

Agenda

Scrutiny Committee

This meeting will be held on:

Date: **Tuesday 2 March 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

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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 | 9 - 14 |
| <p>Recommendation: That the minutes of the meeting held on 02 February 2021 be APPROVED as a true and accurate record.</p> | |
| 5 Work Plan and Forward Plan | 15 - 18 |
| <p>A summary of the latest version of the Forward Plan is attached for information.</p> <p>The Committee is asked to note that with the election confirmed for May, the current meeting is the last of the civic year. The Committee is recommended to delegate to the Scrutiny Officer development of an interim workplan for the first quarter of the upcoming civic year, to allow the new Scrutiny Committee time to agree its own priorities thereafter.</p> | |
| 6 Council Business Plan 2021-22 and Business Plan 2020-21 update | 19 - 86 |
| <p>Cabinet, at its meeting on 10 March, will consider a report on the Council Business Plan 2021-22 and Business Plan 2020-21 update. The Committee is asked to consider the report and agree any recommendations thereon.</p> <p>Councillor Susan Brown, Leader of the Council and Mish Tullar, Corporate Policy Partnership & Communications Manager, have been invited to attend for this item.</p> | |

7 Oxpens Development

87 - 92

Cabinet, at its meeting on 10 March, will consider a report on the approval of additional loan finance to Oxford West End Development (OxWED) to support the redevelopment of Oxpens. The Committee is asked to consider the report and agree any recommendations thereon.

Councillor Susan Brown, Leader of the Council; Tom Bridgman, Executive Director for Development; and Jane Winfield, Head of Service (Corporate Property) have been invited to attend for this item.

8 Report back on recommendations and Scrutiny Panel meetings

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The Committee's recommendations on the Zero Carbon Council report and of the Budget Review Group were put to Cabinet at its meeting on 10 February. Cabinet's responses to those recommendations are attached.

No Scrutiny Panels have met since the last meeting of the Committee.

The draft responses of the Cabinet to the Scrutiny Climate Emergency Review Group are also attached for consideration by the Committee. The Committee is asked to note the draft nature of these responses, which are still subject to formal Cabinet agreement.

9 Reports for approval

The Committee is asked to agree the following draft reports:

- Domestic Abuse Review Group report (*to follow*).
- Report to Cabinet regarding Citizen Engagement (*to follow*).

10 Dates of future meetings

Meetings are scheduled as follows:

Scrutiny Committee

- 08 April - *cancelled*

Standing Panels

• Finance & Performance: Provisional meeting scheduled for 06 April – *now cancelled*

• Companies Scrutiny: 15 March

• Housing & Homelessness: 04 March

All meetings start at 6.00 pm.

11 Matters Exempt from Publication

If the Committee wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Committee to pass a resolution in accordance with the provisions of Paragraph 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

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

Part Two – matters exempt from publication

12 Oxpens Redevelopment - Appendices

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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.

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- 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.

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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.

Remote meeting

Minutes of a meeting of the Scrutiny Committee on Tuesday 2 February 2021



Committee members present:

| | |
|----------------------------|--|
| Councillor Gant (Chair) | Councillor McManners (Vice-Chair) |
| Councillor Altaf-Khan | Councillor Arshad |
| Councillor Corais | Councillor Fry |
| Councillor Howlett | Councillor Kennedy |
| Councillor Lloyd-Shogbesan | Councillor Tanner (for Councillor Djafari-Marbini) |
| Councillor Simmons | |

Cabinet Members also present:

Councillor Tom Hayes, Cabinet Member for Green Transport and Zero Carbon Oxford.
Councillor Marie Tidball, Cabinet Member for Supporting Local Communities

Officers present for all or part of the meeting:

Tim Sadler, Transition Director
Tanya Bandekar, Service Manager Revenue & Benefits
Laura Bessell, Benefits Manager
Tom Hudson, Scrutiny Officer
John Mitchell, Committee and Member Services Officer

Apologies:

Councillors Aziz and Djafari-Marbini sent apologies.

