work that reached an audience of 70,000 people. In 2013/14, every £1 of Council funding helped them leverage more than £7 of funding from other sources.</p>	£25,000	£25,000
<p><b><u>Experience Oxfordshire</u></b>  Our funding traditionally contributes towards the core running costs of the organisation rather than the delivery of public-facing work. This can no longer be prioritised. Remaining funding focuses on supporting marketing of cultural organisations and key city events to a tourist audience.</p>	£2,000	£2,000
<p><b><u>Oxford International Link (OIL)</u></b>  An umbrella organisation co-ordinating twinning links and events throughout the year, providing good partnership working and bringing a lot into the city in both funding and culture.</p> <p>The funding will be used to contribute towards the running costs of these events and to allocate grants to the twinning links for their community activity.</p>	£6,000	£6,000
<p><b><u>Oxford Playhouse</u></b>  An organisation aiming to raise public awareness and appreciation of the arts through theatre, dance and music. It boasts a good national and international reputation and delivers a range of participatory opportunities for the community including youth theatre, access performances for people who are hard of hearing, deaf, blind and partially sighted and support for local artists and family friendly initiatives.</p> <p>The funding will contribute towards community based/focused projects.</p>	£24,000	£24,000

## APPENDIX 1

Organisation & project description	Grant awarded 2016/17	Recom'd for 2017/18
<p><b>Arts at the Old Fire Station</b>            Launched in 2011, Arts at the Old Fire Station is a charity and social enterprise offering support for emerging artists and a gallery with a wide range of exhibitions, a theatre offering music and drama and a studio for all kinds of dance and workshops for artists.</p> <p>The funding will contribute to the delivery of this work.</p>	£32,134	£32,134
<p><b>Pegasus Theatre</b>            An organisation promoting the appreciation of the arts in particular for the benefit of children and young people. The organisation boasts a strong reputation, good partnership working and good track record delivering high quality accessible arts. IT Delivers projects with children and young people targeting socially excluded groups.</p> <p>The funding will be used to contribute to the delivery of their work with children and young people.</p>	£25,000	£25,000
<p><b>OVADA</b>            OVADA provide opportunities for artists to create new work, support the transfer of skills, knowledge &amp; experience, encourage collaborations between artists, develops partnerships, exhibits work and builds new audiences for contemporary art.</p> <p>OVADA has strong links to local schools and to further and higher education providers in Oxford and have developed a workshop programme with City of Oxford College. Their wider programme includes opportunities for students to work in the space, alongside professional artists and practitioners. OVADA will offer day courses and workshops to these young people.</p> <p>OVADA delivers the “The Warehouse Art School”, a one year continuing practice course aimed at artists wishing to professionalise their practice at any stage of their career. Skills development for both young people and emerging artists is combined with a focus on supporting creative practitioners to showcase their work and develop their business expertise.</p> <p>The funding will contribute to the delivery of this work.</p>	£5,000	£5,000

## APPENDIX 1

Organisation & project description	Grant awarded 2016/17	Recom'd for 2017/18
<p><b>Ark T Centre</b> The Ark T Centre delivers art exhibitions, creative workshops, dance and music. There's a recording studio for young musicians, a rehearsal space for theatre and dance, a performance and concert area and studios for a group of resident artists.</p> <p>Around 900 people come into the Centre each week, some sharing in projects that are open to the public and others in programmes that are run for specific groups.</p> <p>Their volunteer programme aims to help people experiencing difficult situations benefit from mixing with a wide range of other life experiences and to be useful and productive to others. Volunteers provide food every day in the cafe; learn administrative and customer service skills; garden, and support creative workshops. Through this process they acquire skills and training as well as refining social and personal confidence to move on from challenging circumstances. These volunteers are referred to Ark T from agencies working with marginalised groups experiencing the difficulties of drug and alcohol abuse, homelessness, mental health difficulty or those who are NEET.</p> <p>The funding will contribute to the delivery of this work.</p>	£5,000	£5,000
<p><b>Oxford Philharmonic</b> Funding specifically to enable Oxford Philharmonic to increase the number of free family concerts they deliver from 2 to 3 each year, to continue to offer discounted tickets for young people for concerts (with at least 100 free tickets per year to be distributed through the Communities team), continue to deliver work in hospitals and primary schools, and contribute at least one event / activity to the city's Light Festival in November each year.</p>	£3,000	£3,000
<b>Arts &amp; Culture Theme Total</b>	<b>£235,262</b>	<b>£235,262</b>

This page is intentionally left blank

## APPENDIX 2

### 2017 / 2018 Grant Applications to the Annual Open Bidding programme

Strategic Objective: Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<b><u>Amp Community Pub Ltd</u></b> Funding has been requested to contribute towards the reopening of the Ampleforth Public House on Risinghurst.	North East	Nil	£10,000	Nil	For an organisation to be eligible for funding from Oxford City Council they need to be a formerly constituted group with a bank account and be able to provide audited accounts or a signed statement of their income and expenditure.  No supporting documents have been received, therefore the recommendation is not to fund.
<b><u>Ark T Centre</u></b> The Ark T Centre provides a range of creative workshops with a recording studio for young people to learn all aspects around music.  Funding has been requested to engage with 12 young people aged 16 to 25 years old who are living in hostels, temporary accommodation and those leaving care.  2 project workers will work with them to write song lyrics, record tracks in the studio plus rehearse for 2 live celebratory gigs.	City Wide	Nil	£7,145	£4,470	The Ark T Centre has a good track record of engaging with vulnerable young people.  The recommendation is to fund £4,470 of this request..
<b><u>Asian Women's Group</u></b> Funding has been requested to enable the group to provide activities with women from South Asia backgrounds.  Funding has been requested for the following:- <ul style="list-style-type: none"> <li>• Exercise classes</li> <li>• Arts and craft sessions</li> <li>• Family trips</li> <li>• Networking for volunteers</li> <li>• Developing their catering business</li> <li>• Celebrations</li> </ul>	South East	Nil	£5,250	Nil	It was unclear from the application if the women engaged with this programme would be from Oxford or Oxfordshire.  There was also uncertainty on the financial capacity of the group in managing grant funding.  The recommendation is not to fund although the group would be more suitable to apply for a small grant and focus on one activity. It would also be of benefit to them to link up with OCVA for support writing their application and be more specific about who they are engaging with.  It would also benefit the group to link up with the Councils Active Communities team regarding exercise sessions for women.

## APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<p><b><u>Asylum Welcome</u></b> Asylum Welcome supports refugees and asylum seekers in Oxford and Oxfordshire. They provide:-</p> <ul style="list-style-type: none"> <li>• Information and signposting advice service</li> <li>• Weekly lunch club</li> <li>• English lessons and access to mainstream courses for better integration</li> <li>• Specialist work with young refugees and asylum seekers, helping them with CV's, looking for jobs and budgeting.</li> </ul> <p>Funding has been requested to contribute towards the core running costs of the organisation.</p>	City Wide	£7,500	£10,000	£7,500	<p>The project is strong in terms of need and targeted work with asylum seekers and refugees who have recently arrived in the country and are living in Oxford mainly in the OX4 area.</p> <p>The panel recommend funding 75% towards this work conditional that it is not used for work outside of the city.</p>
<p><b><u>Barton Community Association</u></b> Funding has been requested to plan and deliver a 'Therapy &amp; Pampering Day' during May 2017 half term for disadvantaged residents of Barton who are not engaged with services.</p> <p>Stalls from partner agencies will provide a range of wellbeing advice, that includes:-</p> <ul style="list-style-type: none"> <li>• Healthy eating</li> <li>• Smoking cessation</li> <li>• Breast screening</li> <li>• Weight management</li> <li>• Drug &amp; alcohol support</li> <li>• Mental health and wellbeing</li> </ul>	North East	Nil	£2,500	Nil	<p>Concerns were raised that the objectives they wish to achieve through this project are already being funded through another funding stream.</p> <p>It was also unclear why they were targeting adults (which included single parents) during a school half term when there was nothing in the application to explain if there would be childcare or activities for children and young people while parents were taking part in pampering or therapy sessions.</p> <p>The recommendation is not to fund.</p>

## APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<p><b><u>Children Heard and Seen</u></b> This organisation was set up in 2014 to provide targeted support to children of prisoners.</p> <p>They aim to mitigate the effects of parental imprisonment on children, young people and their families.</p> <p>Funding has been requested to provide weekly group sessions for children and young people, plus recruiting and training volunteers to provide the 1:1 support and to co-facilitate the groups.</p>	City Wide	Nil	£10,000	Nil	<p>The panel had some concerns with the application because they say they would like to deliver sessions in 4 areas of the city but they have not identified the children and families that need their support.</p> <p>This suggests no research to evidence if the need is there.</p> <p>Funding was requested for 8 months and it was unclear what would happen to the children and families after this period of support ends.</p> <p>Therefore the recommendation is not to fund.</p>
<p><b><u>Cutteslowe Community Association</u></b> Funding has been requested to contribute towards the cost of running a 3 week Summer holiday play scheme for 50 children aged 5 – 11 years old from the local area.</p>	North	£4,450	£7,000	£3,500	<p>Strong on evidencing the need and targeted towards children living in a recognised pocket of deprivation in an otherwise affluent area of Oxford.</p> <p>The panel agreed this project supports the local priorities chosen for the area.</p> <p>The recommendation is to fund 50% of this request.</p>
<p><b><u>Cutteslowe Seniors</u></b> A club for local people aged 60 plus living in Cutteslowe and the surrounding area.</p> <p>Cutteslowe Seniors meet every second and fourth Friday morning of the month, alternating a social meeting (usually with a speaker) with an outing to a place of interest. It currently has 33 members and is managed by a part-time co-ordinator.</p> <p>Funding has been requested to contribute towards the cost of hiring wheel chair compatible transport for members to get to social meetings and trips.</p>	North	£1,000	£1,000	£500	<p>The panel noted that transport links in Cutteslowe are poor and there is a significant amount of isolation among the elderly in the area.</p> <p>The panel recommend funding 50% of this request with a condition that it is used for adapted transport to enable members to get to the social meetings.</p>

## APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<p><b>Dovecote Voluntary Parent Committee</b> The Dovecote play scheme runs on Greater Leys and is for children aged 4 - 12 years old.</p> <p>Funding is requested to contribute towards the delivery of low cost inclusive out of school play facilities for vulnerable children living in the local area.</p>	South East	£2,500	£10,000	£10,000	<p>Strong on evidenced need and targeted support for children and young people living in the ward of Northfield Brook.</p> <p>The panel agreed that they fill gaps in service provision for this age group and it is likely they can expect an increase in numbers and their costs due to loss of other services.</p> <p>The recommendation is to fund 100% of request on condition that they increase their public liability insurance cover from £3 million to £5 million.</p>
<p><b>Good Food Oxford</b> Good Food Oxford was launched in December 2013 to help support the existing work of many organisations in and around the city to improve our food system, to catalyse new initiatives and collaborations and to encourage more joined-up thinking and policy around food issues.</p> <p>Funding has been requested to deliver a year of activities focusing on healthy, accessible and affordable food for residents of The Leys (Blackbird Leys and Greater Leys).</p>	South East	Nil	£7,965	£7,200	<p>Strong on need and targeted activities for local residents in an area of multiple deprivation.</p> <p>Recommend funding £7200 of this request with a condition that they link up with Oxford Survivors and the Clockhouse project regarding their cooking skills workshops.</p>
<p><b>Headington Action</b> Funding has been requested to contribute towards the cost to organise and deliver Headington Festival.</p> <p>The two day event is being planned to take place over a weekend in June 2017.</p>	North East	£500	£2,000	Nil	<p>Weak on need and nothing in the application to indicate the festival will be promoted in areas of deprivation.</p> <p>The application is unclear whether any follow up is done with stall holders to see if they had received an increase in clients or memberships due to having a stall at the festival.</p> <p>It was noted that Active Communities will be attending the festival delivering activities and providing some volunteer support.</p> <p>The organisation has healthy reserves and due to budget limitations the recommendation is not to fund.</p>

## APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<p><b>Home Start Oxford</b> Home Start Oxford are an independent local charity,(but part of a nationwide network Home-Start UK) and based in Blackbird Leys.</p> <p>The organisation offers befriending and peer support to families with young children who are vulnerable, isolated and struggling to cope.</p> <p>Funding has been requested to recruit 15 volunteers and provide two 8 week training courses for 4 hours each week for the new recruits.</p>	City Wide	Nil	£9,688	£7,266	<p>Strong on need and targeted support for vulnerable and isolated people and families.</p> <p>Recommendation is to fund 75% of the amount requested because the application tells us they will raise funding from another source for the balance and still run the two 8 week training courses plus recruit and train 15 volunteers.</p> <p>These volunteers will be able to support 125 people.</p>
<p><b>In2scienceUK</b> In2scienceUK was founded in 2010 to provide young people from low income backgrounds an opportunity to gain practical insight into the Science, Technology, Engineering and Maths (STEM) sector as well as the knowledge and confidence to progress to University.</p> <p>Funding has been requested to provide 20 young people from disadvantaged backgrounds with science focused paid work placements and work ready workshops.</p>	City Wide	Nil	£9,880	£4,940	<p>Strong on need and targeted towards young people from areas of multiple deprivation. Links well with education attainment.</p> <p>Overall the panel agreed that unless this type of intervention was done it is unlikely that disadvantaged young people would have the opportunity to get into STEM internships.</p> <p>The recommendation is to fund 50% of request for a small scale pilot project with the conditions that they link up with the locality officer for Blackbird Leys and the Councils Equality and Diversity Officer to ensure they target those most in need.</p>

## APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<p><b><u>Innovista – Thrive Mentoring Project</u></b> The Thrive project is a youth project working in Barton.</p> <p>Funding has been requested to run a year -long intensive mentoring programme targeting 14 'high risk' young people (aged 10 to 19 years old) on Barton &amp; Sandhills.</p> <p>The programme will provide 1:1 sessions to help mentees develop life skills and attitudes required for them to become productive members of their community.</p>	North East	£8,000	£8,000	£8,000	<p>Strong evidence of need and targeted work with a vulnerable group of young people living in an area of multiple deprivation.</p> <p>The quality of the work from this project is considered high.</p> <p>The panel recommend funding 100% of this request.</p>
<p><b><u>Leys Community Development Initiative – Clockhouse Project.</u></b> The Clockhouse Project delivers activities that address the needs of older people in the Leys to help them feel less isolated and alone.</p> <p>Funding has been requested to contribute towards providing low cost activities for older people living on the Leys and the support costs to run and organise these activities.</p>	South East	£7,000	£10,000	£7,000	<p>Strong in terms of need and a project targeted towards older people living in the Leys which is an area of multiple deprivation.</p> <p>The panel recommend funding £7,000 of this request with the condition that outreach is continued to encourage new people (from both sides of the estate) to get involved and take part in the activities and to link up with Good Food Oxford regarding their cookery skills workshops.</p>
<p><b><u>Leys News (Oxford Community Media)</u></b> Leys News is a community paper that provides news and information about local events and issues, training and learning opportunities and advice on pertinent issues for local people on Blackbird Leys and Greater Leys. .</p> <p>Funding has been requested to contribute towards the costs for them to continue supporting community groups across Oxford in publishing their own local community newspapers.</p>	South East	£7,000	£10,000	£10,000	<p>Strong in terms of targeted work with community groups in regeneration areas of the City.</p> <p>Currently working with community newspaper groups in Cowley, Rose Hill, Wood Farm, Barton, Northway, Risinghurst and Blackbird Leys, supporting 60 volunteers across these newspapers.</p> <p>The panel agreed that community newspapers are an important means of information for vulnerable, isolated local people who may be unable to get out.</p> <p>The recommendation is to fund 100% of request.</p>

## APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<p><b><u>Leys Information Technology Zone (LITZ)</u></b> LITZ is a Community Interest Company based at Blackbird Leys Community Centre and runs IT courses for local residents.</p> <p>Funding has been requested to contribute towards salary costs for tutors and teaching assistants.</p>	South East	Nil	£10,000	£5,000	<p>Strong on evidenced need.</p> <p>The panel recommend funding 50% of request to enable 90 students from the regeneration areas of the city to access courses.</p> <p>The recommendation is given with the condition that they collect evidence to show how they target and recruit people from the regeneration areas and that they link up with the Blackbird Leys Locality Officer.</p>
<p><b><u>My Life My Choice</u></b> My Life My Choice is a self-advocacy organisation for people with a learning disability and is based in the City of Oxford.</p> <p>Funding has been requested to contribute towards the costs of running and expanding a monthly social session run from a City location.</p>	City Wide	Nil	£1,000	£250	<p>Strong on targeted work with disabled people.</p> <p>The recommendation is to fund 25% of this request to pay for the transport needs of people who have profound and multiple learning disabilities to enable them to attend the group.</p>
<p><b><u>Open Door</u></b> Open Door provides a weekly drop in and sign posting service for local refugees and asylum seekers at East Oxford Community Centre.</p> <p>As well as providing a free hot meal and a space to meet they provide support with form filling and other general support to help them sort out problems.</p> <p>Basic English lessons are also provided.</p> <p>Funding is requested to contribute towards their general running costs.</p>	East	£2,966	£5,390	£2,574	<p>Strong in terms of targeted work with minority groups living in the City.</p> <p>The panel noted that generally they provide the first step before going to or being sign posted to Asylum Welcome.</p> <p>The panel recommend funding £2,574 of this request to contribute towards their general running costs of the project and suggest they link up with SOFEA (South Oxford Food &amp; Education Alliance) an organisation that provides fresh nutritious in date food to local not for profit organisations across Oxfordshire at a reduced price.</p>

## APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<p><b><u>Oxford Against Cutting (OAC)</u></b>  OAC was set up as a charity in 2015 and is working to help prevent female genital mutilation (FGM) by raising awareness, sharing information, supporting survivors and developing projects to empower young people to champion anti FGM initiatives.</p> <p>Funding has been requested for a 'Train the Trainers' programme so that they can continue to raise awareness and safeguarding work on FGM in Oxford.</p>	City Wide	£5,000 (through youth ambition grants programme)	£8,750	£3,000	<p>Strong on targeted work with vulnerable girls and young women.</p> <p>The panel agreed that this work should be supported and the recommendation is to fund the group £3,000 but some reassurances are needed to ensure what is supported by the Council does not put girls or young women at any unnecessary risk</p> <p>Therefore the recommendation is made conditional that they work with the Equality and Diversity Officer and the Domestic Abuse co-ordinator both from Community Services to work up a proposal that will ensure that young women are not further isolated within their communities by the approach of the project.</p> <p>It is also recommended that the proposal is reviewed and cleared by the Board Member for Portfolio Holder for Culture and Communities.</p>
<p><b><u>Oxford Community Land Trust (OCLT)</u></b>  OCLT is a co-operative with the aim to promote and build affordable housing in Oxford.</p> <p>They are working to put in a community led bid for the Irving Building in East Oxford.</p> <p>Their application is requesting funding to pay for a programme manager to take the project through planning and procurement.</p>	East	Nil	£10,000	Nil	<p>The panel felt this is a high risk capital project.</p> <p>Within the grants programme prospectus one of the items the Council will not fund through this programme is capital expenditure.</p> <p>Therefore the recommendation is not to fund</p>

## APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<b><u>Oxford Credit Union</u></b> Funding has been requested to employ a project worker to develop a marketing strategy with the aim to expand their membership.	City Wide	£10,000 (through commissioning Programme)	£6,000	£3,000	<p>The panel agreed that this application helps support the Councils Financial Inclusion Strategy and has a clear sustainability element to the work as long as membership numbers can be increased, although we recognise there is no guarantee.</p> <p>Therefore the recommendation is to fund 50% of this request with a condition that they attend local community events to promote their service.</p>
<b><u>Oxfordshire Play Association</u></b> This organisation provides practical and professional support to all those who provide children and young people with opportunities to play. Funding has been requested to organise and delivery a play and activity day on Blackbird Leys.	South East	£2,500	£2,500	Nil	<p>Weak on need and poor value for money.</p> <p>The panel felt that it would have been better delivered along with the Leys Festival rather than doing something separate.</p> <p>Therefore due to budget limitations the recommendation is not to fund.</p>
<b><u>Oxford Sexual Abuse &amp; Rape Crisis Centre</u></b> Funding has been requested to continue the provision of their support group for survivors of sexual violence.	City Wide	£15,000 (through commissioning programme)	£10,000	Nil	<p>The panel had concerns that the approach they proposed in their application didn't address barriers some people may face accessing the group.</p> <p>The organisation has been recommended to receive funding through the commissioning programme and due to budget limitations the recommendation is not to fund.</p>
<b><u>Reducing the Rise of Domestic Abuse</u></b> This organisation supports vulnerable adults and children who are at risk of harm in their own homes. Aiming to keep them safe and helping them rebuild their lives. Funding has been requested for an emergency fund to enable those people who are considered high risk to get to a place of safety.	City Wide	Nil	£2,000	£1,000	<p>Strong on evidenced need and targeted work with vulnerable adults and children.</p> <p>The panel noted that they work County wide therefore the recommendation is to fund 50% of request for those adults and children they support in the city..</p>

## APPENDIX 2

Organisation & project description	Area / City Wide	Grants awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<p><b><u>Restore – Elder Stubbs Festival</u></b></p> <p>Funding requested to contribute towards the cost or organising and running the Elder Stubbs Festival planned to take place on 19.08.17</p>	Cowley	£3,099	£6,000	£1,500	<p>A popular annual event that works to dispel the misconceptions around mental health issues.</p> <p>The panel recommend funding 25% of the amount requested towards the volunteer recruitment, training and expenses.</p>
<p><b>Rose Hill Junior Youth Club</b></p> <p>RHJYC runs twice weekly after school sessions for children aged 6-8 years and 9-11 years old during term time.</p> <p>A senior youth club runs on a Thursday evening for young people aged 11-15 years old.</p> <p><del>A</del>verage weekly attendance to all of the above is a cumulative 150 children and young people.</p> <p>Funding has been requested to contribute towards the staffing and room hire charges for the club.</p>	South East	£7,500	£9,900	£9,900	<p>The panel noted that one of the Rose Hill priorities is the RHJYC.</p> <p>Concerns were raised on the sustainability of the project and what would happen if their Big Lottery bid fails.</p> <p>The recommendation is to fund 100% of their request dependent upon whether their Big Lottery bid is unsuccessful because their costs should potentially be covered in full through their application to the Big Lottery. They will know the outcome of this bid in February 2017.</p>
<p><b>Streets Revolution</b></p> <p>A non-profit organisation whose aim is to use Sport and leisure as a tool to engage with marginalised sections of the community.</p> <p>Funding has been requested to work with Oxford Survivors who are based in Blackbird Leys community centre to support their members in a variety of ways.</p>	South East	Nil	£5,585	£3,900	<p>Targeted work with a mental health support group.</p> <p>The recommendation is to fund the room hire charges for the group so they can continue meeting at Blackbird Leys Community Centre.</p> <p>The recommendation is made with the condition that the payment is made as an internal transfer and that they link up with Good Food Oxford.</p>

## APPENDIX 2

Organisation & project description	Area / City Wide	Grants awarded 2016/17	Amount Requested for 2017/18	Amount Recom'd 2017/18	Why?
<b>Wood Farm Youth Centre</b> Funding has been requested to contribute towards the continuation of youth sessions in 2017.	North East	£7,000	£9,000	£7,000	<p>Strong in terms of need and targeted work with vulnerable young people in a regeneration area of the city.</p> <p>A facility that is still much needed in the area where there is little else for young people on the estate.</p> <p>Therefore the panel recommend funding £7,000 of the request.</p>
<b>Totals</b>		<b>£87,015</b>	<b>£206,553</b>	<b>£107,500</b>	

This page is intentionally left blank

**Evaluation Sheet**  
**Community Grants 2017/18**

<b>Declarations of interest</b> Please provide details. If declaring an interest the assessors will absent themselves while the application is evaluated.	
<b>Organisation Name</b>	
<b>Project Name</b>	
<b>Amount requested</b>	£
<b>Date evaluated</b>	
<b>Is application eligible (yes / no)</b>	
<b>Total score</b>	
<b>Initial Recommendation</b>	£
<b>Comments</b>	
<b>Final Recommendation</b>	£
<b>Comments</b>	

<b>Eligibility</b>	<b>Yes / No</b>	<b>Comments</b>
From community or voluntary organisation, a social enterprise or a not for profit community focused organisation		
Run by a committee (at least 3 people (chair, secretary & treasurer))		
Primarily Oxford beneficiaries		
Constitution / Equal opportunities		
Annual accounts		
Bank statement		

**If all above are not met reject application**

78

<b>Monitoring Returned?</b>	<b>Yes / No</b>	<b>Comments</b>
Has the organisation been funded in 2015/16?		
Did they complete and return a monitoring form and provide evidence of spend?		
If No, the organisation is not eligible for funding for one year. Is this applicable to this application?		

