

Agenda

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Scrutiny Committee

This meeting will be held on:

Date: **Tuesday 2 February 2021**

Time: **6.00 pm**

Place: **Zoom - Remote meeting**

For further information please contact:

John Mitchell, Committee Services Officer, Committee Services Officer

☎ 01865 252217

✉ democraticservices@oxford.gov.uk

Members of the public can attend to observe this meeting and.

- may register in advance to speak to the committee in accordance with the [committee's rules](#)
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Committee Membership

Councillor Andrew Gant (Chair)

Councillor Dr Joe McManners (Vice-Chair)

Councillor Mohammed Altaf-Khan

Councillor Lubna Arshad

Councillor Shaista Aziz

Councillor Tiago Corais

Councillor Dr Hosnieh Djafari-Marbini

Councillor James Fry

Councillor Richard Howlett

Councillor Pat Kennedy

Councillor Ben Lloyd-Shogbesan

Councillor Craig Simmons

Apologies and notification of substitutes received before the publication are shown under *Apologies for absence* in the agenda. Those sent after publication will be reported at the meeting. Substitutes for the Chair and Vice-chair do not take on these roles.

Agenda

	Pages
1 Apologies for absence	
2 Declarations of interest	
3 Chair's Announcements	
4 Minutes	7 - 12
Recommendation: That the minutes of the meeting held on 12 January 2021 be APPROVED as a true and accurate record.	
5 Work Plan and Forward Plan	13 - 24
<p>The Scrutiny Committee operates within a work plan which is agreed at the start of the Council year the latest version of which is attached. The work plan is driven to a very large extent by the Cabinet Forward Plan. A summary of the latest version of the Forward Plan is attached.</p> <p>The Committee is asked to agree the work plan having taken account of any updates and after discussion.</p> <p>The Committee is further asked to agree to a meeting in May to take place in the event that the local elections are delayed. Date to be confirmed when the dates of Cabinet meetings are set.</p>	
6 Council Tax Reduction Scheme 2021/22	25 - 68
<p>Cabinet, at its meeting on 10 February, will consider a report on the Council Tax Reduction Scheme for 2021/22. The Committee is asked to consider the report and agree any recommendations thereon.</p> <p>Councillor Marie Tidball, Cabinet Member for Supporting Local Communities and Tanya Bandekar, Service Manager Revenue & Benefits, have been invited to attend for this item.</p>	

7 Zero Carbon Council by 2030: 4th carbon management plan 2021/22 to 2029/30

Cabinet, at its meeting on 10 February, will consider a report on the Zero Carbon Council by 2030: 4th carbon management plan 2021/22 to 2029/30. The Committee is asked to consider the report and agree any recommendations thereon.

Councillor Tom Hayes, Cabinet Member for Green Transport and Zero Carbon Oxford and Tim Sadler, Transition Director, have been invited to attend for this item.

8 Draft Budget Review Group Report

The Committee is asked to consider the Draft Budget Review Group Report, raise any necessary amendments and agree an approved version to submit to Cabinet for response.

This report will be published as a supplement.

9 Report back on recommendations and Scrutiny Panel meetings

No Scrutiny reports have been taken to Cabinet since the last meeting.

Councillor James Fry will update the Committee on the meeting of the Finance and Performance Panel held on 27 January 2021.

The meeting of the Housing and Homelessness Panel, scheduled for 01 February, was cancelled as the reports for consideration had been deferred.

10 Dates of future meetings

Meetings are scheduled as followed:

Scrutiny Committee

- 02 March, 08 April

Standing Panels

- Finance & Performance: Provisional meeting scheduled for 06 April (dependent on whether the local elections are delayed)
- Companies Scrutiny: 15 March
- Housing & Homelessness: 04 March

All meetings start at 6.00 pm.

Information for those attending

Recording and reporting on meetings held in public

Members of public and press can record, or report in other ways, the parts of the meeting open to the public. You are not required to indicate in advance but it helps if you notify the Committee Services Officer prior to the meeting so that they can inform the Chair and direct you to the best place to record.

The Council asks those recording the meeting:

- To follow the protocol which can be found on the Council's [website](#)
- Not to disturb or disrupt the meeting
- Not to edit the recording in a way that could lead to misinterpretation of the proceedings. This includes not editing an image or views expressed in a way that may ridicule or show a lack of respect towards those being recorded.
- To avoid recording members of the public present, even inadvertently, unless they are addressing the meeting.

Please be aware that you may be recorded during your speech and any follow-up. If you are attending please be aware that recording may take place and that you may be inadvertently included in these.

The Chair of the meeting has absolute discretion to suspend or terminate any activities that in his or her opinion are disruptive.

Councillors 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; licenses 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". 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 member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

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Remote meeting

Minutes of a meeting of the Scrutiny Committee on Tuesday 12 January 2021

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Committee members present:

Councillor Gant (Chair)

Councillor Altaf-Khan

Councillor Corais

Councillor Fry

Councillor Kennedy

Councillor Lloyd-Shogbesan

Councillor McManners (Vice-Chair)

Councillor Aziz

Councillor Djafari-Marbini

Councillor Howlett

Councillor Lygo (for Councillor Arshad)

Councillor Simmons

Cabinet Members present:

Councillor Susan Brown, Leader of the Council

Officers present for all or part of the meeting:

Susan Sale, MO and Head of Law & Governance

Mish Tullar, Corporate Policy, Partnership and Communications Manager

Hamera Plume, Consultation Officer

Tom Hudson, Scrutiny Officer

John Mitchell, Committee and Member Services Officer

Apologies:

Councillor Arshad sent apologies.

Substitutes are shown above.

64. Declarations of interest

None.

65. Chair's Announcements

The Chair welcomed Susan Sale, the new head of Law & Governance, to her first meeting of the Committee.

66. Minutes

The Committee resolved to APPROVE the minutes of the meeting held on 01 December 2020 as a true and accurate record.

67. Work Plan and Forward Plan

The Scrutiny Officer updated Members with one change to the Committee's Workplan. An additional item had been added to the agenda for the Finance & Performance Panel meeting on 27 January, to consider the consequences of recent changes to conditions surrounding Public Works Loan Board borrowing which would have a consequence for the Council's Commercial Property Strategy.

He noted that the Cabinet response to the Committee's Climate Emergency Review Group recommendations was still being worked on. This was partly to take account of Government funding which had recently become available. The Committee was disappointed to hear of the continuing delay in finalising this response. The Chair agreed to bring this concern to the attention of Cabinet at its meeting the following week.

68. Report back on recommendations and Scrutiny Panel meetings

Cllr Fry fed back to the Committee about the most recent meeting of the Finance & Performance Panel. The Panel had considered 4 reports in relation to Treasury Management; Integrated Performance; Boswell's Development; and Commercial Property Investment. Among other things the Panel had heard that revenue from property investments had fallen slightly because of reduced interest rates and that there would be some support from Government to compensate for losses of sales, fees and charges, this might amount to about £5m for the current financial year.

The Chair reminded the Committee of the Cabinet's responses to its most recent recommendations which had, for the most part, been accepted. In relation to the Waterways Report it was noted that there was provision in the following year's budget for the currently vacant part time post of Waterways Coordinator.

69. Citizen Engagement

Councillor Susan Brown, Leader of the Council, introduced the report which had been prepared at the Committee's request. Engagement with the City's citizens was of paramount importance. All Councillors would share a sense of frustration at the difficulty of face to face engagement with constituents given the constraints imposed as a result of the pandemic. On the other hand, the experience of the pandemic had shown how the Council could be more creative in its approach to engagement as well as building on innovations that were already in place. Engagement with local citizens through the local media was already well established, the Residents' Panel had already been set up, something which didn't require face to face engagement. Online meetings had made it clear that audiences and participation for some activities could be greater than would otherwise have been the case. The Council's Citizens' Assembly had been a very significant element of the Council's engagement with residents, both as a process and in relation to possibly the most important issue facing the City and the world. The very rich output from the Assembly was still being worked through. Despite the good work being done already, it was important to be alive to the potential for improvement and finding new and diverse ways of engaging with residents. She sounded one note of caution, the continuation of the current practice of holding

statutory meetings remotely would require the introduction of primary legislation in a few months' time and the Government had not yet taken any steps to do so.

Mish Tullar, Corporate Policy, Partnerships & Communications Manager, said that the process of preparing the report had proved to be very helpful in improving the team's understanding of the full spectrum of engagement activity. At the same time it was important to be clear that the report did not provide an exhaustive account. The report did not mention, for example, the regular contact between Councillors and their constituents, something in relation to which it might be helpful to establish a formal means of recording. Recent months had illustrated the great potential for digital engagement. A virtual Town Hall session, for example, had been "attended" by some 2000 people and seen by some 1000 people after the event. While digital communication was likely to play an increasingly important role, it would be important to ensure that those who could not or would not engage in that way were not disenfranchised.

The Committee confirmed the view that the role of Councillors was key and one which should not be lost sight of. This was not just about 1:1 engagement and could take many forms such as setting up temporary stalls in shopping centres and involvement with school activities such as international days.

The Committee confirmed the need to take appropriate account of the so called 'digital divide' which was not always simply about access to IT equipment but also the data costs associated with it. This was something which had been exacerbated to some extent by the pandemic. Proper need also needed to be taken account of the needs of those for whom English was not their first language or who had poor literacy skills. In some of these cases the opportunity to respond to a consultation or register a view should be available by telephone. Officers confirmed that all of these matters were taken into account to the extent that resources permitted.

While the digital divide needed to be recognised, so did the fact that a digital approach enabled many people to engage who had, previously, not been able to do so or only do so with difficulty.

It was important to ensure that all views from the community, not just in relation to formal consultations, were captured and that the Council, in turn, provided feedback on its response to those views. Officers noted that a new Council consultation portal would soon be going live which would include a "you said/we did" element as matter of course. This would be available to everyone, not just those who had contributed to a consultation.

Recent engagement exercises such as the Town Hall event mentioned earlier, the Citizens' Assembly and preparation of the Anti-Racist Charter all provided opportunities for learning which should not be lost.

The number of residents with whom there had been engagement, as cited in the report, was about 1% of the City's population. There might be merit in liaising with other local partners and organisations to see how to secure wider engagement while recognising the limited Council resource available for this work. The community hub model was agreed to be effective and successful. Additional, regular, Council presence in the community, in shopping centres, for example, would be welcome. Sight should not be lost of the opportunity to capitalise on all Council/ODS interaction with residents, when carrying out home repairs for example. It seemed likely that engagement was

disproportionately with higher socio-economic class groups. There would be merit in taking steps to gather data about those who engage with a view to securing wider engagement. It was noted that the Citizens' Assembly had sought to provide a representative cross section of City residents, as did the Residents' Panel. It was also noted that the increased level of digital engagement had increased the diversity of those who were engaging with the Council.

Given the limited Council resource, consideration might be given to higher levels of automation through, for example, the provision of dedicated consultation phone lines in Community Centres/hubs to enable 'push button' responses to particular consultations.

The Committee recognised the significant challenges of securing citizens' meaningful engagement, even in relation to matters which might commonly be regarded as important and relevant to them.

The wide spectrum of engagement activity required a range of approaches; in some cases it was sufficient and appropriate to seek the views of a representative sample and on the others it was important to seek the views of everyone who might have a view. Given that consultations will often generate opposing views about an issue it was important to recognise that subsequent decisions will not always accord with all of the views expressed. What was important was that those with a proper interest in a matter were able to contribute to the decision making process. The wide spectrum of engagement activities included those conducted on a statutory basis, those which the Council chose to do and those which were a combination of the two and all of which might require different approaches.

There was sometimes cynicism amongst the public about the meaningfulness of consultations and the extent to which decisions had already been made. It was important that there should be clarity about the extent to which consultation exercises could influence final outcomes.

In conclusion the Committee made the following recommendations to Cabinet.

That the Council:

1. When periods of significant public debate arise (including on areas not the direct responsibility of the Council), considers facilitating a public discussion over them similar to the recently-held Town Hall meeting
2. Ensures it holds regular meetings with private tenant unions.
3. Monitors the response rates for suitable non-statutory consultations against indices of multiple deprivation, and protected characteristics within the Equality Act.
4. When conditions permit, has a regular physical presence, particularly at Temple Cowley shopping centre, but also at its community centres, and that it offers multiple channels, covering analogue and digital, to enable responses to be made.
5. Creates frameworks and guidelines around how and when the Council will engage with and use its elected members when undertaking consultations.
6. Runs a pilot project to establish and assess the practicalities of engaging citizens in participatory budgeting.

7. Is flexible in its approach to consultation periods in non-statutory consultations and is willing and able to allow feedback made outside the official consultation to be meaningfully considered
8. Includes phone contact details with ward member and/or relevant officer details for those who require support with responding to consultations.
9. That the Council builds on the innovation shown in consultation through the use of the locality hubs and community centres, and seeks to learn and implement lessons in citizen empowerment from the Healthy Place-Shaping agenda and from other local organisations and agencies
10. Investigates opportunities for co-production with key stakeholders, particularly local residents

70. Dates of future meetings

Meetings are scheduled as followed:

Scrutiny Committee

- 02 February, 02 March, 08 April

Standing Panels

- Finance & Performance: 27 January
- Companies Scrutiny: 15 March
- Housing & Homelessness Panel: 01 February, 04 March

All meetings start at 6.00 pm.

71. Matters Exempt From Publication

72. Shareholder and Joint Venture Group responses to recommendations from the Companies Scrutiny Panel

There was no discussion of this item.

The meeting started at 6.00 pm and ended at 7.20 pm

Chair

Date: Tuesday 2 February 2021

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Scrutiny work plan

February 2021 to April 2021

Published on 25/01/21

www.oxford.gov.uk



The Scrutiny Committee agrees a work plan every year detailing selected issues that affect Oxford or its people.

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 Cabinet.

The plan sets out the work of scrutiny for this council year and will be reviewed at each meeting of the Scrutiny Committee.

The plan is based on suggestions received from all elected members and senior 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.

Some topics will be considered at Scrutiny Committee meetings and others will be delegated to 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 Cabinet 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 Cabinet to be reviewed by the Scrutiny Committee before they are implemented.

Scrutiny Committee and Standing Panel responsibility and membership

Committee / Panel	Remit	Membership
Scrutiny Committee	Overall management of the Council's Scrutiny function	Councillors: Andrew Gant (Chair), Joe McManners (Vice Chair), Mohammed Altaf-Khan, Lubna Arshad, Shaista Aziz, Tiago Corais Hosnieh Djafari-Marbini, James Fry, Richard Howlett, Pat Kennedy, Ben Lloyd-Shogbesan, Craig Simmons
Finance and Performance Panel	Finance and budgetary issues and decisions, performance	Councillors: James Fry (Chair), Chewe Munkonge, Craig Simmons, Roz Smith.

	management	
Housing and Homelessness Panel	Strategic housing, homelessness and landlord issues and decisions	Councillors: Nadine Bely-Summers (Chair), Shaista Aziz (vice-Chair), Mike Gotch, Sian Taylor, Elizabeth Wade, Dick Wolff Tenant co-optee: Tony Buchanan
Companies Panel	Shareholder function for companies and joint ventures	Councillors: James Fry (Chair), Tom Landell Mills, Chewe Munkonge, Craig Simmons.

Current and planned review groups

Domestic Abuse – Councillors Shaista Aziz (Chair), Mohammad Altaf-Khan, Mark Lygo, Craig Simmons, Sian Taylor, Liz Wade

Budget Review Group – membership to be the same as Finance Panel membership, with Housing Panel members attending during Housing related Scrutiny.

Timings of review groups

Domestic Abuse – Final sign off by the group in February 2021, for March Scrutiny

Budget Review Group – Final sign off by Scrutiny in at February 2021 meeting.



Scrutiny Committee

02 February 2021 - reports

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Council Tax Reduction Scheme for 2021/22	Yes	A report to seek approval for proposals for consultation on changes to the Council's Council Tax Reduction Scheme for 2021/22.	Cabinet Member for Supporting Local Communities	Tanya Bandekar, Service Manager Revenue & Benefits
Zero Carbon Council by 2030: 4th carbon management plan 2021/22 to 2029/30	Yes	This report outlines how the City Council will meet its targets to become a zero carbon council by 2030 or sooner.	Deputy Leader - Green Transport and Zero Carbon Oxford	Jo Colwell, Service Manager Environmental Sustainability

02 March 2021 - provisional reports

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Grant allocations to community and vol orgs 2021/22	Yes	A report to make decisions on the allocation of grants to the community and voluntary organisations for 2021/2022.	Cabinet Member for Supporting Local Communities	Ian Brooke, Head of Community Services
Oxpens Redevelopment Update	Yes	The report is an update position on the redevelopment of the Oxpens Lane key City Centre site; the required delivery structure to take the project forward; and the Heads of Terms discussions. The City Council has formed a joint venture company, OxWED, with Nuffield College to progress the delivery of this scheme	Leader - Economic Development and Partnerships	Tom Bridgman, Executive Director (Development)

Council Business Plan 2021-22 and Business Plan 2020-21 update	Yes	The annual business plan sets out the key actions and objectives for the next financial year, to support delivery against each of the four corporate priorities set out in the Council Strategy 2020-24. The document also includes an update on delivery against the previous year's business plan.	Leader - Economic Development and Partnerships	Shelley Ghazi, Policy and Partnerships Officer
Safeguarding Report 2020/21	Yes	To report on the progress made on the Oxford City Council's Safeguarding Action Plan 2019/20	Cabinet Member for Customer Focused Services	Daniella Granito

08 April 2021 - provisional reports

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
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Finance and Performance Panel

06 April (provisional in case of election being delayed)

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
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Housing and Homelessness Panel

04 March 2021 - provisional reports

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Update of Housing Assistance and Disabled Adaptation Policy 2021	Yes	Minor changes to allow clarification around discretionary grant and joint custody arrangements	Cabinet Member for Affordable Housing	Becky Walker, Home Improvement Agency Team Manager
Allocation of Homelessness Prevention Funds 2021/22	Yes	A report to approve the allocation of homelessness prevention funds for 2021/22.	Cabinet Member for Affordable Housing	Stephen Clarke, Head of Housing Services / Director Housing Companies
Additional HMO licensing scheme renewal	Yes	To report on the findings of the consultation and to seek approval for the next steps in relation to additional HMO licensing in the city	Cabinet Member for Affordable Housing	Gail Siddall, Team Leader , HMO Enforcement Team
Housing First programme	Yes	To seek project authorisation for a Housing First programme with the aim of supporting the council's objective to end rough sleeping.	Cabinet Member for Affordable Housing	Paul Wilding, System Change Manager - Homelessness Prevention

17

27 April - (provisional in case of election being delayed)

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Housing and Carbon Reduction	No	A report to inform the Committee of the Council's current plans with regards to carbon reduction in housing, looking specifically at retrofitting plans and possible funding models for paying for improvements to energy efficiency, as well as new housing supply.	Cabinet Member for Affordable Housing	Rachel Nixon

Companies Panel

15 March 2021 - reports will be the same as those at the Shareholder and Joint Venture Group meeting

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
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Criteria

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

- **Timely** – is it timely to consider the issue?
- **Oxford priority** – is it a council priority or relates to an essential service?
- **Public interest** – is it of significant public interest?
- **Influence** – can Scrutiny have a meaningful influence and add value?
- **Cost** – is there a significant financial impact or an area of high expenditure?

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Forward Plan Summary

February 2021 to April 2021

Published on 24/01/21

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CABINET 10 February

ITEM 11: ID: I024523	Budget 2021/22
A report to present the outcome of the budget consultation and agree the Council's Medium Term Financial Strategy for 2022-23 to 2024-25 and 2022-22 Budget for recommendation to Council.	
ITEM 12: ID: I024526	Capital Strategy 2021-22
A report to present the Capital Strategy for 2021/22 approval.	
ITEM 13: ID: I024522	Treasury Management Strategy 2021/22
ITEM 14: ID: I024520	Council tax reduction scheme 2021/2022
A report to seek approval for the Council's Council Tax Reduction Scheme for 2021/22 following consultation	
ITEM 15: ID: I026180	Zero Carbon Council by 2030: 4th carbon management plan 2021/22 to 2029/30
This report outlines how the City Council will meet its targets to become a zero carbon council by 2030 or sooner.	
ITEM 16: ID: I026424	Programme approval and allocation for Public Sector Decarbonisation Funding
To seek programme approval and delegations to enable capital grant spend of Public Sector Decarbonisation funding.	

ITEM 17: ID: I026300	Housing and Asset Management System Project Update and Funding Position
The purpose of this report is to outline the latest status of the Housing and Asset Management System project, including the revised plan for go-live, the funding needed to achieve go-live, and plans to reduce OCC's cost exposure.	

ITEM 18: ID: I026291	Project proposal and delegated authority to award a hybrid print and post contract.
Request for approval and delegated authority to award a contract for postal services. The Council will transfer electronic files to a third-party provider who will print and post the communications.	

CABINET 10 March

ITEM 21: ID: I024527	Allocation of Homelessness Prevention Funds 2021/22 Report status: Confirmed for this meeting
A report to approve the allocation of homelessness prevention funds for 2021/22.	

ITEM 22: ID: I019467	Oxpens Redevelopment Update Report status: Provisional
The report is an update position on the redevelopment of the Oxpens Lane key City Centre site; the required delivery structure to take the project forward; and the Heads of Terms discussions. The City Council has formed a joint venture company, OxWED, with Nuffield College to progress the delivery of this scheme	

ITEM 23: ID: I024525	Grant allocations to community and vol orgs 2021/22 Report status: Confirmed for this meeting
A report to make decisions on the allocation of grants to the community and voluntary organisations for 2021/2022.	