73. Declarations of interest

Cllr Simmons declared an interest in relation to item 7 given his personal professional involvement with work in relation to the climate emergency but none of which had impacted on or would impact directly on the work described in the report.

74. Chair's Announcements

The Chair welcomed Benita Edwards, Legal Services Manager, to her first meeting of the Committee

75. Minutes

The Committee resolved to APPROVE the minutes of the meeting held on 12 January 2021 as a true and accurate record.

76. Work Plan and Forward Plan

The Scrutiny officer said there had been no changes to the workplan as set out in the papers before the Committee.

It was noted that an urgent delegated officer decision had been made very recently in order to secure £9.5m Salix funding for decarbonisation work across the City. This was something which warranted exploration by Scrutiny, notwithstanding that the decision had been made. Agreed that the Scrutiny Officer, in consultation with Cllr Fry as Chair of the Finance & Performance Panel, would decide how best to address this.

77. Council Tax Reduction Scheme 2021/22

Cllr Marie Tidball, Cabinet Member for Supporting Local Communities, introduced the report. The Council was one of just 30 Councils which offered 100% Council Tax reduction via the scheme. This was increasingly important in the present Covid environment which was particularly challenging for some residents. She highlighted the major outcomes of the consultation which preceded the proposals now before the Committee.

The proposal to introduce a minimum charge for working age claimants to reduce the cost of the scheme was rejected as a result of consultation responses and an underling wish by Members to continue to provide 100% relief.

The following proposals were however supported by the consultation responses and would be going forward to the Cabinet:

- Uprating the current Income Bands for UC claimants
- Introduction of an Income Banded scheme for all working age claimants not just UC claimants. The impact of which will be a need for fewer changes to be reported to the Council; less administration; more certainty for claimants and the realisation of £120k of staff savings
- Administering the scheme as a discount from the amount of Council Tax due rather than a benefit.
- Simplification of some of the scheme's rules

It was also proposed that the existing Hardship Funding would continue to be available to support anyone adversely affected by unforeseen consequences of changes to the scheme.

It had been a vibrant consultation with over 400 responses to it, more than in previous years.

The Committee was pleased to see that it was still proposed to provide 100% relief for those who were entitled. It was noted that no savings were envisaged beyond those achieved from simplification of the scheme and that the overall cost of the scheme was likely to increase as the number of those entitled to support from it increased. This would, in turn, have consequences from those other organisations which benefit from the collection of Council tax such as the County Council and Thames Valley Police but no adverse representations had been received by them.

The scheme and the language associated with it was not always easily accessible to those not familiar with it. It was agreed that future consultations would take this into account. This might include the use of worked examples and more consistent/appropriate references to the Oxford Living Wage/National Living Wage.

Cllr Tidball confirmed that the scheme as proposed for 2021-22 was financially sustainable on the basis of the overall budget decisions to be made soon and Members' wish to continue the scheme on the basis set out in the report. The scheme would continue to be reviewed annually thereafter.

It was noted that the temporary £20 increase in Universal Credit was, perversely, unhelpful for many residents as it would take them to the point of the "Benefit Cap". Its proposed cessation (April 2021) was unlikely to be of significant consequence for the majority of those benefiting from the CTR. The Government's discretionary one off "self-isolation" payments of £500 would be disregarded for CTR purposes as they would not be regular payments.

The Chair concluded by noting the Committee's warm welcome for the report and its support of the Council's wish to continue to provide 100% relief for eligible residents.

78. Draft Budget Review Group Report

Cllr James Fry introduced the report by focussing on the main recommendations. In relation to Floyd's row there were two recommendations in the light the inability to make full use of it because of the current Covid restrictions and some concerns about the future funding arrangements for it. It was suggested that the savings flowing from the proposal to move to one planning committee should be monitored and, if not achieved, the position should be reversed. It was agreed that the wording of this recommendation should be revised to the effect that there should be consideration of reversing the decision rather than an insistence on doing so. There was a recommendation for a ring fenced trading account for the covered market given the significant resource dedicated to its upkeep, promotion etc so that an eye could be kept on its effectiveness. It was being suggested that the funding for Experience Oxfordshire should be increased, that contributions from neighbouring authorities should be sought in parallel with greater promotion of the City as a tourist destination. There was a recommendation that the Council should consider a wider range of asset classes for its investments than its current focus on commercial property, and which might extend to, for example, renewable energy. It was also suggested that where property did feature as an investment, there should be a focus on property already owned by the Council.