**Theme selected**

A vibrant & sustainable economy

☐

Strong & Active Communities

☐

Cleaner, greener city

☐

### Section 3 – About the project

#### Evidence of need

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	States what the need is but does not back this up with evidence.	
	4	Identifies need, demand and supply (or 2 out of 3) but relies on out of date data or only quantitative or qualitative data.	
	6	The proposal identifies need demand and supply. It uses up to date (i.e. less than 3 years old) available data that is both quantitative and qualitative (or example surveys, and deprivation & census data).	
/ 6	Total		

#### Beneficiaries / Targeting

69	Score	Score	Description	Comments
		0	Application fails to answer the question or includes nothing relevant	
		2	The application evidences some community benefit to a wide range of individuals or groups or to area's that do not have high indices of multiple deprivation	
		10	The application evidences community benefit that is targeted towards areas with high indices of multiple deprivation or prioritises work with socially excluded groups	
	/ 10	Total		

#### Risk

Score	Score	Description	Comments
	0	Application fails to answer the question or fails to identify any risks related to the project or activity (eg safety)	
	2	Application has identified relevant risks and has taken steps to manage some of the risks but not all	
	4	Application is fully aware of the relevant risks and has taken steps to manage all of them.	
/ 4	Total		

#### Section 4 – Meeting the Aims of the Council

Score	Score	Description	Comments
	<b>0</b>	Application fails to answer the question or includes nothing relevant or selects multiple objectives or wrong objective for project activity.	
	<b>2</b>	Has identified which objective the project meets but not explained how the action meets the objective.	
	<b>4</b>	The application clearly explains how the action meets the objective.	
<b>/ 4</b>	<b>Total</b>		

#### Section 5 – Monitoring & Evaluation

Score	Score	Description	Comments
	<b>0</b>	Application fails to answer the question or includes nothing relevant	
	<b>2</b>	The application has not stated how the activity / project will be monitored, what data will be collected and how this will be reported, or it provides basic minimal information, or has stated that the impact of the project / activity cannot be measured.	
	<b>4</b>	The application has indicated what will be monitored and what related data and impact information will be collected, at what frequency and how this will be reported.	
	<b>6</b>	The application has clearly indicated what will be monitored, at what frequency, what data will be collected plus relevant outcomes and how this will be reported and has linked this with the objective they have selected that meets the aims of the Council.	
<b>/ 6</b>	<b>Total</b>		

## Section 6 & 7 – Financial Details of Organisation & Project

Additional subsidies

Score	Score	Description	Comments
		Is the project going to benefit from any additional subsidies from the city council? (in the form of financial or in kind support).	
	<b>1</b>	No	
	<b>- 1</b>	subsidy less than grant requested	
	<b>- 2</b>	subsidy same as grant requested	
	<b>- 3</b>	subsidy more than grant requested	
<b>/ 1</b>	<b>Total</b>		

Financially competent

Score	Score	Description	Comments
	<b>0</b>	The summary does not accurately reflect the information in the accounts	
	<b>1</b>	The summary does accurately reflect the information in the accounts	
<b>/ 1</b>	<b>Total</b>		

Score	Score	Description	Comments
	<b>0</b>	The figures contained in the form do not add up correctly	
	<b>1</b>	The figures contained in the form do add up correctly	
<b>/ 1</b>	<b>Total</b>		

Score	Score	Description	Comments
	<b>0</b>	The estimated costs are not realistic (too expensive or too low)	
	<b>1</b>	The estimated costs are reasonable and realistic	
<b>/ 1</b>	<b>Total</b>		

81

### Financial need

Score	Score	Description	Comments
		Are there more than 6 months unspecified cash reserves (in relation to expenditure)	
	0	Yes	
	1	No	
/ 1	Total		

Score	Score	Description	Comments
		Is the activity the primary responsibility of another agency?	
	0	Yes	
	1	No	
/ 1	Total		

Score	Score	Description	Comments
		How much income (cash) is raised from other sources than the City Council?	
	0	Raise less than grant request	
	1	Raise the same as grant request	
	2	Raise more than grant request	
/ 2	Total		

### Section 8 – Value for Money

Score	Score	Description	Comments
		If agreed, will the grant lever in money for the project from elsewhere / other funding bodies etc?	
	0	No	
	1	Yes but less than grant request	
	2	Same as grant request	
	3	More than grant request	
/ 3	Total		

<b>Summary</b>	<b>Maximum Score Available</b>	<b>Actual Score</b>
<b>Section 3 - About the Project</b>		
Evidence of need	<b>6</b>	
Targeting	<b>10</b>	
Risk	<b>4</b>	
<b>Section 4 - Meeting the aims of the Council</b>	<b>4</b>	
<b>Section 5 - Monitoring &amp; Evaluation</b>	<b>6</b>	
<b>Section 6 &amp; 7 - Financial Details</b>		
Additional subsidies	<b>1</b>	
Financially competent	<b>3</b>	
Financial need	<b>4</b>	
<b>Section 8 - Value for money</b>	<b>3</b>	
<b>Grand Total</b>	<b>41</b>	<b>/ 41</b>

This page is intentionally left blank

## APPENDIX 4

### CEB Report Risk Register

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

No.	Risk Description Link to Corporate Obj.	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Current Risk	
1	Grant funding awarded is not spent on the activity or items it was awarded for. (Strong, Active Communities)	I 2	P 1	Terms & conditions for grant awarded not clear.	Mitigating Control: Award letter & terms & conditions are clear and where necessary itemised.  Monitoring forms  Level of Effectiveness: Medium because information may not be returned	I 1	P 2	Action: Reduce  Action Owner: Julia Tomkins  Mitigating Control: Keep check list and close monitoring  Report through Community & Partnership Scrutiny  Control Owner: Julia Tomkins	Outcome Required:  Clear and detailed terms and conditions signed by each organisation or group awarded a grant.  All monitoring forms returned  Milestone Date: on going	I	P
2.	Risk to reputation (Strong, Active Communities)	3	3	Declined applicants unhappy with decision	Give clear reasoning as to why application was declined.	3	2	Action: Fair and transparent grants process evaluating each application against set criteria-Nov 2016  Action Owner: Julia Tomkins	Lessen impact of risk to reputation.		

								<p>Mitigating Control: Work closing with media &amp; communications team.- Feb/Mar 2017</p> <p>Control owner: Julia Tomkins</p>			
3.	Commissioned organisations unable to deliver service or project they have been funded to deliver	3	3	Loss of other funding to continue delivery	Maintain good working relationship and be aware of funding cuts within the relevant sectors	3	2	<p>Action: Reduce Provide support to source other funding</p> <p>Action owner Julia Tomkins &amp; other commissioning officers</p> <p>Mitigating Control Maintain good working relationship</p>	Continued delivery of services		

**To:** City Executive Board  
**Date:** 9 February 2017  
**Report of:** Assistant Chief Executive  
**Title of Report:** Annual Update Report on the Corporate Plan 2016 -20

Summary and recommendations	
<b>Purpose of report:</b>	To seek approval of the 2016 Annual Update Report on the corporate Plan 2016-20
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Cllr Bob Price, Leader of the Council
<b>Corporate Priority:</b>	All Corporate Plan priorities
<b>Policy Framework:</b>	Policy Framework - Corporate Plan
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Approve</b> the Annual Update report on the Corporate Plan 2016-20, as set out in Appendix 1.</li> <li>2. <b>Delegate authority</b> to the Assistant Chief Executive to make minor textual/formatting changes to the Annual Update Report in advance of formal publication</li> </ol>	

Appendix
Appendix 1 Annual Update on the Corporate Plan 2016-20

## Introduction and background

1. The Corporate Plan is the Council's overarching strategy for delivering high quality services to the people of Oxford. The Corporate Plan 2016-20 was agreed by Council in February 2016. It sets out a clear vision, corporate priorities and objectives, and how the Council aims to achieve them. The Annual Update Report 2016 sets out what we have achieved against these themes in 2016 and our major areas of focus for 2017.

2. While its main function is to guide the Council's priorities, the Plan also provides a guide for its work with partners and will be an effective means of communicating the Council's vision and priorities to the wider community.
3. The Draft Annual Update Report attached in Annex 1 has been drawn up with input from Service Heads and Directors and has been discussed with a range of members.
4. The content of the Draft Annual Update Report should be viewed alongside the draft Medium Term Financial Strategy, which will also be presented at 9 February 2017 meeting of the City Executive Board. The two are developed in tandem to ensure that the Council's resources are aligned with its objectives.

### **The Annual Update Report on the Corporate Plan 2016-20**

5. The Council is committed to its core ambition of building a world class city for all of its citizens; to do this successfully there is a corporate recognition that it will have to continue to transform the way in which services are structured and delivered. The Council aims to create a successful economy and an integrated community which respects and celebrates diversity, protects and enhances the environment, and offers extensive opportunities for residents' leisure time.
6. The Council's priorities for the next three years remain those that were identified in the Corporate Plan 2016-20:
  - A Vibrant and Sustainable Economy
  - Meeting Housing Needs
  - Strong and Active Communities
  - A Clean and Green Oxford
  - An Efficient and Effective Council.
7. The Plan acknowledges that many of the issues that are important to the well-being of our city and its people are not exclusively or directly controlled by the City Council. Achieving our objectives necessarily involves working in partnership with other local authorities, public agencies, community groups, local businesses and third sector organisations. This will become more important as the reductions in public resources deriving from the government's austerity agenda continue, and new ways of delivering services are developed. The Council will work with its partners to influence their resource allocation and plans. The Corporate Plan 2016-20 therefore includes the two cross-cutting priorities of Partnership and Devolution which have underpinned the Council's approach to most areas of its work.

### **Key challenges**

8. The key challenges facing the city and the Council include:
  - The potential economic and social consequences of the decision to leave the European Union
  - Working with our neighbouring district councils, the Oxfordshire County Council, the Local Enterprise Partnership (LEP) and other partners to take forward a devolution proposal to central government. We are aiming to gain greater local

control over finances and decision making in key strategic areas, and to secure additional long term investment in transport, housing and jobs, that will enable the city region to reach its economic potential.

- Responding to the increasing pressures on those with low incomes, as the government's austerity measures and changes in social security systems are introduced.
- Increasing levels of family and single person homelessness, and overcrowded housing.
- Reduced Oxfordshire County Council budgets, in particular in homelessness support, children's services and services for the elderly.
- Increasing internal financial pressures from the reduction in the level of grant that we receive from the Government from over £9m in 2013/14 to just £1.5m next year and zero by 2019/20.

### **Key achievements**

9. The Council's key achievements in 2016-17 include:

- The Council has delivered £1m of efficiency savings in year in addition to the £2 million delivered over the previous two years.
- Securing significant infrastructure funding for the Northern Gateway, unlocking 900 new homes and office space.
- Investing £8.4m to deliver a mixed use development of over 400 new homes, a hotel and office space at Oxpens.
- Establishing a Housing Company to deliver new affordable homes to address the city's acute housing needs.
- Construction of a £2.2m Flood Alleviation Scheme in Northway and Marston
- Developing the Oxford Flood Alleviation Scheme for the western and southern parts of the city in partnership with the County Council and the Environment Agency.
- Investing £5m in a £10m fund for our Real Letting Scheme, to acquire properties to house local families.
- Investing £800K to refurbish Cutteslowe Park Lower Pavilion.
- Securing £142K of Heritage Lottery Funding for the first phase of the Museum of Oxford's development.

### **Key focus for 2017-18**

10. The key focus for the Council in 2017-18 will be to deliver the Council's Capital Programme, which includes:

- Using the Housing Company to increase the housing supply and the numbers of affordable homes.
- Investment in our council homes.
- The regeneration schemes in Blackbird Leys and Barton, planned major repairs and adaptations for disabled people
- Oxford's flood alleviation scheme.
- Community centre developments, Horspath Sports Village.
- The Museum of Oxford development – submission of phase 2 Bid.
- A recycling transfer centre.

- Improvements to the public realm and car parks.
- Continue to expand our trading activities to fund core services.

11. The key programmes and projects also to be delivered in 2017-18 include those to:

- Provide a £1.4m grants programme for the voluntary and community sector
- Agree a new City Centre Strategy with local businesses and residents
- Support disadvantaged people into employment and training through Community Employment Plans
- Support tenants and those in private sector housing who are affected by the Benefits Cap
- Support projects which promote community development and community cohesion and safe and healthy lifestyles
- Work with businesses and communities to further reduce carbon emissions from transport, increase domestic energy efficiency and local energy production
- Invest in digital inclusion and improve access to online services for residents
- Improve services and value for money through reviewing and retendering contracts and audit arrangements.

### **Corporate Performance Targets**

12. The Corporate Plan 2016-20 sets out the corporate performance measures for each of the Council's priority areas. An update on progress on the targets is included within the Annual Update Report. All targets are on track to be achieved or overachieved.

### **Publication of Annual Report Update of the Corporate Plan 2016-20**

13. Once approved for adoption, the Annual Report Update on the Corporate Plan 2016-20 will be made available in hard copy, accessible format and placed on the Council web site.

### **Legal Issues**

14. There are no direct legal implications relating to the Draft Annual Update Report on the Corporate Plan 2016-2020.

### **Financial Issues**

15. The Draft Annual update on the Corporate Plan is underpinned by the Council's draft Medium Term Financial Plan which outlines how the objectives within the Corporate Plan will be funded. The Council's draft Budget for 2017-2021 is presented elsewhere on this CEB agenda.

### **Environmental Impact**

16. The commitment to improving Oxford's environment and reducing the environmental impact of the city is directly reflected in the Clean and Green Oxford corporate priority and underpins all of the Council's activities.

## Level of Risk

17. The Corporate Plan 2016-20 is an overarching strategic document, which is underpinned by a series of supporting documents. Details of projects and actions which contribute to the delivery of corporate priorities will be found in the Council's service plans and other delivery plans. Risks are detailed in service and corporate risk registers.

## Equalities Impact

18. An equalities impact assessment was undertaken on the Corporate Plan 2016-20. The City Council's overriding concern in formulating its budget and Corporate Plan has been to expand the options and opportunities available to the people of our city. We particularly aim to reduce inequalities and expand opportunities for those suffering from deprivation.

<b>Report author</b>	Caroline Green
Job title	Assistant Chief Executive
Service area or department	Assistant Chief Executive
Telephone	01865 529887
e-mail	e-mail: cgreen@oxford.gov.uk

### Background Papers:

The current Oxford City Council Corporate Plan 2016-2020 can be found at :  
<http://mycouncil.oxford.gov.uk/documents/s28130/Appendix%201%20Draft%20Corporate%20Plan%202016%20-%202020.pdf>

This page is intentionally left blank

## **2016 Oxford City Council Corporate Plan Annual Statement**

### **Building a world-class city for everyone**

Our Corporate Plan for 2016-2020 sets out the City Council's vision for our city and for the quality of life of its residents, and our plans for how we will achieve our objectives in the five key priority areas:

- A successful and sustainable local economy
- Meeting the city's housing needs
- Building strong and active communities
- A clean and green city
- Delivering the Council's services efficiently and effectively

This annual statement describes the achievements of the past year in each of these areas of activity, and identifies where we will be focusing our priorities in 2017/18.

---

### **Introduction – Leader of the Council, Councillor Bob Price**

The result of the EU referendum was a seismic event for the UK. The prospect of being outside the European single market and customs union brings new challenges as we seek to secure a prosperous future for all our residents. The success of the city's economy stems from our position as a global centre for higher education, research, health, biosciences, publishing and car manufacturing; from the ethnic and cultural diversity and strength of our communities, and from our architectural and environmental heritage and cultural assets that attract millions of visitors each year. In the context of the uncertainty about the future development of the national economy that has been created by decision to leave the European Union, the City Council will continue to work with our partners to protect and build on these features to ensure that Oxford remains a welcoming and outward looking international city.

With our neighbouring district councils, the County Council, the Local Enterprise Partnership (LEP) and other partners, we are currently seeking greater local control over finances and decision making through a devolution proposal to central government. This aims to secure the investment in transport, housing and jobs that is needed to reach the city and county's economic potential, and would involve a new combined authority, bringing all six councils together to deal with strategic issues, and an elected mayor to lead that authority.

Despite the challenging national context, the City Council achieved much in 2016 to deliver our ambition, as set out in this report. We delivered £1 million of efficiency savings in year on top of the £1.9 million delivered over the previous two years. We secured investment for major development and regeneration schemes across the city, entered into a new joint venture company with Nuffield College to deliver a mixed use development that will transform a major part of the west end of the city and established a Local Housing Company to deliver new affordable homes. We have continued to invest in our community facilities including sports pavilions at Cutteslowe and Quarry, and a new sports complex at Horspath. We have hosted or supported over 300 cultural events across the city. We have worked with the voluntary sector and public sector partners to accommodate refugee families from Syria, and improve support for refugees in the City. We have once again achieved national recognition for excellence in many of our services including the Customer Service Excellence Award for all council services.

The financial pressures affecting people on low incomes are increasing as the government's austerity programme and reductions in social security payments take effect. Homelessness has increased in Oxford as it has elsewhere in the country, and at the same time, the County Council has reduced funding for homelessness services. The City Council has responded by working with the other district councils in Oxfordshire and the health services to pool funding that will maintain a smaller number of hostel places. We are investing £10m in acquiring homes for homeless families. We have also been successful in bidding for nearly £800,000 for homelessness prevention.

Looking to the future, we will continue to pursue the aspirations that we have for the city despite the increasing financial pressures. The revenue support grant that we receive from government has reduced from over £9m in 2013/14 to just £1.5m next year and will disappear altogether by 2019/20. The impact of the government's declared policy of devolving more business rate income to local authorities is unknown, making forward financial planning very difficult to do with confidence. People in Oxford will inevitably feel the effects of reductions in the County Council's support for the homelessness hostels, the open access children's centres, and culture and the arts. At the same time, we know that demand for our services is increasing, particularly for those low incomes affected by Government's welfare reforms and the reduction in the household benefit cap.

The City Council's approach of prudent long-term financial management continues to stand us in good stead to manage these challenges without reductions in services. We will need to continue to build on our achievements in delivering efficient customer-focused frontline services, especially for the most vulnerable; investing in our assets, and in our workforce.

Over the next four years, we will deliver £12.3m of efficiencies and increased income to support vital services in the city without reductions to services. We will invest over £123 m in regeneration projects in the city including regenerating council estates, upgrading and improving council homes, £4 million funding for improvements to our community centres, improving our car parks, including a proposed extension of the Seacourt Park and Ride site in preparation for the opening of the new Westgate Shopping Centre in 2017.

The Council's will continue to tackle the major challenges facing the city: providing an environment in which businesses can grow and invest; building more homes for people at all income levels, protecting and enhancing our environment, supporting vulnerable people and safeguarding people at risk, and investing in our communities, tackling inequalities. We are committed to making Oxford a good place to live for everyone – fair, harmonious, and supportive of those most in need through well managed and accessible services.

## 1. A Vibrant and Sustainable Economy

A smart and entrepreneurial city with a thriving local economy supported by improved infrastructure, training and skills

### Oxford City Council Corporate Plan Priorities 2016-2020;

**Secure a devolution agreement with central government which gives greater local control** of decisions and investment in transport, housing, skills and business support to meet the needs of our economy.

**Promote new jobs** and increased investment in local enterprises and the knowledge economy.

**Improve infrastructure**, public transport and opportunities for walking and cycling across the city to reduce congestion, and support economic and housing growth.

**Deliver effective support** to attract new businesses and allow local businesses to prosper and grow.

**Improve workforce skills** to meet local demand by working with Oxfordshire Skills Board to support educational attainment, traineeships, apprenticeships and better targeting of funding for skills across the spectrum.

**Promote and shape development** and unlock land for housing and employment sites to help meet the needs of the city.

### Key Achievements for 2016

Secured funding for infrastructure at Northern Gateway and Oxpens, which will result in 900 new homes, office space and over 4200 jobs.

Invested £8.4m to deliver a mixed used development of over 400 new homes, a hotel, office space and public realm in Oxpens, which will transform the west end of the city.

500 businesses can now access faster broadband speeds, via the Super-Connected Cities Project.