ITEM 24: ID: I024506	Additional HMO licensing scheme renewal Report status: Provisional: Decision reliant on another action or process
To report on the findings of the consultation and to seek approval for the next steps in relation to additional HMO licensing in the city	

ITEM 25: ID: I025616	To report on the findings of the consultation and to seek approval for the next steps in relation to selective licensing in the city Report status: Provisional: Decision reliant on another action or process
The report provides findings from a statutory consultation exercise carried out into the proposal to introduce licensing in the city for all non HMO privately rented homes and seeks approval from members to take the next steps in relation to selective licensing	

ITEM 26: ID: I024511	Zero Emission Zone Report status: Confirmed for this meeting
Decision on whether to support Oxfordshire County Council's introduction of the Red Zone Zero Emission Zone	

ITEM 27: ID: I024529	Integrated Performance Report for Q3 Report status: Confirmed for this meeting
A report to update Members on Finance, Risk and Performance as at 31 December 2020	

ITEM 28: ID: I025318	Council Business Plan 2021-22 and Business Plan 2020-21 update Report status: Confirmed for this meeting
The annual business plan sets out the key actions and objectives for the next financial year, to support delivery against each of the four corporate priorities set out in the Council Strategy 2020-24. The document also includes an update on delivery against the previous year's business plan.	

ITEM 29: ID: I026260	Housing First programme Report status: Confirmed for this meeting
To seek project authorisation for a Housing First programme with the aim of supporting the council's objective to end rough sleeping.	

ITEM 30: ID: I026330	Oxford City Council Safeguarding Report 2019/20 Report status: Provisional: Decision reliant on another action
To report on the progress made on the Oxford City Council's Safeguarding Action Plan 2019/20	

To: Cabinet
Date: 10 February 2021
Report of: Head of Financial Services
Title of Report: Council Tax Reduction Scheme 2021/22

Summary and recommendations	
Purpose of report:	To consider the feedback from the recent consultation on the proposed changes to the 2021/22 Council Tax Reduction Scheme and to agree the principles of the new scheme to be drawn up for approval by Council
Key decision:	Yes
Executive Board Member:	Councillor Marie Tidball, Supporting Local Communities
Corporate Priority:	All
Policy Framework:	Budget and Medium Term Financial Strategy
Recommendations: That Cabinet resolves to:	
<ol style="list-style-type: none"> 1. Note the outcome of the consultation on the proposed Council Tax Reduction Scheme; 2. Delegate authority to the Head of Financial Services to draft the details of the new Council Tax Reduction Scheme for 2021/22 in accordance with paragraphs 10-14 of this report; and 3. Recommend Council to resolve to adopt the new Local Council Tax Reduction Scheme for 2021/22 taking into account the changes to the income bandings as highlighted in paragraphs 11-16, and moving to an Income banded scheme for all CTR claimants. 	

Appendices	
Appendix 1	Response to consultation
Appendix 2	Risk Register
Appendix 3	Equalities Impact Assessment
Appendix 4	Glossary of Terms

Introduction and background

1. Councils are required to review their Council Tax Reduction (CTR) Scheme for working age recipients on an annual basis and determine whether to revise it or not. The scheme that exists for pension age recipients is a national scheme prescribed by regulations and cannot be varied locally.
2. In order to change its scheme a council is required by law to:
 - Consult with the major precepting authorities
 - Consult with other persons it considers are likely to have an interest in the operation of the scheme

The CTR Scheme itself must be adopted by full Council, it cannot be delegated to an officer or committee.

3. Local Schemes must take account of and support:
 - Work incentives and in particular avoid disincentives for those moving into work
 - The Council's duties to protect vulnerable people (under the Equality Act 2010, the Care Act 2014, the Child Poverty Act 2010 and the Housing Act 1996)
 - The Armed Forces Covenant

Proposed changes to scheme

4. At its meeting on the 9 September 2020, Cabinet agreed to consult on a new CTR Scheme for 2021/22. Public consultation was undertaken for a period of 8 weeks from 21 September 2020 to 13 November 2020 in both electronic and paper format where required. The Council consulted directly with existing CTR claimants. The views of the major preceptors, Oxfordshire County Council and the Thames Valley Police and Crime Commissioner were also sought alongside the advice agencies in Oxford.
5. A number of new proposals were submitted for consultation, alongside the annual uprating for the income banded scheme. The proposals related to:
 - Reducing the costs of the CTR Scheme for working age claimants by introducing a minimum charge for all residents unless they fall within certain criteria (modelling has been undertaken to assess the impact of any charge introduced);
 - Uprating the current Income Bands for UC claimants;
 - Introducing an Income Banded scheme for all working age claimants, in the same way as UC claimants are treated. The impact on the CTR claimant is that fewer changes will need to be reported to the Council for minor income changes, resulting in less administration and more certainty for claimants;
 - Administering CTR as a discount from the amount of Council Tax due (in the majority of CTR schemes it still mirrors the administration of Council Tax Benefit). Administration savings can be achieved by simplifying how the discount works; and
 - Minor changes to simplify some of the existing scheme rules, such as non-dependant deductions and capital limits, if the scheme remains largely the same as the current scheme.
6. Any of the options suggested in the consultation but not utilised can be revisited in future years due to the increasing cost of the CTR scheme to the Council, and the Council is currently working with an external company, Policy in Practice, to model such schemes and the social impact of making changes to the existing scheme.

Summary of consultation responses

7. Appendix 1 provides details of the responses to the consultation on the proposed changes to the CTR Scheme. Emails and letters were sent to all those currently in receipt of CTR to advise them of the consultation. The major preceptors and advice agencies were also consulted. The only organisation that named themselves was Oxford and District Action on Child Poverty.
8. No paper copies were distributed to surgeries and libraries due to Covid 19, although paper copies were sent to those that were unable to go on-line. 9 paper copies were received.
9. Over 400 online responses and 9 paper responses were received, 260 responses were fully completed which is a big increase on the previous year, with many providing very detailed feedback and showing a good understanding of the issues. In summary:
 - There continues to be strong support for continuing to use income bandings and for the method of uprating the bandings used in the income band scheme, and to extending this to all working age claimants (81% of responses on this point, and 78% strongly agreed, agreed or were neutral on applying an income banded scheme to all working age claimants).
 - There was also strong support (80%) for continuing to provide 100% support to certain groups of claimants.
 - There were differences as to which Income Banded Scheme to support, however when the question was asked as to moving away from a traditional benefit approach to one of a discount, this received majority support (53% said yes, 27% didn't know, 20% said no).
 - There was little support for capping benefit to a certain Band level (25%), reducing the Capital savings limit 25% and reducing the CTR to 75% where there is at least one non-dependant in the household (34%).
 - The majority of respondents did not want to see an increase in Council Tax or Fees and Charges, nor cutting other services to fund the CTR Scheme.

Implementation of the Responses

Making a minimum charge

10. In preparing its Consultation Budget presented to Cabinet on 9th December the Council, in determining its Corporate Priorities, resolved to continue to provide maximum financial support for residents in receipt of CTR, factoring in the cost of such support to the Council into its budget plans. This is in line with the consultation responses which equally indicated little support for capping the amount of financial support provided and as such no further work will be undertaken on this amendment to the scheme for the coming year.

Income Banded Scheme

11. Currently, the Income Banded Scheme only applies to those claimants in receipt of Universal Credit. The consultation response gave strong support to make changes to move to an income banded scheme for all working age claimants, with no minimum payment, thus supporting the most vulnerable households in continuing to receive 100% CTR. Claimants will not need to report minor changes in income if any change has no

effect on the income band. This change will then allow the Council to reduce the amount of administration of the CTR scheme and realise £120k worth of staff savings already budgeted for. By moving to this type of approach the application process is much easier, quicker and simpler for the customer, and easier for staff to process the discount. It is based on trust, easily understood, and a review process is built in to check that correct information has been received. Reduced wait times reduces customer contact and repeat contact, and gives a better service.

12. The 2020/21 CTR Scheme, which was approved on 27 January 2020, allows for the Income Band Scheme for residents on Universal Credit to be up-rated annually in line with changes to the National Minimum Wage (NMW) and the Oxford Living Wage (OLW), and that the benefit cap be uprated in line with inflation (based on the Retail Price Index figure for September 2019). Whilst it is not necessary to consult on this annually, it was included in the consultation to check that it is still relevant.
13. The existing Income Bandings used to determine the amount of Council Tax Reduction provided under the 2020-21 CTR Scheme together with the number of claimants on Universal Credit in each band are shown in Table 1 below. There are approximately 2,445 working age claimants not in receipt of UC and therefore not on the current Income Banded Scheme.

Table 1 : Income Bandings for existing CTR scheme			
Band	Weekly Income	Discount received	Numbers in each band (at 1/12/20)
1	£0 - £139.99	100%	2,086
2	£140 - £209.99	75%	686
3	£210 - £306.99	50%	447
4	£307 - £407.99	25%	117
5	£408+	0%	(not recorded)

The rationale for the figures above is as follows:

- £140.00 is 16 hours on the National Minimum Wage (NMW £8.72) rounded upwards, (and is at a level which ensures households who previously received 100% reduction continue to do so)
- £210 is 24 hours on the NMW rounded upwards
- £307 is 30 hours on the Oxford living wage (OLW £10.21), rounded upwards
- £398 is the benefit cap

These figures have been calculated using the 2020 figures for the NMW and OLW which are £8.72 and £10.21 per hour respectively. The band 5 value has been uprated by 2.4% which is the RPI figure for September 2019.

14. It is proposed to uprate the bands in line with changes to the National Minimum Wage (£8.91) and Oxford Living Wage (£10.31), and in the case of the benefit cap, by inflation (based on the Retail Price Index figure for September 2020 which was 1.1%). It is also proposed to move all working age claimants to an Income Banded Scheme. These changes will have no significant impact on the amount of support provided by the Council and will ensure that no-one has to pay more council tax as a result of receiving a small change in income, except if in Band 5, where the RPI is less than last year and therefore the weekly income figure has decreased.

15. Increases to certain benefits increase by CPI in April each year which for this year is 0.5%. Going forward it is proposed to increase the bands above using CPI rather than RPI to match the benefit up-ratings, this will commence from 12th April 2022.
16. The revised income bandings to be used for all working age claimants and effective from 1st April 2021 with the proposed changes identified above are shown in Table 2:

Table 2 : Proposed income bandings from 1-4-2021 for CTR scheme for all working age claimants		
Band	Weekly Income	Discount received
1	£0 - £142.99	100%
2	£143 - £213.99	75%
3	£214 - £309.99	50%
4	£310 - £402.99	25%
5	£403+	0%

17. Other than the changes in the weekly income to be used for the income bands and moving all working age claimants to an income banded scheme, there are no other changes to the scheme being recommended following the consultation exercise.
18. The Council will always endeavour to maximise the CTR award. Where the customer has a minimal change in Income and doesn't move from one Income Band to another they will not need to report changes and their CTR award remain the same.
19. As part of the new CTR scheme, we will continue to disregard most disability benefits. We will however take into account Employment Support Allowance Contributions Based, as this benefit is based on National Insurance contributions and the claimant may have other Income.
20. There will be some administrative work required to implement the amendments to the scheme and inform the public about the changes. This includes revising the scheme, updating any legislative changes required, amending the functionality of the software used for administering the CTR Scheme, amending local processes, training staff and producing communications for customers. There may be a small cost for developing the electronic form needed. This will lead to a better customer experience by having an easier application process, with no need to notify of minor income changes unless this would mean moving into a lower or higher band and regular reviews of claims.
21. It is proposed that the Council retains some of its existing Hardship Funding to support anyone that is adversely affected by any changes proposed. We are currently awaiting confirmation that we are able to carry forward any underspend, and are looking at retaining £100k. We are in a position to do this mainly because our existing CTR scheme is more generous than others.

Financial Implications

22. The Council is one of less than 30 councils in the country to maintain a 100% CTR scheme for the payment of CTR i.e. one that requires no minimum payment of council tax but provides financial support at much the same level for claimants as existed within the old Council Tax Benefit scheme, before the new CTR scheme came into force on 1st April 2013. Most other councils have reduced the cost of their schemes by providing a lower level of support. Whilst the Government initially provided funding for the new local schemes, the funding has reduced each year in line with the reduction in the Council's Revenue Support Grant (RSG) which has now reduced to zero, consequently no Government funding is provided towards the CTR Scheme.

23. Due to Covid-19 the Council received a one off funding payment of £1.1m from Central Government for 2020/21 as a hardship fund to help support CTR recipients with payment of the Council Tax. The Government recommended payments of up to £150 to cover outstanding council tax liability although given the Councils 100% funded CTR scheme the Council has been able to increase this up to £250 as a discount towards the residual element of Council Tax.
24. When the Council set its budget in February 2020 the annual estimated total loss of Income arising from CTR was £11m based on a net CTR caseload of approximately 9,539. More recent figures reflect an increase as a result of the COVID19 pandemic, and indicate that this total council tax income loss has risen to £11.985m albeit that approximately £575k will be met by the one off hardship fund grant. The Council's share of this loss of income based on the Council's Band D council tax at the time that the budget was set was £1.706 million, and this has now risen to £1.769 million. The balance of the income loss is picked up by the major preceptors, Oxfordshire County Council and the Thames Valley PCC.
25. By continuing to award up to 100% CTR this continues to support the residents of Oxford from going further into poverty and building up Council Tax debts. It is important that those on low incomes are not penalised by reducing the support currently available.
26. In preparing its Consultation Budget presented to Cabinet on 9th December the Council, in determining its Corporate Priorities, continued to provide maximum financial support for residents in receipt of CTR, factoring in the cost of such support into its budget plans. This is in line with the consultation responses which equally provided strong support for action. In addition, an amount of £120k of savings was included in the Councils Budget which will be achieved from the changes in administration of the CTR scheme as identified in paragraph 16 above primarily in relation to Income banding.
27. The scheme is administered alongside payment of Housing Benefit by 31fte staff at a gross cost of £1.32m per annum for 2020-21 .Central Government issues a grant to compensate local authorities for the cost of administering Local Council Tax Support (LCTS) and Housing Benefit. For 2020/21 OCC will receive £144,762 for CTR administration, and Housing Benefit Administration grant of £420,278. With some other smaller grants for increased workloads this results in a net annual cost for administration of both Housing Benefit and CTR of £353,167. As universal credit is rolled out the administration grant is likely to be reduced further as will the cost of administration. Provision has been made in the Council MTFS for both these eventualities.
28. The proposed changes to the scheme are not expected to increase the scheme's cost. The bandings in the income band scheme are being uprated in line with expected increases in wages, and so this change should ensure current recipients of support stay in the same band as their income increases. As such this will have a neutral impact on cost to the Council, however, by using Income bands for non-UC claimants we may initially see some claimants fall into a band that may reduce or increase entitlement.
29. As the Oxfordshire County Council is the principal precepting authority, it is difficult for Oxford City Council to make significant savings in its cost of support, i.e. to save £1 an additional £6 must be raised. Reducing the amount of support provided would also lead to some administrative costs being incurred in the collection of any additional Council Tax charged.

Legal issues

30. In considering changes to the CTR Scheme, the Council must take into account the provisions of The Council Tax Reduction Schemes (Prescribed Requirements) (England) 2012 and subsequent amendments.
31. Since the introduction of CTR Schemes, there have been a number of legal challenges against other local schemes. Most of these challenges have been in relation to the consultation undertaken and have questioned whether due regard was given to any equality impact assessment when changes were made to schemes. A Supreme Court ruling in 2014 (R (Moseley) v London Borough of Haringey) has determined that consultation on changes to council tax reduction schemes must also include an option for any current scheme to be retained on the same level of funding with a consequent reduction in funding for other services. There were questions in the consultation paper on these options.
32. The CTR Scheme itself must be adopted by Council, and the approval of the scheme cannot be delegated to an officer or committee.

Level of risk

33. A risk register is attached at Appendix 2.

Equalities impact

34. The changes proposed in this report do not have any new equality impacts attached to them. The equality impact of the income band scheme was considered in a report to Cabinet dated 19 December 2017. An Equalities Impact Assessment is attached at Appendix 3.
35. When the scheme is published on the Council website we will ensure customers are aware of our translating and interpreting services available.

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Background Papers: None

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Appendix 1

Consultation on changes to the Council Tax Reduction Scheme

This document collates the responses to the Council Tax Reduction (CTR) Scheme consultation carried out between 21st September 2020 and 13th November 2020. 260 completed responses were received to the consultation. 7 responses indicated they were from an organisation, the remaining responses were from individuals. Responses have been received from CTR claimants (175) and non CTR claimants (52) with the remaining preferring not to say.

The responses to the proposals for change are shown below.

The majority of those that answered were in receipt of CTR already.

The written comments have been summarised as follows:

- Covid-19 was a driver to most answers. People would like CTR to remain the same.
- People want Benefit Cap to be recognised as a detrimental impact on finances under Welfare Reform. It is hard to live on benefits
- Constant review creates stress to people trying to balance their finances.
- Worried about the cost of bills increasing such as food, so do not want the CTR to be reduced.
- Should the bands include the Real Living Wage and not the Oxford Living Wage? Income Bands should be increased to help more people.
- The application process for CTR could be removed for people on UC. People on UC should be treated as passported.
- People would like Council Tax to reduce. Also to consider whether property is correctly valued. Many people stated that living in Oxford is too expensive and unaffordable.
- Protection needs to be available for disabled people.

Comments are collated at the end of the document.

Summary of Responses

Q1	Are you responding on behalf of an organisation?	Yes 7 No 253
Q2	If you are responding on behalf of an organisation, please state which one?	This question has been answered 11 times
Q3	To what extent do you agree or disagree with the principle of using income bands for deciding how much support people get in paying their council tax?	Strongly Agree 47 Agree 113 Neutral 46 Disagree 17 Strongly Disagree 30
Q4	To what extent do you agree or disagree with the proposal for uprating the income bands from 2020/21?	Strongly Agree 38 Agree 92 Neutral 70 Disagree 26 Strongly Disagree 29
Q5	Please provide any comments you have on the income band scheme, and its proposed uprating.	This question has been answered 78 times.
Q6	To what extent do you agree or disagree with applying a banded scheme to all working age CTR claims?	Strongly Agree 40 Agree 87 Neutral 69 Disagree 24 Strongly Disagree 32
Q7	If every CTR claimant was asked to pay something towards their Council Tax, please indicate how much you think the minimum amount should be?	0% 130 10% 87 20% 17 More than 20% 17
Q8	Do you think we should place those on passported benefits (Income Support, Income-Based Jobseeker's Allowance, Income-Related Employment and Support Allowance) and those on maximum Universal Credit with no other income into the lowest income band?	Yes 169 No 34 Don't Know 48

<p>Q9-11</p> <p>14 local authorities have one set of income bands for all households, as with our income banded scheme for UC claimants. Do you think we should adopt this approach for all claimants, not just those on UC?</p> <p>23 local authorities have four different sets of income bands and associated reduction percentages to cover four different household types - single, couple, households with one child, and households with two or more children. Do you think we should adopt this approach for all claimants, not just those on UC?</p> <p>9 local authorities have six different sets of income bands and associated reduction percentages to cover six different household type - single, couple, single with one child, couple with one child, single with two or more children, couple with two or more children. Do you think we should adopt this approach for all claimants, not just those on UC?</p>	<p>Please rank the following 3 approaches in order of priority, with 1 being the approach you would support the most and 3 being the approach you would support the least.</p> <p>1 2 3</p> <p>1 2 3</p> <p>1 2 3</p>	<p>54 27 74</p> <p>35 94 26</p> <p>110 57 72</p>
<p>Q12</p>	<p>The approach to protected groups (usually those in receipt of certain disability benefits, carers or</p>	<p>Yes 202 No 20 Don't Know 30</p>

	households with a child under a certain age) is usually to treat them differently outside of the income bands, ensuring they retain access to full/increased support. Do you think we should protect certain groups and retain a 100% CTR scheme?							
Q13	Rather than get claimants to pay a % of their council tax due, another approach is to get claimants to pay a certain amount towards their council tax. As such, claimants with the same income will pay the same contribution towards their council tax, even if their council tax liability differs. Do you agree with this approach?	<table> <tr> <td>Yes</td> <td>66</td> </tr> <tr> <td>No</td> <td>102</td> </tr> <tr> <td>Don't Know</td> <td>85</td> </tr> </table>	Yes	66	No	102	Don't Know	85
Yes	66							
No	102							
Don't Know	85							
Q14	Some authorities have adopted a council tax band 'cap', so if your property band is above the cap you only receive CTR up to that band cap limit (usually a band D council tax). Would you like to see this approach introduced?	<table> <tr> <td>Yes</td> <td>62</td> </tr> <tr> <td>No</td> <td>114</td> </tr> <tr> <td>Don't Know</td> <td>75</td> </tr> </table>	Yes	62	No	114	Don't Know	75
Yes	62							
No	114							
Don't Know	75							
Q15	To date one local authority has moved away from the traditional CTR as a benefit approach to what it actually is - a discount on your council tax bill. The way this works is by a simple online application form with trust placed on the claimant to provide the correct income details, and a decision made on the award straight away, using income bands. A review of income is then carried out at a later date. This	<table> <tr> <td>Yes</td> <td>133</td> </tr> <tr> <td>No</td> <td>52</td> </tr> <tr> <td>Don't Know</td> <td>68</td> </tr> </table>	Yes	133	No	52	Don't Know	68
Yes	133							
No	52							
Don't Know	68							

	approach means less administration, reducing costs. We are keen to consider this model. Do you agree that this model should be explored further?	
Q16	Please provide any comments you have on creating an income band scheme for all claimants, based on the options detailed above.	This question has been answered 59 times.
Q17	Do you think we should restrict the CTR award to 75% where there is at least one non-dependant in the household?	Yes 86 No 100 Don't Know 66
Q18	Do you think we should reduce the current £16,000 capital limit?	Yes 63 No 157 Don't Know 33
Q19	How much should the capital limit be reduced to?	No responses to this question were received
Q20	Should we increase the level of council tax?	Yes 43 No 176 Don't Know 35
Q21	Should we find savings from cutting other council services?	Yes 84 No 111 Don't Know 58
Q22	Should we increase fees and charges?	Yes 47 No 153 Don't Know 54
Q23	Please use the space below if you would like us to consider any other options.	This question has been answered 64 times.
Q24	Please use this space to make other comments on the CTR scheme.	This question has been answered 48 times.
Q25	Are you, or someone in your household, getting CTR now?	Yes 175 No 52 Prefer not to say 27