It was noted that revised budget proposals would be going to Cabinet the following week, these would include a reduction of the sums proposed for capital investment from £53m, to £20m but the substance of the review group's recommendations remained valid.

The Council's move towards increasingly digital delivery of its services was seen to be positive and it was recommended that lessons learnt from recent months should not be lost. The potential of letting one or two floors of St Aldate's Chambers was a source of some concern lest there was insufficient demand (given the amount of space likely to be available elsewhere in the City centre) so it was important to secure the best advice about the creation of flexible workspace to maximise take up. In the event that the overall financial position turns out to be better than expected, then consideration should be given to reinstating grants that might otherwise be lost. The Council's dwindling reserves should be replenished if and when possible. In the present climate of uncertainty, a mid-year budget update would be desirable. The ODS budget distinguishes between income which is secure and that which is not, this is a model which it would be useful for OCHL to follow. The final recommendations represented just the 'tip of an iceberg'. The Review Group had conducted a forensic review of all the budget proposals in what was a particularly challenging year from a budget point of view.

The Committee confirmed its agreement to the Review Group's report and delegated finalisation of it to Cllr Fry and the Scrutiny Office.

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

Cllr Tom Hayes, Cabinet Member for Green Transport & Zero Carbon Oxford, introduced the report, the intention of which was to bring to an end the Council's contribution to global warming by 2030 or sooner and outlining how the Council will be net zero carbon by the end of 2021. This proposal built further on the Council's declaration in 2019 of a climate emergency and the subsequent wish of the majority of the Council's Citizen's Assembly to go 'further and faster' than the Government's ambition to achieve zero carbon by 2050. The Council had assembled a robust evidence base to inform policy and provide the basis for plans which were both ambitious and realistic. While the Council's carbon emissions account for just 1% of those in the City, it had a role to lead by example and galvanise others to do the same. The report looked to the future but it was far from the first step in the Council's programme of activity to reduce carbon emissions, having reduced them by some 23% since 2014. The Council had been successful in attracting significant external funding to support this area of activity and there was every reason to believe that this would continue to be the case all of which would contribute to the success of this ambitious project.

Tim Sadler, Transition Director, reinforced the point that the focus of this report was on Scopes 1 and 2 of the plan, and principally about the Council's operational buildings, and that further reports would come forward in due course about the Council's other interests. There was, also, an ambition to come forward with a Zero Carbon Oxford plan in due course.

The Committee agreed that this was an ambitious and welcome plan. In order to achieve its ambitions it was suggested that a greater level of rigour was needed in relation to reporting, measuring outcomes, setting targets etc. More generally it was important to adopt a standardised reporting approach in relation to zero carbon. A number of detailed recommendations were suggested and subject to discussion.

Cllr Hayes's preliminary response was that much of what had been suggested was not strictly necessary, partly because of the greenhouse gas report which came to the

Committee annually which gave a considerable amount of detail and transparency was ensured by its wide dissemination.

The Transition Director said there would be reluctance to redraft the plan at this stage given the considerable amount of work which had gone into pulling it together across the organisation. He reminded the Committee that the version now before it was based on previous plans and the requirement to report on greenhouse gases. He recognised however the value in seeking to align the plan with other metrics that might be available and useful. He explained that in the case of the Leisure Centres operated by Fusion there was a mechanism to ensure that the Council would benefit from any investment made in those buildings. The successful bid for Salix funding for decarbonisation of Council buildings was very welcome but he sounded a note of caution given that it did come with conditions, of which the most pressing were timescales.

It was agreed that the final recommendations should be prefaced by recognition of the Committee's support for the ambition set out in the plan.

The Committee then considered the recommendations which had been proposed earlier in the meeting all of which were agreed subject to minor modification and are recorded below.