Taken forward the redevelopment of Oxford Station with planning guidance for the redevelopment of the station ready for consultation in early 2017.

Work has begun on a new Local Plan, which will shape the city's development up to 2036.

Established Community Employment Plans with partner companies, that will support 20 apprenticeships and 180 people into work experience or training. These will cover Westgate,

Barton Park and the Tower Block recladding projects.

Supported people into locally based work through community job fairs in Blackbird Leys, Rose Hill and Barton.

Engaged with over 1,200 local businesses to support economic growth and attract inward investment. Launched a new Business Forum 'The Talk of the Town'.

Set up a new Start-Up and Grow-On Group to increase office space in the city centre and established a new co-working space at Oxford Centre for Innovation.

Reached the shortlist for the European Capital of Innovation alongside Paris, Milan, Amsterdam, Glasgow, Turin, Eindhoven and Berlin.

### Areas of focus 2017-20

With the LEP and Oxfordshire Councils negotiate an ambitious Devolution Deal with Government to secure investment in infrastructure to support housing and economic growth.

Work with partners to develop a low carbon and energy efficient economy

and to increase access to lower cost and sustainable local energy.

Extensive consultation with residents and businesses on the Oxford Local Plan, which will shape the future development of the city to 2036.

Work with partners to ensure the successful opening of the Westgate Shopping Centre in 2017.

Invest £4.5m to make improvements to the Seacourt Park and Ride car park, to ensure that there are adequate car parking facilities to serve the city centre..

Take forward investment and redevelopment of key sites in the West End including Oxpens and the Oxford Station redevelopment.

Invest in the development of commercial sites and creation of space for small business, including Standingford House in Cave Street.

Agree a City Centre Strategy with local businesses, residents and other partners to enhance the physical environment of the city centre.

Create a 2,000sq ft. co-working space in Oxford Town Hall to support small businesses, increase jobs and generate revenue for the Council.

Success Measures	2016/2017 Targets	2016/2017 Projected Outcome
Amount of employment space permitted for development	15,000sqm	Achieved
Number of jobs created or safeguarded in the city as a result of the council's investment and leadership	900	Achieved
Net annual increase in number of businesses operating in the city	200	Exceeded

This page is intentionally left blank

## 2. Meeting Housing Needs

Improving Oxford residents' access to affordable and high-quality homes in good environments that are close to jobs and facilities

### Oxford City Council Corporate Plan Priorities 2016-2020

**Tackle the city's housing crisis** by promoting high quality development in the city and in locations near to Oxford with good transport links working in partnership with developers, universities, businesses and neighbouring District Councils to build the homes that Oxford needs.

**Build more affordable homes** in partnership with developers, housing associations, universities and the health sector to meet the needs of different income groups and types of employment in the city, including those on low incomes and those who are vulnerable.

**Improve conditions for private tenants** by actively enforcing standards for private rented housing and managing the impact on neighbourhoods of Houses in Multiple Occupation (HMOs).

**Improve homes** for our existing tenants by refurbishing our properties above national standards, making homes more energy efficient and improving the general environment of our estates.

**Tackle homelessness and rough sleeping** by securing appropriate accommodation and support for those affected.

### Key Achievements for 2016

Established a Housing Company, to deliver new affordable homes with a range of tenures to help address the city's acute housing need.

Invested £20m in refurbishment of the city's tower blocks to improve their appearance and structure, upgrade insulation, windows, heating, and electrics and refurbish lifts. Work to be complete by December 2017.

Construction of 900 new homes in Barton is underway through our joint venture company with Grosvenor Developments Ltd.

Agreed plans for the construction of new homes in Cowley and Oxpens, and the redevelopment of Blackbird Leys District Centre, and Knight's Road.

Invested £5m in a £10m fund for our Real Lettings Scheme to acquire properties to house local families in temporary accommodation.

Launched a new Rent Guarantee Scheme to provide access to the private rented sector, for 40 households a year.

Improved energy efficiency in private homes so they are warmer and cheaper to heat. Provided grants and encouraged positive action by landlords.

Helped people access work and provided financial advice to people facing reductions in their benefits. Helped over 200 households through Discretionary Housing Payments.

Protected services for homeless people to mitigate reductions in county funding through joint commissioning of services with the County Council, NHS and district councils.

Secured £790K of government funding to help prevent homelessness and improve services for homeless people.

### Key focus for 2017- 2020

Invest £21m in improvements to Council owned homes, £8.7m in regeneration schemes for Blackbird

Leys and Barton, and £4.2m on our Great Estates programme.

Provide a £60m loan to the Council's new Housing Company to supply 500 new social rented homes. The first acquisition will be the purchase of 95 homes in Barton in spring 2018, and 170 homes to be built elsewhere in the city by 2019.

Deliver a £21m programme of major repairs to council homes including upgrading properties, adaptations and energy efficiency.

Further increase accommodation available for those in temporary housing by acquiring further properties through the Real Lettings Scheme.

Provide support for residents facing benefit changes, for example giving extra help to private sector tenants affected by the freeze in Local Housing Allowance and the cut in the level of the benefit cap.

Deliver our Homelessness Prevention Programme, bringing agencies together to provide targeted prevention and outreach work and advice services for those at risk of becoming homeless.

Further joint working with District and County Councils and Health to provide housing support services and further improve value for money.

Success Measures	2016/2017 Targets	2016/2017 Projected outcomes
Number of new homes granted permission	400	Achieved
The percentage of HMOs licensed	70	Exceeded
Limit the use of temporary accommodation to 2015 levels	120	Achieved

This page is intentionally left blank

### 3. Strong and Active Communities

#### Socially cohesive and safe communities

#### Oxford City Council Corporate Plan Priorities 2016-2020

**Tackle inequality** through improved prosperity and by targeting resources to those who need most support.

**Provide high quality community and leisure facilities** and seek to increase participation in regular physical activity to improve people's health and quality of life.

**Improve opportunities for young people** to engage in positive activities and develop the skills and ambition to achieve to the best of their abilities.

**Celebrate diversity and support our different communities** by understanding their needs, supporting voluntary and community groups and delivering high quality cultural events and activities.

**Promote safe neighbourhoods and tackle anti-social behaviour** through education and early engagement with problems, backed by enforcement action if required.

**Safeguard and support vulnerable people** including improving quality of life for older people and protecting children, families and adults at risk of exploitation or crime.

#### Key Achievements for 2016

Invested £800K to refurbish Cutteslowe Park Lower Pavillion to support women's and young people's participation in football.

Horspath Athletics and Sports Ground reopened after a £180K track refurbishment.

Secured £142K from the Heritage Lottery Fund for the first phase of the Museum of Oxford's redevelopment.

Increased the number of participants in the Youth Ambition Programme

2015/16 – 6060

2016/17 – 6640

And increased girl's participation significantly.

2015/16 - 25%

2016/17 – 47%

Attracted over 170,000 people to our cultural events, including the Christmas Light Festival, Common People, Dancin' Oxford, May Morning, St Giles' Fair and the Lord Mayor's Carol Concert.

Barton Park selected as a NHS Healthy New Town, securing £120K of which £30K was for small community projects to address social isolation and food poverty.

Investigated over 2,500 cases of anti-social behaviour and undertook 1,600 enforcement actions to tackle anti-social behaviour and environmental offences

Supported 10 Syrian families through the Syrian Vulnerable Persons Resettlement Scheme and worked with voluntary and faith groups to improve our services to refugees, including increasing access to English Language courses.

Established Health Partnerships, with the Primary Care Trust and health organisations, to address poor health and improve access to health services in key areas.

Assisted council tenants to reduce their energy bills through tariff changes, access to government programmes, and improved energy efficiency.

Improved our safeguarding practice for children and vulnerable adults through implementing a robust and mandatory training programme for staff and councillors, improved our taxi-licensing and launched 'Hotel Watch'.

There are large numbers of people who volunteer in the city to enable community projects to flourish and to help the council achieve its policies

of community cohesion and involvement. We campaigned with partners to encourage volunteering and as a result an additional 150 people have signing up as volunteers.

#### Areas of focus 2017 - 2020

Implement the Museum of Oxford Development Plan and submit a second round funding bid to develop the museum.

Invest £3.6m improving community centres and £5m improving parks, open spaces and athletics facilities over the next four years.

Invest £4.9m in the development of Horspath Sports Village.

Work in partnership with Fusion to further increase participation rates and improve customer satisfaction with our leisure facilities.

Improve services for refugees and asylum seekers and work to foster community cohesion in the city.

Continue our £1.4m grants programme to support the voluntary and community sector deliver services.

Ensure that the Barton Healthy New Town meets the agreed targets for the local community's health and well-being priorities.

Success Measures	2016/2017 Targets	2016/2017 Projected Outcomes
Resident satisfaction with their area as a place to live	81%	Achieved
The number of people taking part in our Youth Ambition Programme	5,500	Achieved
Number of people using leisure centres	1.40 million visits	Achieved

This page is intentionally left blank

## 4. A Clean Green Oxford

An attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution

### Oxford City Council Corporate Plan Priorities 2016-2020

**Save energy and reduce carbon emissions** through energy saving and renewable energy schemes that bring down energy bills, tackle fuel poverty and reduce the city's carbon footprint.

**Tackle congestion and pollution** that frustrates growth and damages peoples' health through a better public transport offer, our low emission zone and by promoting cycling and walking.

**Improve cleanliness of our streets, neighbourhoods and open spaces** so that Oxford is an attractive, clean and safe place which residents, visitors and those who work in the city enjoy.

**Reduce the total amount of waste and increase the proportion of the waste stream that is recycled** providing excellent recycling services and facilities across the city and working with partners to promote recycling.

**Protect the city from extreme weather events and flooding** by working with partners to invest in effective flood defences.

### Key Achievements for 2016

Started construction of a £2.2m Flood Alleviation Scheme to reduce the risk of surface water flooding to 110 homes in Northway and Marston wards in North East Oxford.

Supported the Outline Business Case for the Oxford Flood Alleviation Scheme to protect businesses, households and important transport links in the western and southern parts of the city.

Reduced council carbon emission by 5 per cent for example, by investing in solar panels at St Aldate's Chambers and Horspath.

Won the prize for Local Authority Air Quality Initiative of the Year at the National Air Quality Awards 2015.

Successfully leveraged £14m into local energy projects in the city and county through the OxFutures Programme.

Attracted £50,000 government funding to explore a heat network in Oxford that could reduce carbon emissions and improve energy efficiency.

Launched Schools Tackling Oxford's Air Pollution STOP' project, with six schools, to install air quality monitoring stations and provide

educational material about air quality.

Around 40,000 people attended Low Carbon Oxford Week and 60 organisations contributed to the events.

Achieved 90 per cent reduction in dog fouling in The Leys through an awareness raising campaign.

Improved waste and cleaning services by investing in new technology, including bin weigh and high pressure hot wash street cleansing vehicle.

Increased recycling through the roll out of weekly food waste collection to 19,000 flats across Oxford due to complete by March 2017.

Recruited 20 participants for the 'Go Ultra Low' trial project to install on-street electric vehicle charging in residential areas.

Relaunched the Low Carbon Oxford website to include case studies and easier access to resources for residents and local groups

### Key Focus for 2017 - 2020

Complete the £2.2m on Northway and Marston Flood Alleviation Scheme, reducing the flood risk to

110 homes in Northway and Marston.

Invest further £760,000 and implement the Oxford Flood Alleviation Scheme with the Environment Agency and other partners.

Build a £2.4m Recycling Transfer Station to increase recycling rates and deliver £320,000 savings each year from 2018/19.

A further reduction in carbon emissions from transport and increase domestic energy efficiency and local energy production. For example trial on-street electric vehicle charging; increase business engagement; reduce air pollution through 'STOP' project with schools.

Consult on how best can implement our vision for a more sustainable future for the city.

Success Measures	2016/2017 Targets	2016/2017 Projected Outcomes
Amount of non-recyclable waste produced in the city per households decrease each year	423Kg	Achieved
Satisfaction with our street cleaning services	76%	Achieved
Implementation of measures to reduce City Council's carbon footprint by 5% each year	5%	Achieved

This page is intentionally left blank

## 5. An Efficient and Effective Council

A customer focused organisation, delivering efficient, high quality services that meet people's needs.

### Oxford City Council Corporate Plan Priorities 2016-2020

**Continue to deliver high quality services to residents and businesses in the City** ensuring the flexibility to deal with uncertainty about future funding.

**Continue to invest in technology** to provide customers with more flexible and lower cost ways of accessing services.

**Manage our property and assets effectively** to generate savings and maximise returns.

**Manage our contracts and procurement processes effectively** to deliver maximum value for money and continue to develop our anti-fraud capability to protect public money.

**Recruit, develop and value a diverse workforce which reflects the make-up** of the community that we serve, tackling barriers to employment and career progression.

### Key Achievements for 2016

Saved £150K by replacing the ICT infrastructure contract

Roll out of hand held devices within Direct Services facilitating a more flexible way of working.

Increased e-billing, and achieved increases in e-claims for housing benefits and payments by direct debits.

Procurement savings of around £336k per annum from re-provisioning of ICT service contracts and changes in telephony.

Achieved Corporate Customer Services Excellence Accreditation for the whole Council

Launched a new City Council website in January 2016. Over 30% of all customer transactions now performed on online, compared to 25% in April 2016.

The City Council website now has 'Browsealoud' which helps people with low literacy and reading skills, dyslexia, English as a second language and people with a mild visual impairment.

Increased our income from the Town Hall by 13.9% compared with last year.

Provided free wireless access on all buses operating in Oxford, as well as our museums, galleries and public buildings.

Completed a stock condition survey, determined maintenance requirements and identified potential future development sites.

Further increased the income earned from external trading in engineering commercial waste and motor transport by £2.5m.

The Housing and Property Service achieved Silver standard in the National Practitioner Support Service.

An assurance of high standards and inclusive approaches was achieved by the Council's Landlord Services through TPAS accreditation.

Excellence in Corporate Fraud was awarded to the Fraud Investigation Service. Confirming the Council's reputation as having the best counter-fraud team in the UK.

All managers and team leaders undertook the Leadership and Management Development programme to improve management skills and performance across the council.

The Oxfordshire Open Data website was launched for public, researchers and developers to access, analyse and share information about the area.

### Areas of focus 2017

Reduce supplier costs in ICT to deliver a saving of £70K.

Invest £15K in digital inclusion over two years to improve access to online services for residents.

Improve services and value for money through reviewing and retendering contracts and audit arrangements.

Achieve National Practitioner Support Service 'Gold Standard for Housing and Homelessness Prevention Services' in Housing Services.

Establish an arms-length trading company to deliver many of our blue collar service such as building works, street cleansing, waste and recycling. To increase income from external trading

Retain our liP Gold Champion status.

	2016/2017 Targets	2016/2017 Projected Outcome
Level of staff engagement based on best company staff result.	Positive	Achieved
The percentage of customer satisfied at first point of contact	82%	Achieved
Delivery of the Council's cost savings and income targets (over a four year period)	£1,861,000	Achieved

This page is intentionally left blank

**To:** City Executive Board  
**Date:** 9 February 2017  
**Report of:** The Service Manager, Environmental Sustainability  
**Title of Report:** Refresh of Carbon Management Plan: 2017/18 - 2021/22

Summary and recommendations	
<b>Purpose of report:</b>	The current five year phase of the Council's Carbon Management Plan (CMP) concludes at the end of March 2017. The purpose of this report is to approve the next five year phase of the CMP (2017-2022).
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Cllr John Tanner, A Clean, Green Oxford
<b>Corporate Priority:</b>	A Clean, Green Oxford.
<b>Policy Framework:</b>	Sustainability Strategy
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Adopt</b> the new Carbon Management Plan as detailed in Appendix 1;</li> <li>2. <b>Note</b> that now straight-forward and accessible carbon reduction measures have been implemented through use of the Salix and Salix Plus funds, there will be the need to make financial bids for external support for larger capital projects, additional match funding requests or innovative approaches of using community funding models with shared financial advantages;</li> <li>3. <b>Endorse</b> the phased development of an Energy Management system (ISO 50001) over the next 5 years across all key significant energy use areas at the Council (e.g. Offices, Depots, Leisure Centres, Fleet fuel consumption);</li> </ol>	

Appendices	
Appendix 1	Carbon Management Plan 3: Continual improvement in carbon and cost reduction – The Oxford City Council Carbon Management Plan 2017-2022
Appendix 2	Risk Register

## Introduction and background

1. Oxford City Council has successfully rolled out phases of its Carbon Management Plan since 2008/09, implementing measures calculated to reduce CO<sub>2</sub> emissions by over 5000tCO<sub>2</sub> per year by 2015/16, reducing utility bills and playing its part in tackling climate change and offering leadership to other organisations. The first phase was called “Getting our House in Order”, the second phase “Carbon Reduction at the Heart of Everything we do”. The third phase “Continual improvement in carbon and cost reduction” is due to start in April 2017.
2. The carbon emissions reductions to date have been achieved through a range of measures such as LED lighting and controls upgrades, boiler upgrades, reduction of waste to landfill, fleet fuel reduction measures, estates rationalisation and building disposals, as well as significant deployment of renewable energy technologies. The Council is now producing over 750,000kWh of electricity per year (or the equivalent of 8% of its electricity demand) through Solar PV installations on the roof tops of its buildings.
3. Reducing CO<sub>2</sub> emissions leads to significant reductions in the associated energy, water and fuel spend. It is estimated that the Council is now spending approximately £500,000 less per year on these bills than it would have been spending at consumption levels prior to proactively targeting CO<sub>2</sub> emissions reductions across its estate and operations.
4. To compare performance now with that of the original baseline period (2005/06) given expansion of scope over time, we can broadly estimate that our carbon footprint would have been about 42% larger (14,070tCO<sub>2</sub>) under a business as usual scenario.
5. Our actual emissions at end of 15/16 are expected to be c.9040tCO<sub>2</sub> – which equates to an absolute decrease of 25% over the period 2005/06 to 2016/17. This is presented simplistically in Figure 1.

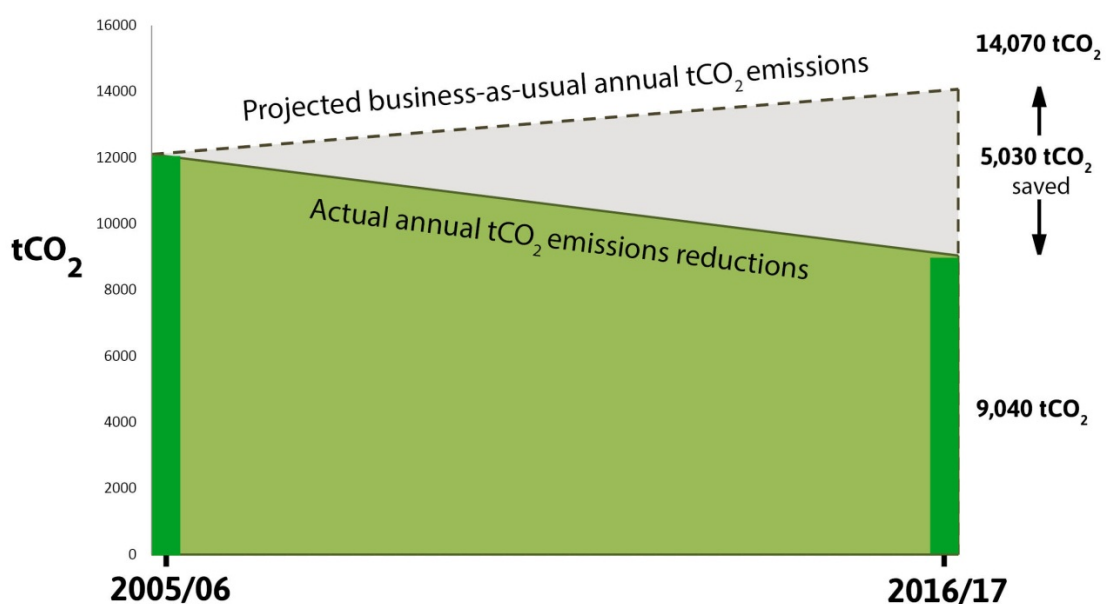


Figure 1: Emissions reductions compared to business-as –usual scenario

6. The 25% reduction in absolute emissions has been achieved against an upward pressure on carbon emissions from increased leisure centre user numbers (going up by approximately 7% over the last 3 years), increased recycling (extra vehicle movements) and commercial activity that has a direct impact on Council energy, fuel and water use.
7. A refreshed and updated plan covering the next 5 years (2017/18 to 2021/22) has been developed to ensure continual improvement in carbon and energy management, driving down energy, fuel and water spend and their associated carbon dioxide emissions. The aim is to deliver significant progress against the current corporate carbon target of minimum 5%/year reduction by implemented measures (See Appendix 1). If successful, it is estimated that this will yield a 2044 tCO<sub>2</sub>/year reduction in CO<sub>2</sub> emissions through implemented measures and an estimated cash saving of over £100k per year when compared with business-as-usual operation. It is anticipated that extra investment will be needed to achieve these targets (see *Financial implications* section below).
8. Given that many relatively straight-forward carbon reduction measures have been installed in recent years through efficient use of revolving loan funds and estate rationalisation, continuing to meet the 5%/year target will be increasingly challenging. Significant progress will be delivered by the development of more formal procedures and awareness of energy management responsibilities of all staff that have direct control or influence over energy, fuel and water consumption. This can be facilitated through the development and roll out of council-wide Energy Management Systems such as those in ISO 50001.
9. The “Continual improvement..” theme underpinning the new CMP phase means seeking out all opportunities across the Council to reduce carbon emissions and energy, fuel and water spend; using the expertise of staff in their immediate work area to spot new opportunities making sure all new technological advances are tracked and deployed when cost effective. Engagement across the Council is vital to identifying new opportunities.
10. Crucial to developing these opportunities and getting close to the target over the 5 year period is securing further funding for their implementation. Particular emphasis needs to be placed on the decarbonisation of heat and leisure centres. Typically these initiatives involve high capital cost plant, resulting in running cost and carbon reduction over the life of the plant. Funding will be sought from government and via internal budget bids during this phase of the plan. Bids for external funding support will be made as required for large scale capital projects to drive down carbon emissions. Given the more complex nature of larger scale projects, progress is likely to be challenging with longer lead in times to realise carbon reductions. Robust and detailed business plans for significant additional match funding requests will be required with all key staff expected to support their development. Innovative funding models will be also considered where appropriate using community share offer funding models such as those developed by the Low Carbon Hub.