Additional Comments

Question: 5 Please provide any comments you have on the income band scheme, and its proposed uprating.	Question: 16 Please provide any comments you have on creating an income band scheme for all claimants, based on the options detailed	Question: 23 Please use the space below if you would like us to consider any other options.
<p>As the City Council is an Oxford Living Wage supporter, should it not be using the Real Living Wage for Oxford as its benchmark?</p>		
	<p>income changes throughout the year and a lot of people will not report changes</p>	
		<p>Try saving money on unnecessary things - like diversity courses & try to get departments to talk to each other - simplify the web site so it is user friendly - at present it's a nightmare to use!</p>
<p>Wages earned doesn't reflect what outgoings someone has. Earning band 5 amount but having excessive outgoings still ends up in hardship. Especially when people have more than three children or are private renting</p>		
<p>keep the status quo</p>		
<p>Income staying the same but food bills rent have increased</p>		
<p>It is difficult to understand but I think it is important that those who are unable to work or are on low income get full support.</p>		
<p>The challenge to the banding is that low income folks often on 0 hour contracts and have variable income levels from week to week</p>		

<p>I struggle to survive with the high cost of living in Oxford anyways. I understand the need to claw back money due the unforeseen circumstances of COVID-19 but you are already penalising the low income family's struggling to get by and many are already living below the poverty line and are already in debt trying to put food on the table. Families trying to work are hit with little or no help paying out extra costs for childcare.</p>	<p>Oxford is like London it is a difficult place to live financially, you always hit the low income families before anyone else..... this is unfair!!!!</p>	<p>Do a London and introduce a congestion charge. Make it the city of bikes like you keep proposing.</p>
		<p>People have been placed under enough pressure this year financially to remove help from them / cut financial help would only cause further problems the council would end up having to deal with!</p>
<p>It has to be a reasonable amount as there are people with very low incomes that really need help.</p>	<p>The low income families, with siblings who suffer disabilities should be supported, so should the elderly.</p>	
	<p>Option 15 I feel would be open to abuse and interpretation. Single parent households with dependants as in Q 9 need to be looked at separately rather than a couple with children. It's not just about the income but also the ability to earn an income when solely responsible for child care with no help from the other parent.</p>	<p>Why not be a council that embraces volunteering. There are a lot of retired members of the community who you could outsource administrative roles to and families that would happily help in any way they could.</p>

		<p>1. Scrap the Oxford City Council and save £20 Million per year. We do not need two Councils in one City, so look towards yourselves for savings.</p> <p>2. Start making Students from outside the City contribute a small fee to the facilities they use inside the City, or make the Universities contribute seeing as it is the locals who support them all, for free to date. Why?</p>
I only work 3 days a week on low wage and already pay most of my tax myself so it scares me to think it could be even more		
Making people pay more who are already struggling is unfair.		
It good but then there are people like me who are on ESA and PIP just can't afford to pay it as money is tight with the COVID	People on ESA in support group and all people on pip and carer allowance should not pay anything towards the council tax	Not everyone can afford to pay for much
<p>I think you need to consider house expenses too. Just because you earn more does not mean you have spare money to put towards council tax. It would be could for tenants to actually see how council is spent.</p> <p>Every year is the same with no improvements to service and yet we continue to pay tax.</p>		
I think it all looks fair to be done this way.		

<p>£407 is 45.2 hours per week at £9 an hour, 39.6 hours per week at £10.21. Why do you mention NMW and OLW in your rationale and not just both, either, or purely take home wage? People that work longer hours do not earn more per hour. In my experience they earn less and have to work longer to make ends meet.</p>	<p>I am of working age with fluctuating income and receive sometimes more and sometimes less UC. I am not either on UC or totally self-sufficient from working as many people find themselves and as your survey suggests it is not an either or situation. People who have lived for many years in certain areas where the cost of housing has expediently escalated should not be forced to move or suffer due to being unable to afford more council tax due to their tax band changing.</p>	<p>Where people can afford to pay more and it is not going to have a dramatic effect on their situation I believe they should do so and so I do not see any other options.</p>
		<p>Increase tax on the elite.</p>
		<p>Council tax is high enough in oxford</p>
<p>Despite the fact I am unfortunate enough to have to claim ESA and pip because of my medical conditions, I feel it is a fair way to move forward. ROBIN HOOD comes to mind???</p>		
<p>Constantly reassessing support can be very stressful. I am also concerned how this affects people with disabilities, are they exempt/ have higher cut offs (similar to what happens with their UC)?</p>	<p>As previously mentioned, any situation where someone has to constantly monitor and reassess support due to changes in income can be stressful. I would suggest maybe looking into options for those with highly variable income as 0 hrs contracts have become more common, as have variable hour's contracts.</p>	<p>Any increase in general charges can be exploited by those looking to blame those on support. It may be worth looking into more active, non-tax options for raising funds (though this may or may not be possible due to law).</p>
<p>No</p>	<p>No</p>	

<p>That's income related but you have mentioned about people who cannot work and department of work and pension recognises. It and are getting extra support. Will there council tax get zero. Cause people with disabilities have more expenses than. Normal. People. They have to go on taxis to shop. Or get there grocery order so they pay more in getting things to there for their use. What about them. And most people don't understand your weekly allowance system does it work on individual or couple inc.</p>		
<p>Delicate balance as rents are high and employment less certain.</p>	<p>I am in favour of using resources available to aid as many people who need CTR as possible. The next 7 months are post furlough and in the scheme where employees may get paid 77% of wages for 33% of usual hours worked in a time when local restrictions may impact with no notice. Whatever CTR scheme is developed will have to be flexible to cope.</p>	
		<p>Looking in to university students or there landlords paying council tax</p>
<p>People's income is likely to be dropping during this pandemic</p>		

<p>Personally it's already a struggle paying my bills, my recent council tax reduction has allowed a little breathing room but not a lot. People on low income or benefit income are already at risk of falling behind on payments and although I think this will benefit medium to high income households I'm not sure of the benefits it will have on people like myself that are already struggling to pay council tax and other household bills.</p>	<p>I think what people pay should be based on what they earn council tax bands just make cheaper properties cost more because of the areas poverty is a problem in Oxford and council tax usually outweighs it's worth on the property meaning it hurts the incomes of people looking for those cheaper properties as the council tax is normally Band D meaning a complete reduction is not viable putting lower income households at risk of not being able to pay and needing to rely on UC further.</p>	
<p>Please include people on high rate PIP and contribution based ESA</p>		
<p>If I understand your wording correctly (please note, it is not entirely clear), the proposal will not disadvantage people but help them, right? So if my weekly income changed from £205 to £215, I wouldn't suddenly have to pay 25% more of council tax. Yes, this is a very sensible idea.</p>	<p>As I read further on through your questions, I must say they are worded in a confusing way. This would highly impact the validity of your survey; people would be answering one thing whilst meaning something else.</p>	<p>It's not that I 'Don't know' how to answer the above three questions. It's that it's extremely difficult to cut or reduce other council services. They're all essential to different people! The suggestions you propose are highly unhelpful. However, it is very interesting you have chosen to exclude the most helpful way: reduce your salaries. Also, push for more government funding. Do not punish people already on low incomes.</p> <p>In addition, re your question about percentage of reduction for single people, again I found your question unclear. What I meant in my answer is No - don't reduce the current single person discount. This would cause extreme hardship to any single person. However, it would make sense to reduce the single person discount if the person already earns a high income on their own and has no dependants.</p>

	All households, regardless of the source of their income, should pay the same in accordance to their income band.	I don't know which fees and charges are being referred to in Q 22 to give a correct answer
		People (at risk of homelessness, etc.) being put up in hotels for extended periods of time is expensive and NOT part of the core services of a city council. City Councils should focus more on core services related to maintenance of roads, street lights, rubbish collections, parks, public building/spaces, etc. and focus on finding savings in the areas of providing accommodations for assorted categories of people.
I think it will help to be paying the same amount of council tax each month, but, I am neutral as these changes can be very distressing to individuals, and many are living in poverty already. I just hope these changes do not contribute to others distress, especially when in the midst of a pandemic.		

		<p>Be more efficient in the use of resources and human resources.</p> <p>Reduce wastage and unproductive work.</p> <p>Do more stuff online to reduce the need for paper and postage and human low level jobs.</p> <p>Audit where your biggest expenditures are and see how you can do the same thing but in a cheaper way. E.g. the paper magazine sent to tenants every quarter. I never read it and it goes straight in to the recycling box. To me it appears to be a waste. Make it electronic or just don't do it. Eliminate this cost or bring the cost down by going online. Make it downloadable from your website.</p>
These income bands are not enough to live on. They should each have a higher threshold		
I think this is the best way forward.		
People who are on UC are already on low incomes in general, leave them alone for goodness sake!	You do realise that there are many low income people in oxford and you department puts them under extreme pressure already. Tax the rich people and oxford university	Ask the government for more money. They managed to find loads when we went into lockdown for Covid and managed to give millions to their friends. Ask them for more money!
Because of Covid and being on universal credits I find extremely difficult to deal with bills due to my increase in use of due the circumstances gas/electric/cleaning products etc.		

	<p>Absolutely agree with single banding regardless of where the income comes from. We are a working household (part time on minimum wage) and still expected to pay more than some of our neighbours who have a higher income through benefits. That having been said, a case by case approach might be required to identify those in high risk who would need their tax reduced to zero or absolutely minimum necessary.</p>	<p>Increase fines, especially for landlords and larger businesses.</p>
	<p>I think information should be given trust should not be a factor...dishonest people will spoil it for others</p>	
<p>An increase is clearly merited and this seems reasonable but I don't know what I don't know</p>		
<p>An increase is clearly merited and this seems reasonable but I don't know what I don't know. I'm concerned that bands may be used to reduce people's entitlement. "it doesn't fluctuate" is great unless you only ever get the least ever you had before</p>	<p>Q7: 0% contradicts question -but is still right Q8 is bizarre: what's the alternative?</p> <p>12. Bureaucratic stress can be a real problem for vulnerable people. 15. "review at a later date" is rife with dangers</p>	<p>21, 22: the details are absolutely critical here. I'm not about to agree carte blanche.</p>
<p>So a family that earns more than £410 a week will have less money than a family earning £405 a week. To live in oxford on an income of £410 a week is very hard especially so if you have a mortgage. You're not entitled to any housing benefits and now you'll end up paying £35 a week for council tax. It's very unfair to be penalised for owning your home or earning a tiny bit more and having to then pay out more. Times are hard. Don't make it harder.</p>		

actual income needs to be used, people are struggling enough with the benefit cap	Benefit should be calculated on actual income of applicant, circumstance i.e. children, disability, carer etc. With the benefit cap what you are trying to introduce is futile.	There are a lot of Oxford properties that have been heavily extended increasing house hold size and value of property. They should have their council tax band increased to increase council income.
		I work part time, people I know on full UC take more a month than I do yet they don't pay rent or council tax. Making me feel working is not worth it.
ok	Ok	ok
The council tax benefit should not be completely based on weekly income, it should consider household members (Children, Elderly Parents, and Other Dependent) household members. Simply because one of the house member is on higher income, does not mean that they are not eligible for council tax reduction.	Reducing the admin staff will mean saving cost in short term. Nobody likes to pay the full tax even the big multinational businesses. How come an ordinary person will give exact income details, to save the local authority funds we have to pay the cost of administration?	I am afraid, we need to increase the council tax to keep up with the inflation and growing needs of our community. It's difficult but it the way forward.
If you are on those schemas, it means you need help. This proposal will further push people in need to become homeless	Stop this nonsense and do your job. Help people in need and save money by stopping your nonsense projects.	Stop spending money in videos, promotions, nonsense projects,
why change things as system is very confusing already	students should be involved in some sort of payment towards council tax	
		Stop paying high ranking council officials ridiculous amounts of money
very difficult when renting in the private sector especially a studio flats	Some people would abuse the on line trust to claim more	
please help people on benefit		
Think it should stay the same as now		

<p>- I didn't know how it worked, it was a mystery supporting clients when they were returning to work and being unsure how to budget because we didn't know how much CT they would pay. Having a clear understanding of how much CT clients will pay would be really helpful. Could you write to claimants to explain this if they enter work</p>	<p>For 15, it's about if you can trust the claimant - surely you need to contact the inland revenue still for proof. question 13 could be seen as discriminating against claimants living in poorer quality housing and paying the same</p>	<p>20 - Increase it relative to inflation but a significant increase 21 - I don't have enough information on this to give an answer. Would need to know what is being cut which your finance would be in a better decision to make than the general public. 22 - only if the cost of administrating the service increases</p>
<p>It good as it help poorest in our community.</p>		
<p>?</p>	<p>?</p>	<p>if you want to save money thin out the staff before hitting the public</p>
<p>Looks ok although more information on how it would affect claimants might help</p>	<p>Each claim is different so you need to take care of people with no income.</p>	<p>Cut back on schemes overall that the council can't afford. Like twinning and salaries paid to local civil servants.</p>
<p>I currently receive full HB & CTR and would not like to see any change.</p>		
<p>please endure the scheme does not put any human being into poverty</p>		
<p>CTR must take account of ability to pay. It is not acceptable for anyone to end up in court or with a criminal record because of inability to pay rather than unwillingness. There must be many people who have no ability to pay the 25% of Council Tax that remains after a 75% reduction. Ability to pay depends on the actual amount of Council Tax owed not on what percentage it is. In deciding CTR the percentage bands should be more gradual so that one might go from 100% reduction to 95% or 90%, etc.</p>	<p>When considering income bands, actual income should be the deciding factor, not whether someone is in receipt of benefits. A person choosing not to claim benefits should be given the maximum reduction along with those who do claim. Some people do not claim benefits because they find the requirements so stressful as to make them ill. I have this experience. Many such people find even a claim for a sickness or disability benefit too stressful.</p>	<p>These questions depend which services, fees, charges, are targeted. Perhaps increasing Council Tax would be fairer, but the CTR should remain at 100% for those in lowest income bands and should assume that everyone outside of that band can afford to pay 25%.</p>

<p>I believe people will struggle more especially in these hard times, as changing over to UC has caused so many problem for thousands already, this would be the tip of the iceberg! More homeless people, more children going hungry but plenty of empty council houses much to your delight.</p>		
		<p>Push for increase in funding from central government which has much higher capacity for funding services (e.g. from taxing highly profitable companies registered offshore etc.). Consider increasing/better enforcement of fines for environmental damage, littering, not segregating or disposing of waste correctly etc.</p>
<p>It depends on what you class as income? I work 50 hours a week and earn over your 408 a week but still have 3 dependent children living at home. I get no assistance from any benefit and have to pay for school lunches rent electricity gas food and everything else associated with running a family and people I know solely on benefits have more expendable income at the end of the week than I do. So maybe you should cut benefits to get people off their back sides and out to work</p>		<p>Cut the amount of eligibility by taking into consideration all of the benefits they receive i.e. rent school meals cash in hand work council tax being paid for</p>
	<p>my disability makes it hard to comment</p>	
<p>Not everyone on a low income qualifies for Universal Credit therefore this is wholly unfair. Either all residents on low income qualify or no one does.</p>	<p>I don't agree to CTR beyond what is already in place.</p>	<p>Any changes have to be paid for but it will be on many households who have less income than the UC claimants. The system proposed is too narrow and CTR is either open to all or no one.</p>

For me personally, it would be good if tax banding could be agile, i.e. could be updated as income rises and falls - I am hourly paid and paid weekly, and with a reduction in work hours have just fallen from band 5 into band 4. A reduction in council tax at this time would make a big difference to my financial well-being, just like it would have done during lockdown when I was furloughed and lost 20% of my income.	I think it's a good idea, as long as effective measures can be built in to ensure that it is not exploited.	
	Oxford council is such a poor council	Close Oxford Direct Services
Given current affairs and whether changes would push people into debt if not able to afford tax especially if unexpected bills arrive		
		Do not increase fees on leisure. Do increase fees on parking.
	I think council tax should all be means tested, not based in bands for the house itself	I think rich people should pay a lot more, both through council tax and other taxes, to cover other people who have less.

	<p>A CTR scheme that takes into account both the household income and the household type would be welcome. The property tax band is also a consideration, but the scheme needs to be flexible by taking into account people's different circumstances while making sure that it's fair and applied across the board.</p>	<p>I understand that the Council has a financial shortfall due to cuts in central government funding. However, working people are also suffering from reduced income and job losses. We simply cannot afford to pay more in Council tax or other Council schemes (e.g. proposed private landlord licensing scheme) when our income is already so tightly curtailed. I live very frugally already and have chronic health issues, so I can only work part-time even if I may not be officially classified as "disabled". I pay a lot to upkeep my property, which while it is an asset I don't have much by way of liquid assets. Please create a system that treats people as individuals as much as possible. Thank you.</p>
<p>The income bands should be wider and the overall tax higher</p>		
		<p>Make sure that money is not being over spent on contractors. Cut expense accounts to high earning council employees, cut back on office expenditure. Cap earnings for councillors.</p>
<p>It's not easy and we are need support Oxford.</p>		
<p>Because they are job grantees in world if you are not working how u going pay council Tax it's not good idea</p>		
<p>It should be looked at household income not just the applicant</p>	<p>Not just income, but holistically income of household and also other forms of money received benefits, investments etc. Lots of cash transactions happening in many household to avoid council tax</p>	<p>Council tax is already very high, although would be good to present actual data comparisons. Oxford is already extremely expensive to live in and what you need to do is try get more people to pay something every month rather than increase the taxes of the rest.</p>

<p>UC is paid to people & it is simply enough for people to EXIST on, not live a lavish life style. This is an abhorrent idea & appears to steal from the poorest people in society. I am simply disgusted at such proposals.</p>	<p>Leave the benefit claimants alone, they do not have sufficient amounts to live on already. Any funding of public funds to look into this matter is not spending tax payers' monies efficiently. There are far better & more appropriate ways to raise much needed income for councils</p>	
<p>You can't get money from people who have none.</p>	<p>Yes as universal credit is low so the council tax should be low by the way council spends money .i.e. top salaries of council civil servants are very high in some cases these should be brought down by 30 per cent. And council spending should be run on a basis of don't spend it if oxford does not need it.</p>	<p>Deep cuts to council tax spending due to the fact it's the public's money opposed to the councils. You should spend our money carefully as if the money was your own.</p>
		<p>Generate income through rent on some of your land and property and from the savings the Council has please. Charge Universities and private education facilities / halls of residences some Council Tax or another tax by another name if that is not legal.</p>
<p>I work really hard to send my little one to nursery without any help at all. Others don't work and get all paid for them it's unfair at all.</p>		
	<p>Income bands should be scrapped completely, it should be a sliding scale at any percent.</p>	<p>The council tax for Oxford is a joke, the streets are filled with rubbish. The police are useless, the portion that goes to the County is acceptable, the city council needs scrapping and merging</p>
<p>We should consider everyone , particularly singles parents working</p>		
<p>Do not take a lot income bands scheme, and proposed uprating</p>		

struggles to make ends meet as it is and this scheme will make it even harder	No	
	Benefits are the same countrywide, council tax is much higher in Oxford and the southeast. So you can't make people pay more just because they live in an area,	
This is a wonderful initiative - well done!		
	Need to create a system that offers the most support possible without being over complicated. People with anxiety about financed need to be able to understand it easily and know their financial entitlements.	
I think that the bands should be higher so more support is offered to more people. It seems that people who work more hours are punished		
You may deter people from increasing work hours if they slip into needing to pay an extra 25% of council tax. Smaller increments would work better e.g. 10%		
We should all share in a council tax reduction by scrapping administration like this scheme, and dividing the cost across all Oxford citizens. We all struggle badly to pay these huge bills, and everyone needs relief. Another expensive scheme to administer will only make things worse for the rest of us.		
OCC should use the Oxford Living Wage not NMW for income bands	Income should be different depending on circumstances i.e. people it has to support	The answer to 22 would depend on what fees and charges you are referring to. In general the better off should pay more instead, especially since council tax is already such a regressive form of local taxation.