A further proposal was made that all Cabinet reports should contain a section to note the environmental consequences of decisions being sought. Cllr Hayes noted that he had raised the matter at the last Cabinet meeting where agreement to the principle of such a change was given. The Committee agreed nonetheless to include this as a further recommendation to Cabinet, with the addition of a reference to how the decisions would assist with the Council's progression to zero carbon.

Recommendation 1: That the Council develops the Carbon Management Plan to align with established 'net zero' measurement, reporting and target-setting standards and guidance (e.g. PAS 2060, Carbon Neutral Protocol, GHG Protocol Organisational and Scope 3 Standards, Science-based Target Initiative) to ensure that terminology is used correctly and that the plan is credible, transparent and accurate.

Recommendation 2: That the Council subjects the resulting report and the 'net zero' claim to independent audit

Recommendation 3: That the Council undertakes a carbon cost-benefit analysis to guide decision-making and to ensure that the quickest and most cost effective carbon reduction measures are pursued first.

Recommendation 4: That the Council integrates its own strategy into that of the wider City recognising that through its policies, partnership working and influence the Council can impact more than 1% of the City's emissions.

Recommendation 5: That the Council introduces environmental impact assessments into its standard Cabinet report template, with a particular focus on how the actions being proposed will help the Council move towards being zero carbon

80. Report back on recommendations and Scrutiny Panel meetings

Cllr Fry reported back on the last meeting of the Finance & Performance Panel which had reviewed the Cabinet report on the Capital Strategy. Among other things the Panel noted that there may well be value in scrutinising projects once complete to see whether or not they represented good value for money.

81. Dates of future meetings

Meetings are scheduled as follows:

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.

The meeting started at 6.00 pm and ended at 7.30 pm

Chair

Date: Tuesday 2 March 2021

Forward Plan

Summary

March 2021 to April 2021

Published on 22/02/21

REPORTS TO CABINET AND COUNCIL

CABINET 10 March

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| ITEM 17: 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. | |

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| ITEM 18: ID: I019467 | Oxpens Redevelopment Update Report status: Confirmed for this meeting |
| 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 | |

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| ITEM 19: ID: I024506 | Additional HMO licensing scheme renewal Report status: Confirmed for this meeting |
| 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 | |

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| ITEM 20: 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: Confirmed for this meeting |
| 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 | |

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| ITEM 21: 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 | |

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| ITEM 22: 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 | |

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| ITEM 23: 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. | |

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| ITEM 24: ID: I026675 | Local Development Scheme 2021-2026 Report status: Confirmed for this meeting |
| The Oxford Local Development Scheme (LDS) is a project plan that sets out timescales for the preparation and revision of documents in Oxford City Council's Local Plan and other planning policy documents. This will be an update of the current 2020-2025 LDS | |

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| ITEM 25: ID: I026738 | Report back on Zero Carbon Summit and launch of partnership Report status: Confirmed for this meeting |
| To report back on the Zero Carbon Oxford Summit, formation of partnership and the plan to achieve zero carbon in Oxford | |

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| ITEM 26: ID: I026891 | Business Rates Write Offs Report status: Confirmed for this meeting |
| To approve the write off of business rates in excess of £100k in accordance with the Councils Constitution. | |

Council 22 March

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| ID: I025684 | Partnership report - Oxfordshire Resources and Waste Partnership |
| ITEM 1: | |
| Key Decision | No |
| Decision Taker | Council 22 Mar 2021 |
| Cabinet Lead Member | Cabinet Member for Customer Focused Services |
| Report Contact | Jo Colwell, Service Manager Environmental Sustainability Tel: 01865 252188 jcolwell@oxford.gov.uk |

| | |
|--|----------------------------------|
| ITEM 28: ID: I026130 | Pay Policy Statement 2021 |
| To approve the Annual Pay Policy Statement | |
| Key Decision | Not Key |
| Decision Taker | Council 22 Mar 2021 |
| Cabinet Lead Member | Councillor Nigel Chapman |
| Report Contact | Head of Business Improvement |