## Achievements to date

11. The Council has achieved acclaim for its successes and achievements to date in the area of carbon management over the years that it has been implementing its carbon management plans. This has led to a series of knock-on benefits attracting significant funds into the City and boosting activities in the City-wide approach to CO<sub>2</sub> emissions reduction. Since 2008 the Council has achieved the following:
- Significantly increased the number of Solar PV installations across the City – now generating over 750,000kWh/year of clean energy – generating the equivalent of over 8% of the Council's electricity requirements through Solar PV by 2015/16
  - Signing up to the Covenant of Mayors to work with hundreds of other Cities around the world to reduce CO<sub>2</sub> emissions ([http://www.covenantofmayors.eu/index\\_en.html](http://www.covenantofmayors.eu/index_en.html))
  - Recognition for the Council's carbon management reporting approach of calculating CO<sub>2</sub> emissions through installed measures endorsed as best practice through an independent audit carried out by Price Waterhouse Coopers Ltd (2014/15). Invited to PWC's Building Public Trust Awards 2015 as a shortlisted organisation (competing against other public and private sector organisations) and cited in their guidance document.
  - Local Authority Partner of the Year: Community Energy Awards 2014 for its work in supporting city-wide deployment of community renewable energy schemes
  - Continued to win significant match funding to build on its internal revolving Salix fund, winning an additional £100k of match funding on top of the £205k originally secured in 2009 to implement low carbon technologies across the Council. The size of the revolving loan fund is now £605k. The Council has also developed its own innovative revolving loan fund (Salix Plus) that opens up options to fund longer payback energy efficiency projects such as renewable energy technologies as well as fleet fuel and water efficiency projects.
  - Launched and developed the innovative Low Carbon Oxford initiative – bringing together key "pathfinder" organisations in the City to reduce the Carbon footprint of Oxford
  - One of 9 leading Local Authority (LA) areas in the UK invited to take part in the Department of Energy and Climate Change (DECC) sponsored Low Carbon Frameworks project (leading to winning nearly £360k of additional funding which has helped kick-start Oxford low carbon communities projects and Low Carbon Oxford initiative)
  - "Highly Commended" in the Low Carbon Council category of the Local Government Chronicle awards 2011/12)
  - the first local authority to achieve the Energy Reduction Verification British Standards Kitemark in 2011
12. In order to measure progress in CO<sub>2</sub> emissions reductions against competing drivers like commercial activity levels, numbers of visitors to its leisure centres, and other driving factors that create upward pressure on CO<sub>2</sub> emissions, the Council will continue to monitor and report progress with its carbon management plan through

the implementation of measures calculated to reduce CO<sub>2</sub> emissions by 5% each year. The Council will also continue to monitor and report absolute tCO<sub>2</sub> emissions (and “tCO<sub>2</sub> equivalent” covering a wider range of Greenhouse Gas emissions) to Government each year.

13. The revised Carbon Management Plan (“*Continual improvement in carbon and cost reduction*”) included in Appendix 1 outlines our programme of activity for carbon management over the next 5 years building on the strong platform of achievement to date. It sets out the strategic context and the ‘case for action’, our revised carbon emissions scope and baseline, proposed projects and areas of activity and actions to reduce our emissions, as well as the governance arrangements (and escalation routes) to keep the programme on track.

### **Scope of emissions covered in the new plan**

14. The scope of the updated carbon management plan will cover all sites that are the Council’s energy, water and fuel billing responsibility, significant emissions sources within the Council’s operations and where we can use funds to implement energy, water and fuel efficiency measures.
15. The revised baseline year emissions for 2016/17 are approximately 9037tCO<sub>2</sub>. This means that the first year 5% target will require the Council to put measures in place to reduce CO<sub>2</sub> emissions by 452tCO<sub>2</sub> or more during 2017/18. Over the five years to 2021/22 this will mean implementing carbon reduction measures in excess of 2044tCO<sub>2</sub>.

### **Meeting the 5% year on year target**

16. The following measures and approaches will be applied towards meeting the target to 2021/22 (this list is not exhaustive but covers key areas of focus):
- Salix and Salix-Plus funded energy efficiency measures in buildings
  - Active energy management – monitoring and targeting
  - Implementation of ISO 50001: Energy Management systems in its significant energy, fuel and water use areas
  - Further estate rationalisation;
  - Member, Contractor and Staff energy awareness activities;
  - Waste reduction activities;
  - Fleet energy reduction measures;
  - Renewable energy and low carbon technology installations – such as solar PV and heat pumps;
  - Decarbonising heat and leisure centres.

### **Options appraisal**

17. A Clean, Green Oxford is one of the Council’s key overarching corporate priorities outlined in the Corporate Plan (2016-2020) recognising that “environmental sustainability is key for the planet, the nation and the city”. The Council’s vision is for

a city that is “energy efficient, rich in biodiversity and has a growing resource of fossil-free energy and a demonstrably lower environmental footprint”.

18. Continual improvement in carbon reduction and energy management within the City council’s own estate and operations will play a key role in meeting this critical corporate priority and reaching world class performance in energy and carbon management. The council can then demonstrate leadership to other organisations.
19. It is therefore considered that there are no viable alternatives to the proposed option outlined in this report and to achieve the targets set.

### **Environmental Sustainability implications**

20. The Carbon Management Plan outlines how the Council will achieve its annual CO<sub>2</sub> reduction target, one of the Council’s key corporate priorities under ‘A Clean Green Oxford’. It will provide a framework for the Council to deliver progress against the 5%/year carbon reduction target and contribute towards minimizing the Council’s environmental footprint.

### **Consultation and communications**

21. Raising awareness of energy, fuel and water efficiency improvements that the organisation is seeking can lead to all staff being able to make a valuable contribution to year on year CO<sub>2</sub> emissions reduction - tapping their knowledge and expertise in their immediate work area.
22. The ISO 50001 Energy Management Systems standard places a strong emphasis on staff and senior management engagement. The standard encourages the development of energy management teams focused on specific energy uses so that a targeted approach, development of specific energy performance indicators and continual improvements can be achieved.
23. Regular review meetings with energy management teams and communications to all staff on progress towards meeting targets will all assist with fostering wider engagement in delivering the overall aims of the carbon management plan.
24. Stakeholder communications will be carried out to get key messages across more consistently and also to seek ideas and input to shape the development of the Plan and Energy Management System. Key stakeholder workshops will also be held to raise awareness of the carbon management plan and energy management systems approaches and to assist with continual improvement in carbon reduction and energy management.

### **Financial implications**

25. The main mechanisms currently in place for funding low carbon technology fixes across the estate in the period to the end of 2021/22 will be the continued use of the Salix £605k revolving loan fund (yielding approximately £100k to £160k available to spend per year) and the ca£200k available from the Salix-Plus fund from 2016/17 (as well as the annual loan repayments from other projects back into this fund – approx. £50k/year).
26. Salix is currently only able to be used in buildings and other sites within the estate – where paybacks must, in general, be 5 years. The Salix-Plus fund is an additional

internal source of funding to be used in a similar way to Salix – however it provides opportunities for use of funds where Salix is currently not possible e.g. if the paybacks are beyond five years or for use on non-building related energy savings. This could include improvements in fleet technologies or reduction in waste sent to landfill that will lead to reduced carbon emissions.

27. Though revolving loans funds have been used successfully to fund carbon reduction measures over the last few years - and this will continue - it is anticipated that the existing resource will not fully fund the implementation of measures to meet the 5% minimum carbon reduction target over the 5 year period of the new plan.
28. Additional grant funding bids (with business plans) will be made internally via budget bids, and to government or other available providers as opportunities arise to facilitate continued deployment of renewable energy technologies and build energy efficiency capacity across the Council and wider city area.

### **Legal issues**

29. Whilst there is currently no legal requirement to adopt a carbon management plan, continuing progress in the area of energy and carbon reduction is key to meeting international and national legislative requirements e.g. Climate Change Act 2008, Housing and Planning Act 2016, Heat Networks (Metering and Billing) 2014, UK requirements under the Energy Performance of Buildings Directive (Energy Performance Certificates, Display Energy Certificates), and Government Greenhouse Gas Reporting requirements. The energy and carbon markets are continually changing and developing, having a robust energy and carbon management plan, and associated management systems, in place will develop on-going Council resilience and preparedness to legislative changes in the sector as they develop. It will also help the Council realise future opportunities that arise out of changes in legislation in this area.

### **Level of risk**

30. The risks to the Council are failure to deliver the carbon management plan and miss opportunities for continual reduction in energy, fuel and water spend and reduce the overall carbon footprint of the organisation. Other risks highlighted relate to failure to meet the corporate target should, for example, resources available diminish or funding not be won during the course of the implementation phase leading to reputational damage.
31. A risk register is attached (see Appendix 2), outlining the potential risks including a risk to the future of the Salix fund if it is not possible to implement projects at the required rate of spend by the Salix administration. (Potentially having to return the £300k match fund won since 2008 that has assisted us in meeting our CO<sub>2</sub> reduction targets to date.)

### **Equalities impact**

32. Energy management and reducing the Council's carbon emissions is the responsibility of all Members, staff and contractors at the Council. In terms of an Equalities Impact Assessment, there are no adverse impacts on any part of the community; however Oxford City Council is mindful of the important leadership role it plays across its communities. Energy costs have a disproportionate effect on

those on the lowest incomes so it is vital that the Council communicates clearly the reasons for managing energy and reducing carbon emissions.

33. The aims and progress of the Council's carbon management activities are communicated regularly to staff, citizens, community groups and businesses through various media such as the intranet, Internet (Twitter and Facebook), Your Oxford, regular press releases and through the Council's lead role in the Low Carbon Oxford and related initiatives (e.g. the Low Carbon Hub and the Sustainable Energy Action Plan). Best practice and information on low carbon approaches from the Council's experience in delivering its carbon management plan are shared regularly with a range of stakeholders through these approaches.

### **Staff implications**

34. Continuing to meet year on year carbon reduction targets, and continual improvement in energy, fuel and water management, will become increasingly challenging as the time goes on. They will also need to be achieved against a trend of increased commercial activity and revenue generation and numbers of people visiting our leisure centres, all of which provide upward pressure on carbon emissions and associated spend.
35. Current resources within the core delivery team (Energy and Natural Resources team in Environmental Sustainability) will not be able to achieve these targets alone. Full Council-wide engagement with those key individuals and teams that have control and influence over energy, fuel and water consumption will be crucial to delivering progress against the challenging 5%/year target.
36. Developing energy management systems processes aligned with the international energy management standard (ISO 50001) will assist with driving wider input and engagement in identifying and reducing unnecessary energy, fuel and water consumption and spend and meeting the challenging year on year targets.

<b>Report author</b>	Paul Spencer
Job title	Energy & Carbon Manager
Service area or department	Environmental Sustainability
Telephone	01865 252238
e-mail	<a href="mailto:pspencer@oxford.gov.uk">pspencer@oxford.gov.uk</a>

**Background Papers:** None

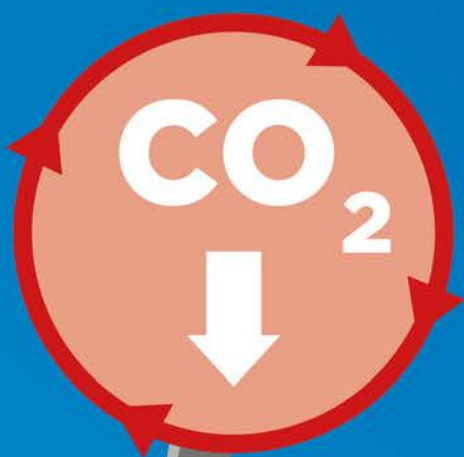
# Carbon Management Plan 3

www.oxford.gov.uk



## 2017-22

Continual improvement in  
carbon and cost reduction



DRAFT V1.7

February 2017

## **0. Executive Summary**

Oxford City Council has successfully implemented Carbon Management Plans since 2008/09, implementing measures calculated to reduce CO<sub>2</sub> emissions by over 5000tCO<sub>2</sub> per year by 2015/16.

Reducing CO<sub>2</sub> emissions leads to reductions in the associated energy, water and fuel spend. It is estimated that the Council is spending approximately £500,000 less per year than it would have been spending if it had not been proactively targeting CO<sub>2</sub> emissions reductions across its estate and operations.

A refreshed and updated plan covering the next 5 years (2017/18 to 2021/22) is described in this document, outlining where continual improvement in carbon and energy management can drive down electricity gas, fuel and water spend and their associated carbon dioxide emissions. This will deliver progress towards the council's target of 5%/year minimum carbon reduction by implemented measures.

To date the Council's carbon targets have been achieved mainly through smart use of energy efficiency investment pots operating as revolving loan funds, and estate rationalisation. However, in the next 5 year phase, progress will be increasingly challenging, requiring a gearing up of energy, fuel and water management activity.

Crucial to achieving these aims will be the development of more formal procedures and awareness of energy management responsibilities of all staff that have control or influence over energy, fuel and water consumption. This can be significantly facilitated through the development and roll out of a council-wide Energy management system approach: ISO50001.

Building on best practice in carbon and energy management, the Plan for the next 5 years outlines an approach to foster further engagement of all staff through a phased programme of implementing the International Energy Management System (ISO 50001) in key buildings and operations.

Benefits of implementing ISO 50001 include:

- further embedding of energy and carbon reduction into core operations and responsibilities;
- strong top-down commitment to energy management;
- building resilience and commercial agility
- providing the framework for continual improvement in energy management

The Plan continues with the 5%/year minimum carbon reduction target through installed measures and that will be tackled via a range of measures and approaches over the 5 years to 2021/22.

A combination of Salix funding, further optimisation of use of the Council's buildings, and development of wider staff engagement in identifying and tackling excess or unnecessary energy, water and fuel consumption will be used. Further development of on-site energy generation through renewable energy technologies will also be continued where possible.

This needs to be achieved against a trend of increased commercial activity and revenue generation and numbers of people visiting our leisure centres, all of which provide upward pressure on carbon emissions.

Current resources within the core delivery team (Energy and Natural Resources team) will not be able to achieve these targets alone and full engagement will be crucial to delivering progress against the challenging 5%/year target.

Impact of the council's control and influence on local carbon emissions is wider than just those associated with its estate and operations and will play their part in contributing to the 5%/year target.

DRAFT

## 1. Introduction

Rising energy prices, budget constraints, and diminishing conventional energy resources mean it is imperative that we improve energy efficiency and reduce our reliance on fossil-derived energy across Oxford City Council. There is also established global consensus and supporting evidence that we need to act now to reduce the impact we are having on the rate of global warming through the burning of fossil fuels.

As local authority funding changes and demand for services increase, continual improvement in energy and carbon management will contribute towards controlling and reducing energy, fuel and water consumption, and spend, contributing to development of the Council's financial resilience, and protection of front-line services.

Towards this end the Council has proactively reduced CO<sub>2</sub> emissions and associated energy and water consumption from its own estate and operations through implementation of carbon management programmes over the past 8 years. It has also fostered development of city-wide approaches to the same aims through establishing the Low Carbon Oxford and other leading initiatives to reduce city-wide CO<sub>2</sub> emissions and reliance on fossil fuels.

Oxford City Council launched its first Carbon Management Strategy and Implementation Plan ("Getting Our House in Order") in 2008/09, mapping out a route to implementing a range of measures to achieve a reduction in CO<sub>2</sub> emissions by 25% by 2011 (on a 2005 baseline) and 3% year on year thereafter. The Plan was refreshed and updated in August 2012 (Carbon Reduction at the Heart of Everything we Do) with a stretched target of a 5% year on year implementation of CO<sub>2</sub> reduction measures, and an expanded scope (including supplies of electricity and gas in communal areas of council housing stock) bringing in more emissions sources that are under the Council's control.

Having met the target for the first plan, and expecting to meet the target set out in the second plan, a refreshed and updated plan covering the next 5 years (2017/18 to 2021/22) is outlined in this document. It maps a path to continual improvement in carbon and energy management, driving down energy, fuel and water spend and their associated carbon dioxide emissions.

The areas that contribute to the bulk of the Council's CO<sub>2</sub> emissions from the council estate and operations are:

- Heating and electricity consumption in Council operational sites (e.g. office buildings, depots, leisure centres, car parks, sports pavilions, public conveniences and other miscellaneous sites)
- Fuels consumed in Council fleet vehicles (e.g. refuse trucks, vans and pool cars), non-road going vehicles and plant (e.g. lawnmowers, chippers, and portable heaters)
- Travel for business purposes (e.g. fuel consumed in staff-owned vehicles, pool cars and from the use of public transport to conduct Council business)

- Operational waste deposited in landfill sites (generated from Council operations)

This new Carbon Management Plan ("**Continual improvement in carbon and cost reduction**") outlines our programme of activity for carbon management over the next 5 years building on the strong platform of achievement to date. It sets out the strategic context and the 'case for action', our carbon emissions scope and baseline, proposed projects and areas of activity and actions to reduce our emissions, as well as the governance arrangements (and escalation routes) to keep the programme on track.

Building on best practice in carbon and energy management, the Plan also aims to ensure Council buildings and major emissions sources (significant energy uses) meet the international energy management systems standard (ISO 50001) – see Section 7 and Appendix A for more details. A phased programme of rolling out the standard across key buildings and operations over the next 5 years is outlined. Benefits of ISO 50001 include:

- further embedding of energy and carbon reduction into core operations and responsibilities;
- strong top-down commitment to energy management;
- building resilience and commercial agility
- providing the framework for continual improvement in energy management

#### **The Vision for carbon management 2017 to 2022:**

Oxford City Council will instigate

**"Continual improvement in carbon and cost reduction"** and reduce carbon emissions in its estate and operations as efficiently and cost effectively as possible.

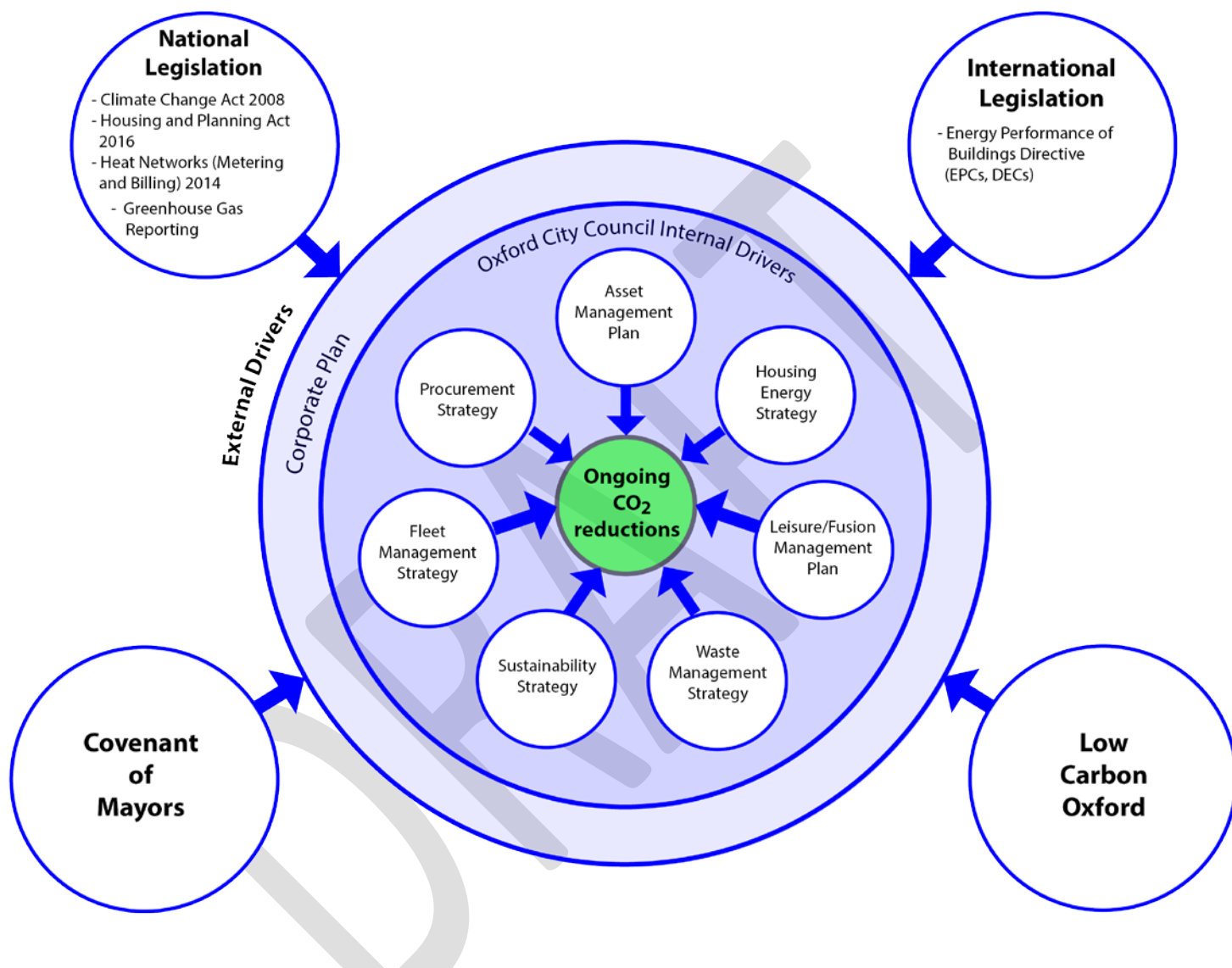
We will use our direct control and influence as a Council to enable and quantify local carbon emissions reductions.

By embedding our carbon management programme across the Council's operations we will prove ourselves capable of meeting the carbon challenge head on.

By doing so we will ensure our continued leadership and influence of local businesses, communities and residents to deliver a city that is more energy and water efficient and progress towards carbon neutrality for Oxford.

## 2. Drivers and Links to key programmes at the Council (external and internal)

The carbon management plan and reducing Council-wide CO<sub>2</sub> emissions year on year are driven and directly affected by a number of external and internal drivers depicted below and described in more detail in Appendix B.



## 3. Case for action and risks

Increasing budgetary pressures and rising energy costs continue to make the economic case for energy and carbon reduction action ever stronger with the added benefits of delivering improved operational efficiencies within the Council and value for money.

Building carbon reduction capacity, and by implication energy, fuel and water consumption reduction, has the direct effect of reducing energy, fuel and water spend which is crucial in providing effective resource management and mitigating risk against future expected energy price rises.