<p>I am not sure I understand. But if people are already on a very low income with UC they should not be further poverty if the income band scheme change causes them to be less well off.</p>		<p>If people are already struggling on benefits I am not sure they should face further poverty as a result of changes to CTR.</p>
<p>I hope this will be applicable not only those on benefits but also those just on low income</p>	<p>To keep every household rightful with fair choice of equality</p>	<p>Cut down on paper letter and postage expenses make it all online and get digital system to upload documents directly via website instead of sending many emails Perhaps make it like a UC online account for each CT payer</p>
<p>I am a pensioner so I don't think this affects me.</p>		
	<p>As a housing association tenant I rent in a high band area although I am on a low income I pay 75% of my council tax bill which is difficult for me to afford. If the tax was wage assessed this would feel fairer for me</p>	
<p>It's time you started helping disabled pensioners who live alone.</p>		
<p>Figures from Entitledto show that in 2020-21 apparently only one in five English councils used income bands, although that was up from 1 in 10 in 2019-20. Income bands are a crude way of applying a means-test and create unfairness at the boundaries between income bands.</p>		

<p>Figures appear to suggest only 1 in 5 English councils uses income bands, although this has increased from 1 in 10 last year.</p> <p>Income bands are a crude way of applying a means-test and create unfairness at the boundaries between the bands.</p>	<p>Oxford and District Action on Child Poverty applauds the fact Oxford City Council is still one of the small number of councils with no minimum payment - a map in House of Commons Briefing Paper 6672 shows their distribution.</p> <p>We believe the Council should continue to see its Council Tax Reduction Scheme as a crucial way in which it can ease or aggravate the financial pressure on families in poverty.</p> <p>Income bands cannot achieve fairness however designed.</p>	<p>Oxford and District Action on Poverty would wish to see Oxford City Council add its weight to initiatives to tackle the unfairness of Council Tax, which is currently a far heavier burden on low-income families than it is on the wealthiest households.</p> <p>Many of the very wealthiest households pay less Council Tax now than they paid thirty years ago in Domestic Rates - even in cash terms, without adjustment for inflation: the tax burden has been shifted from those most able to those least able to pay</p>
		<p>Decrease the living standard of people living in council houses in line to living standard of working people.</p>
<p>The uncertain time of losing work through COVID, the sheer worry of Council Tax on top of everything else too much. This COVID going to be here a long time there needs to be safety measures in place to stop people becoming destitute. My neighbour working as a surgeon in NHS working long hours double shifts after mortgage on small flat, paying student loan, council tax and running a car to get to work only had less than minimum wage to live on. Unfortunately also nurses unpaid with fees need CTR</p>		
<p>I am worried about people affected by the benefit cap</p>		
<p>As long as those in-need, with disability and OAP's are not negatively affected by any such changes.</p>	<p>At all times, and proposed or actual change/s made should not negatively impact upon those in-need, with disability, nor OAP's.</p>	<p>At all times, nobody in-need (variously) should be negatively affected, and including those with disability and OAP's/retired persons.</p>
<p>when you are low income and only receive pension and top up benefits this makes it hard to pay</p>		

I am working with agency if I am sick I don't get paid and I don't get holiday payed		Everything will hard in our life
As a general principle I would like to see people on UC not have their benefit reduced when they top their income. This would ensure more people are able to transition out of poverty.	See previous comment	I would encourage examining ways of increasing efficiency and reducing wasted resources
	It appears fair to put every claiming household (with the possible exception of certain disability claimants) onto the same assessment and CTR scheme.	Consider working with local area residents associations to establish support for voluntary groups which compensate for specific services that have already been cut-back. A local area community approach might be successful at targeting service cuts which effect their area or people within it.
Band 1 should be set at the Real National Living Wage of £10.75 ph. = £172 with consequent adjustments for the other bands	It is extremely important to retain a CTR scheme and banding is appropriate to ensure that those with the greatest need are effectively supported	Find ways to revalue the current bands, add an additional higher band and lobby for a change to a land value tax
We found the way the question are written are very complicated and not precise enough	Very complicated so we have put don't know as we are not sure and as far as we can see no motion of pensioners	
I'd not agree that universal credit claimants should pay a contribution to their council tax. Claimants are already struggling with delays in claims and sanctions etc. and it is likely that many would be unable to make these payments. This would in turn give them a priority debt that they could then be convicted for. I believe that those people with the largest incomes, far above anything any UC claimant will ever receive, should instead be paying more.		Increase council tax for the most wealthy, not for the poorest

	<p>I think it would be easier if those on UC could receive the right CTR without having to do a different application, as all the information about one's income and household are already on the UC system.</p>	<p>I would take more money from people with a higher income and I would keep free services for people with needs only. For example, the collection of bulky items can be done for free for those eligible for CTR, whereas people on a high income should pay for it. If we take a little money for one-off services like the one I've mentioned from people on a higher income, the Council should then be able to save some money and ensure CTR for all eligible people. I wouldn't save on recycling and environment because it is too important.</p>
<p>Bands 1, 2, and 3 should receive 100% discount. No one should have pay council tax if they are earning less than £350 a week.</p>	<p>Stop charging council tax on households with an income less than £30,000 per annum.</p>	<p>Increase the council tax on the higher bands only. Stop using contractors to provide council services. Stop all payments to management consultants for money saving ideas that council employees have developed.</p>
		<ul style="list-style-type: none"> - stamp down on council tenants renting out rooms in those properties - their income should lead to an increased council rent - the living standard of council tenants should not be higher compared to living standard of working people living in own / commercially rented accommodation - the savings of council housing tenants should be taken into consideration, not just their current income - many council home tenants have unregistered partners / family living in and attributing to amortization of the property

		All council tax should depend on your income and not on your accommodation. This way more money will be collected from rich people who have the means to afford it and people in lower incomes are not forced to move house.
It's an unfair system especially for people on zero hour contracts and how many times you are paid in a calendar month. Council tax was and is still an unfair tax on society. Just because it was rebranded from POLL TAX to COUNCIL TAX it is still the one and same system that Margaret Thatcher implemented. You talk of reductions while we are in uncertain times with covid-19, people losing jobs, benefits being stripped from the vulnerable and disabled, like myself and you want Austerity reinstated	By making it simplified and saving on administration you will cause a far bigger problem and that will be fraudulent applications. We have a massive problem in this country with illegal immigrants going missing in their thousands, no identification, no passport, false documents and when you decide to pay out before checking your be spending more money to try and recover it. Leave it alone as it is. Who ever thought this should go back to school. It's like a bank giving me £1000 without checking	Start balancing your books. My Dad is 87 and was born and bred in oxford. He has always said as did his mum that as far as they can remember oxford council have always been in dept. because they waste money on lining their own pockets and backyards. Even today the council waste millions upon millions on ridiculous cycle tracks, that no one is hardly using, paying £12million for redoing the Banbury road roundabout. You were humiliated even on Top Gear for wasteful and wilful spending. Start looking inside your own buildings before destroying others.
It seems like a fair system		Those that are in the higher tax bracket could have an increase in their council tax also charge them for their fees and extra charges. To help and support those in the lower 10% tax bracket.
Fair and stable way to keep track of ctr	All bases covered with new proposals.	
I think the amount of council tax as a single parent working part time is impossible to pay. There needs to be clear guidelines set out.		

<p>You must, especially in these uncertain times, be certain that you are not making people on low incomes worse off, and I think this should take into account the people in the household. For example, a single parent with dependents will be much less able to pay more than a couple with no dependents.</p>	<p>It makes sense to treat claimants similarly, but a one-size-fits-all approach is not fair on low income households, especially groups who are already marginalised and likely to experience financial difficulty such as disabled people and single parents.</p>	<p>Levying environmentally damaging practices (driving, parking, etc.) would discourage people from unnecessary car use and those who decide that they want to use cars anyway can pay more.</p>
<p>I'm on low income hope this doesn't mean you're taking more money of me I can't manage as it is</p>		
<p>I agree for uprating</p>	<p>I don't know</p>	
<p>County needs more money b it not from people who cannot afford it.</p>	<p>I have no income and only get pip, I need more help</p>	
<p>I think the bands are about right and should stay the same</p>		<p>You could use funds made on parking infringements (which are substantial)</p>
<p>These bands are unrealistic to what the government recommends as a living wage. £140 gives a weekly wage of £35 to live from. You'll be charging 25% council tax from that which leaves less than £35 to pay bills and live from. It will throw people into even worse poverty.</p>	<p>Self-employed people may earn one month and not receive anything for the next two months, thus will need to budget their months' pay to possibly cover for three months till wages come in. A month to month CTR scheme would mean a lot of administration and be unfair. One has to average out what is earned over the year.</p>	<p>Smaller government, more democracy.</p>
	<p>It will be very difficult for a lot of disabled and sick people to read this and therefore to have a say. I am long term sick, health is a big struggle, money is very tight and I am not sure how I would cope with another out going. I have been on total isolation for the last 7 plus months which has made things more expensive.</p>	

<p>I am now 63 years of age and living on my own. I am now both mentally and physically disabled which means I cannot do my permitted part-time work. I am living on a low income, so I think any changes in the Council Tax Reduction Scheme will be catastrophic for me. The current scheme works well for my predicament.</p>	<p>I believe people on benefits should automatically receive 100% council tax benefit relief. It is hard enough to make your money stretch and make ends meet even with this.</p>	<p>I don't know sorry</p>
<p>It's difficult to live on minimum wage, Full time work incurs more expenses such as travel. There's a big difference between NLW and OLW in terms of living standards.</p>	<p>Properties valued at higher than the middle range should pay higher Council Tax.</p>	<p>A landlord tax paid by the owner of every rented property including retail and business properties, would be a healthy source of revenue for OCC. It will put the onus on those who can most afford it and help to balance some of the social inequality felt by Oxford renters. Some of this money should go towards housing the homeless.</p>
<p>These are already low incomes across all bands so may still cause hardship to some</p>	<p>The single person discount should still apply</p>	<p>It's a challenge situation all round. Government morally should do more however there is huge national debt. Could be worth consulting with a number of councils to come up with ideas as a coalition and then to lobby government. Also keep seeking public opinion widely</p>
<p>Is good to help council tax I am part time and government give universal credit as well I don't have enough money after rent to pay council tax</p>		
	<p>As long as it is fair, not all people live in a band D property, some poorer people/elderly live in higher bands through no fault of their own</p>	<p>Sell items from the recycling centres that are in good condition at a central place or let people know if they do sell them. Let people plant the unused flower beds for vegetables for anyone to pick or put a fence up around them and rent the space out as people are crying out for allotment space.</p>

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Appendix 2

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
Challenge to consultation process	Customers challenge the effectiveness of the consultation	Threat	Due regard not given to statutory guidelines or relevant case law.	Any changes in the CTR scheme may not be upheld by Tribunals or Courts, when challenged by a customer.	02/12/20	Tanya Bandekar	3	2	1	2	1	2	Robust consultation has been carried out, resulting in more responses being received this year.	Reference the relevant regulations and case law in planning the consultation	1/1/21	Complete	100	Laura Bessell
Increased customer contact	Customers are concerned at potential changes to the support they get and contact the Council about them.	Threat	Poor explanation of changes, and no mitigation planned. Consultation documents are incomplete	Customers are not clear about the impact of the changes.	02/12/20	Tanya Bandekar	2	2	1	1	1	1	More customers engaged and responded this year.	Simple explanations given of the proposed changes, together with details of mitigation.	1/1/21		75	Laura Bessell
Council reputation	Proposals for changes not clearly thought through, and impact not properly understood, resulting in damage to Council reputation	Opp	Insufficient modelling undertaken, and/or impact of changes not properly understood	Informed customers spot impacts of changes that the Council has not properly identified, undermining both the proposals and consultation process.	02/12/20	Tanya Bandekar	3	3	3	2	3	2	Use of external consultants Policy in Practice to look at social impact of modelling options	Expert team from different service areas assembled to work on the proposals, time taken to model changes and understand customer impact.	1/1/21		75	Laura Bessell/Tanya Bandekar
Financial implications	Costs are not correctly calculated, or a change in economic climate means more claimants	Threat	Poor budgeting	Changes are costed incorrectly and lead to an increase in scheme costs	02/12/2020	Tanya Bandekar	3	3	3	2	3	2	Impacts of Covid-19 affecting budget forecasting. Increased caseload was not foreseen at the start of the year. 100% scheme retained for 2021-22 will cost more	Work with Finance Team to ensure funding available and changes costed	01/02/2021		75	Tanya Bandekar

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Appendix 3

Initial Equalities Impact Assessment screening form

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

Council Tax Reduction is claimed by low income households in the city. The following groups are over represented in this cohort compared to the general population:

Women

Single parent households

Ethnic Minorities

People with a disability or lifelong illness

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

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

The 2021/22 Council Tax Reduction Scheme has been informed by a consultation process. This included:

- Reducing the costs of the CTR Scheme for working age claimants by introducing a minimum charge for all residents unless they fall within certain criteria (modelling has been undertaken to assess the impact of any charge introduced);
- Making CTR a discount from the amount of Council Tax due (in the majority of CTR schemes it still mirrors the administration of Council Tax Benefit). Administration savings can be achieved by simplifying how the discount works;
- Uprating the current Income Bands for UC claimants;
- Introduction of a banded income approach for all working age claimants, in the same way as UC claimants are treated. The impact on the CTR claimant is that fewer changes will need to be reported to the Council for minor income changes, resulting in less administration and more certainty for claimants; and
- Minor changes to simplify some of the existing scheme rules, such as non-dependant deductions and capital limits, if the scheme remains largely the same

Within the existing Council Tax regulations, there is provision for discretionary payments to be made to people experiencing hardship. Anyone disadvantaged by the Council Tax Reduction scheme can apply for help from this scheme. Changes will take effect from 1 April 2021 unless otherwise stated

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

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

We have consulted via our website, electronically with major preceptors and advice agencies, and invited people to respond via email straplines. The Council also targeted all CTR claimants via email and letter.

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

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

Within the existing Council Tax regulations, there is provision for discretionary payments to be made to people experiencing hardship. Anyone disadvantaged by the Council Tax Reduction scheme can apply for help from this scheme.

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

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

The impact will be monitored via applications for discretionary support. This should highlight any areas of concern.
The Council will also continue to ensure that it promotes the CTR scheme to anyone moving onto Universal Credit, as it will need to be by a separate application.
The Council regularly monitors spend on CTR and will be informed as this rises/decreases
The Council is also using Policy in Practice to model the social and financial impact of the proposed changes. These will be presented to Cabinet in January alongside the CTR report.

Lead officer responsible for signing off the EqIA: Tanya Bandekar

Role: Service Manager, Revenues & Benefits

Date: 3/12/2020

Appendix 4

Glossary of Terms

Working Age	Age for which the Government expect State Pension to not be claimed. Currently 18-65 for women and 18-66 for men.
Uprating	Department for Work and Pensions annual income-related social security benefit increases each April. These benefits, and the amount which the government state is required to live on each week are increased each April by a percentage. The increase is based on either the Retail Price Index (RPI) or Consumer Price Index (CPI) as at September the previous year.
Income Bands	The amount of weekly net income used in the calculation of the award. Some income is not included, such as certain disability benefits. Where income changes but stays within the same band, then there is no change to entitlement, but the change is still recorded.
Capping	This is a ceiling limit on an award. A capping level could be applied to the council tax bands, so instead of applying Council Tax Reduction (CTR) using all the council tax bands A-H, that only bands A-E are applied. This means that the capping level is at a band E Council Tax amount, and those claims for properties in Bands F-H would only see a maximum level of support to a band E Council Tax liability. The claimant would need to pay the difference between their CTR award and their Council Tax liability.
National Minimum Wage	For 2021/22 the rate is £8.91
Oxford Living Wage	For 2021/22 the rate is £10.31
Benefit Cap	<p>The benefit cap is a limit on the total amount of benefit you can get. It applies to most people aged 16 or over who have not reached State Pension Age. A cap is usually applied when a claimant is not in employment for more than 16 hours per week, and is not exempt by disability.</p> <p>The Cap level currently for outer London is:</p> <ul style="list-style-type: none"> • £384.62 per week (£20,000 a year) if you are a couple • £384.62 per week (£20,000 a year) if you are a single parent and your children live with you • £257.69 per week (£13,400 a year) if you are a single adult

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To: Cabinet
Date: 10 February 2021
Report of: Tim Sadler, Transition Director
Title of Report: Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30

Summary and recommendations

Purpose of report: This report outlines how the Council will meet its goal to become a Zero Carbon Council by 2030 or sooner. This route map supports our Zero Carbon City goal by demonstrating bold action and leadership within the city on climate change.

Key decision: Yes

Cabinet Member: Councillor Tom Hayes, Deputy Leader and Cabinet Member for Green Transport and Zero Carbon Oxford

Corporate Priority: Pursue a Zero Carbon Oxford

Policy Framework: Council Strategy 2020-24

Recommendations: That Cabinet resolves to:

1. **Adopt the Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30** at Appendix 1, which outlines how the Council will achieve its goal of zero carbon emissions across its estate and operations by 2030. This is in line with the commitment made by the Cabinet on 19 December 2019 in response to Oxford’s Citizens’ Assembly on Climate Change;
2. **Note** the anticipated shortfall in funding and resources to deliver the Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30, in the context of the challenging financial situation the Council faces due to COVID-19. The Council will need to make bids for external capital funding, additional match funding and support/grants to fund carbon reduction measures across its estate and operation;
3. **Note** that many of the “easy to achieve” carbon reduction measures have now been delivered, with a focus now needed on addressing difficult areas of decarbonisation such as of heat, particularly in relation to leisure centres; and
4. **Note** that every Council service area, all council members, teams, and members of staff have an active role to play in delivering the Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30.

Appendices	
Appendix 1	Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30
Appendix 2	Zero Carbon Council by 2030 Risk Register

Introduction and background

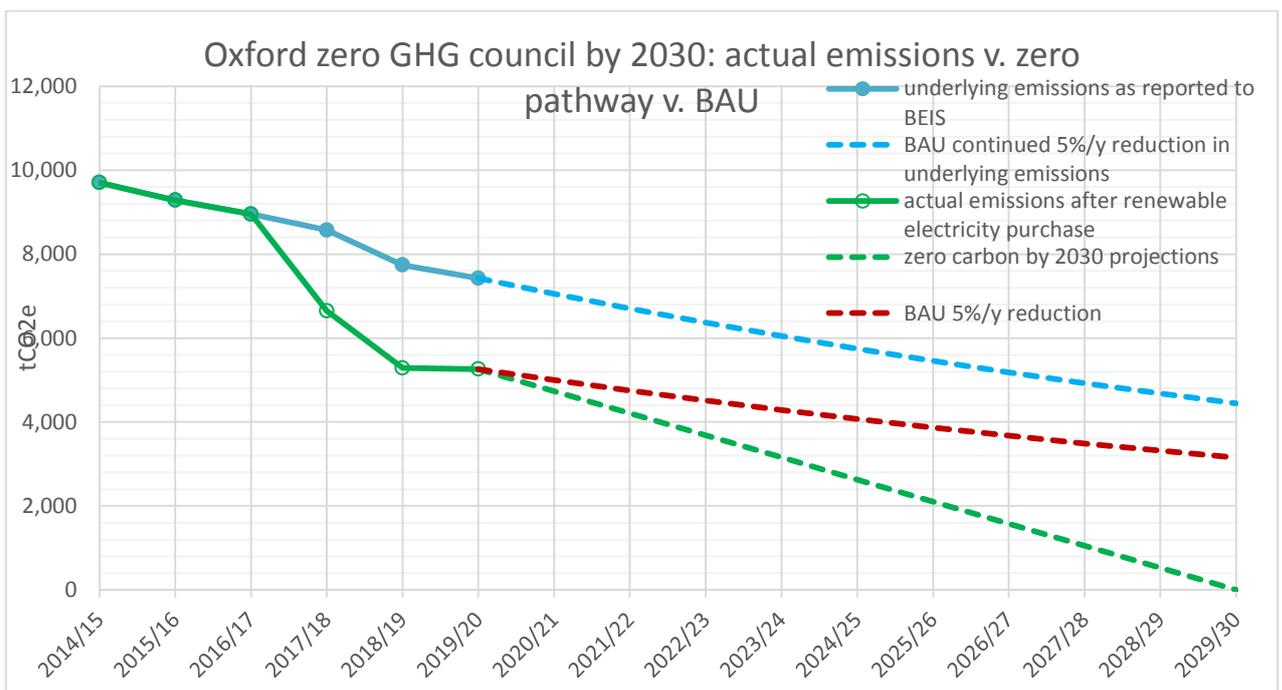
1. Oxford City Council declared a climate emergency in January 2019. In response to Oxford's Citizens' Assembly on Climate Change, the Council set out its commitment to become "net zero carbon", while developing detailed plans "for further projects to accelerate the reduction in the Council's underlying emissions to achieve the status of being a Zero Carbon Council by 2030 or sooner".¹
2. In 2021, the Council will become "net zero carbon" for its direct activities – i.e. where it pays the energy bills, delivered through the purchase of renewable energy and offsetting (in line with the Council's emerging offsetting policy). This target will complement this Carbon Management Plan and the acceleration of existing and new programmes to reduce the Council's underlying emissions to achieve a Zero Carbon Council by 2030 or sooner.
3. The Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30 ("the Carbon Management Plan") at Appendix 1 focuses on how the Council will achieve zero carbon emissions by 2030 across its estate and operations. Reaching the status of being "zero carbon" will require a doubling of the current rate of carbon emission reductions to ca10%/year, and mean addressing the difficult and/or expensive areas like the electrification of heat and fleet vehicles (i.e. stopping burning fossil fuels in the form of gas and fuel). In the absence of a fully decarbonised electricity grid, the Council will rely on green electricity purchase and local renewable energy generation to provide zero carbon electricity to power electrified heat and fleet vehicles. The transition to becoming "zero carbon" will mean that, year on year, the Council reduces its purchase of both green gas (as boilers are replaced with low/zero carbon heating technologies and approaches) and of offsets (as fleet vehicles are electrified).
4. Being a "Net Zero Council" will mean that until the Council becomes "zero carbon" by 2030 or sooner, it will be "net zero carbon" from 2021, subject to the consultation budget being approved, via the purchase of green electricity, green gas, and offsetting emissions from vehicle fuel use.
5. This new Carbon Management Plan deals primarily with Scope 1 emissions (gas and fuel use), Scope 2 (electricity purchased from the grid) and to a limited extent Scope 3 (for transmission and distribution of grid electricity, water consumption and business travel). These are the Council's operational emissions – where the Council pays the bills for its consumption and they can be more directly measured and reduced.
6. The Council is responsible for other Scope 3 emissions which are less directly measurable, such as emissions from the goods and services the Council procures,

¹ Cabinet Paper 19 December 2019

municipal and commercial waste sent to landfill and staff commuting. The targets outlined in the new carbon management plan do not address these Scope 3 emissions. The Council intends to quantify and better understand them as they will be significant. This work will also be aligned with development of a wider approach to tackling these Scope 3 emissions through the Zero Carbon Oxford partnership with an aim to make good progress on this in the first couple of years of the plan.

7. The Carbon Management Plan covers all buildings and operations where the Council pays the energy, fuel and water bills. Its audience is across all areas of the Council as a road map to delivery – every council member, service area, team and member of staff has an active role to play in delivering the Carbon Management Plan.
8. The ambition of becoming “zero carbon” by 2030 represents a significant step-change in the Council’s ambition and requires a doubling of current effort. Business as usual - with a 5% year on year reduction target - will get only about half of the way to “zero carbon” by 2030, as illustrated in Figure 1 below. The Council’s 2030 zero carbon target requires an average annual (absolute) emission cut of 10% or about 530tCO₂e per year. It is possible that a small amount of offsetting will be required in 2030 such as from irreducible emissions sources like water and public transport that currently make up ca 1% of the total emissions footprint. The Council’s ambition is to reduce offsetting to near zero, if it is technically and financially possible to do so.
9. The Council’s carbon emissions are around 1% of the total for the city, but the Council has an important role to play in leading by example across the city and further afield, and working together with others, sharing approaches to decarbonisation. The decarbonisation of the Council’s estate by 2030 will demonstrate bold action and leadership within the city on climate change and underpin our establishment of a Zero Carbon Oxford partnership.

Figure 1: Oxford City Council’s emissions - business as usual compared to a zero carbon by 2030 pathway



Zero Carbon Council Vision

10. The “Zero Carbon Council” vision is that by 2030 the activities of Oxford City Council will no longer contribute to a worsening climate crisis from its use of gas, electricity, water and fuel (Scope 1, Scope 2 and some Scope 3 emissions), with annual carbon emissions having been reduced to zero.
11. It will no longer burn fossil fuels in its vehicles and so no longer contribute to local air pollution which has negative impacts on public health, thereby furthering this Council’s new Air Quality Action Plan, 2021-2025, which sets out plans to go much further than the current legal target for air pollution by setting out a city-wide air pollution reduction target. Oxford City Council’s operational buildings will not burn fossil fuel gas for heating or hot water – services for buildings will use electricity from renewable sources. Gas boilers will have been replaced by alternatives, such as heat pumps or alternative zero carbon heating fuels. Renewables will power the Council’s estate and local renewable projects will be supported by the Council through the use of Power Purchase Agreements.
12. The Council’s vehicle fleet will have transitioned to be all electric or zero emission, fuelled by electricity from renewable sources.
13. The Council will have minimised greenhouse gas (GHG) emissions arising from spend on supplies and services, staff commuting and operational waste (Scope 3 emissions).
14. Where there remain irreducible emissions the council will offset those emissions in an appropriate way, following recognised best practice.

Progress to date

15. The Council has been managing energy and carbon emissions from across its estate and operations since 2008. Significant progress has been made towards zero carbon status, with an average 5.4% per year reduction in underlying emissions over a five-year period to 31 March 2020. The Council has been exceeding its ongoing target of implementing measures to reduce CO₂ emissions by 5% of its previous year’s emissions. Highlights to date include:
 - **Investing to reduce carbon emissions using the Salix recycling loan fund**, which has delivered a range of carbon reduction projects to a value of £1.8m, saving an estimated £440k/year in energy bills and an estimated reduction of CO₂ emissions by 2000tCO₂ per year. The net benefit to date from the Council’s £0.5m investment is a £6.4m and growing saving.
 - **Dynamic energy management** - eliminating excess energy/water consumption through monitoring and targeting, saving the Council in excess of £50k per year in unnecessary energy spend and CO₂ emissions.
 - **Solar PV across the Council’s estate** - over 1000kWp of Solar PV installations, equivalent to over 10% of the Council’s current rate of electricity consumption.
 - **Electrification of the Council’s fleet of vehicles** - plans to switch over 25% to electric by 2023

- **Energy Bureau service key facts/examples** - paperless processing of the ca£1.6m annual spend in energy and water bills per year, saving on average over £80k/year in corrected billing errors.
- **Business efficiency gains:** - the value of electronic bill processing to the organisation saving c.£210,000 per year from the estimated total paper invoice processing cost
- **The purchase of 100% certified REGO renewable electricity** - helping to create a market for the installation of additional renewable capacity on the grid.
- **Participating in world leading energy/carbon reduction related initiatives such as Energy Super Hub Oxford (ESO) and Local Energy Oxfordshire (LEO)** -these projects will work to install the World's largest commercial hybrid energy storage system (saving an estimated 20,000 tonnes of CO2 per year by 2021, rising to 44,000 tonnes per year by 2032) and ease regional constraints on the national grid by smoothing the peaks and troughs in demand and enable more renewable energy capacity.
- **Supporting Oxford's Low Carbon Hub** and helping enable many local community projects to go ahead. e.g. the Solar Schools programme.
- **Oxford City Council won the Local Energy Leadership Award** – December 2019 – REGEN Renewable Futures and Green Energy Awards

Getting to “Zero Carbon” by 2030

16. Many of the straightforward carbon reduction measures available to the Council have been implemented through lighting upgrades, insulation measures, heating plant upgrades and installing solar PV on many of its buildings.
17. In 2017/18 Oxford City Council committed to buying certified green electricity for all of its electricity supplies, through Renewable Energy Guarantee of Origin (REGO) certified supplies. This decision to purchase green grid electricity resulted in a steep drop in the Council's carbon/GHG emissions.
18. Achieving zero emissions will require investment in technically harder – and expensive – measures, as hundreds of existing gas boilers need to be replaced with electric heat pumps, or other near-zero carbon approaches. Replacing combustion engine vehicles with electric options in the Council fleet becomes ever more cost effective as the electric vehicle industry rapidly evolves, and with it already being the cheapest option over fleet vehicle lifetime. The main focus of Council activity will be to effect a rapid switch to decarbonising its heating systems and fleet vehicles.
19. The new Carbon Management Plan demonstrates how the Council will prioritise emissions reduction based on the significant energy use hierarchy, i.e. targeting the biggest energy and fuel consumers, and therefore carbon dioxide emissions sources, first. This will include:
 - Carrying out detailed investment grade energy audits in its highest energy consuming buildings to rapidly advance deeper carbon reductions
 - Decarbonising heat in its highest gas consuming buildings through building fabric and air tightness improvements, as well as a shift to high efficiency electric heating systems such as heat pumps
 - Installing more solar PV across its estate and operations and investing and purchasing electricity from local solar farms on longer term Power Purchase Agreement (PPA) contracts

- Electrifying the fleet of vehicles and moving to low carbon forms of transport.
- Implementing staff carbon awareness campaigns to raise awareness of the benefits and opportunities to driving down carbon emissions in the Council's estate and operations.

20. The “zero carbon” goal presents a number of significant technical and financial challenges. In terms of the technical issues, replacing existing heating technologies (primarily fuelled by gas) will require significant adaptation of many existing operational buildings as the Council moves to electrification of heat or use of alternative heating fuels (e.g. hydrogen and/or biogas). Electrifying the fleet of vehicles involves changing over 300 vehicles (including refuse trucks) to electric or alternative fuelled vehicles. This will be costly and technically challenging. In terms of the financial commitment from the Council, the Carbon Management Plan is not yet fully financed and will require significant injections of funding for the Council to achieve its goal (see financial discussion below) from internal and external sources.

21. It will be also very important for the Carbon Management Plan and the Council's Asset Management Plan to align closely in coming years and for relevant teams of officers to continue to work collaboratively to achieve the challenging collective aims of both plans. Towards closer alignment of carbon management and asset management plans, a working group with staff from the Environmental Sustainability, Corporate Assets and Property Services teams has been formed to help embed carbon emissions reductions across all of the Council's buildings – including commercial and housing stock – as part of the delivery response to the Council's commitments following the Climate Change Citizens' Assembly. Support for developing carbon reduction projects across the Council's operational buildings is also being assisted with input from the Asset Review Group (ARG) to provide further guidance on strategic delivery of carbon reduction projects/Salix projects pipeline. Regular monthly progress meetings of officers also provide input to help progress with further detailed guidance on implementation, and support in identifying new potential pipeline carbon reduction projects.

22. The Carbon Management Plan will also cover the important aspect of behaviour change to raise awareness of measures all council staff can take to reduce energy, fuel and water consumption (including whilst home working) – the Council will make use of carbon literacy toolkits and support from government to get key messages across and encourage action. It will also seek to assess the net carbon impacts of increased home-working due to COVID and new ways of working

Environmental Sustainability implications

23. The Carbon Management Plan outlines how the Council will become a Zero Carbon Council, one of the Council's key corporate priorities under the 'Pursue a zero carbon Oxford' theme. It will provide a framework for the Council to deliver progress towards the “zero carbon” goal by 2030, contribute towards minimising the Council's environmental footprint, and demonstrating leadership across the city.

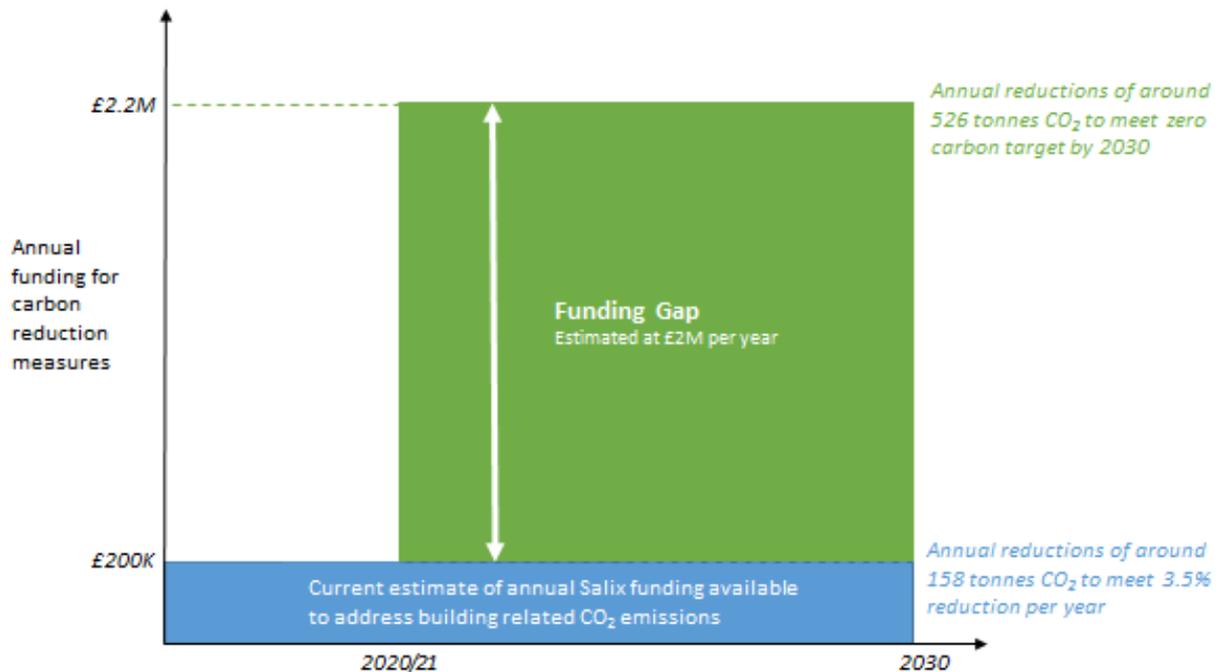
Human resources implications

24. Resources within the core delivery team (the Energy and Natural Resources Team within Environmental Sustainability) will not be sufficient to achieve these targets alone. Full Council-wide engagement, under the direction of the Zero Carbon Oxford Steering Group, by 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 zero carbon by 2030 goal.

Financial implications

25. The Council’s target to be “zero carbon” by 2030 requires a significant injection of funds to allow the required average of c.526 tCO₂e/year of carbon reduction – every year until 2030 - to be achieved (assuming the Council’s estate and operations remain broadly the same).
26. The main mechanisms for funding low carbon technology fixes across the estate in the period to the end of 2029/30 will be the continued use of the existing Salix £1m revolving loan fund (yielding approximately £100k to £160k available to spend per year) and any available from the Salix-Plus fund (or alternative enabling funds) subject to budget bids.
27. Based on a recent exercise to cost up a combined heat pump/photovoltaic project at a key leisure site, the chart below provides an illustrative view of the scale of the estimated funding gap for the council to meet zero carbon by 2030 estimating a ca £2.2million investment required **each year** to 2029/30.



28. The COVID 19 pandemic has significantly impacted on the finances of the Council. Estimated losses of income are around £29million over the period of the medium-term financial plan (MTFP) in the absence of sufficient central government funding to cover incurred costs. The Council will draw on a minimum of £12million from its reserves and balances in addition to finding additional efficiency savings of around £4 million per annum as well increasing company dividend returns in order to balance the plan. Plans to progress the council to a zero-carbon position by 2030

were put on pause in June 2020 as part of our measures to mitigate the effect of the pandemic, and these have just been brought back in line. The track record prior to COVID 19 has been strong as outlined in paragraph 14. However, based on the current financial position of the Council and that forecast in the MTFP against a background of continued financial uncertainty, the gap identified of £2.2 million per year up to 2030 will be difficult to be bridge by the Council alone without significant additional Government financial support and private sector investment in the city which furthers this Plan.

29. External grant funding will be sought, such as from the £1bn government Public Sector Decarbonisation Scheme (PSDS) to tackle CO2 reductions in public sector buildings. The Council submitted a number of bids to the scheme and was successful in being offered grant money in 2020 for an innovative heat pump and Solar PV project and further grant for heat pump and solar projects at five other sites on the council's carbon footprint. This is subject to another report on this agenda. Similar external funds like this will be crucial in the coming years to achieving the "zero carbon" goal and there is no commitment to or road map for further government funding schemes at present.
30. The Council's Salix revolving loan fund, due to external imposed rules, is only able to be used in buildings and other sites within the estate – where funding paybacks must, in general, be within 10 years. Additional Council funds to enable investment in longer term payback measures, and measures which fall outside of the Salix rules (fleet technologies, water efficiency or reduction in operational waste sent to landfill) are subject of budget bids.
31. Implementing zero carbon projects presents significant business opportunities for Oxford Direct Services Ltd to deliver and build expertise in this potentially high growth area, which can increase income and company dividend returns to this Council. This Council seeks to develop a local green economy through our leadership of the economic recovery from COVID.

Legal issues

32. Continuing progress in the area of energy and carbon reduction is key to meeting international and national legislative requirements and government guidance including those in the BEIS Emissions Reduction Pledge (2019), the Climate Change Act 2008, Housing and Planning Act 2016, Heat Networks (Metering and Billing) 2014 as well as the UK requirements under the Energy Performance of Buildings (England and Wales) Regulations 2012 (e.g. Energy Performance Certificates, Display Energy Certificates) that remain in UK law post-Brexit. The Council's carbon emissions reduction activities also continue to be published annually following government guidance in publishing an annual carbon emissions report in line with the Government's greenhouse gas reporting requirements contained in the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013. 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

33. The risks to the Council are failure to deliver on the goals agreed following the declaration of a climate emergency and Oxford's Citizens' Assembly on Climate Change, and miss opportunities for continual reduction in energy, fuel and water spend and reduce the overall carbon footprint of the organisation. Opportunities for mitigating future cost and tax increases around energy, fuel and water consumption (carbon emissions) may also be missed. 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.
34. A risk register is attached (see Appendix 2), outlining the potential risks including a risk to the future of the Salix revolving loan fund if it is not possible to implement projects at the required rate of spend by the Salix administration/rules. (Potentially causing the Council to have to return a portion of the £500k match fund won since 2008 that has assisted in meeting the Council's CO₂ reduction targets to date.)

Equalities Impact

35. Comprehensive consultation with the citizens of Oxford from a representative sample across all groups has led to a clear mandate to rapidly accelerate the reduction of the Council and city carbon emissions towards becoming "Zero Carbon". Energy and carbon management and reducing the Council's carbon emissions is the responsibility of all members, staff and contractors.
36. In terms of an Equalities Impact Assessment, the clear mandate from Oxford's citizens from the Climate Change Citizen's Assembly has included representatives from a broad cross-section of groups and ages across the city. 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.

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Background Papers: None

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Zero Carbon Council by 2030

4th Carbon Management Plan

2021/22 – 2029/30



Foreword

The science is clear that our future is in our hands. We can choose rapid decarbonisation or an insufficiency of action. If we choose the latter, we do so in full knowledge that the climate impacts which result will deepen inequality and create new suffering.

This new Carbon Management Plan sets out how the City Council chooses decarbonisation and seeks to achieve it with all necessary speed and seriousness. We do so because we care about Oxford being a fairer, healthier, and prosperous city. We recognise the need to fuel an environmentally sustainable recovery from COVID-19 in the lifetime of this Plan.

In this Plan, we set a course to net zero carbon for direct activities in 2021 and zero carbon in all underlying emissions by 2030 or sooner. We respond to Oxford's Citizens' Assembly on Climate Change in 2019 and the Corporate Plan priority to build a Zero Carbon Oxford.

By 2030, the activities of Oxford City Council will no longer contribute to a worsening climate crisis from our use of gas, electricity, water, and fuel (Scope 1, Scope 2, and some Scope 3 emissions), with annual carbon emissions reduced to zero. We will no longer burn fossil fuels in our vehicles, which will have transitioned to electric or zero emission, and so not contribute to local air pollution which has negative impacts on public health. This is our commitment, our way to play our part in meeting the climate emergency, and galvanise similarly rapid and serious decarbonization by the city's other emitters.

This Plan does not start from scratch. We are not creating a new ambition, we're upping it. In the time between 2014/15 to 2019/20, our underlying CO_{2e} emissions decreased by 23.5% and 45.8% in emissions after the purchase of only certified grid renewable electricity. But, business as usual - with a 5% year on year reduction target - will get us about half of the way to zero carbon by 2030. Therefore, we up our ambition in this report to get the job done.

Getting the job done will not be easy. Zero Carbon by 2030 will be extremely challenging in a time of Government underfunding, particularly when that time has involved extra costs as we meet the needs of our city during COVID-19. Our funding gap to meet zero carbon by 2030 is estimated to be ca £2.2million **each year** to 2029/30. The recent procurement of £10.9m is encouraging, particularly as it will fund decarbonization of our leakiest buildings, but we must continue to procure more external funding and in ever-large amounts. This requires a whole Council approach and involves each team in bidding for funding and delivering Zero Carbon.

Getting the job done is not just a case of doing the right thing. It is also a case of growing Council income. We could benefit from sustainable and low carbon revenue streams and Oxford Direct Services (ODS) will deliver and build expertise in high-growth areas, which increases income and company dividend returns to the Council.

The enormity of tackling global climate change feels overwhelming. Many say that it can feel disempowering. By publishing this Plan, we break down the actions that will deliver our aims. Not only will this help the Council to play our civic role in tackling climate change, it—and our reporting on our progress—shows the outside world that the challenge need not be so scary.

That matters. Our carbon emissions account for only 1% of citywide emissions but getting to Zero Carbon can help to galvanise others to follow our lead. With the launch of our Zero Carbon Oxford partnership, our new Carbon Management Plan enables us to honour our pledges to partners, so that, together, we can meet our climate crisis.

Councillor Tom Hayes

Deputy Leader and Cabinet Member for Green Transport and Zero Carbon Oxford

Zero Carbon Council by 2030

4th Carbon Management Plan

2021/22 – 2029/30

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1. Part 1: Why does Oxford City Council need to act?

a. Context

Oxford City Council declared a climate emergency in January 2019. Following the Oxford's Citizens' Assembly on Climate Change, the Council set out its commitment to become net zero carbon, while developing detailed plans "for further projects to accelerate the reduction in the Council's underlying emissions to achieve a Zero Carbon Council by 2030 or sooner".¹

In 2021, the City Council will become "net zero carbon" for its direct activities – i.e. where it pays the bill, delivered through the purchase of renewable energy and offsetting (in line with the Council's offsetting policy). This target will accompany an acceleration of existing and new programmes to reduce the Council's underlying emissions.