Oxford City Council's avoided annual energy related costs for its core buildings are calculated to be over £500,000 per year in 2015/2016 relative to 07/08 before the

Council began implementation of a carbon management programme i.e. if the Council was consuming energy at the same levels as it was in 2007/08 in its core buildings, the energy related spend would be over £500,000 higher than it is today.

Continual improvement in carbon (energy, fuel and water) management will assist with maintaining lower spend than would be the case without activity in this area and continue to make year on year reductions in carbon emissions.

Providing wider leadership in the emerging area of carbon reduction can assist in inspiring others to do the same and develop confidence in individuals and organisations to take action, supporting the overall aims of the Low Carbon Oxford initiative to reduce CO<sub>2</sub> emissions in Oxford City.

#### **4. CO<sub>2</sub> emissions boundary and scope**

The emissions boundary is focussed on areas that demonstrate significant carbon emissions and energy uses and where sufficient data is available; are in the direct influence/control of the City Council and could realise financial benefits as a direct result of carbon reduction and energy management initiatives.

The following sources of emissions (and significant energy uses) will be addressed:

- All Council (operational) buildings (existing and new) – including swimming pools, sports facilities, car parks, pavilions, and public conveniences.
- Vehicles/Fleet
- Staff travel/Travel at Work (i.e. business travel/staff owned cars used to conduct council business [grey fleet])
- Waste disposal to landfill (Council generated) – *(subject to adequate data availability)*
- Communal areas of Oxford City Council Housing stock that are the billing responsibility of the Council (including Temporary Accommodations sites)
- Other miscellaneous buildings/sites that now are the billing responsibility of the Council (e.g. new sites, misc. smaller sites not previously included in previous baseline)
- Water consumption (and related carbon emissions)

The scope for implementing carbon reduction measures in the new 5 year plan will be extended to cover areas of council control and influence outside of our estate and operations. These carbon reductions will contribute to the delivery of quantified progress against our 5%/year carbon target.

Table 1 gives a breakdown of the main sources of CO<sub>2</sub> emissions (and significant energy uses) at Oxford City Council during 2015/16. Figures 1 to 4 show the information graphically. *Table 1 is arranged by largest to smallest emissions sources.*

**Table 1:** Main sources of CO<sub>2</sub> emissions (and significant energy uses) ranked by size at Oxford City Council (2015/16)

Emissions source	tonnes CO <sub>2</sub>	Cost (£s) (ex-VAT)	tCO <sub>2</sub> (%)	Cost £ (%)
Leisure Centres	3,051	£584,262	32%	24%
Fleet fuel consumption	1,970	£676,000	21%	27%
Main Offices & Depots	1,111	£236,129	12%	10%
Sheltered Housing	750	£132,300	8%	5%
HRA Housing Landlords	592	£137,624	6%	6%
Temporary Accommodation	561	£110,209	6%	4%
Community Centres	307	£55,103	3%	2%
Waste to landfill (Operational)	289	£300	3%	0%
Car Parks	247	£54,978	3%	2%
Public Toilets & Streetscene	187	£42,469	2%	2%
Water*	150	£318,037	2%	13%
Corporate Property (Misc. smaller buildings)	117	£24,712	1%	1%
Sports Pavilions & Pitches	102	£26,030	1%	1%
Business travel	43	£78,402	0%	3%
Parks & Cemeteries	33	£7,615	0%	0%
Air Quality mon.	3	£744	0%	0%
<b>Totals</b>	<b>9,513</b>	<b>£2,484,914</b>	<b>100%</b>	<b>100%</b>

\*tCO<sub>2</sub>e figure used as this is the only available CO<sub>2</sub> conversion factor for water

### Oxford City Council CO<sub>2</sub> footprint 2015/16

Figures 1 to 4 provide a breakdown of Oxford City Council's CO<sub>2</sub> emissions, significant energy uses and indicative costs:

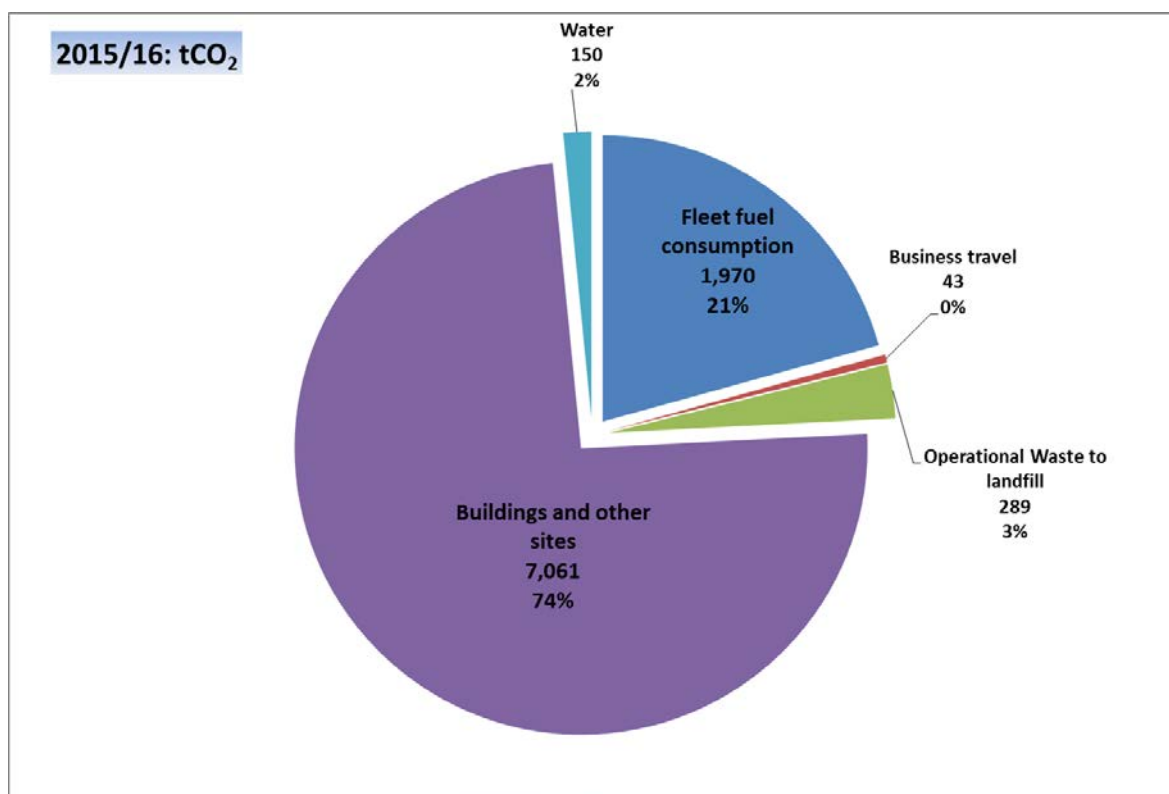


Figure 1: Breakdown of tonnes of CO<sub>2</sub> emissions per main category and percentage contribution (2015/16)

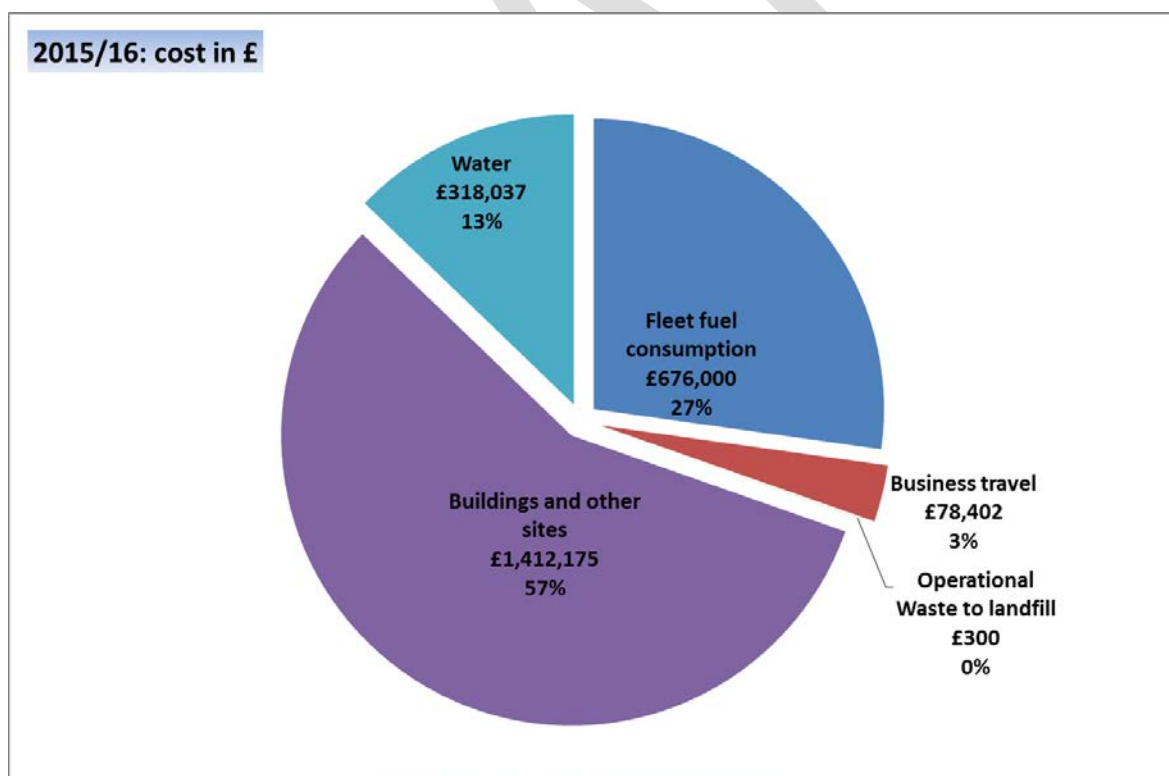


Figure 2: Breakdown of Energy (and water) cost per main category and percentage contribution (2015/16)

**2015/16: tCO2 by emissions source**

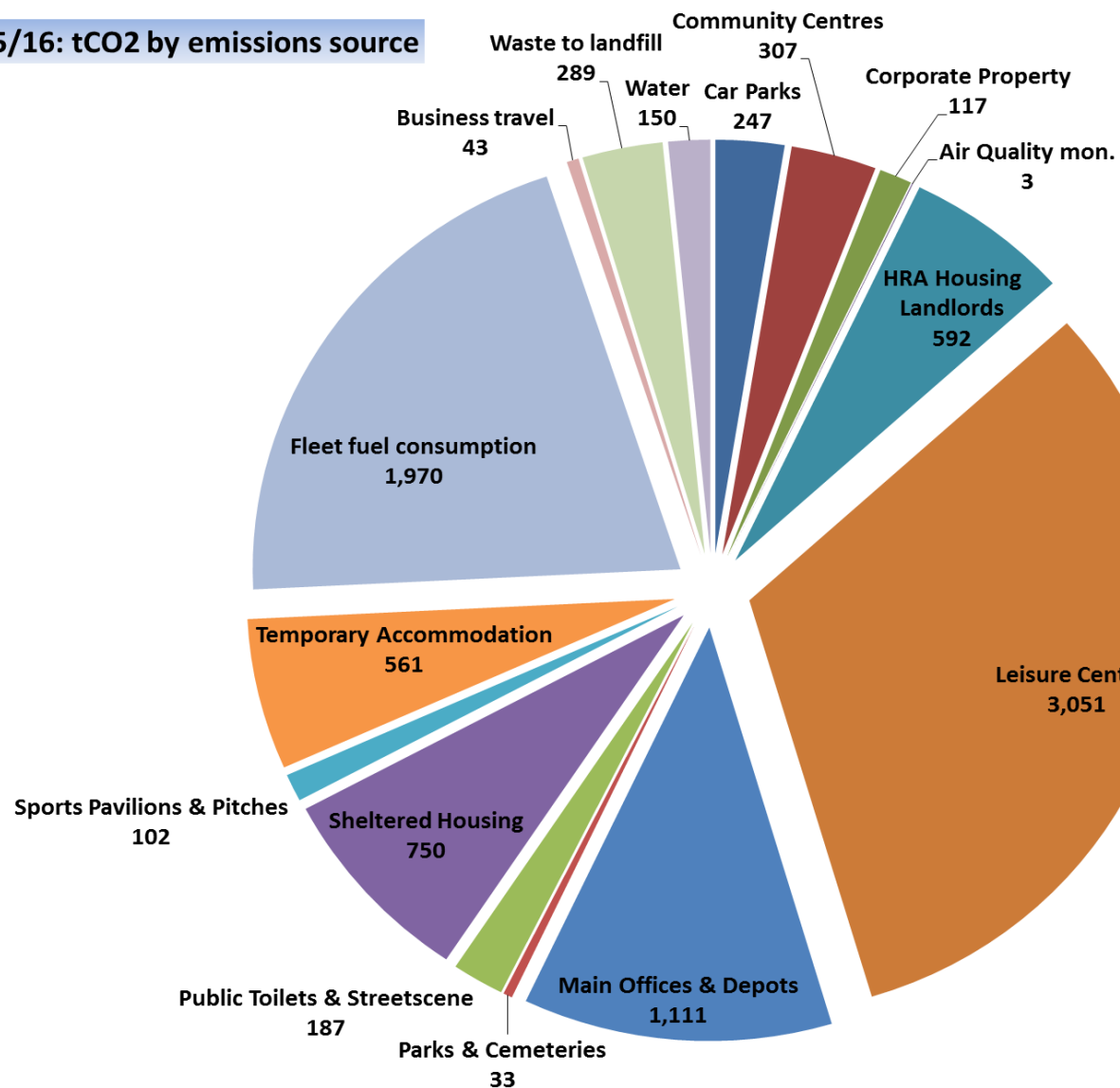


Figure 3: Breakdown of tonnes of CO<sub>2</sub> emissions sources by category (further detail) 2015/16

## 2015/16: Cost in £

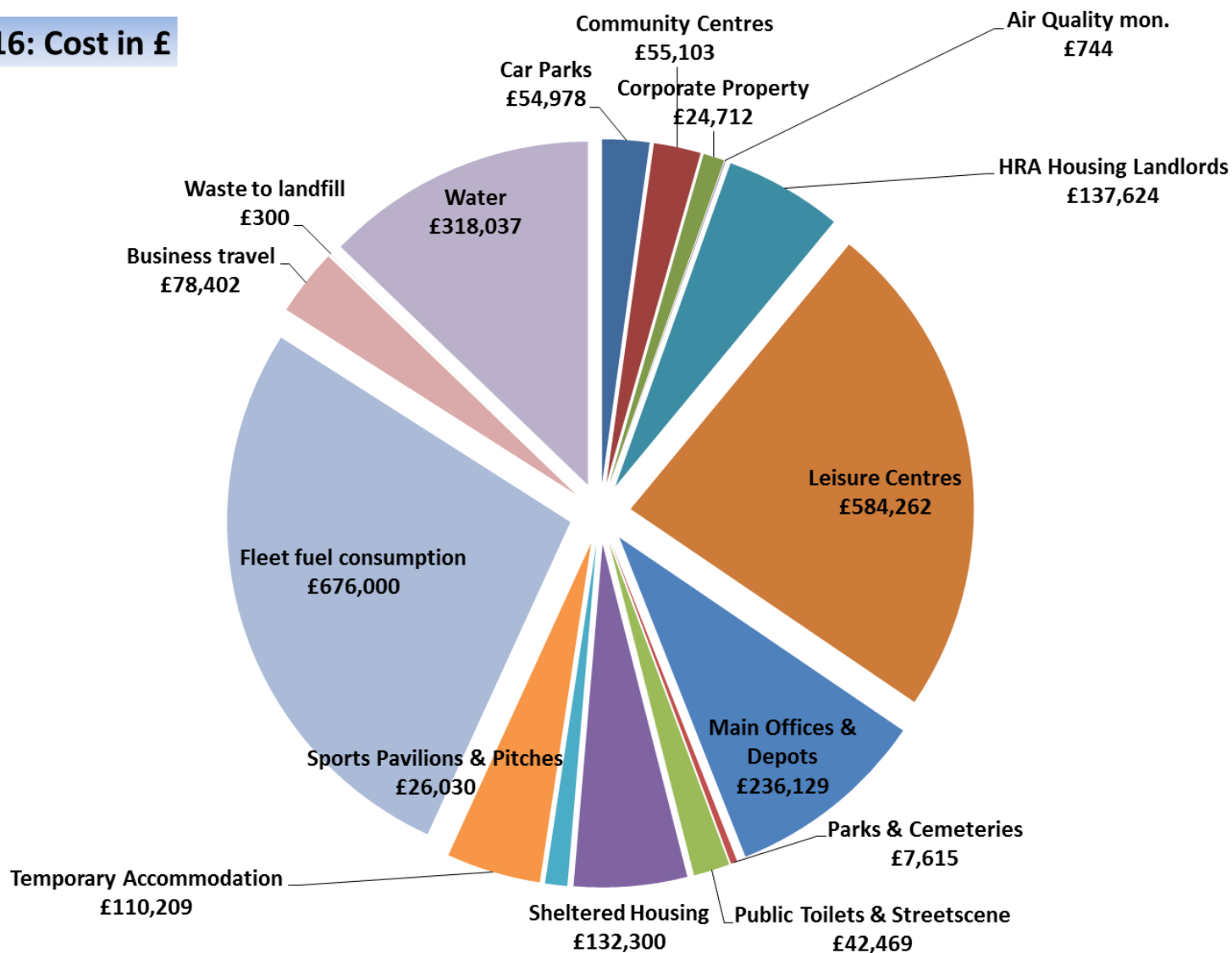


Figure 4: Breakdown of annual energy/water/fuel costs (£) per year by category for 2015/16. (Waste to Landfill refers to Council operational waste only, not municipal waste)

## **Aspiration to include in scope for future Plans**

**Procurement and CO<sub>2</sub>:** Estimates based on the assessment made by other local authorities suggest that procurement of goods and services can result in carbon emissions that can be as much as twice those arising from an authority's estate and operations, though it is not necessarily straight forward to focus in on carbon reduction opportunities.

The Council aspires to assess the carbon impact of its procurement decisions and seek ways to reduce CO<sub>2</sub> levels associated with this key area. This can be achieved through consideration of the embedded energy, fuel and water costs of the products and services it procures including major refurbishment and construction projects. The Council will develop pilot projects with the procurement team to establish the carbon and cost savings case through procurement of goods and services and develop greater understanding of the opportunities in this area of scope.

**Staff commuting:** Staff commuting is another area that the council will seek to influence in order to encourage shift to a lower carbon option for getting to work. Incentive schemes such as zero interest travel pass loans and the salary sacrifice scheme enable staff to purchase bicycles to commute to work. Home working also helps. Data for this area is difficult to access however, and staff travel surveys will help develop a better understanding of current commuting patterns and modes of transport.

The Council will aim to establish a relevant council team for implementing a travel plan and how this will be governed to ensure the full benefits can be realised in this area of scope.

## **5. Performance to date**

The Council has continued to meet its 5% year on year target for implementing measures to reduce carbon emissions. At the time of writing the Council is on track to meet the ca 2396tCO<sub>2</sub> reduction target by the end of 2015/16 for implemented measures, outlined in the previous Plan. Most carbon reduction in Oxford City Council has come from a range of technical fixes and approaches such as:

- LED Lighting and controls upgrades;
- Boiler replacement and controls;
- Reductions in council generated waste sent to landfill;
- Significant deployment of renewable energy technologies over the past 4 years - now meeting over 8% of the Council's electricity requirements through Solar PV on-site generation, and
- Building disposals/office rationalisation (this represented approximately a 16% contribution towards total CO<sub>2</sub> emissions reductions figures during the Carbon Management Plan period to end 15/16)

Technical fixes have largely been funded using the Salix Energy efficiency revolving loan fund with renewable energy installations supported with the council operated Salix Plus revolving loan fund (See Section 8 and Appendix E for more information on Salix and Salix Plus funding).

To compare performance now with that of the original baseline period (2005/06) given expansion of scope over time, we can broadly estimate that our carbon footprint would have been about 42% larger (14,070tCO<sub>2</sub>) than under a business as usual scenario.

Our actual emissions at end of 2015/16 are expected to be ca.9040t CO<sub>2</sub> – which equates to an absolute decrease of 25% over the period 2005/06 to 2016/17. This is presented simplistically in Figure 5.

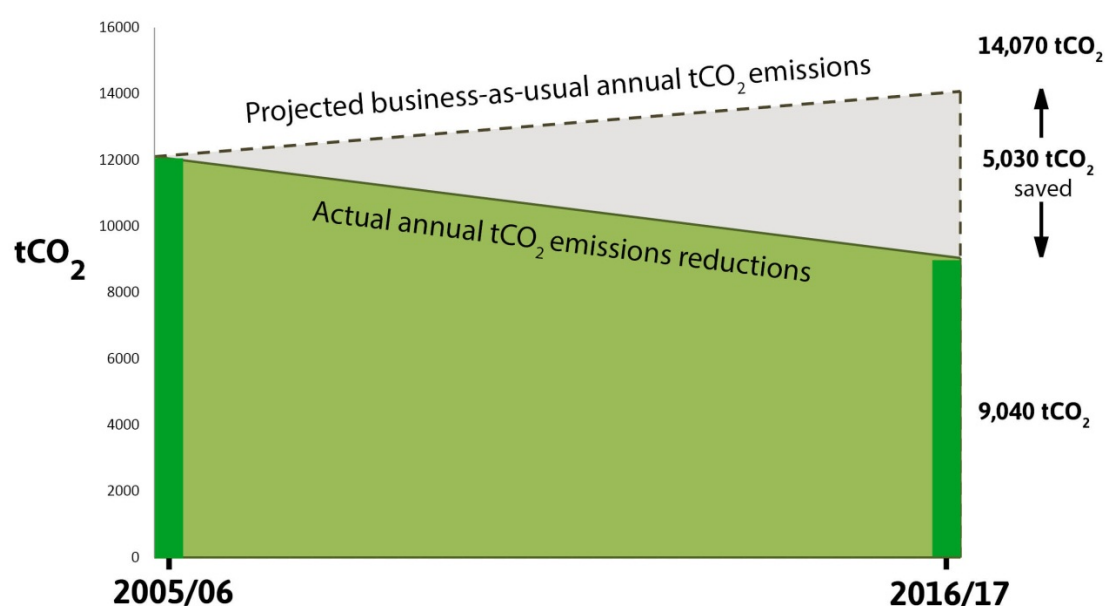


Figure 5: Emissions reductions compared to business-as-usual scenario

The 25% reduction in absolute emissions has been achieved against an upward pressure on carbon emissions from increased leisure centre user numbers (going up by approximately 7% over the last 3 years), increased recycling (extra vehicle movements) and commercial activity that has a direct impact on Council energy, fuel and water use.