This plan focuses on how the Council will achieve zero emissions by 2030 across its estate and operations.

Zero Carbon and Net Zero Carbon

Net zero Council

Until the City Council is zero carbon, it will be net zero carbon via purchase of green electricity, green gas and offsetting emissions from vehicle fuel use.

Zero carbon Council

Zero carbon will require a reduction in the City Council's underlying emissions, primarily by the electrification of heat and fleet vehicles. In the absence of a fully decarbonised electricity grid, the Council will rely on green electricity purchase and local renewable energy generation to provide zero carbon electricity to power electrified heat and fleet vehicles. The transition to zero carbon will mean that, year on year, the Council reduces its purchase of both green gas (as boilers are replaced) and of offsets (as fleet vehicles are electrified). It is possible that a small amount of offsetting will be required in 2030 such as from irreducible emissions sources like water and public transport that currently make up ca. 1% of the total emissions footprint. The Council's ambition is to reduce offsetting to near zero, if it is technically and financially possible to do so.

The City Council's carbon emissions are around 1% of the total for the city, but the Council has an important role to play in leading by example across the city and further afield, and working together with others, sharing approaches to decarbonisation. By showing leadership, the City Council can galvanise the acceleration of emissions reductions by partners, which can underpin the establishment and strengthening of a Zero Carbon Oxford partnership from 2021.

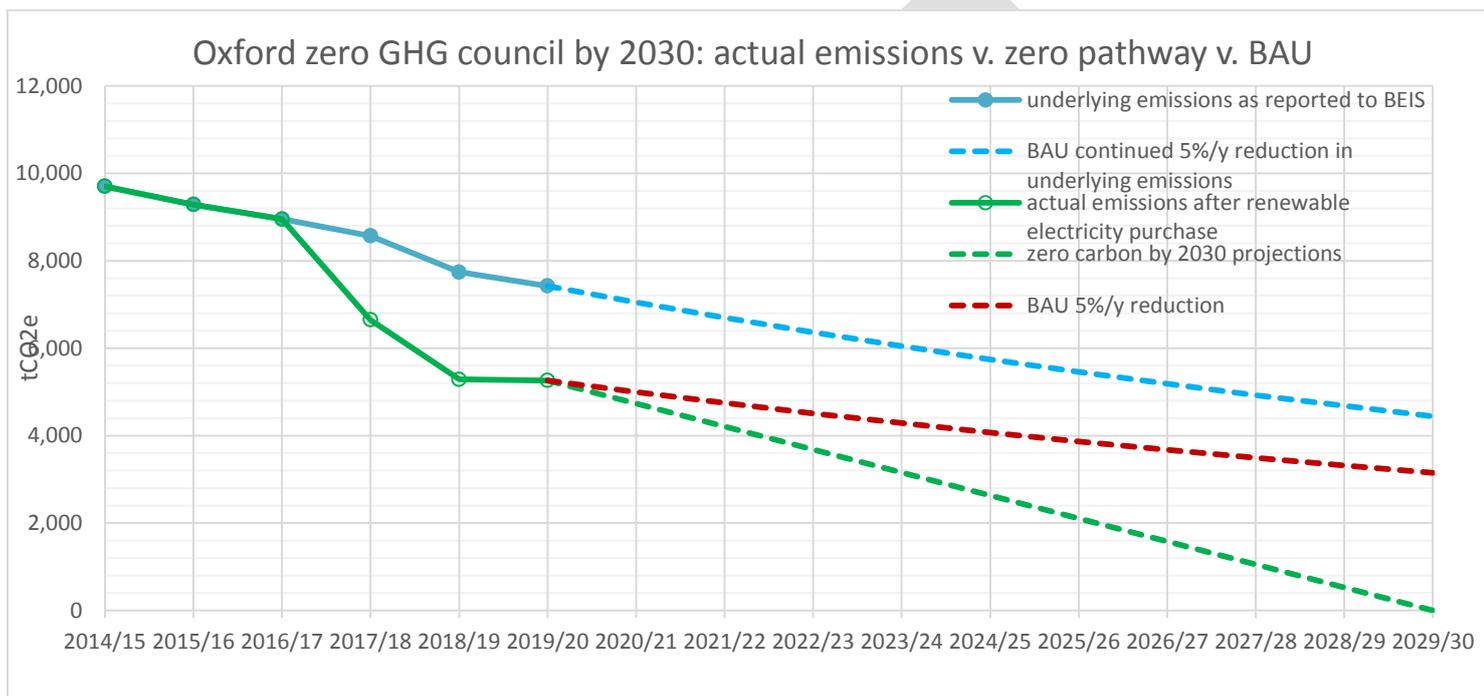
Zero Carbon by 2030 represents a significant step-change in the Council's ambition and requires a doubling of the current rate of progress. Business as usual - with a 5% year on year reduction - will only get us about half of the way to zero carbon by 2030, as illustrated in Figure 1 below. The Council's vision for zero carbon by 2030 requires an average annual absolute emissions cut of 10% or 526tCO₂e per year.

¹ Cabinet Paper 19 December 2019

The plan covers all buildings and operations where the council pays the energy, fuel and water bills. It is aimed across the council as a road map to delivery – every service area, team and member of staff has an active role to play in delivering the zero-carbon plan.

Oxford City Council’s 2030 goal applies to scope 1 and scope 2 greenhouse gas emissions (expressed as carbon dioxide global warming equivalence, in units of tonnes CO2e) as well as scope 3 emissions associated with the transmission and distribution of standard grid electricity, business travel and water use. See Appendix 1 and Appendix 2 for a full breakdown.

Figure 1: Oxford City Council’s emissions - business as usual compared to a zero carbon by 2030 pathway



b. Vision

The zero carbon council vision is that by 2030 the activities of Oxford City Council will no longer contribute to a worsening climate crisis from its use of gas, electricity, water and fuel (Scope 1, Scope 2 and some Scope 3 emissions), with annual carbon emissions having been reduced to zero. It will no longer burn fossil fuels in its vehicles, which will have transitioned to electric or zero emission, and so not contribute to local air pollution which has negative impacts on public health.

Oxford City Council’s operational buildings will not burn fossil fuel gas for heating or hot water – services for buildings will use electricity or other energy from renewable sources. Gas boilers will have been replaced by alternatives, such as heat pumps – or be using renewable fuels. Renewables will power the Council’s estate and local renewable projects will be supported by the Council through the use of Power Purchase Agreements.

The Council will have minimised greenhouse gas (GHG) emissions arising from spend on supplies and services, staff commuting and operational waste (Scope 3 emissions).

This is consistent with the declaration of a Climate Emergency by the Council in January 2019, the outcomes of the Citizens' Assembly on Climate Change held in late 2019 and the ambitious commitments and corporate priorities that emerged as a result.

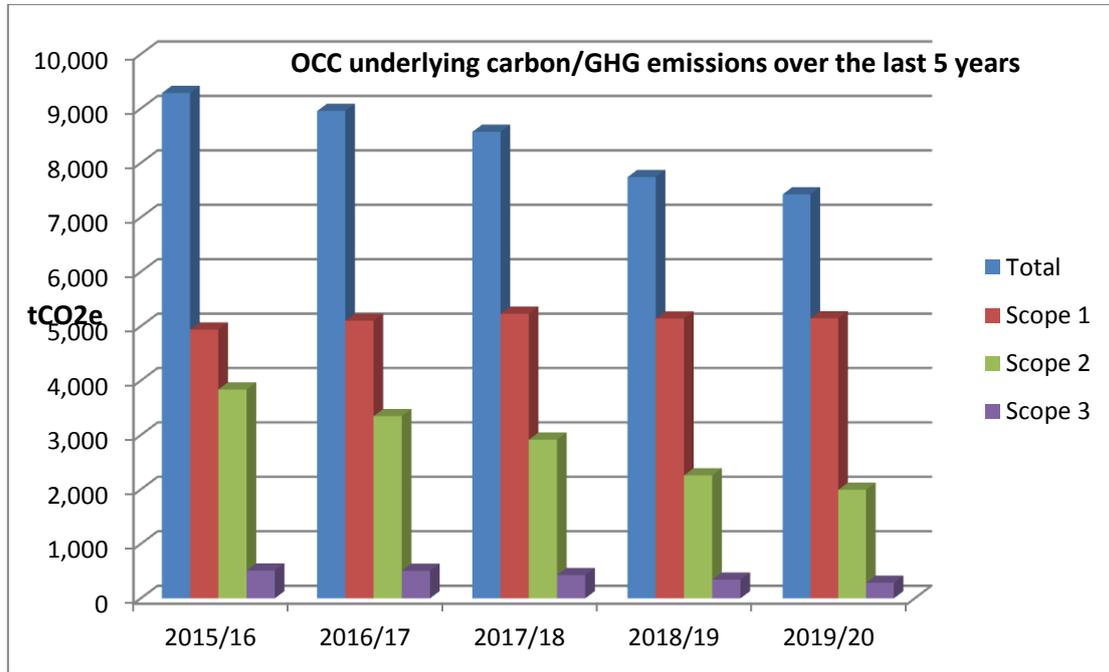
c. Successes to date

The Council has been managing energy and carbon emissions from across its estate and operations since 2008. Significant progress has been made towards zero carbon, with an average 5.4% per year reduction in underlying emissions over a five year period to 31 March 2020 - see Figure 2 below.

Highlights include:

- **Investing to reduce carbon emissions using the Salix recycling loan fund**, which has delivered a range of carbon reduction projects to a value of £1.8m, saving an estimated £440k/year in energy bills and an estimated reduction of CO₂ emissions by 2000tCO₂. The net benefit to date from Council's £0.5m investment is £6.4m and growing
- **Dynamic energy management** - eliminating excess energy/water consumption through monitoring and targeting, saving the council in excess of £50k per year in unnecessary energy spend and CO₂ emissions.
- **Solar PV across the City Council's estate** - over 1000kWp of Solar PV installations, equivalent to over 10% of the council's current rate of electricity consumption.
- **Electrification of the Council's fleet of vehicles** - plans to switch over 25% of the ca320 vehicles in the fleet to electric by 2023
- **Energy Bureau service key facts/examples** - paperless processing of £1.6m worth of energy and water bills per year and saving on average over £80k/year in corrected billing errors.
- **Business efficiency gains**: The value of electronic bill processing to the organisation saving c.£210,000 per year from the estimated total paper invoice processing cost
- **The purchase of 100% certified REGO renewable electricity**, helping to create a market for the installation of additional renewable capacity on the grid.
- **Participating in world leading energy/carbon reduction related initiatives** such as Energy Super Hub Oxford (ESO) and Local Energy Oxfordshire (LEO). These projects will install the World's largest commercial hybrid energy storage system (saving an estimated 10,000 tonnes of CO₂ per year by 2021, rising to 44,000 tonnes per year by 2032) and ease regional constraints on the electricity grid by smoothing the peaks and troughs in demand and enable more renewable energy capacity.
- **Supporting Oxford's Low Carbon Hub** and helping enable many local community projects to go ahead. E.g. the Solar Schools Programme.
- **Oxford City Council won the Local Energy Leadership Award** – December 2019 – REGEN Renewable Futures and Green Energy Awards

Figure 2: Oxford City Council's underlying greenhouse gas emissions since 2015/16



3. Part 2: Path to 2030 – how will Oxford City Council achieve zero carbon emissions?

a. Framework

Many of the straightforward carbon reduction measures have been implemented through lighting upgrades, insulation measures, heating plant upgrades and installing solar PV on many of our buildings. The council has also made good use of its £1m Salix recycling loan fund to help fund many of these measures investing over £1.8m to date, reducing CO2 emissions by an estimated 2000tCO2 and associated energy spend by over £400k/y. The Council's investment of £0.5m into the SALIX fund has resulted in a net benefit of £6.4m to date.

In 2017/18 Oxford City Council committed to buying certified green electricity for all of its electricity supplies, through Renewable Energy Guarantee of Origin (REGO) certified supplies. This decision to purchase green grid electricity resulted in a steep drop in our carbon/GHG emissions**. See Figure 1.

**** Green energy purchasing and offsetting**

Green electricity purchase through standard REGOs is a first step along the pathway to zero carbon but 'darker green' approaches to electricity purchase are becoming more accessible and will be pursued. For example, traceable power purchase agreements (PPAs) of electricity supply linked to local solar farms (as well as council investment in such installations) will be a darker green option. This is because the Council will be more directly influencing the uptake of additional installed renewable energy capacity in the UK than currently possible through standard REGO electricity supplies available on the market.

Achieving zero emissions will require investment in technically harder – and expensive – measures, as we move to decarbonise fleet vehicles and replace hundreds of gas boilers with electric heat pumps, or other heat decarbonising approaches. The main focus of activity will require a rapid switch to decarbonising our heating systems

and fleet vehicles. Replacing existing heating technologies (primarily fuelled by gas) will be technically and financially challenging and may require significant adaptation of many existing operational buildings as it moves to electrification of heat or use of alternative heating fuels (eg hydrogen and/or biogas).

It will be also very important for the Zero Carbon Council plan and the Asset Management Plan to align ever closer in coming years and for relevant teams to continue to work collaboratively to achieve the challenging collective aims of both plans.

As part of the implementation of this plan, the City Council will consider the introduction of an internal carbon price mechanism to inform decisions that will lessen the impact on the worsening climate crisis. This would support the council to make decisions which account for their carbon impacts and provide an ongoing funding source for future decarbonisation in the Council estate and operations. A full proposal will be developed in the first year of this plan.

Over the course of the next decade technologies and policies will change. This plan doesn't set out a definitive route to zero carbon emissions. Instead, it focuses on what the council is doing in the short term to plan the route and achieve this zero carbon goal. The focus in years one and two will be to establish the feasibility of deep emissions cuts, while continuing (and accelerating) the implementation of the existing pipeline of carbon reduction projects making use where appropriate and possible of external funding opportunities such as the Public Sector Decarbonisation Scheme (PSDS) Fund.

This document will be reviewed at the end of each financial year to assess progress against our goals. The plan will evolve and develop the Council's pathway to zero carbon as carbon reduction technologies, approaches and opportunities develop – and also as funding to accelerate the road to zero carbon potentially emerges.

The Council will prioritise emissions reduction based on the significant energy use hierarchy, i.e. targeting the biggest energy and fuel consumers, and therefore carbon dioxide emissions sources, first. This will include:

- Carrying out detailed investment grade energy audits in our highest energy consuming buildings to rapidly advance carbon reductions
- Decarbonising heat in our highest gas consuming buildings through building fabric and air tightness improvements, as well as a shift to high efficiency electric heating systems such as heat pumps
- Installing more solar PV across our estate and operations and investing and purchasing electricity from local solar farms on longer term PPA contracts
- Electrifying the fleet and moving to low carbon forms of transport

b. Scope

This plan deals primarily with Scope 1 emissions (gas and fuel use), Scope 2 (electricity purchased from the grid) and Scope 3 for transmission and distribution of grid electricity, water consumption and business travel. These are the council's operational emissions – where the council pays the bills for its consumption and they can be more directly measured and reduced.

Scope 3 emissions include less directly measurable emissions such as emissions from the goods and services the council procures, waste sent to landfill and staff commuting. These emissions can represent a significant proportion of total GHG emissions - sometimes of the order of an additional 100% compared to core emissions. The targets outlined in this plan do not include all Scope 3 emissions.

However, the Council will seek to better understand, tackle and measure Scope 3 emissions during the course of this plan recognising the significance of this emission source. Activity depends on the availability of data and the ability to control and reduce these emissions. This work will also be aligned with development of a wider approach to tackling Scope 3 emissions through the Zero Carbon Oxford partnership.

Prioritisation of action across the council’s own stock

In response to the Citizen’s Assembly recommendations and subsequent commitments the council has commissioned the updating of its information held about its buildings through revision of stock condition surveys including more targeted energy information.

This information will enable strategic planning and optimisation of actions in respect of that stock. In general however, the following matrix sets out the thinking about prioritisation until that deeper strategy is developed.

	Control	Data	Savings flow to OCC	Capital Funds for Investment	Access to External Funding
Operational Buildings	High	High	Yes	Limited	Yes
Housing Stock	Medium	Medium	No	Some	Yes
Commercial Stock	Low	Low	No	Limited	No

c. Funding

The Council will commission investment grade energy and zero carbon surveys to inform costed assessments and budget bids for large-scale emissions reduction in specific large emitters on our carbon footprint.

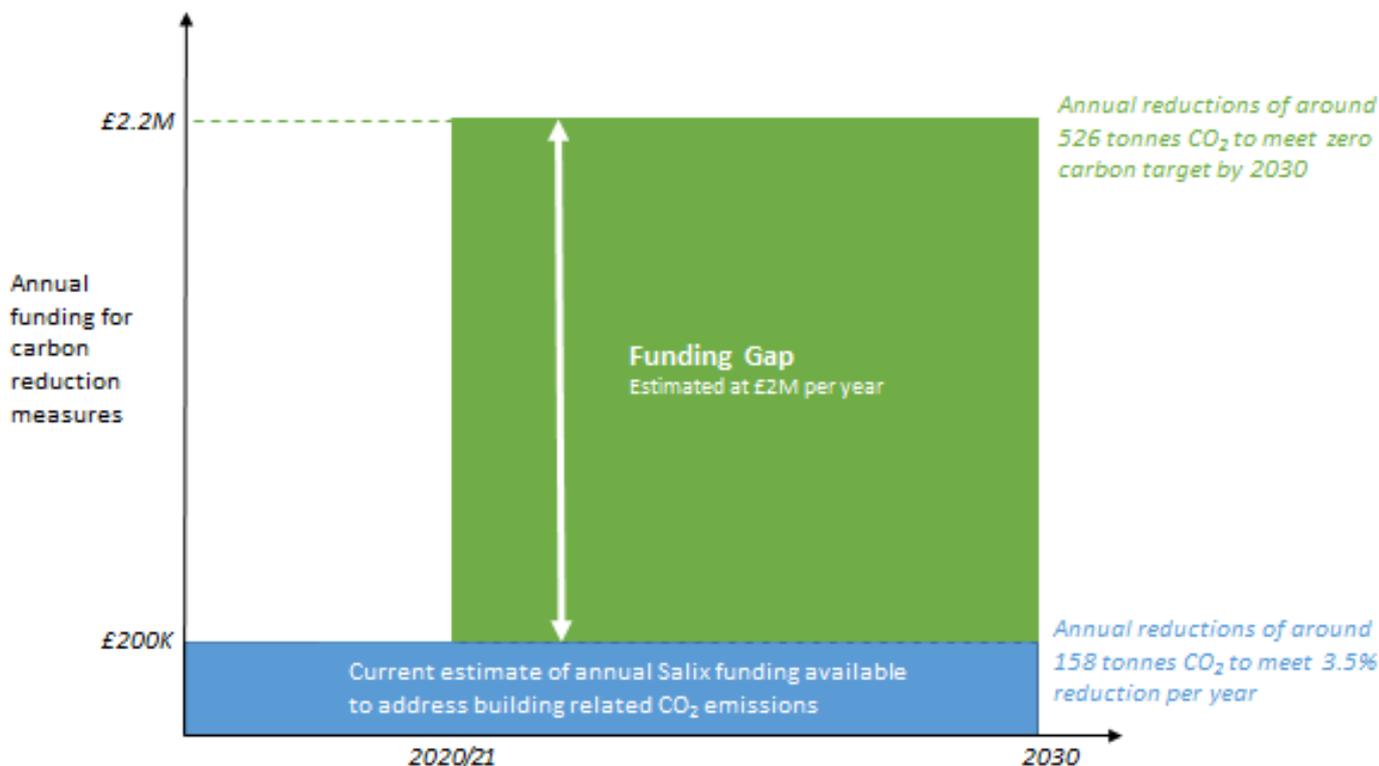
The Council’s vision to be zero carbon by 2030 requires a significant injection of funding. Zero carbon by 2030 equates to an approximate doubling of current rates of carbon reduction, from 5% per year – which would get us to zero carbon by about 2039 - to 10% per year to get to zero by 2030 (10% of 19/20 carbon emissions equates to 526tCO₂). This means a reduction of absolute carbon emissions by about 526 tonnes each year, on average, for the next 10 years (assuming the council’s estate and operations remains broadly the same).

At the time of writing, the cost of this is estimated to be several thousands of pounds for each tonne of CO₂e per year reduced, which means a multi- million pound per year funding stream is required to get the Council on track to meet its 2030 goal.

Figure 3 below provides an illustrative view of the scale of the estimated funding gap for the council to meet zero carbon by 2030. Based on a recent exercise to cost up a combined heat pump/photovoltaic project at a key leisure site, the chart below provides an illustrative view of the

scale of the estimated funding gap for the council to meet zero carbon by 2030 estimating a ca £2.2million investment required **each year** to 2029/30.

Figure 3: Indicative scale of funding gap to meet zero carbon by 2030



The Council's **Salix+** fund (subject to approval at the time of writing) or similar enabling funds, will continue to play a critical role in enabling the decarbonisation of the estate and will need to be significantly bolstered between 2020 and 2030. This fund will allow the Council to scope and pilot the relevant capital intensive technologies needed to get at the more difficult carbon emissions reductions – such as heat pumps to replace gas boilers, and renewable energy generation. Some of this fund may be needed for enabling works to be carried out to allow the appropriate low carbon technology to be installed – these enabling works (such as construction of platforms to house extensive air source heat pump plant) could be outside eligible costs for any external grant funding we may be successful with. Some additional funding may be required because external grant funding does not always meet 100% of eligible costs.

The role of external funding: The Council will apply for any viable external funding that emerges from central government or other routes to assist with achieving its carbon reduction aims. An example of such funding that has emerged partly as a COVID economy boosting response as well as to tackle the UK's carbon emissions, includes a £1bn Public Sector Decarbonisation Scheme (PSDS) Grant announced in early October 2020. It is aimed at decarbonising the public sector estate. The Council submitted a number of bids to the scheme and was successful in being offered grant money in 2020 for an innovative heat pump and Solar PV project and further grant for heat pump and solar projects at five other sites on the council's carbon footprint. In total these projects could reduce carbon emissions by over 1,500tCO₂ per year which is equivalent to about 3 years of carbon reduction progress the Council needs to achieve to meet its zero carbon by 2030 goal. The PSDS is a one-off as far as has been announced by government to date with projects currently stated as needing to be completed by September 2021. The Council cannot be sure similar sources of funding will be available beyond the current tranche but should be ready to react

quickly to similar funding opportunities in future. Successful bids could also provide valuable revenue streams for Oxford Direct Services if they are able to deliver any of the proposed works.

Risk from lack of funding: After more than a decade of working on carbon reduction, the Council now needs to address the more difficult carbon savings to get to zero - so, without additional funding, the current rate of progress may slow from ca.5% per year. At 4% per year then the zero carbon goal will not be met until 2045. At a rate of 3% per year, the Council would not hit zero carbon until 2054. This illustrates the level of challenge to meet the Council's vision for a zero carbon estate and operations by 2030.

Zero Carbon presents a large funding challenge – but also possibly an opportunity. The city council could benefit from sustainable and low carbon revenue streams, for example – from sales of excess green electricity. On the other hand the Council now needs need to address hard-to-reach carbon that does not give a financial payback – for example replacement of gas boilers for heating with electric heat pumps – a lower carbon option but with higher capital and running costs at present based on current UK energy costs and policies.

The city council will take the following actions:

- Use Salix and increased Salix + funds where possible to implement carbon reduction measures across the Council's estate – see Salix key facts below for progress to date in use of the Salix fund.
- Lobby for the extension of Salix usage and payback
- Ensure that all capital spending and internal budgets support the reduction of carbon in line with our zero carbon goal
- Apply for any new funding, policies or incentives as they become available from central Government
- Make budget bids for internal funding, to cover deep dive audits for big hitters on our carbon footprint and to fund costed measures recommended
- Explore zero carbon financing models such as a contract through an Energy Services Company (ESCO) or community ownership funding model
- Make a proposal for an internal carbon price mechanism to inform decisions that will lessen the impact on the worsening climate crisis.

Salix key facts : Size of revolving loan fund: £1m

The Council has contributed £0.5m with the other half won from government (Salix Finance)

Total loaned out to invest in carbon reduction measures since inception: £1.8m

Annual CO2 saving as a result - c.2,000 tCO2/year

Annual saving on energy bills as a result:£440,000/year

Total value of energy bill savings to date: £6.9m

Net benefit to date from Council's £0.5m investment is £6.4m and growing.

Of the £0.5m that the Council has put into this fund over the years, annual return is currently running at £440,000/y– 88%/y return -and will continue to grow as the fund is used for loans for new investments.

d. Monitoring and reporting

The City Council’s plan to achieve zero emissions by 2030 relies on the ongoing decarbonisation of the national electricity grid. It is not anticipated that the grid will be decarbonised by 2030, which means the City Council will rely on green electricity purchase and increased local renewables generation to provide green electricity to electrified fleet vehicles and heat across the Council’s estate and operations.

Table 1 below provides a breakdown of emissions in order to provide a clear picture of the Council’s process toward zero emissions. It outlines **a)** the Council’s underlying emissions, including emissions from the national electricity grid, and **b)** the Council’s emissions excluding national grid electricity emissions, in order to highlight progress towards decarbonisation of the Council’s heat and fleet vehicles. Alongside this, the Council’s pathway (or carbon targets) to zero emissions have been provided, against which we will monitor progress.

External reporting

Oxford City Council will report each year on progress against the targets outlined in the Table 1 below. Annual updates will be published on the Council’s website.

The City Council will move towards quarterly reporting of carbon emissions for fleet vehicles and the larger sites which have half hourly metering (this would cover ca80% of our overall carbon footprint). This will demonstrate progress on absolute CO₂ emission reductions against previous years and enable comparison with the same quarter on the previous year.

As a step towards this, half-yearly reporting will be targeted in the first year of the plan dependent on availability of metering and fuel data.

Internal reporting

The Council will continue reporting monthly on measures implemented and the carbon emissions they will reduce through its internal reporting systems (eg CorVU).

Table 1: Projected route to Zero Carbon by 2030 and interim provisional targets

tCO ₂ e	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	% reduction since 2014/15
City Council underlying consumption emissions (including national grid electricity emissions)	9,703	9,286	8,955	8,572	7,741	7,425											23.00%
City Council emissions (excluding electricity)	9,703	9,286	8,955	6,650	5,289	5,261											46.00%
Carbon targets/City Council pathway to zero emissions by 2030						5,261	4,735	4,209	3,683	3,157	2,631	2,104	1,578	1,052	526	0	100.00%

(See Appendix 6 for data on Council progress towards **net** zero carbon, detailing the underlying emissions and emissions after purchase of green electricity, green gas and offsetting.)

4. Part 3: Action plan to 2030

a. Current emissions profile

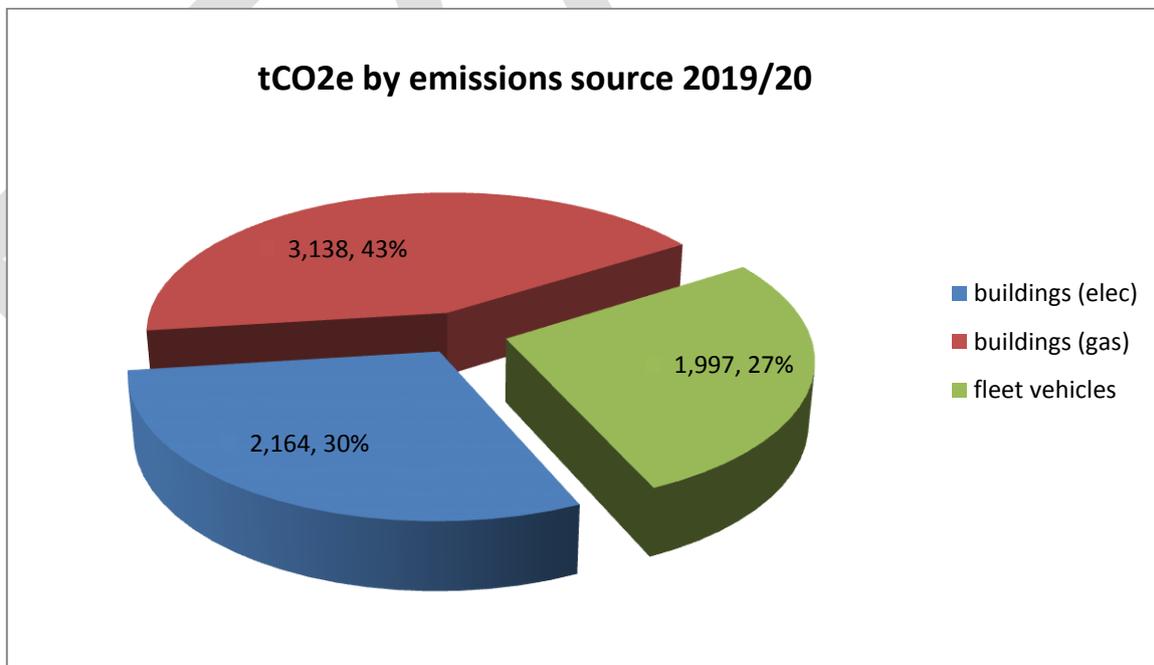
In 2019/20 the council's underlying emissions were 7,425 tonnes of carbon dioxide and other greenhouse gas emissions (CO₂e) from heating and powering our buildings, fuelling our fleet vehicles and plant, business travel and water consumption. By 2030 the council will have reduced its carbon/GHG footprint to near zero compared with a baseline year of 2014/15.² See Appendix 3 and Appendix 4 for a full breakdown of Oxford City Council and Oxford Direct Services (ODS) emissions by scope.

The majority of Oxford City Council's emissions originate from buildings (73%) and fleet vehicles (27%) - see Figure 4 below.

While underlying emissions from electricity have reduced, gas and fleet emissions have increased or flat-lined – see Figure 5 below. Accordingly, the priority areas for emissions reduction will be heating and transport, both of which will present technical and funding challenges.

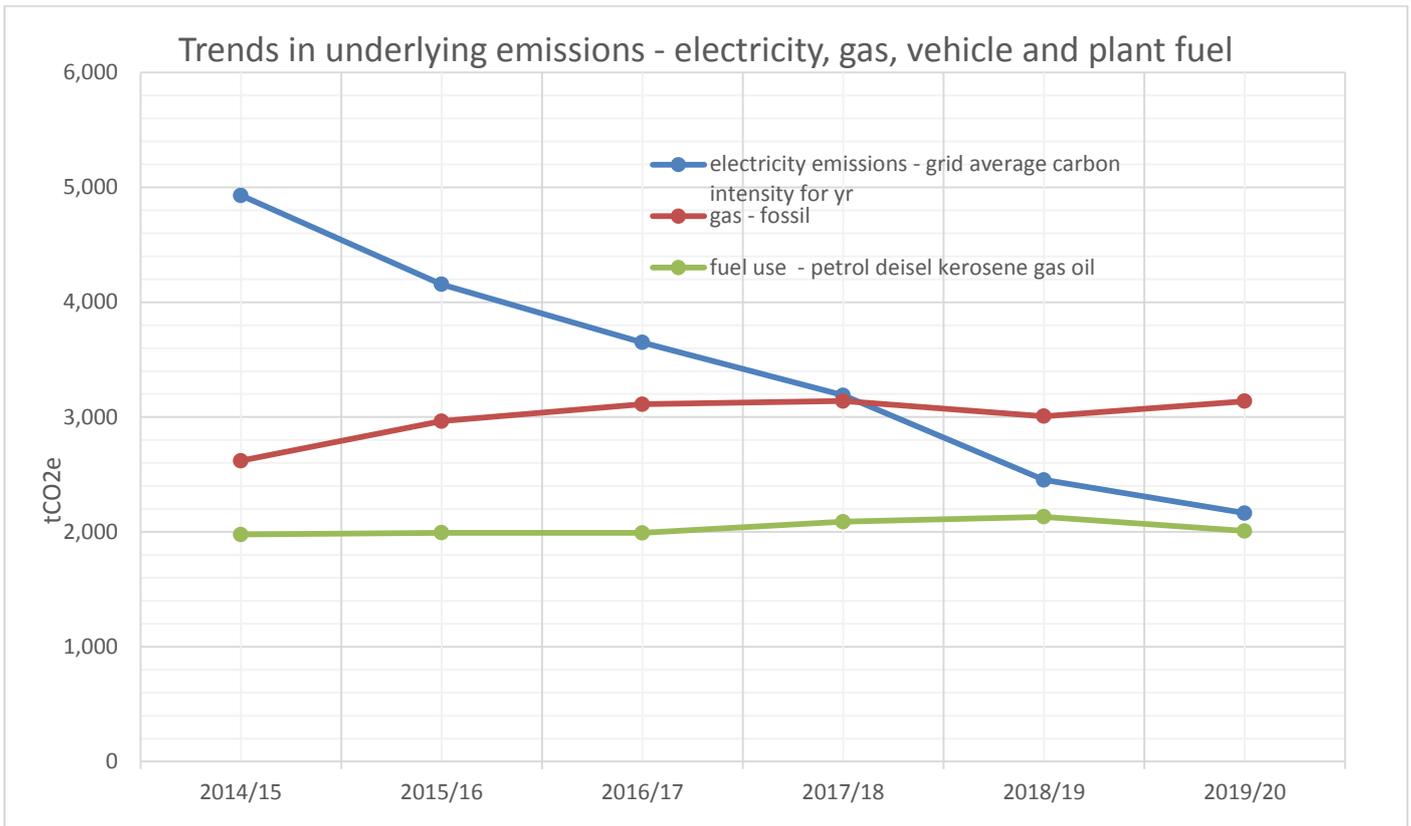
The priority in years 1 and 2 will be to develop fully-costed programmes of work to deliver faster and deeper annual reductions in absolute carbon emissions than has been possible to date setting the council on a realistic pathway to being a zero carbon council by 31 March 2030. Further details are outlined below.

Figure 4: Oxford City Council's emissions by source 2019/20



² 2014/15 has been chosen as a baseline year to align it with the Paris Climate Change agreement targets.

Figure 5: Oxford City Council's emissions trends



b. Buildings

Buildings are by far the largest emissions source of in-scope underlying emissions for Oxford City Council (as they are for the wider city). The council spends approximately £1.6m per year on electricity, gas and water across its buildings and estate. See Appendix 5 for a full breakdown of the Council's energy bills.

Leisure centre buildings are the council's biggest underlying emissions sources accounting for over 44% of building related GHG emissions - see Table 2 below. The biggest emitting buildings are ranked in Table 3 below, which will inform areas of focus in the early stages of implementation of this plan.

Table 2: Building emissions by type 2019/20 tCO2e footprint

Emissions source	tCO2e	%
Car parks	139	2.6%
Community Centres	235	4.4%
Corporate Property	103	1.9%
High-rise housing blocks	82	1.5%
Leisure Centres	2366	44.2%
Low-rise Housing blocks	225	4.2%
Main Offices & Depots	721	13.5%
Parks and cemeteries	31	0.6%
Public space lighting	16	0.3%
Public toilets	87	1.6%
Sheltered Housing blocks	665	12.4%
Sports Pavilions	153	2.9%
Temporary Accommodation	479	9.0%
Misc other	44	0.8%
Total – sites/buildings	5348	100%

Table 3: Underlying carbon emissions by sites/buildings – biggest emitters in 2019/20

Rank	Site	tCO2e
1	Leys Pools & Leisure Centre	760
2	Hinksey Outdoor Pool	518
3	Oxford Ice Rink	422
4	Ferry Leisure Centre	406
5	Oxford Town Hall	263
6	Barton Leisure Centre	261
7	Cowley Marsh Depot	174
8	St Aldate's Chambers	136
9	Cardinal House – sheltered housing	130
10	Horspath Depot	119
11	Rose Hill Community Centre	84
12	Singletree - sheltered housing	82
13	Barton Neighbourhood Centre	73
14	Bradlands - sheltered housing	69
15	Atkyns Court - sheltered housing	60
	Total – sites/building emissions	3,558

Electricity related emissions account for 30% of the Council’s total emissions.

Emissions from electricity have steadily reduced over recent years, due to the Council’s investment in solar PV, improvements to energy efficiency, a reduction in electricity demand, and procurement of low carbon electricity – see Figure 4. This has been aided by the decarbonisation of the national grid, which is on a trajectory to zero carbon before 2050.

The Council will take the following approach to renewable energy generation:

- First, developing more of our own onsite renewable energy and feeding this into buildings that we own and operate where possible
- Second, investing in and purchasing electricity from a local renewable energy source via a direct Power Purchase Agreement (PPA)
- Third, purchasing electricity from a traceable renewable energy installation through a virtual PPA
- Fourth, purchasing standard REGO backed supplies (not traceable to any particular renewable energy installation as currently procured)

Zero Carbon will require:

1. **Increasing renewable energy generation:** install as much renewable electricity as possible from technologies installed across our estate and land assets; invest in and purchase renewable electricity from local large scale solar farms via long term power purchase agreements (PPAs).
2. **Purchase of electricity from renewable (REGO) sources:** the Council will continue to purchase green electricity, to stimulate investment in renewables including prioritising PPAs (power purchase arrangements) via local renewable energy sources where possible.
3. **Reduce electricity demand:** accelerate improvements to reduce electricity demand in buildings and operations.
4. **All service areas, teams and staff need to play a part in reducing carbon emissions:** Raising awareness of measures staff can take themselves to reduce electricity consumption (including whilst home working) – use of carbon literacy toolkits and support from government to get key messages across and encourage action.

Actions:

Objective	Action 2020 – 2030
Increasing renewable energy generation	The Council will continually seek opportunities for the installation of solar PV installed on Council buildings, estate and the Park and Rides (ground mounted or solar canopies) and feed this electricity into the City Council’s buildings where possible.
	Assess the case for local Anaerobic Digestion using city sourced food waste not currently going to Cassington AD
	Scope the opportunities for wind turbines, including - large scale horizontal access wind turbines (HAWTs) and multiple smaller scale Vertical Axis Wind Turbines (VAWTs) across its estate and operations
	Develop and use battery storage to maximise the use of onsite renewable energy installations and load shifting, through a feasibility study.

	Develop opportunities for green hydrogen to heat buildings and power larger vehicles.
	Optimise the performance of existing on-site renewable energy generation through remote monitoring to maximise energy generation and income from Feed in Tariffs/Renewable Heat Incentive or equivalent
	Deliver and accelerate Salix funded project works, identifying where additional funds and investment is required
Purchase of electricity from renewable sources	Target and develop power purchase agreements (PPAs) with local solar farms and gain the associated renewable energy guarantee of origin (REGO) for electricity supplied to the council.
Reduce electricity demand	Continue and accelerate improvements to energy efficiency in use of electricity (e.g. LED lighting, controls, variable speed drives, updated electric motors (EC motors) etc.). Identify where additional funding will be required.
Staff Carbon Awareness and action	Raise awareness of measures staff can take themselves to reduce electricity consumption (including whilst home working) – use of carbon literacy toolkits and support from government to get key messages across and encourage action. Understanding the net carbon impacts of increased home-working due to COVID and new ways of working

Gas

Gas combustion accounts for 43% of Oxford City Council's emissions. Emissions have increased due to the addition of extra properties on our estate carbon footprint and through increased usage in our leisure centres. See Figure 4.

Carbon reduction measures related to gas consumption are harder to implement in older (and historic) buildings and where gas boilers are already in place. Buying green gas will help the Council get to net zero carbon but should not be counted towards the zero carbon goal as there is currently not the same national trajectory of decarbonisation for the green gas network as there is for the electricity network.

At the current time, gas is much cheaper than electricity, which means that moving to electric forms of heating are not only expensive upfront but also do not produce a cost saving to repay that investment.³

Zero Carbon will require:

³ In November 2020, the City Council pays c.14.5 p/kWh for electricity from renewables and c.1.5p/kWh for fossil fuel gas.

1. **Decarbonising heating systems:** Switching over 600 gas heating systems to low carbon electricity heating systems like heat pumps and investigating alternative heating fuels such as green hydrogen as technology for and availability of this fuel source develops.
2. **Reducing heating demand/Improved energy efficiency:** For example improving the energy performance of buildings through building fabric improvements including additional insulation, glazing; waste heat recovery; Building energy management systems improvements, LED lighting and controls throughout all buildings; upgrading pumps and motors
3. **Improving energy and water consumption monitoring and targeting systems:** Increase the reliability and coverage of our energy and water use data to better monitor performance and target unexpected consumption by continuing to roll-out smart-metering across the estate and installing sub-metering within our larger buildings. Implementing exception alert systems to identify unexpected energy and water consumption events and respond quickly to correct issues identified.
4. **All service areas, teams and staff to play a part in reducing carbon emissions:** Raising awareness of measures staff can take themselves to reduce gas consumption (including whilst home working) – use of carbon literacy toolkits and support from government to get key messages across and encourage action.

Actions:

Objective	Action 2020 – 2030
<p>Decarbonising heating systems</p>	<p>Commission deep dive energy audits to investment grade for major energy using buildings, to identify carbon reduction measures and optimum ways to transition from gas to electric based and other low carbon heating – targeting significant energy users (see Table 2 and 3).</p> <p>The deep dive energy surveys will generate a list of carbon reduction project ideas for implementation in the above core buildings.</p> <p>It is anticipated that there will not be a payback period within 10 years (given the current relatively cheap gas and expensive electricity price) to be compliant with the Council’s Salix recycling loan fund criteria as it is under the scheme rules at the moment. Funding options will therefore need to be scoped (see part 2 of this plan).</p> <p>Develop policy statements to guide the improvement, refurbishment and replacement of council occupied buildings and their energy usage.</p> <p>Deliver pipeline projects that will be assessed, quantified and implemented as soon as possible and informed by investment grade audits and feasibility studies undertaken.</p>

	Lobby for central Government support for the decarbonisation of existing heating systems.
	Scope opportunities for an internal shadow carbon price to improve the business case for heating electrification.
Reducing heat demand/Improved energy efficiency	Deliver – and accelerate – the Salix pipeline projects
	Undertake feasibility studies and costings to inform the implementation of further energy efficiency projects.
Better controls	Building controls are in need of urgent upgrade along with other related plant/fabric improvements to start to reduce gas related emissions in these buildings.
Explore opportunities for new, innovative technologies	Explore and implement innovations such as more use of alternative fuels such as biomethane (potentially from anaerobic digestion of Oxford food waste), through a feasibility study to establish an outline case.
Staff Carbon awareness and action	Raise awareness of measures staff can take themselves to reduce gas consumption (including whilst home working) – use of carbon literacy toolkits and support from government to get key messages across and encourage action. Understanding the net carbon impacts of increased home-working due to COVID and new ways of working.

c. Fleet

Fleet vehicles represent 27% of Oxford City Council’s emissions, primarily from the operation of refuse trucks, vans, tipper trucks, and miscellaneous plant in delivering its services and operations.