## 6. CO<sub>2</sub> reduction targets for period 2017/18-2021/22

The Council wants to continue to demonstrate leadership in carbon reduction across Oxford by maintaining an average 5% minimum reduction year on year, by implementing measures where it has control and influence.

Based on the best available data for the baseline year (2016/17), Table 2 (below) shows the way the target builds over the period to 2021/22. It can be seen that this results in an overall target for the period to end

2012/22 of implementing measures to reduce carbon emissions by **2044tCO<sub>2</sub>** (ca 23% reduction over the period).

The following table shows the projected annual emissions in tCO<sub>2</sub> per year and a breakdown of annual reductions in CO<sub>2</sub> emissions to meet the 5% minimum year on year reduction target over the 5 year period:

**Table 2:** Breakdown of year on year projected carbon reduction targets: Oxford City Council Carbon Management Plan 2017/18 to 2021/22

Baseline year 2016/17*	9037tCO <sub>2</sub> /yr**	Average to achieve 5% min. target/yr, tCO <sub>2</sub> /yr	Cumulative reduction (min.), tCO <sub>2</sub> /yr
2017/18	8585	452	452
2018/19	8156	429	881
2019/20	7748	408	1289
2020/21	7361	387	1676
2021/22	6993	368	<b>2044</b>

\* based on 5% less than 2015/16 total (9,513tCO<sub>2</sub>) as a projection of 2016/17 total

\*\* 9037tCO<sub>2</sub> is the baseline figure for 2016/17– subsequent years show projected total annual emissions

This is an ambitious target that it is anticipated will not be possible to be delivered with existing resources available to the Energy & Natural Resources team, in Environmental Sustainability. It is recognised that to get near to this target each year there will need to be full and sustained corporate engagement, building upon the earlier experience and picking up wider staff engagement and support across the council.

The additional individual initiatives necessary to achieve the carbon targets are outlined in the following section.

### **How we will deliver progress against the carbon reduction target**

Progress will be increasingly challenging requiring a gearing up of energy management activity and investment.

Crucial to achieving these aims will be the development of procedures and awareness of energy management responsibilities of all staff that have direct control or influence over energy, water and fuel consumption. This can be significantly facilitated through the development and roll out of a council-wide energy management system approach: ISO 50001. This is described in section 7 and in more detail in Appendix A.

Progress towards our 5% minimum reduction target by implemented measures will be made via a range of measures and approaches over the 5 years to 2021/22 as outlined in Table 3 below.

Table 3: Summary of the range of areas that will contribute to the Council meeting its min. 5%/year CO<sub>2</sub> reduction target by implemented measures.

Carbon Reduction measure	Description	est tCO <sub>2</sub>
<b>Salix funded projects</b> -revolving loan fund provides c.£100- £160k/y	Government match fund used to fund installation of energy efficiency upgrades. E.g. LED lighting upgrades, implementation and upgrade of building energy management systems, variable speed drives, more energy efficient boilers, and insulation measures.	450
<b>Salix Plus funded projects</b> revolving loan fund provides c.£50-65k/y	Use of Salix-Plus fund for projects with paybacks beyond 5 years and for use on non-building related carbon reduction saving projects (e.g. Fleet fuel reduction measures, water efficiency and renewable energy installations - including innovative approaches such as installation of Solar car ports feeding Council owned or third party sites (supermarkets/retail parks) with large onsite demand, Anaerobic digestion using city wide food waste, Vertical axis wind turbines).	150
<b>Decarbonisation of heat and leisure centres - unfunded work.</b>	Heat supply in our operational buildings and particularly leisure centres is delivered by burning of fossil fuels (biomass boiler at Leys Pool is the only exception). We need to assess options with heat pump and other appropriate technology (generally low carbon heat plant is high capital cost, low running costs). £50k feasibility bid made for 16/17.	450
<b>Active energy management – monitoring and targeting</b>	Dynamic energy management approaches using smart meter data to assess expected versus actual consumption at City Council sites. Continual assessment and communication of building energy consumption data and escalation of consumption anomaly issues as they are identified.	100
<b>Estate rationalisation</b>	Continue to look at ways to rationalise the Council's building footprint for carrying out Council operations, consolidating buildings and moving to modern working styles.	100
<b>Waste reduction activities</b>	Reducing the amount of waste generated by the Council being sent to landfill sites. This requires some work to develop systems to measure actual tonnage of waste to landfill each year.	100
<b>Fleet fuel reduction (towards ultra-low emission and zero carbon vehicles)</b>	Installation and use of vehicle monitoring systems to optimise fleet performance and ongoing eco-driver training courses to ensure optimal use of vehicles by Council staff. Continue to investigate use of lower carbon fleet technologies and drive down annual fuel consumption in fleet vehicles (see <i>Electric Vehicle Fleet note p. 16</i> ). Provide incentives to staff to use bicycles or public transport to conduct council business rather than the use of fossil-fuel powered vehicles where possible.	150
<b>ISO 50001: Energy Management Systems across OCC significant Energy uses</b>	Implement the ISO50001: Energy Management Systems standard over 5 years covering all significant energy uses at the Council. This will contribute towards achieving continual improvement in energy management, reducing carbon emissions, energy and water spend and gaining wider Council engagement in ways of reducing energy and water consumption across the Council's estate.	300
<b>CO<sub>2</sub> reduction driven by council direct control and influence</b>	CO <sub>2</sub> reduction where the Council has direct control and influence (examples could be food waste collection benefits, tree planting carbon sequestration, Solar PV on OCC domestic properties where tenants are paying the energy bills, OCC energy audits in businesses leading to reductions in city-wide CO <sub>2</sub> emissions; influencing planning conditions of new developments) – see below for more details	250
<b>Total</b>		<b>2050</b>

### **Electric Vehicle fleet: towards ultra-low emission and zero carbon**

The current Motor Transport (MT) strategy is to operate an emissions hierarchy when procuring vehicles, with all vehicle specifications first exploring the potential for Electric Vehicle/Hybrid replacements. MT look at existing and future technological solutions to achieve the commitments of the Council's Low Emission Strategy. All procurements of vehicles have telematics data capture installed (where possible) to provide driver and operator information to refine driver behaviours and optimise fleet management approaches to further reduce emissions.

**Oxford City Council** was awarded membership of the *Go Ultra Low Companies* scheme at the end of 2016 based on MT's performance to date. The initiative recognises UK organisations that have made significant efforts to embrace electric cars and vans as part of their vehicle fleets. It is run by campaign group *Go Ultra Low*, the Government Office for Low Emission Vehicles and the automotive industry. It currently has around 70 members.

Membership requires the council to commit to reach at least 5% electric fleet vehicles by 2020. Achieving this would be a strong public statement of the council's commitment to carbon reduction and clean air, offering leadership to others across Oxford and the wider region.

In this five year phase of the Carbon Management Plan, Motor Transport will continue to reduce fleet emissions. Performance of low and zero emission vehicles that are already in the fleet will be assessed and, along with continual review of potential technologies for different classes of vehicle, will inform future purchasing decisions. This will result in:

- enhanced fleet vehicle procurement based on an emissions hierarchy,

This would mean that whatever vehicle needs buying or replacing, our policy would be to select the lowest emission option. This approach is outlined in the Council's Low Emissions Strategy (LES) and Air Quality Action Plan (AQAP).

- an increased proportion of zero emission vehicles in our fleet.

The LES commits the Council to promote zero emission vehicles in the light duty fleet and to facilitate a 10% uptake of electric vehicles in the light duty sector by 2020. It also includes an action to explore further opportunities for introducing EVs across all our fleet.

The above will all contribute to continual improvement in carbon and cost reduction in this key area of Council operations.

## **Wider options for Carbon reduction: further discussion on CO<sub>2</sub> reduction driven by Council direct control and influence**

The Council will seek to quantify Council driven initiatives that can lead to CO<sub>2</sub> reduction where it has direct control and influence and may not necessarily be within the scope of the Council's own carbon footprint. The rationale being that carbon reduction would not have taken place without proactive initiatives carried out by the Council. Examples are listed below and described in more detail in Appendix C:

- Diversion of organic municipal waste from landfill
- Tree planting as a carbon offset measure
- Purchasing Green electricity
- Solar PV on the Council's domestic properties
- Council-delivered energy audits for local businesses
- Influencing planning conditions of new developments
- Air quality initiatives with a carbon benefit

## **7. Developing an Energy Management System (ISO 50001)**

Developing an ISO 50001 Energy Management system (EnMS) will help to further embed Carbon reduction/energy management capacity at Oxford City Council (see Appendix A for more details on ISO 50001).

This will cover all significant energy uses at the Council and contribute towards achieving continual improvement in energy management, reducing carbon emissions, energy and water spend and gaining wider Council engagement in ways of reducing energy and water consumption across the Council's estate.

This energy management system aligns with and is structured in similar ways to those recently achieved by Environmental Sustainability (ES), namely ISO 9001 (Quality Management System) and ISO14001 (Environmental Management System) standards at the Council. All are underpinned by the principle of continual improvement.

ES were one of the first organisations to gain certification for the updated ISO 14001(2015), where continual improvement was introduced. There is therefore good experience and capability around introducing continual improvement standards to the Council.

It is proposed to roll out the ISO 50001 approach initially across two flagship buildings (St Aldates Chambers and the Town Hall) in year 1 and then progress with further roll out over the 5 year carbon management plan time frame, bringing in other significant energy users such as leisure centres (working with Fusion), fleet fuel consumption and depot buildings.

Self-certification and benchmarking with other local organisations will be the proposed approach, rather than full certification which is costly.

### **Opportunities linked to Energy Management**

The energy and water sector is fast changing and developing and it will be important to capture opportunities that emerge and continue to develop and to improve systems related to the Council's use of energy, water and fuel. This demonstrates continual improvement and best practice in energy management. Examples are described in Appendix D and listed below:

- Demand side response
- Centralised electronic processing of energy and water invoices
- Energy and Water procurement to 2020 and beyond
- Energy Service Companies
- BREEAM environmental certification standard "Very Good" as minimum for new construction and refit projects.
- BREEAM-in-Use ratings for major buildings
- International Performance Measurement and Verification Protocol

## **8. Funds and resources**

The main mechanisms currently identified for funding low carbon technology fixes across the estate in the period to the end of 2021/22 will be:

i) The continued use of our revolving loan funds:

**Salix** - providing approximately £100-£160k available per year to spend on energy efficiency improvements in buildings which have a payback of 5 years or less;

and

**Salix-PLUS** - providing £50-£65k available per year to fund measures with longer paybacks – up to 15 years – including renewable energy technologies and fleet fuel reduction measures.

Further information on Salix and Salix Plus funding, the way it is used - including in council construction projects - and a building check list outlining the types of measures that can be explored for funding is outlined in Appendix E and Appendix F.

Though revolving loans funds have been used successfully to fund carbon reduction measures over the last few years - and this will continue - it is anticipated that the existing resource will not fully fund the implementation of measures to meet the 5% minimum carbon reduction target over the 5 year period of the new plan.

## ii) Seeking additional funding

Additional funding bids will be made internally and to government as opportunities arise, to continue to deploy renewable energy installations and improve energy efficiency across the Council and in the local area.

For example, for 2016/17 a £50,000 internal budget bid was made for feasibility funding to explore ways of achieving a step up in decarbonisation of our leisure centres which represent the largest energy and water consuming sites in the Council's estate.

Given the more complex nature of larger scale projects, progress is likely to be challenging with longer lead in times to realise carbon reductions. Robust and detailed business plans for significant additional match funding requests will be required with all key staff expected to support their development. Innovative funding models will be also considered where appropriate using community share offer funding models such as those developed by the Low Carbon Hub.

### **Programme coordination**

Based on experience and expertise built up during the most recent Carbon Management programme, the new Carbon Management Plan and energy management systems will be driven and delivered by the Energy and Natural Resources team (ENR) in Environmental Sustainability (ES).

This will require continued support and crucial input from key staff in Housing & Property, Leisure & Parks and Direct Services (Fleet and waste management) teams. This will follow the current pattern of regular Salix and carbon reduction review meetings with the Housing and Property team and re-instigating carbon management meetings between the Council and Fusion Lifestyle Ltd.

The Energy Management system (ISO 50001) will require creation of new energy management teams made up of key stakeholders in the council including a senior sponsor and management representative as the main link in the chain between the energy management delivery team and senior management.

The Energy and Natural Resources team will coordinate delivery of progress against this key corporate priority of the carbon management programme, average 5%/year minimum target described above. This will be alongside other targets that ES deliver progress on: 3%/year reduction in water use across the estate; and 40% carbon reduction across the city by 2020 via Council management of the Low Carbon Oxford programme and other initiatives– e.g. heat networks projects.

Project Management tools and techniques (based on PRINCE2) will be applied where appropriate such as in the development of Project Initiation Documents for larger scale projects, use of product-based planning techniques, and highlight reports to appropriate reporting boards.

## **9. Governance and ownership**

All employees are responsible for contributing to the ongoing reduction of carbon emissions and to meeting targets in line with the Corporate Plan's aspirations.

The ISO 50001 energy management system will inform the make-up of energy management teams for significant energy uses (specific buildings or functions) following the framework recommended by the standard.

This will be coordinated and driven by the Energy and Natural Resources team in Environmental Sustainability though full ownership would need to be taken by key stakeholders representing, and with influence over, energy consumption linked to the significant energy use.

The plan will be owned and governed by the Clean Green Oxford or equivalent Board, with critical input from the Carbon and Natural Resource Members Board (key officers, 'A Clean Green Oxford' portfolio holder and representatives from the other main parties).

Regular highlight reports to Boards will assess progress against the Carbon Management Plan objectives in the Environmental Sustainability Team Milestone Plan. Any blockages with progress on specific areas of the plan will be escalated through 'A Clean Green Oxford' Board or equivalent without delay.

Capturing impacts of projects on carbon emissions through the Forward Plan, City Executive Board and other major Council reports will identify any potential impacts on or opportunities for the carbon management plan and 5% target. These could include planned building disposals (which lead to a reduced CO<sub>2</sub> footprint), refurbishments or other changes to estate operations that may present Salix or Salix-Plus funding options or any measures that may lead to an increase in annual CO<sub>2</sub> emissions such as building extensions, and fleet fuel consumption increases due to changed collection rounds. It will be crucial that all areas of the Council are proactive in considering these impacts and alerting the Energy & Natural Resources team.

The impacts of any CEB proposals should also be quantified in terms of their CO<sub>2</sub> impacts with a total tCO<sub>2</sub> figure estimated (e.g. if there is a proposed change of business operations to be able to assess the potential scale of overall increase or reduction in CO<sub>2</sub> emissions)

The plan will be reviewed quarterly for progress against target and reviewed quarterly by the governance board and periodically by CNRMB each September of the following year outlining overall progress towards meeting the year on year targets.

Monthly reporting on progress with installed measures and associated CO<sub>2</sub> emissions as well as water reduction will be continued via the Council's CORVU reporting system. Greenhouse Gas reporting will be continued annually to Government which will report on absolute CO<sub>2</sub> emissions from Council buildings and operations.

## **10. Engagement and communications**

Raising awareness of energy, fuel and water efficiency improvements that the organisation is seeking can lead to all staff being able to make a valuable contribution to year on year CO<sub>2</sub> emissions reduction - tapping their knowledge and expertise in their immediate work area.

The ISO 50001 Energy Management Systems standard places a strong emphasis on staff and senior management engagement. The standard encourages the development of energy management teams focused on specific energy uses so that a targeted approach, development of specific energy performance indicators and continual improvements can be achieved.

Regular review meetings with energy management teams and communications to all staff on progress towards meeting targets will all assist with fostering wider engagement in delivering the overall aims of the carbon management plan.

Stakeholder communications will be carried out to get key messages across more consistently and also to seek ideas and input to shape the development of the plan and Energy Management System (See Appendix G).

Key stakeholder workshops will also be held to raise awareness of the carbon management plan and energy management systems approaches and to assist with continual improvement in carbon reduction and energy management.

## **Appendix A:**

### **ISO 50001:2011, *Energy management systems – Requirements with guidance for use***

#### **ISO 50001 — What is it?**

ISO 50001:2011, *Energy management systems – Requirements with guidance for use*, is a voluntary International Standard developed by ISO (International Organization for Standardization).

ISO 50001 gives organizations the requirements for energy management systems (EnMS) and provides benefits for organizations large and small, in both public and private sectors, in manufacturing and services, in all regions of the world.

The standard establishes a framework for industrial plants; commercial, institutional, and governmental facilities; and entire organizations to manage energy. Targeting broad applicability across national economic sectors, it is estimated that the standard could influence up to 60% of the world's energy use.

#### **ISO 50001 — Why is it important?**

Energy is critical to organizational operations and can be a major cost to organizations, whatever their activities. An idea can be gained by considering the use of energy through the supply chain of a business, from raw materials through to recycling. In addition to the economic costs of energy to an organization, energy can impose environmental and societal costs by depleting resources and contributing to problems such as climate change.

The development and deployment of technologies for new energy sources and renewable sources can take time. Individual organizations cannot control energy prices, government policies or the global economy, but they can improve the way they manage energy in the here and now. Improved energy performance can provide rapid benefits for an organization by maximizing the use of its energy sources and energy-related assets, thus reducing both energy cost and consumption. The organization will also make positive contributions toward reducing depletion of energy resources and mitigating worldwide effects of energy use, such as global warming.

ISO 50001 is based on the management system model that is already understood and implemented by organizations worldwide. It can make a positive difference for organizations of all types in the very near future, while supporting longer term efforts for improved energy technologies.

## **ISO 50001 — What will it do?**

ISO 50001 will provide public and private sector organizations with management strategies to increase energy efficiency, reduce costs and improve energy performance. The standard is intended to provide organizations with a recognized framework for integrating energy performance into their management practices.

The standard is intended to accomplish the following:

- Assist organizations in making better use of their existing energy consuming assets
- Create transparency and facilitate communication on the management of energy resources
- Promote energy management best practices and reinforce good energy management behaviours
- Assist facilities in evaluating and prioritizing the implementation of new energy-efficient technologies
- Provide a framework for promoting energy efficiency throughout the supply chain
- Facilitate energy management improvements for greenhouse gas emission reduction projects
- Allow integration with other organizational management systems such as environmental, and health and safety.

## **ISO 50001 — How does it work?**

ISO 50001 is based on the ISO management system model familiar to more than a million organizations worldwide who implement standards such as: ISO 9001 (quality management), ISO 14001 (environmental management), ISO 22000 (food safety) and ISO/IEC 27001 (information security).

In particular, ISO 50001 follows the **Plan-Do-Check-Act** process for continual improvement of the energy management system (see below). These characteristics enable organizations to integrate energy management now with their overall efforts to improve quality, environmental management and other challenges addressed by their management systems.

ISO 50001 provides a framework of requirements enabling organizations to:

- Develop a policy for more efficient use of energy
- Fix targets and objectives to meet the policy
- Use data to better understand and make decisions concerning energy use and consumption
- Measure the results
- Review the effectiveness of the policy
- Continually improve energy management.

ISO 50001 can be implemented individually or integrated with other management system standards.

### **ISO 50001 — Who can it benefit?**

Like all ISO management system standards, ISO 50001 has been designed for implementation by any organization, whatever its size or activities, whether in public or private sectors, regardless of its geographical location.

ISO 50001 does not fix targets for improving energy performance. This is up to the user organization, or to regulatory authorities. This means that any organization, regardless of its current mastery of energy management, can implement ISO 50001 to establish a baseline and then improve on this at a rhythm appropriate to its context and capacities.

### **ISO 50001 — To certify or not**

Like all ISO management system standards, ISO 50001 can be implemented solely for the internal and external benefits it provides the user organizations and the latter's stakeholders and customers. Certification by an independent auditor of conformity of the user's energy management system to ISO 50001 is not a requirement of the standard itself. To certify or not is a decision to be taken by the ISO 50001 user, unless imposed by regulation.

Alternatives to independent (third party) certification are to invite the organization's customers to verify its implementation of ISO 50001 in conformity with the standard (second party verification), or to self-declare its conformity.

### **The Plan Do Check Act Cycle**

*The basis of the Plan Do Check Act approach is outlined below and the continual improvement cycle of an Energy management system (EnMS) is shown in Figure 1.*

**Plan:** *conduct the energy review and establish the baseline, energy performance indicators (EnPIs), objectives, targets and action plans necessary to deliver results in accordance with opportunities to improve energy performance and the organization's energy policy.*

**Do:** *implement the energy management action plans.*

**Check:** *monitor and measure processes and the key characteristics of its operations that determine energy performance against the energy policy and objectives and report the results.*

**Act:** *take actions to continually improve energy performance and the EnMS.*

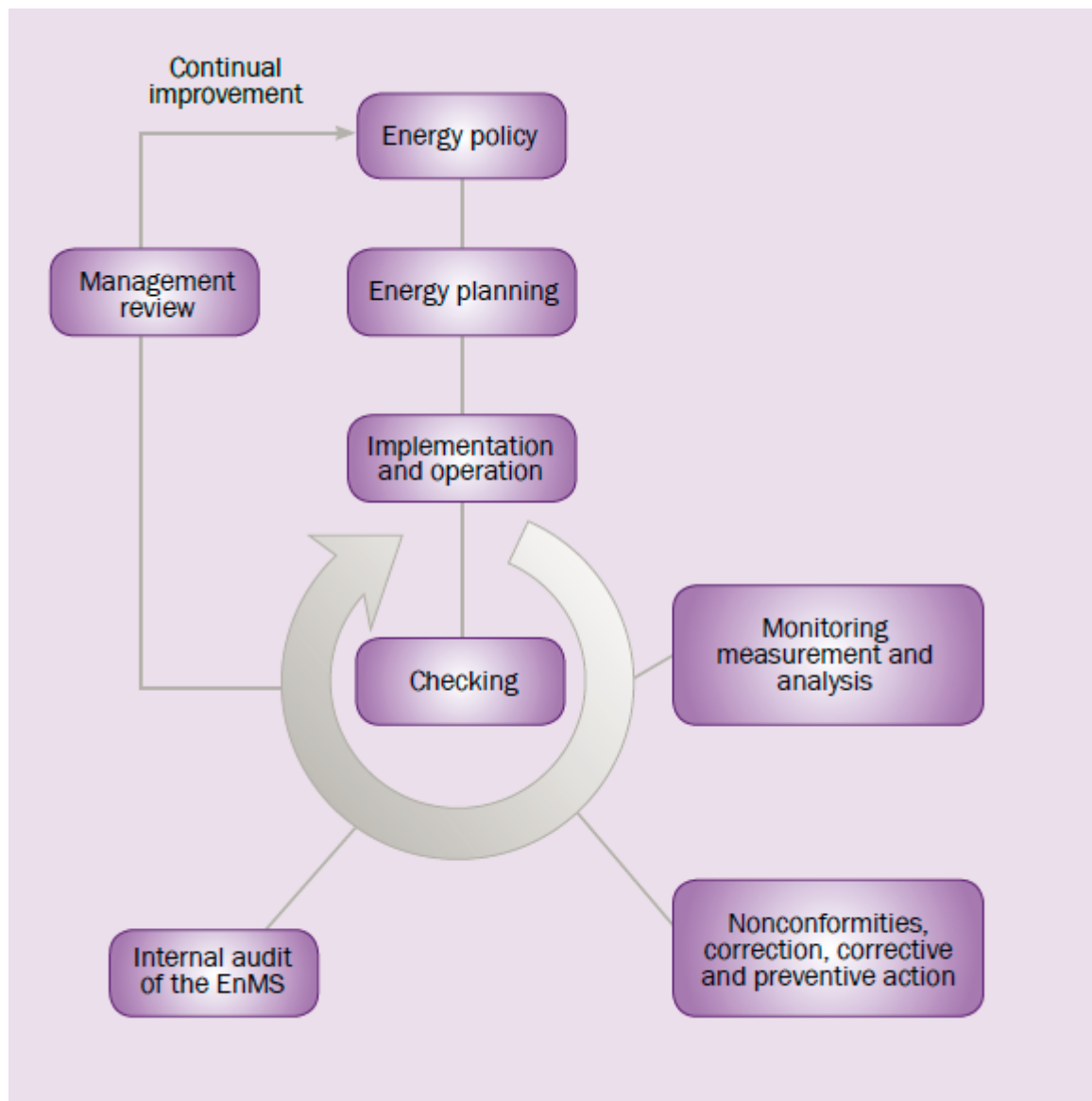


Figure 1

Information published in 2011 by the International Organization for Standardization PDF available for download [here](#)

## **Appendix B**

### **Drivers and Links to key programmes at the Council (external and internal)**

The carbon management plan and reducing Council-wide CO<sub>2</sub> emissions year on year are driven and directly affected by a number of external and internal drivers described here.

#### **External drivers**

##### **National and international legislation and initiatives**

Continuing progress in the area of energy and carbon reduction is key to meeting requirements such as those emerging from international and national legislative backdrops e.g. Climate Change Act 2008, Housing and Planning Act 2016, Heat Networks (Metering and Billing) 2014, UK requirements under the Energy Performance of Buildings Directive (Energy Performance Certificates, Display Energy Certificates), and Government Greenhouse Gas Reporting requirements.

##### **Low Carbon Oxford**

In 2010, the City Council launched the Low Carbon Oxford (LCO) Charter on behalf of the Oxford Strategic Partnership, bringing together organisations from across the City to tackle climate change and its impacts. This pioneering approach brings together private and public sector bodies, the universities and community groups as Pathfinders in a collaborative approach to creating a sustainable, low carbon economy in our city.

Each organisation has committed to a 3% year on year reduction in CO<sub>2</sub> emissions. Signatories include Oxford City Council, University of Oxford, Oxford Brookes University, Oxfordshire County Council, Mini Plant Oxford, Unipart, Thames Valley Police, Grosvenor Estates, Oxford Student Hubs and the Hub Commercial Venture, Stagecoach, Marks & Spencer, B&Q, Buildbase, Serco, a2dominion, 2degrees, Blake Laphorn and community groups such as Low Carbon West Oxford. Oxford City Council continues to lead and develop this programme and continual improvement in carbon reduction and energy management will complement the aims of this city-wide initiative.

##### **Covenant of Mayors**

Oxford City Council has signed up to the Covenant of Mayors global initiative so continual improvement in carbon reduction will be a key driver in meeting the pledges agreed. Heralded as the “world’s biggest urban climate and energy initiative” by Commissioner Miguel Arias Cañete, the Covenant of Mayors for Climate & Energy brings together thousands of local and regional authorities voluntarily committed to implementing EU climate and energy objectives on their territory.

New signatories now pledge to reduce CO<sub>2</sub> emissions by at least 40% by 2030 and to adopt an integrated approach to tackling mitigation and adaptation to climate change.

## ***Internal drivers***

### **Corporate Plan 2016-2020**

A Clean, Green Oxford is one of the Council's key overarching corporate priorities recognising that "environmental sustainability is key for the planet, the nation and the city". The Council's vision is for a city that is "energy efficient, rich in biodiversity and has a growing resource of fossil-free energy and a demonstrably lower environmental footprint".

Continual improvement in carbon/energy management within the City council's own estate and operations will play a key role in meeting this critical corporate priority to aspire towards reaching world class performance in energy and carbon management. This also sets a leadership approach for influencing similar within Oxford city and further afield through employees actions at home and both public and private sector organisations in the County and UK.

[https://www.oxford.gov.uk/downloads/file/1756/corporate\\_plan\\_2016-20](https://www.oxford.gov.uk/downloads/file/1756/corporate_plan_2016-20)

Council internal strategies and plans that will have key dependencies or should have close links with the carbon management plan include:

### **Asset Management Plan**

Driven by Corporate Property, the Asset Management plan provides a statement of how the Council is managing its land and buildings, setting future direction and provides a framework for Corporate decision making on property. This will be important for planning and prioritising carbon reduction and management approaches in Council owned and operated buildings, providing clearer understanding of the priorities and identifying potential areas of cross-over with the Carbon Management Plan – eg development/regeneration projects, Council housing development and leisure centre development substantive work programmes.

### **Housing Energy Strategy 2016 - 2020**

As a social landlord, the Energy Act 2011 places a number of responsibilities on Oxford City Council, primarily to ensure that all properties in the portfolio reach Energy Performance Certificate level E or above by April 2018. Energy is also a major concern for Council housing tenants, a sign that the fear of energy bills is a key issue for them.

The three main drivers to this strategy are:

1. Meeting our responsibilities under the Energy Act 2011 and future obligations (such as the Housing and Planning Act)
2. Improving the energy efficiency of and carbon reduction in council homes
3. Further reducing fuel poverty in Council housing tenants.

Whilst outside of the scope of the Council's carbon and energy management plan which focuses on the buildings that the council owns and operates and pays energy/water bills for directly, there are close synergies which complement both approaches. For example, learning and

sharing approaches taken to continue to drive down energy and water consumption and making use of housing stock as potential sites for further development of renewable energy generation capacity in the city.

### **Leisure (Fusion Lifestyle) Management Plan**

Leisure centres, currently being managed by Fusion Lifestyle Ltd, account for over 30% of the Council's carbon footprint. Continuing cooperation from Fusion in reducing energy consumption and carbon emissions in these buildings will be crucial to the Council keeping on track with its year on year targets. The revised Carbon Management plan will be a key source of reference for on-going City Council and Fusion energy and carbon management project collaboration. This will help to drive and review progress on implementation of Salix funded and other carbon reduction initiatives in leisure buildings. Leisure centres are significant energy use areas that will also be clear targets for incorporating into a ISO 50001 energy management system.

### **Waste Management Strategy (including internal recycling)**

Development of the Council's latest Waste Management strategy should give due consideration to potential impacts on carbon emissions from municipal waste collection approaches. Any changes in round collections or waste disposal routes may have an impact on fleet fuel consumption (e.g. from refuse trucks and tipplers) and hence affect Council carbon emissions.

There are very good carbon emissions reduction reasons for expanding the collection of waste/recycling to reduce the amount of the municipal waste stream going to landfill (as well as the usual economic and wider environmental reasons). Whilst overall carbon emissions may decrease for Oxford in such a scenario, the operational footprint of Oxford City Council could increase.

Consolidation and continuation of the council-wide internal recycling scheme (with review of roles/responsibilities for ongoing delivery and improved data collection systems) will ensure that the Council's own generated waste sent to landfill is continued to be reduced (waste to landfill is one area of scope of the Council's CO<sub>2</sub> emissions, see Section 4 below).

### **Sustainability Strategy: Oxford City Council**

The Sustainability strategy is much broader in scope and coverage than the Carbon Management Plan and outlines approaches for improving air quality, biodiversity, land quality, flood defences in the City of Oxford and reducing carbon emissions. The Carbon and Energy Management plan is a key daughter document feeding into the overall sustainability strategy.

### **Fleet Management Strategy**

The Council fleet is managed by the Direct Services fleet management team. Good progress has been made in developing the electric vehicle stock in the fleet and implementing fuel efficiency initiatives (eg technical fixes like rev limiters and staff driver-training). Developing closer links with fleet management within the overall Carbon and Energy management approach (including scope of an Energy management system – ISO50001) will assist with developing continual improvement in fleet fuel efficiency and performance.

### **Procurement Strategy**

Continued engagement with the procurement team on developing a sustainable procurement strategy will be crucial in driving down energy, water and fuel spend and associated carbon emissions as a result of our purchasing decisions. Continual development of the Council's sustainable procurement strategy and raising awareness of the carbon implications of our purchasing decision across the Council will assist with continual improvement in energy management and carbon reduction. For example specifying A+++ white goods, and driving suppliers to improve their environmental standards (e.g. by adopting 14001 or 50001 environment or energy management systems.)

## Appendix C

### Wider options for carbon reduction

#### **Further discussion on CO<sub>2</sub> reduction driven by Council direct control and influence**

The Council will seek to quantify Council driven initiatives that can lead to CO<sub>2</sub> reduction where it has direct control and influence and may not necessarily be within the scope of the Council's own carbon footprint. The rationale being that carbon reduction would not have taken place without proactive initiatives carried out by the Council. Examples are described below:

**Diversion of municipal waste from landfill:** This could include food and other waste collection benefits leading to diversion of waste from landfill to generate renewable power or heat via anaerobic digestion or incineration. Where the council is directly increasing collection of such waste streams (and having to consume additional fleet fuel to do so) then net CO<sub>2</sub> savings will be quantified and reported against the Council's overall carbon reduction target.

**Tree planting as a carbon offset measure:** Council-driven efforts planting additional trees across the city than would have been present otherwise will lead to carbon sequestration that could be quantified and reported as a CO<sub>2</sub> reduction measure. Additional benefits could include reduced heat island effects in the City environment where lack of trees and vegetation in an urban setting can lead to higher than normal localised temperatures.

**Purchasing Green electricity:** The Council's current energy purchasing strategy allows for scope to purchase renewable energy. Where available, and if accompanied with Renewable Energy Guarantee of Origin Certification (REGO), the council will seek to secure renewable energy supplies and quantify and report net CO<sub>2</sub> savings from such activity. A 2% premium compared to conventional energy prices is allowed in the current energy purchasing strategy.

**Solar PV on OCC domestic properties:** The Council has installed Solar PV on a number of its own domestic properties where tenants are paying the energy bills (i.e. not currently included in the Council's carbon footprint) and may continue to do so in future where funding and resources allow. This could be included as a CO<sub>2</sub> reduction measure as renewable energy generation and associated carbon reduction would not have happened without Council intervention.

**OCC energy audits in businesses:** The Council may in future conduct energy audits in local businesses and facilitate carbon reduction projects in the buildings. The work may lead to reductions in CO<sub>2</sub> emissions that would not have happened without Council intervention. The Council will

seek to quantify and report the estimated emissions reductions from such initiatives.

**Influencing planning conditions of new developments:** The Council's planning conditions currently call for a minimum of 20% on-site energy production through the use of renewable energy or low-carbon technologies on developments over a certain size (2000m<sup>2</sup> or 10 units residential). This leads to reducing the environmental impact and CO<sub>2</sub> emissions the buildings would have had without the Council's conditions in place. Quantification of carbon benefits will be assessed on future larger scale developments and considered as a Council CO<sub>2</sub> reduction initiative in future reporting.

**Air quality initiatives with a carbon benefit:**

The Council's introduction of the Low Emissions Zone in the Oxford City Centre and other air quality initiatives has led to a significant increase in lower carbon forms of transport – such as hybrid buses. There is a direct causal link between the LEZ and reduced CO<sub>2</sub> emissions which could be considered as a Council CO<sub>2</sub> reduction initiative in future reporting.

## Appendix D

### Related areas and opportunities linked to energy management

The energy and water sector is fast changing and developing and it will be important to capture opportunities that emerge and continue to develop and to improve systems related to the Council's use of energy, water and fuel.

Examples are described below:

- **Demand side response (DSR)** opportunities to reduce carbon emissions and also to earn potential revenue for the council. This is where the Council could get a financial reward from the grid operator for reducing energy demand at peak times of the day. For example, slightly reducing loads at the Ice Rink at peak times of grid demand could earn annual revenue (estimated to be approximately £16,000 per year) without compromising ice quality or rink operations. This has been successfully employed at major operators like Planet Ice & Silver Blades national chain of ice rinks.
- **Maintain Centralised electronic processing of energy and water invoices** to ensure energy and water billing is accurate and that significant billing errors are avoided. The Energy and Natural Resources team has introduced and is leading on the delivery of a new energy and water bill validation system that has been in place since January 2016. The team now processes over 8000 invoices electronically per year which are validated now prior to payment (a process that was not in place before hand). This is returning bill savings on average of around £70,000 per year as well as significantly reducing staff time in processing invoices. The side benefits include improved energy and water consumption data for future budgeting and forecasting accuracy. This activity will be continued and built upon in future. It may also present possible revenue opportunities where the Council can provide Energy Bureau type services to other public sector organisations or businesses.
- **Energy and Water procurement to 2020.** The Energy and Natural Resources team currently manages and coordinates the council's energy and water contracts as outlined in CEB report from February 2016 (Energy & Water Supply Procurement – 2016 to 2020). Within this process purchase of energy from renewable energy sources will be sought where available and with agreement each year from the lead member and senior management team with supplies only validated with Renewable Energy Guarantees of Origin (REGOs) being considered.
- **Energy procurement after 2020:** continue tracking developments in the energy and water markets in preparation for

contract renewals in October 2020 and developing an appropriate procurement approach for the council.

- **Energy Service Companies (ESCos)**: consider as a carbon reduction mechanism for any major new build or refurbishment projects without the need for major capital outlay. ESCos can fund the capital cost and take on the risk of operation and maintenance of low carbon power and heating retrofit or new build solutions in buildings, typically over a 20 year period. In return the user would pay an agreed unit energy price for the energy consumed at the start of the project. At the end of the 20 year period the plant is paid for and passed back to the user.
- Implement a requirement for a minimum “Very Good” **BREEAM certification standard** for new construction and refit projects. This covers improved energy performance but also covers a number of other environmental indicators. BREEAM certification focuses on the whole lifecycle impacts of buildings meaning that it goes beyond the focus of the project budget and can lead to much improved environmental and financial performance over the lifetime of the building.
- Attain **BREEAM-in-Use** ratings for all major buildings in the Council estate to help bridge the gap between theoretical and actual environmental performance of new build and retrofit projects.
- International **Performance Measurement and Verification Protocol (IPMVP)**. In line with aspirations to achieve ISO 50001 standards of operation, continued use of Measurement and Verification techniques such as IPMVP will be employed where appropriate to assess more robustly the impacts of Energy conservation measures implemented as part of the Carbon Management plan. This also demonstrates continual improvement and best practice in energy management.

## **Appendix E:**

### **Salix and Salix-Plus funding for carbon reduction**

There are two funding pots available that can be used to fund energy (and water) efficiency upgrades and installing renewable energy technologies across Oxford City Council's estates and operations:

#### **Salix**

Salix is a revolving loan match fund that the Council has had in place since 2008 following successfully winning a fund application to create a £405k funding pot (i.e. £200k match funding received from government). The fund can only be used on energy efficiency projects that meet certain criteria e.g. maximum of 5 years payback and at a cost of no more than £100 per tCO<sub>2</sub> saved over the lifetime of the project.

The fund remains in a ring-fenced reserve at the Council that must be operated to strict scheme rules. The Council is required to submit annual fund statements signed off by the Head of Finance each year to the fund administrator, Salix Finance Ltd.

Given the Council's success in the use of the fund, further money has been won from government to grow the funding pot in recent years to a total of £605k. As the fund is a recycling fund, the total annual loan payments coming back in to the fund each year from projects already installed yields around £100k to £160k per year. This can be used on energy efficiency upgrade projects within Council assets that consume electricity and gas (i.e. emit CO<sub>2</sub> emissions), are on the Council's carbon footprint and where the Council is the bill payer.

The fund is designed to be energy budget neutral in that the annual energy savings from any energy efficiency upgrade implemented in a building fund the cost of the installation over the payback period.

Since the start of the use of the match fund in 2008, the Council's £305k investment has levered in £300k of government match funding enabling the council to invest over £1m on energy efficiency upgrades across its estate, reducing carbon emissions by over 1700 tonnes per year and energy savings of ca. £350k per year.

The Energy & Natural Resources team (ENR) manage the fund, identify energy efficiency projects, develop the business case for any upgrades and coordinate installation of the energy efficiency projects. The fund is focused on energy efficiency upgrades in buildings and can contribute up to five year's worth of annual estimated savings from energy efficiency upgrades.

ENR has the resource to do the majority of the energy assessments and calculations required (or engage appropriate assistance where required), though potential Salix-funded projects need to be rapidly identified by relevant teams managing the projects and factored in to considerations where work is underway on buildings or being considered for upgrade, refurbishment or replacement of old kit being planned. Alerting the Energy and Natural Resources team at early design stages of any projects will ensure maximum use of the Salix fund and also help drive further reductions in Carbon emissions and associated whole-life cycle energy spend.

### **Salix Plus**

Salix Plus is a council owned recycling fund pot – that is operated in a similar way to the Salix match fund but is operated and owned solely by OCC (i.e. nothing to do with Salix Finance Ltd but the Salix name has been used to indicate that it is operated in a similar manner).

This can be used to boost funding on Salix projects that go beyond a 5 year payback period (up to a maximum of 15 years) and also directly for funding carbon reduction measures not viable from the Salix fund. This means funding can be used on other carbon reduction measures such as improving water efficiency, installing renewable energy technologies as well as reducing fleet fuel consumption and waste sent to landfill sites.

Approximately £600k of Salix Plus money has been committed to date since 2013/14 and has predominantly been used to fund the installation of renewable energy technologies in Council-operated buildings such as leisure centres, sheltered housing blocks, offices and depot buildings. The Council now generates the equivalent of over 8% of its own electricity through onsite generation.

A further £200k is available during 2017/18 which will be targeted for use on additional renewable energy investments and also as client contributions to boost the Salix projects where the paybacks go beyond 5 years.

### **Use of Salix and Salix Plus funding in buildings**

Salix and Salix Plus can be used both in the new build elements and refurbishments in buildings with slight variations in how the fund is used.

#### *New buildings - use of Salix fund*

Salix can fund the on-cost to a lower energy solution in new building projects. In order to calculate an estimated annual saving it is necessary to consider the technology cost and estimated energy consumption per year if a minimum building regulation solution was installed and to compare this with a lower energy solution that goes beyond building regulations.

Salix can fund the on-cost to the lower technology solution excluding the installation cost as this has already been costed into the project and would be happening anyway. For example, comparing what annual energy consumption would be in a building with standard compact fluorescent lighting versus an LED equivalent and controls. Contributions of up to 5 years of savings are possible with Salix, and Salix Plus can be used as a client contribution where paybacks are beyond 5 years – up to a maximum of 15 years payback (subject to availability of funds).

*Refurbishments or Upgrades – use of Salix fund*

Salix can be used to fund the supply and install of lower energy solutions in existing buildings. Again Salix Plus can be used as a client contribution as described above. See Appendix F for a list of possible measures.

## Appendix F:

### Building energy efficiency and lower carbon measures check list

The following is a list of possible low carbon measures that could be incorporated and potentially funded or part-funded with Salix and Salix Plus in buildings. The list is not exhaustive but gives an indication of the main areas of opportunity.

- Boilers – upgrade to gas condensing (or see renewable energy technology options below)
- Building management systems and controls
- Cooling techs - e.g. evaporative cooling (if there is any cooling requirement - otherwise employ natural ventilation strategies)
- Hand-driers – low energy/improved efficiency – e.g. Dyson
- Heating – heat recovery, TRVs, zone control valves
- Hot water – point of use
- Insulation
  - Building fabric – Cavity Wall Insulation (inc going beyond building regulations in new build)/internal wall insulation (old school building); roof/loft insulation, double or secondary glazing
  - Draught-proofing
  - Pipework insulation (retrofit or beyond building regulations)
  - Other – radiator reflective foil, air curtains (ambient/heated)
- LED Lighting and controls (including wireless controls)
- Metering and monitoring (install meters to measure energy and water consumption, possibly down to the level of power, lighting, heat and other – e.g. ‘modbus’ or pulse enabled metering – with remote monitoring platform)
- Renewable energy technologies for providing power and heating e.g. in new buildings consider Solar PV (plus possibly battery storage) and Ground Source/Air source Heat pumps.
- Time-switches (e.g. on small equipment)
- Ventilation – heat recovery, distribution/presence controls
- **Other:** Solar control film; light pipes, water efficiency measures – low flow WCs, percussion/PIR controlled spray taps; grey water recycling

### Fleet fuel reduction measures

The Salix Plus fund can be used for funding of fleet fuel reduction measures such as in-cab fuel efficiency systems (eg rev limiters, or driver awareness devices).

### Waste to landfill reduction measures

The Salix Plus fund can be used for funding of measures to reduce the amount of operational waste (i.e. the Council’s own generated waste) that is sent to landfill. Greenhouse Gas emissions arising from landfill sites are some of the most damaging to the environment.