Fleet fuel related carbon emission trends are currently flat due to competing pressures – with downwards pressure from improvements in vehicle efficiency, and upwards pressure due to more miles being travelled due to commercial activity by Oxford Direct Services (ODS). There is the need for a more rapid transition to electric or hydrogen fleet.

At present the council has 46 electric vehicles (mainly cars, small vans and tipper trucks) in its fleet with plans to switch over 25% of the fleet to electric by 2023 resulting in a similar percentage reduction in fleet fuel CO₂ emissions. Project ESO (Energy Superhub Oxford) is progressing and will have an impact on the Council’s carbon footprint, that will be quantified as part of the activities carried out in the period of this new CMP. The ESO project will assist with funding additional fleet electric vehicles in the Council’s fleet with an estimated 40 e-vehicles added in the initial phase of ESO.

An electric refuse truck has been successfully trialled in 2020 with plans in process to add further electric refuse trucks to the fleet in future. Replacing all refuse trucks with electric versions will

significantly drive down CO₂ emissions from this high emission area of the council carbon footprint and help accelerate further transitioning to an EV fleet.

For the bulk of our fleet vehicles there is a clear technology route that aligns with reduced overall costs over the medium term – that is a transition to zero emission vehicles such as electric vehicles. Alternative fuel technologies such as hydrogen and bio-methane from food waste should also be explored

Zero Carbon will require:

1. **Conversion of all 320 fleet vehicles to electricity or alternative low carbon fuelled vehicles:** including refuse trucks, vans and other vehicles, which make up ca 95% of the fleet emissions contribution.
2. **A fleet carbon champion and zero carbon delivery team to develop a fully costed action plan to get to zero fleet emissions**

Actions:

Objective	Action 2020 – 2030
Convert all 320 fleet vehicles to electricity or alternative low carbon fuelled vehicles:	Publish a plan outlining steps toward full decarbonisation of fleet vehicles
	Feasibility study undertaken to assess opportunities for electrification, costings and opportunities for funding and delivery. Assigning a fleet carbon reduction champion and delivery team to focus on rapid tackling of reduction of carbon emissions across entire Council fleet (including Oxford Direct Services vehicles).
	Explore and implement innovations such as more use of alternative fuels

d. Innovation

Oxford City Council will build on its experience and leadership in innovative carbon reduction projects - Local Energy Oxford (LEO) and the Energy Super Hub Oxford (ESO). This will include:

- Taking opportunities that arise out of project LEO such as use of the smart grid to manage energy loads through demand side response measures; and the use of heat/electricity storage for temporal shift in loads.
- Exploring opportunities presented by ESO for the installation of more heat pumps across its estate, support the further roll out of electric vehicles and using innovation opportunities from battery storage and smart grid to drive down its own emissions.

e. Scope 3 emissions

Oxford City Council will develop a greater understanding of ways to reduce Scope 3 emissions such as from the goods and services we procure and will develop a Scope 3 emissions reduction plan. Addressing Scope 3 emissions will support the Council's ambition for the city to reach net zero before 2050. Furthermore, it has a huge potential to prevent the worst impacts of climate

change and lead to significant business benefits – mitigating risks within value chains and unlocking innovation.⁴ Key areas of focus for Scope 3 will be procurement and staff commuting, with some of the changes resulting from Covid19 in relation to travel being a basis for action.

The priority for the Council in year 1 and 2 of this plan will be to develop a baseline and reduction pathway, to better understand this emissions source and the ways in which these emissions could be measured and reduced. A study will be commissioned to develop our understanding of this area and work will continue with defining a wider approach to Scope 3 emissions working with partners in the Zero Carbon Oxford partnership

This will address the following areas:

- **Services used and products consumed by the Council:** this constitutes a potentially huge area of the council's CO2 emissions and perhaps the hardest to measure and control. We will scope options for employing circular economy principles in the Council's activities, designing out waste and pollution – and recycling as a last resort. Reducing emissions will require sourcing more local food and products, reducing the amount of goods and equipment sourced from overseas where practical and reducing, reusing and recycling.
- **Staff commuting:** the City Council's commuting carbon footprint is baselined at approximately 820tCO₂/y, (covering the City Council and ODS). This assumes commuting every week day (with allowance for bank holidays, leave, sick leave), with data from the south east for modes of travel pre-pandemic. If post-Covid onset, working-from-home averages 4 days per week, this would reduce by c.560tCO₂e. (The Council encourages sustainable travel by: Cycle-to-work Scheme; mileage for using bike for workplace travel; interest free loans to buy public transport season tickets; ability to work from home/flexible working policies.)
- **Staff Home working:** linked to the carbon reduction from reduced staff commuting is the increase in home energy use for staff working from home rather than the office – carbon emissions from this will be quantified
- **Waste to landfill:** reduce City Council generated waste to landfill as much as possible. This will require robust data to baseline the current situation.
- **Waste and recycling:** Oxford currently goes well beyond the minimum legal requirements in what it does with waste and recycling collected, but could go further. The legally compliant baseline can be quantified and options for improvement assessed.
- **Other significant Scope 3 areas that may emerge or be identified during the course of this work and as the methodologies and approaches to tackling scope 3 emissions evolve and develop.**

⁴ https://sciencebasedtargets.org/wp-content/uploads/2018/12/SBT_Value_Chain_Report-1.pdf

5. Appendices

Appendix 1

Definitions and sources of emissions

Item	Definition
Carbon emissions (effective) - CO ₂ e	Emissions of the six greenhouse gases covered by the Kyoto Protocol expressed in terms of equivalent impact on global heating as CO ₂
Scope 1	Direct greenhouse gas emissions from energy sources owned by Oxford City Council – e.g. fuel used in combustion processes like heating buildings and moving fleet vehicles
Scope 2	Indirect greenhouse gas emissions from consumption of purchased electricity, heat, or steam
Scope 3	Other indirect emissions related to waste, water, travel, and procurement

This plan covers the following sources of emissions

- 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])
- 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)

Appendix 2

Zero Carbon by 2030: scope detail

Included in the City Council's 2030 goal			Not included
Scope one	Scope two	Scope three	Scope three
<p>Fuel used for heat in our buildings and facilities (e.g. natural gas, gas oil, kerosene and liquid petroleum gas)</p> <p>Fuel used in Council vehicle fleet and also to power non-road vehicles and plant such as lawn-mowers and, chippers.</p> <p>Fuel used in waste collection vehicle fleet</p>	<p>Purchased standard grid electricity for our buildings and other electricity consuming sites (e.g. offices, leisure centres, depots, car park and public conveniences). <i>This does not include purchased electricity certified to be from renewable sources (e.g. REGO).</i></p> <p>Half-hourly metered and non-half-hourly metered electricity supplies (i.e. Meter profile classes 01-08, HH and Unmetered Supplies)</p>	<p>Electricity (transmission and distribution factors). <i>This does not include transmission and distribution factors for certified green electricity.</i></p> <p>Business mileage by car</p> <p>Business mileage by public transport (bus and train)</p> <p>Water consumed (supply and treatment)</p>	<p>Perfluorocarbons (PFC), hydrofluorocarbons (HFC) and sulphur hexafluoride (SF₆)</p> <p>Staff commuting</p> <p>Emissions from Council operational waste deposited in landfill sites.</p> <p>Emissions from leased commercial properties or housing stock where tenants are paying energy/water bills.</p> <p>Total indirect emissions: e.g. due to upstream emissions from production and delivery of fuel to power stations or transport fuel stations.</p> <p>Emissions from the goods and services that we procure.</p> <p>Emissions from construction methods employed/embody carbon from construction.</p>

Appendix 3

2019/20 GHG underlying emissions breakdown by scope including emissions from Oxford Direct Services Ltd (ODS)

Total GHG emissions for period 1 April 2019 to 31 March 2020		
	Tonnes of CO₂	Tonnes of CO₂e
Year	2019/20	2019/20
Scope 1	5,113	5,146
Scope 2	1,979	1,995
Scope 3	191	284
Total core GHG emissions	7,282	7,425

Appendix 4

ODS emissions break down 2019/20

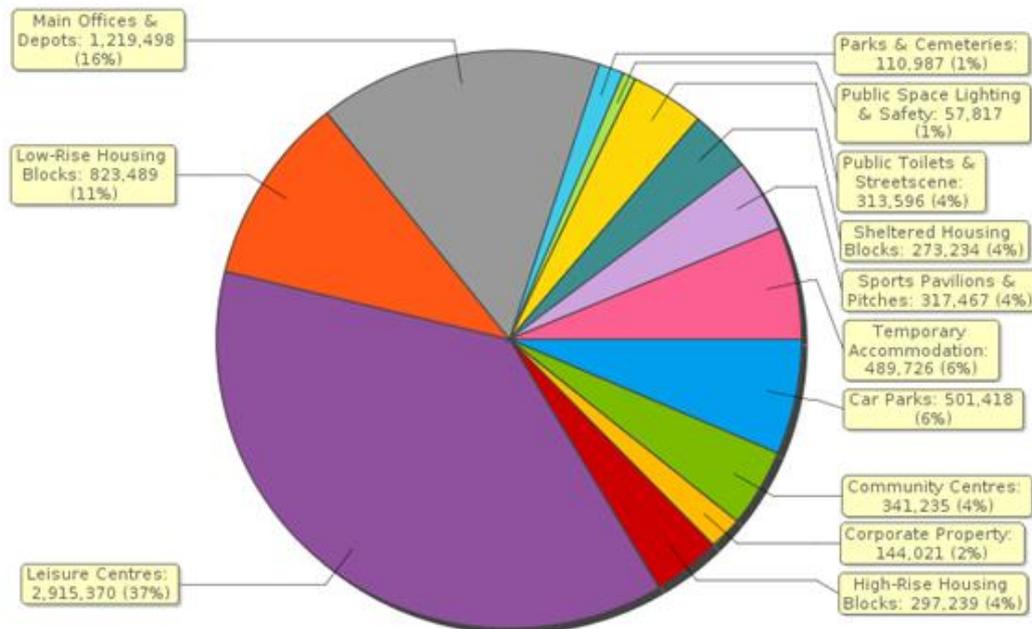
Scope 1	tCO₂	tCO₂e
Gas/kWh	176	177
Diesel	1,832	1,857
Gasoil	85	86
unleaded	31	32
total scope 1	2,125	2,151
Scope 2		
elec/kWh	143	144
Scope 3		
T&D/kWh	12	12
Totals	2,280	2,307

Appendix 5

2019/20 Breakdown of electricity and gas consumption in kWh and percentages based on type/areas (including ODS)

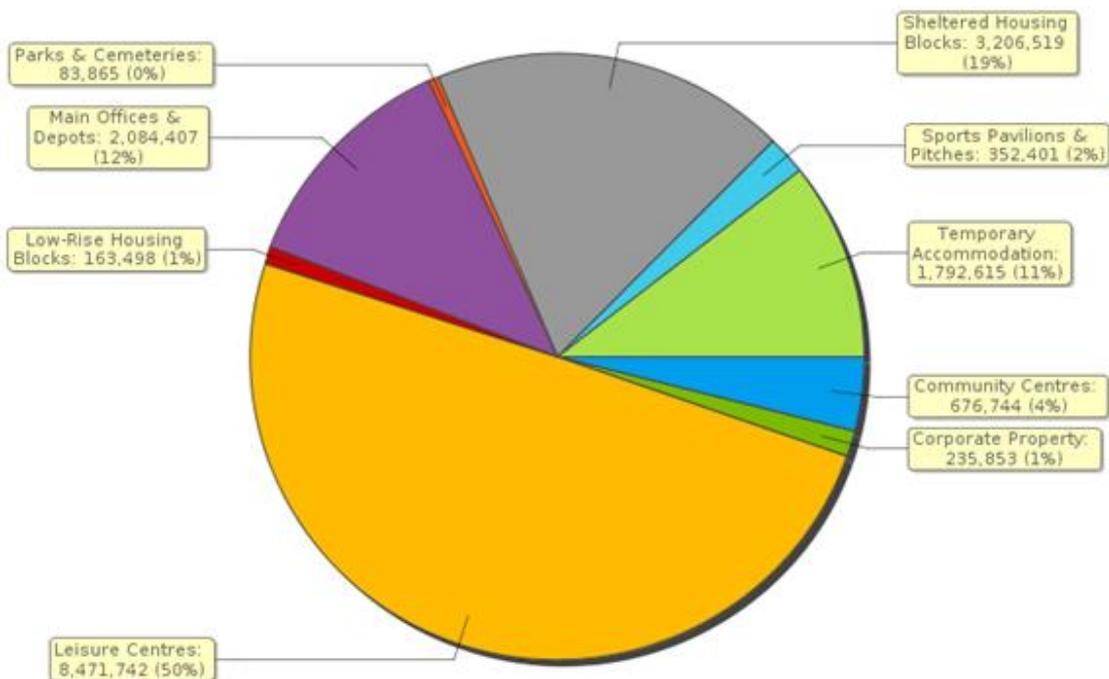
2019/20 Electricity consumption* in kWh (and percentages)

Electricity



2019/20 Gas consumption* in kWh (and percentages)

Gas



*Note: housing related energy consumption does not include housing occupied by Council tenants where they are paying the energy bills

Appendix 6

Council progress reaching *net* zero carbon, detailing the underlying emissions and emissions after purchase of green electricity, green gas and offsetting

Reaching Net Zero Carbon, detailing purchase of green electricity, green gas and offsetting

tCO2e	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	% reduction since
Gross underlying consumption emissions (as required to report to BEIS)	9,703	9,286	8,955	8,572	7,741	7,425											23.00%
Commitment to buy renewable electricity (REGO, PPAs etc) - ongoing	0	0	0	1,322	2,452	2,164											
Consumption carbon emissions after purchase of renewable electricity	9,703	9,286	8,955	6,650	5,289	5,261											46.00%
Commitment to buy Renewable gas (RGGG) - while we move away from combustion of gas for heat	0	0	0	0	0	0	starts - @10% from Oct20										
Commitment to carbon offsetting while we move away from combustion engine vehicles, fossil gas use	0	0	0	0	0	0	?										
Net carbon emissions (after purchase of renewable electricity, gas, and offsetting)	9,703	9,286	8,955	6,650	5,289	5,261	0	0	0	0	0	0	0	0	0	0	46.00%

Appendix 2

Zero Carbon Council 2030 - Risk Register

Update 17-Dec-20

Risk ID	Risk Type	Risk Title	Risk Description	Date Identified	Pre-Mitigation				Mitigation/Action Plans	Owner	Target Completion Date/Review Frequency	Status (Open/Closed)	Trend	Post Mitigation			Financial Impact (£)	Last Review Date	Last Update
					P	I	R	Proximity Months or Ongoing Risk?						P	I	R			
ZCC1	Schedule	Not reaching zero carbon goal	Failure to achieve targets / objectives set out in the Carbon Management Plan leading to reduced ability to mitigate against energy spend/carbon and related tax increases/reduce CO2 emissions	15-Dec-20	5	6	30	Ongoing	Reduce: Embedding of zero carbon goals in to council plans/service plans flagging the clear benefits/co-benefits. Support from Climate Emergency steering group to ensure consistent messages and actions of zero carbon goal reach all staff and operations. Annual review of progress and actions	Jo Colwell	ongoing	Open	▶	3	4	12			
ZCC2	Organisational	Restructure/ personnel changes	The zero carbon plan sponsor, Tim Sadler is leaving OCC in Q1 2021. This could cause slowing of momentum and impact the progress with the Zero Carbon plan.	15-Dec-20	7	6	42	Q1 2021	Reduce: New sponsor appointed prior to Tim Sadler leaving.	Jo Colwell	01-Mar-21	Open	▶	4	6	24			
ZCC3	Funding	Financial	Insufficient funds to be able to decarbonise the council's estate and operations by 2030.	15-Dec-20	7	8	56	Ongoing	Reduce: Continual horizon scanning for external grant funding opportunities to deliver aims of the plan. Application for funding. Conducting deep dive energy audits in buildings to develop robust business case for use of Salix funds and/or capital bids. Consider use of energy bill savings to establish a carbon reduction fund for further carbon reduction projects (where Salix funded - loan repayments to the recycling loan fund would need to be made first until fully paid back)	Jo Colwell	ongoing	Open	▶	5	5	25			
ZCC4	Funding	Financial	Not fully utilising available £1m Salix recycling loan fund due to uncertainty around OCC estate and operations meaning that some of the 50% match funding has to be returned to government	15-Dec-20	5	7	35	Ongoing	Reduce: Continue to raise awareness or scope and availability of Salix funding through various council delivery teams. Continuing salix pipeline projects meetings with input from property and corporate assets personnel to assist in realisation of salix funded projects across OCC estate and operations and identification of new opportunities for the use	Jo Colwell	ongoing	Open	▶	5	5	25			
ZCC5	Funding	Financial	Council doesn't have agility to take full advantage of the Public Sector Decarb Scheme or similar funds that have been won for heat pumps and PV at major OCC sites (£10.9m) due to tight timeframes imposed by funding body versus internal Council processes. Knock on effects are: i) we don't learn from these initial 6 fully funded installations and so are greatly slowed in wider efforts at decarbonisation of heat.; ii) the council does not benefit from the c.£440k/y energy bill savings (these savings could be partially ring-fenced to form a fighting fund for further investment in heat pumps and decarbonisation).	15-Dec-20	7	8	56	end Q2 21/22 installations need to be complete by Sept 21	Reduce: Discussions progressing with DRG, Planning, Finance, Proc, ODS on how best to deliver to time.	Jo Colwell	ongoing	Open	▶	6	6	36			

Risk ID	Risk Type	Risk Title	Risk Description	Date Identified	Pre-Mitigation			Proximity Months or Ongoing Risk?	Mitigation/Action Plans	Owner	Target Completion Date/Review Frequency	Status (Open/Closed)	Trend	Post Mitigation			Financial Impact (£)	Last Review Date	Last Update
					P	I	R							P	I	R			
ZCC6	Organisational	Resourcing	Council does not have sufficient staff resources to deliver all of the aims of the zero carbon plan - as well as ongoing resource requirements for contract management, repairs and maintenance of carbon reduction techs installed.	15-Dec-20	7	7	49	Ongoing	Reduce: bidding for Project Management resource with external funding / cross-council council ownership/ skilling up ODS. Consider creation of a decarbonisation fund from energy bill savings to help fund resourcing (from projects that have been Salix funded and loans fully repaid, or funded from PSDS or similar).	Jo Colwell	ongoing	Open	▶	6	5	30			
							0						▶			0			
							0						▶						
							0												

Risk ID	Risk Type	Risk Title	Risk Description	Date Identified	Pre-Mitigation				Mitigation/Action Plans	Owner	Target Completion Date/Review Frequency	Status (Open/Closed)	Trend	Post Mitigation			Financial Impact (£)	Last Review Date	Last Update
					P	I	R	Proximity Months or Ongoing Risk?						P	I	R			

ODS Risk Scoring Matrix - 23/10/18

IMPACT	Crisis	10	10	20	30	40	50	60	70	80	90	100		
		9	9	18	27	36	45	54	63	72	81	90		
	Critical	8	8	16	24	32	40	48	56	64	72	80		
		7	7	14	21	28	35	42	49	56	63	70		
	Significant	6	6	12	18	24	30	36	42	48	54	60		
		5	5	10	15	20	25	30	35	40	45	50		
	Marginal	4	4	8	12	16	20	24	28	32	36	40		
		3	3	6	9	12	15	18	21	24	27	30		
	Negligible	2	2	4	6	8	10	12	14	16	18	20		
		1	1	2	3	4	5	6	7	8	9	10		
		1	2	3	4	5	6	7	8	9	10			
		Rare		Unlikely		Possible		Likely		Almost Certain				
		PROBABILITY												
		This will probably never happen/recur.			Do not expect ot to happen/recur, but it is possible that it may do so.			Might happen or recur occasionally			Will probably happen/recur, but is not a persisting issue or circumstance.		Very likely to recur, possibly frequently.	

Operational	Reputational	Financial
Gross failure to meet required standards or quality of service; Very significant effect for a large number of customers if unresolved.	Priorities will not be achieved; National adverse media coverage; Total loss of public confidence.	More than £100k
Ongoing non-compliance with required standards or quality of service; Significant effect for multiple customers if unresolved.	High impact on achieving current priorities; High level of adverse media coverage; Negative impact on public confidence.	Between £50k and £100k.
Repeated failure to meet required standards or quality of services; Moderate effect for multiple customers if left unresolved.	Moderate impact on achieving current priorities; Moderate level of adverse media coverage; Moderate amount of negative public interest.	Between £25k and £50k.
Single failure to meet required standards or quality of service; Low impact on a small number of customers.	Minor impact on achieving current priorities; Low level of adverse media coverage; Small amount of negative public interest.	Between £10k and £25k.
Minor reduction in standards or quality of service; No or minimal impact on customers.	Not relevant to current priorities; No adverse media coverage; No negative recognition from the public.	Less than £10k.