## Appendix G:

### Stakeholder communications

The following table defines the key parties anticipated to have an interest in the Carbon Management Plan and Energy Management System and the means and frequency of engaging them. This list is not exhaustive and may be developed further following further input from stakeholders during the project implementation phase

Stakeholder	Information/interest Requirements from Project (two way)	Communication Channel	Date or Frequency	Responsible individual
<b>Internal stakeholders</b>				
Chief Executive and Senior Management Team (Peter Sloman, Caroline Green, and the directors)	Key sponsor/senior user- two way – key stakeholders	1-2-1, team meetings, emails/phone calls	Quarterly/ad-hoc as required	Jo Colwell
Tim Sadler/Jo Colwell (Environmental Sustainability)	Key sponsor/Senior User – two way – key stakeholder	1-2-1, team meetings	Fortnightly/ad-hoc as required	Paul Spencer/Paul Robinson
Stephen Clarke (HoS), Martin Shaw, Keith Reynolds; Housing & Property and relevant Board (CAMAC)	Senior Supplier – two way – key stakeholder	Board/Project Team meetings/liaison meetings (Salix)/email/phone calls	Monthly minimum/ad-hoc as required	Jo Colwell/Paul Robinson
Ian Brooke (Hos); Lucy Cherry; Stuart Fitzsimmons, Leisure and Parks	Senior Supplier – two way – key stakeholder	Project Team meetings/liaison meetings (Salix)/email/phone calls	Monthly minimum/ad-hoc as required	Jo Colwell/Paul Robinson
Jane Winfield (HoS); Nick Twigg, Regeneration & Major Projects and relevant Board (CAMAC)	Senior Supplier – two way –key stakeholder	Board/project Team meetings/liaison meetings (Salix)/email/phone calls	Monthly minimum/ad-hoc as required	Jo Colwell/Paul Robinson
Graham Bourton (HoS); Bruce Thompson, Ian Direct Services, Ian Bourton (Fleet)	Senior Supplier – two way – key stakeholder	Project Team meetings/liaison meetings (Salix)/email/phone calls	Monthly minimum/ad-hoc as required	Jo Colwell/Paul Robinson
Caroline Wood; Neil Lawrence; Business Improvement & Technology	Keep informed (input on large value procurement requirements)	Email/phone calls/council matters/intranet	monthly	Paul Spencer/Nathan Kirwan
Human Resources & Facilities; (HoS):)	Keep informed/two way key stakeholder on facilities side	Email/phone calls/council matters/intranet	Twice yearly	Nathan Kirwan
Law& Governance, (HoS)	Keep informed – general info – advise on any legal issues with contracts etc	Email/phone calls/council matters/intranet	Twice yearly	Nathan Kirwan
Customer Services, Helen Bishop	Keep informed – low level	Email/council matters/intranet	Twice yearly	Nathan Kirwan

Finance, Nigel Kennedy (HoS); Lyn Barker, Tracy Cheng, Anna Winship	Keep informed – input on budget / -salix/salix admin	Team meetings/liaison meetings (Salix)/email/phone calls/ Quarterly review meetings (energy billing)	Monthly minimum/ad-hoc as required	Paul Spencer/Andrew Sunderland
Policy, Culture & Communications; Peter McQuitty/Tom Jennings	Keep informed – website/	Email/council matters/intranet	Twice yearly/launch event/external comms	Nathan Kirwan
City Development (Planning); Patsy Dell (Hos); Mark Jaggard/Rich Wyatt (policy, NRIA etc)		Email/council matters/intranet	Twice yearly	Jo Colwell
Elected members (Executive - Bob Price, John Tanner; Van Coulter, Greens, Lib Dem and other party reps	two way – key stakeholder /Keep informed – website/	Early drafts to Exec Board member (John T as per CEB process)/liaison meetings CNRMB/email/phone calls/ launch event	Quarterly board meetings (CNRMB); November and April	Jo Colwell/Paul Spencer
All OCC staff	Keep informed – website/	Email/council matters/intranet/launch event	March 2017 (launch of new CMP)	Nathan Kirwan/Paul Spencer
<b>External stakeholders</b>				
Fusion lifestyle ltd (operating OCC leisure centres)		Team meetings/liaison meetings (Salix)/email/phone calls	Nov 2016 draft, March 2017 launch and quarterly thereafter	Paul Spencer/Lucy Cherry
Salix Finance Ltd		Email;/phone calls	March 2017 after launch	Paul Spencer
Carbon Trust		email	March 2017 after launch	Paul Spencer
University Estates Dept /Oxford Brookes/Oxfordshire Environment partnership group/Low Carbon Oxford pathfinders	Benchmarking	Face to face meeting, email/phone calls	Early draft end Nov 2016 and March 2017 after launxh	Nathan Kirwan/Paul Spencer
APSE		Email	March 2017 after launch	Nathan Kirwan/Paul Spencer
General Public		Your Oxford./internet	March 2017 after launch	Nathan Kirwan/Paul Spencer

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
CMP1	Stakeholder dissatisfaction	T	Customer or stakeholder dissatisfied with scope/objectives of Carbon Management Plan	leading to damage to City Council's standing and need for revisions to the Plan	01/11/2016	Jo Colwell	3	2	3	2	2	1		Stakeholder consultation at early stages of CM Plan development - regular communication on objectives/progress to Clean Green Board or equivalent and Carbon and Natural resources Members Board	31/01/2017	in process		Paul Spencer
CMP2	Failure to meet targets	T	Failure to achieve targets / objectives set out in the Carbon Management Plan	leading to reduced ability to mitigate against energy spend increases/reduce CO2 emissions, and reputational damage	01/11/2016	Jo Colwell	3	3	3	3	2	1		Staff awareness and Salix funds rolled out consistently - comms/action plans in place for delivery. Cleaner Greener Board enforcement and highlighting of responsibilities to all service heads so that action is cascaded down to all teams/factored in to dept objectives	31/03/2022	in process		Paul Spencer
CMP3	Lack of engagement	T	Lack of engagement on Carbon Management Strategy by Council staff	meaning targets harder to achieve and reduced ability to mitigate against energy spend increases/reduce CO2 emissions.	01/11/2016	Jo Colwell	3	3	3	3	2	1		Develop and deliver robust communications plan to provide regular updates on progress and to encourage staff engagement./buy-in to the CMPlan . Clean Green Board or equivalent enforcement and highlighting of responsibilities to all service heads so that action is cascaded down to all teams/factored in to dept objectives. Implementing ISO50001 standard to help embed more formal systems of engagement	31/03/2019	in process		Paul Spencer
CMP4	Funding and resources cuts	T	Introduction of new funding and resources cuts that threaten delivery of the Carbon Management Plan	leading to failure to meet targets and reduce rate of energy spend/CO2 emission reductions	01/11/2016	Jo Colwell	3	4	3	4	3	2		Build robust business cases for invest to save funding and or external funding. Reduced target/objectives in line with available resource for delivery	31/03/2022	in process		Paul Spencer
CMP5	Salix funding	T	Reduced resources due to funding or resources cuts meaning ability to maximise use of Salix fund is limited	leading to requirement to pay funds back to DECC (up to £300k max)-	01/11/2016	Jo Colwell	3	4	3	4	3	1		Salix delivery plan in place with responsibility for key service areas to proactively consider use of Salix fund for any viable projects/maintain regular meetings/comms with Corp Property/Leisure to ensure Salix considered for any major refurb/upgrade projects or where any opportunities to move to lower energy solutions are identified/viable	31/03/2022	in process		Paul Spencer

This page is intentionally left blank

**To: City Executive Board**

**Date: 9 February 2017**

**Report of: Scrutiny Committee**

**Title of Report: Safeguarding of Language School Students under 18 years of age**

## **Summary and Recommendations**

**Purpose of report:** To present the recommendation of the Scrutiny Committee on the safeguarding of language school students

**Scrutiny Lead Member:** Councillor Andrew Gant, Chair of Scrutiny

**Executive lead member:** Councillor Dee Sinclair, Board Member for Community Safety

**Recommendation** of the Scrutiny Committee to the City Executive Board:

**That the City Executive Board states whether it agrees or disagrees with the recommendation set out in the body of this report.**

## **Background**

1. The Scrutiny Committee scrutinised the annual Oxford City Council Safeguarding report for 2015-2016 in June 2016 and voiced concerns about the safeguarding arrangements for language school students living in private sector accommodation. The Committee made two recommendations to the City Executive Board about this issue; specifically about the need to make representations to Government for more rigorous safeguarding arrangements, and the need to discuss these issues with language schools, the police and other partner authorities. The Committee agreed that an item on language schools would be added to the scrutiny work plan for a possible future review.
2. The City Executive Board on 16 June 2016 responded positively to the recommendations and endorsed the Scrutiny Committee undertaking a review of the regulation of language schools with regard to safeguarding issues.

3. The Scrutiny Committee considered a report by the Community Safety and Resilience Manager on the safeguarding of language school students under 18 years of age at its meeting on 6 December 2016. The Committee would like to thank the Board Member for Community Safety, the Community Safety and Resilience Manager and the Antisocial Behaviour Prevention Project Co-ordinator for attending the meeting to present this report.

### **Summary and recommendation**

4. The Board Member for Community Safety presented the report. She explained that the law only requires language schools to notify local authorities if a student is placed in homestay accommodation for longer than 28 days, but many language students only stay for one to three weeks. Thousands of language students visit Oxford every year and there's a growing concern that students are being put at risk without authorities knowing about it. The Committee heard that Thames Valley Police Crime Commissioner is worried about the issue but the government has indicated that in its view the current arrangements are adequate.
5. The ASB Prevention Project Co-ordinator highlighted the wide ranging work of the Oxford Language School Forum. The Forum works with language schools on monitoring their safeguarding responsibilities and promoting the welfare of the students while they are in Oxford. The forum has been running for 4 years and most of the larger language schools and the police attend. The main issue is with 'pop up' language schools that appear each summer in the city, some of which have no Oxford base, as it can be very difficult to identify and engage with these schools.
6. The Committee considered what a scrutiny review group could do to add value to the work already being done. The Board Member for Community Services said that it could be useful for a review group to be set up and suggested it could look at practices in other cities e.g. Brighton. However, she didn't want a review to result in extra work for council officers. Ideally she would like to have a certification scheme that required language schools to meet certain criteria before they could operate under the Oxford name. However such a scheme would require officer time to implement and enforce and may be limited by legislative constraints.
7. The Committee decided not to form a review group as they could see no areas where they could add value to the good work already underway.
8. The Committee felt there was scope for the Council (through CEB) to lobby for a strengthening of the legislation so that local authorities are informed when minors are staying temporarily in a private home for more than a few days.
9. Councillor Coulter offered to approach the Association for Public Service Excellence (APSE) and the South East England Councils (SEEC) about forming a task and finish group to review these issues. SEEC has since flagged these issues in its response to the 'Schools that work for everyone' consultation.

10. The Committee suggested asking a local Member of Parliament, Nicola Blackwood MP or Andrew Smith MP, to convene a Westminster debate on the issue. They would have the resources to commission research into the best way forward. The Board Member for Community Services agreed to contact the MPs and ask if they will invest effort in this.
11. The Committee agreed that:
1. Cllr Sinclair would be asked to contact the local MP(s) regarding convening a Westminster debate on the issue.
  2. Cllr Coulter would contact APSE and SEEC about setting up a task and finish group to review the issue.
  3. CEB would be asked to lobby for a strengthening of the legislation to require that local authorities are informed by language schools when minors are temporarily placed in a private home for more than a few days.

***Recommendation – That the City Council lobbies for a strengthening of the legislation to require that local authorities are informed by language schools when minors are temporarily placed in a private home for more than a few days.***

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

Andrew Brown on behalf of the Scrutiny Committee  
Scrutiny Officer  
Law and Governance  
Tel: 01865 252230 e-mail: [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

**List of background papers: None**

**Version number: 1**

This page is intentionally left blank

**To: City Executive Board**

**Date: 9 February 2017**

**Report of: Scrutiny Committee**

**Title of Report: Cycling Review Group – progress update**

### **Summary and Recommendations**

**Purpose of report:** To present the recommendation of the Scrutiny Committee on the Cycling Review Group – progress update

**Scrutiny Lead Member:** Councillor Andrew Gant, Chair of Scrutiny

**Executive lead member:** Councillor Alex Hollingsworth, Board Member for Planning and Regulatory Services

**Recommendation** of the Scrutiny Committee to the City Executive Board:

**That the City Executive Board states whether it agrees or disagrees with the two recommendations set out in the body of this report.**

### **Introduction**

1. The Scrutiny Committee established the Cycling Review Group in 2014/15 and appointed Councillor Louise Upton as Chair. The Review Group reported to the City Executive Board in September 2015 and made nine recommendations. The Scrutiny Committee requested an update report in order to monitor progress against agreed recommendations and considered this update report on 6 December 2016. The Committee would like to thank the Direct Services Chief Operations Manager and Contracts Manager for presenting the report and answering questions.

### **Summary and recommendation**

2. The Contracts Manager presented the report. She explained that they had followed the wish list of cycling improvement schemes submitted by the Cycling Review Group and had completed the achievable higher-priority items. There were a couple of projects still to complete in the current financial year; to amend

the entrance signs to the city to say 'a cycling city' and to install bike pumps around the city.

3. The Committee voiced support for the use and pooling of Community Infrastructure Levy (CIL) money to pay for cycling improvement schemes around the city and noted the need to promote the spending of CIL money in this way to ward councillors. The Committee heard that the City Council could deliver works but would need the advice of the County Council, as the highways authority, for any changes to roads or footpaths.
4. The Committee asked why cycle symbols marks on the Cowley Road had not been replaced and commented that this had made the road more hazardous. Officers said that the County Council was planning to resurface the road so it made sense to wait for this work to be completed first. The Committee noted that the County Council had recently announced that the road would not be resurfaced until 2018. The Committee asked whether it would be possible to replace the cycle symbols anyway given that people had already waited 2 years for the County to resurface the road and felt that a further significant delay would be unacceptable. The Committee found that this work would require County Council approval and that the County Council had previously instructed the City Council not to replace all the cycle symbols in the road due to issues in the past.
5. The Committee noted that the capital funding for cycling improvement schemes is due to end next year. The Committee commended the improvements delivered to date and indicated support for the continuation of this funding into future years if possible. The Committee asked the Chair of the Finance Panel to give active consideration to this during the budget review. The Committee questioned whether any unspent funding could be used to pay for cycle symbols on Cowley Road and heard that some money was still available but had been provisionally allocated to a different scheme.

***Recommendation 1 – That the replacing of cycle symbols on the Cowley Road is the priority for any unspent capital funding for cycling improvement schemes in 2016/17, subject to County Council approval.***

6. The Committee questioned whether the Council's Abandoned Vehicle Officer had power to remove abandoned bicycles from university or college-owned land, which could free up some much needed cycle parking spaces in and around the city centre. The Committee found that a contract with the University of Oxford was still in discussion and had not yet been agreed. It was thought that this was due to problems in securing the support of all the individual colleges.

***Recommendation 2 – That the City Council contacts the Vice-Chancellors of both universities to request their intervention to achieve the delegation of the power to remove abandoned vehicles on University or College-owned land to the City Council.***

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

Andrew Brown on behalf of the Scrutiny Committee

Scrutiny Officer

Law and Governance

Tel: 01865 252230 e-mail: [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

**List of background papers: None**

**Version number: 1**

This page is intentionally left blank

**To: City Executive Board**

**Date: 9 February 2017**

**Report of: Scrutiny Committee**

**Title of Report: Recycling**

### **Summary and Recommendations**

**Purpose of report:** To present the recommendation of the Scrutiny Committee on Recycling Rates

**Scrutiny Lead Member:** Councillor James Fry, Scrutiny Committee Lead Member for Recycling

**Executive lead member:** Councillor John Tanner, Board Member for a Clean Green Oxford

**Recommendation** of the Scrutiny Committee to the City Executive Board:

**That the City Executive Board states whether it agrees or disagrees with the recommendation set out in the body of this report.**

### **Introduction**

1. The Scrutiny Committee in 2013/14 established review of Recycling Rates led by Councillor Fry. A report to the City Executive in July 2014 recommended resources to support targeted educational campaigns to encourage recycling and the trialling of a community incentive campaign. Following this, the council bid successfully for government money to fund the Blue Bin Recycling League recycling reward scheme for 3 years, starting from October 2015.
2. The Committee has continued to monitor recycling rates each year. A visit to the Recycling Team took place on 29 November 2016 for members to receive a presentation and monitor progress and performance. The Committee would like to thank Maria Warner, Recycling Team Leader, and James Baughan, Recycling Project Co-ordinator, for hosting an informative and engaging session, which was attended by Councillors Fry, Azad, Chapman, Pegg and Taylor.

## Summary and recommendation

3. The Recycling Team Leader said that a fundamental review of waste services had recently concluded that the council was a 'low cost high performer'. This resulted in a decision for the service to remain in-house for the next 7 years. The review also found that the current mix of recyclates remains the best option, fortnightly residual waste collections are the most appropriate and the development of a waste transfer station in the city would reduce risks and cost.
4. The city's recycling rate fluctuates monthly and seasonally and has recently been around 49% (for April to October 2016), up from 46.25% in 2014/15. The Council is in the top 10% of local authorities in England for recycling and is one of the top three urban authorities; very impressive in view of Oxford's demographics. The ambition is to become the best urban authority for recycling.
5. The council has rolled out food waste containers to communal properties and supplied individual flats with a food waste caddy, compostable bin liners and leaflets, with the aim of providing all flats with this service by April 2017. Data for October 2016 showed that food waste recycling was up by 289 tonnes compared to the previous year. Members heard that it is significantly cheaper to dispose of food waste in this way and, while the bill is picked up by the County Council, the City Council benefits indirectly e.g. through recycling credits. The Recycling Team Leader said that there are additional benefits from recycling food waste in that it can be used as an energy source and to make fertiliser. Food waste recycling also supports the Council's ISO 14001 environmental management accreditation and the Courtauld 2025 voluntary agreement, which aims to make food and drink production and consumption more sustainable.
6. Members heard that the Blue Bin Recycling League is proving to be a very successful scheme in boosting recycling rates in deprived areas of the city. A total of 4,500 residents in the city have pledged to recycle as much as they can and the Leys area, where recycling rates have tended to be the lowest in the city, has seen the biggest improvement.
7. The £350k of grant funding covers three staffing posts as well as all the prize money. Staff actively raise awareness of the scheme and have attempted to visit every property in the Leys area, in addition to school visits and roadshow events. Plans are in place to continue these activities and to involve more community groups and charities. The cost of maintaining the scheme after the 3 years is estimated to be £100k per year and officers are planning to bid for continued budgetary support, which members strongly supported.

***Recommendation – That every effort is made to fund recycling incentive campaigns beyond October 2018, when grant funding for the Blue Bin Recycling League comes to an end.***

8. Other projects include efforts to reduce contamination as well as student engagement and social media campaigns. Future plans include continuing the incentive scheme, revisiting flats after 1-2 years, giving out free liners and

introducing kerbside textile collections. Members also discussed how residents should dispose of small amounts of garden waste, hygiene issues linked to food waste, fly tipping and the challenges of improving the ways in which students manage their waste.

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

Andrew Brown on behalf of the Scrutiny Committee  
Scrutiny Officer  
Law and Governance  
Tel: 01865 252230 e-mail: [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

**List of background papers: None;**  
**Version number: 1**

This page is intentionally left blank

## **Minutes of a meeting of the SCRUTINY COMMITTEE on Thursday 12 January 2017**



### **Committee members:**

Councillor Gant (Chair)	Councillor Hayes (Vice-Chair)
Councillor Azad	Councillor Fry
Councillor Henwood	Councillor Pegg
Councillor Simmons	Councillor Taylor
Councillor Tidball	Councillor Wilkinson

### **Officers:**

Andrew Brown, Scrutiny Officer  
Caroline Green, Assistant Chief Executive  
Jennifer Thompson, Committee and Members Services Officer

### **Also present:**

Councillor Bob Price, Leader of the Council

### **Apologies:**

Councillor(s) Chapman and Coulter sent apologies.

## **73. Declarations of interest**

There were no declarations of interest made.

## **74. Report back on recommendations**

The Committee considered and noted the report on recommendations.

## **75. Report of the Devolution Review Group**

The Committee considered the report of the Devolution Review Group.

Councillor Tidball, Chair of the Review Group introduced the report.

She thanked the Scrutiny Officer and councillors on the review group for their work on this key report. She thanked all those who gave evidence, including councillors and officers from this council and Oxfordshire County Council and the consultants.

She highlighted the key points of the review group's findings and the conclusions and recommendations in the report.

Councillor Price, Leader of the Council, thanked the review group for their work, for being able to gather evidence from wide range of witnesses, and for a quality report discussing the key issues. He said that the option of a mayoral combined authority provided the opportunity to gain a devolution deal to bring in resources and make advantageous changes in existing governance structures to benefit the county. The major debate would be about the need for and role and powers of an elected mayor to lead the combined authority.

He said that it was his understanding that:

- the national infrastructure commission would look to a combined authority to take forward any growth strategy;
- national industrial strategy would focus on deliverables and a combined authority would be helpful in this respect;
- it was anticipated that the DCLG would produce guidance on devolution bids by the end of the month which would allow the six authorities' preferred option to be taken forward, and more detail on this was being sought.

He considered that the recommendations would be broadly accepted by the CEB and he hoped the formal devolution bid would be published next month.

The Committee discussed the report and the wider implications of devolution, a combined authority, and an elected mayor.

They noted:

- The other local authorities were also discussing similar proposals for a devolution bid although a consensus was not assured.
- The six authorities and their roles and functions would be unchanged.
- The key role of a combined authority would be in strategic transport; the Growth Board already had a role in finance, planning and transport where the County Council acted as the delivery agent for its decisions.
- It was envisaged that the combined authority would comprise an accountable elected mayor as its leader, the 6 Leaders; possibly Deputy Leaders; would require a scrutiny function of its own as well as that provided by each member authority; and would require to be open to public scrutiny.
- The County Council would retain a key role and although some specific functions would be transferred to the combined authority, some combined authority functions were already the responsibility of the Growth Board or the county LEP (e.g. skills).
- Devolution was likely to be an iterative process involving negotiation with central government and if the benefits offered by central government – including financial benefits – were not sufficient to warrant continuing with the devolution deal then the process could be stopped.

They made the following points:

- The combined authority required strong accountability; and hopefully would have a commitment to sustainability as well as economic benefits.

- When available the DCLG guidance on devolution bids should be circulated to all councillors and briefings on the process should be arranged as it proceeded.
- As well as the required joint consultation on the new structures and arrangements, a survey of what residents envisaged these could help deliver and their vision for the county would be helpful.

**The Committee agreed** to approve the report of the Devolution Review Group for submission to the City Executive Board on 19 January 2017.

## **76. Minutes**

The Committee resolved to approve the minutes of the meeting held on 6 December 2016 as a true and accurate record.

## **77. Dates of future meetings**

The Committee noted the dates.

**The meeting started at 6.00 pm and ended at 6.45 pm**

This page is intentionally left blank