Cabinet 14 April (no items scheduled)

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To: Cabinet
Date: 10 March 2021
Report of: Mish Tullar, Head of Corporate Policy, Partnerships and Communications
Title of Report: Oxford City Council Business Plan 2021-2022 & KPIs 2022-2024

| Summary and recommendations | |
|------------------------------------|--|
| Purpose of report: | Approval of Oxford City Council Business Plan & Corporate KPIs |
| Key decision: | Yes |
| Cabinet Member: | Councillor Susan Brown, Leader and Cabinet Member for Economic Development and Partnerships |
| Corporate Priority: | All Council Strategy priorities |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendations: | <p>That Cabinet resolves to:</p> <ol style="list-style-type: none"> 1. Agree the draft Oxford City Council Business Plan 2021-21, setting out the Council's priority work programmes for the next financial year; 2. Agree the draft Oxford City Council corporate key performance indicators (KPIs) for 2021-24 - the remainder of the covered by the Council Strategy 2020-24; and 3. Delegate authority to the Head of Corporate Policy, Partnerships and Communications in consultation with the Council Leader to make further minor amendments to the draft Oxford City Council Business Plan 2021-22 and Corporate KPIs 2021-24, before implementation. |

| Appendices | |
|-------------------|---|
| Appendix 1 | Draft Business Plan 2021-22 |
| Appendix 2 | Draft Oxford City Council KPIs 2021-24 |
| Appendix 3 | Oxford City Council Strategy 2020-2024 – Corporate Success Measures |

Introduction and background

1. Oxford City Council's Business Plan 2021-22 is an annual document that sets out publicly the Council's priority work programme activities for the year
2. The Business Plan activities for 2021-22 represent the second year of steps towards achieving the outcomes set out in our Council Strategy 20-24. Business Plans now and in future years will enable the Council to achieve these outcomes.
3. This annual Business Plan also includes an update on actions set out in the Business Plan 2020-21 and delivered during the course of that year.
4. The annual Business Plan will be complemented by the annual Budget and Medium Term Financial Plan (MTFP) that allocate resources against the priorities set.
5. The Business Plan work programme will also form the basis of key activities set out in Service Area plans.
6. New corporate level measures or key performance indicators (KPIs) for Oxford City Council Strategy 2020-2024 have also been developed. This work had been put on hold early 2020 due to the COVID crisis (see point 9).
7. These Corporate KPIs will be tracked and reported on over the remaining three year period of the Council Strategy and will enable monitoring of progress towards delivering the outcomes set out in the Strategy.
8. Below we set out our approach to forming the KPIs.

Development of the Corporate Success Measures (KPIs)

9. Prior to business planning, work to agree corporate key performance indicators (KPI's) started in September 2020. Individual meetings with Heads of Service were arranged to look at existing corporate success measures and consider whether these or new ones needed be developed.
10. To support the development of KPIs a workshop was organised in October 2020, facilitated by our external auditor BDO LLP, and attended by Heads of Service and relevant staff members. This process agreed a range of indicators under each Council priority with further refinement required over the coming months alongside the development of the Business Plan.
11. The final KPIs were agreed in a 14 January workshop involving all Directors, Heads of Service and other senior officers and policy officers. These were then further discussed by Directors with respective Portfolio Holders.

Development of the Business Plan 2021-22

12. One-to-one meetings on business planning with Heads of Service commenced in November 2020. The process of agreeing what would be completed in the current financial year and delivered in the following three years was discussed, with Heads of Service then taking the plan back to their teams for further discussion. As was the case with last year's business plan, the focus was on actions and work programmes that will deliver transformational change or development over the 12 month period, rather than business as usual (BAU) activities.
13. A draft version of the business plan was discussed at Operational Delivery Group in late November and by the Corporate Management Team in December with

comments gathered and an updated draft produced in advance of the 14 January workshop.

14. Directors then held discussions with respective Portfolio Holders as a result of which the draft business plan was refined further.

Document Structure

15. The Business Plan activities sit against the four Council Strategy 20-24 strategic priorities. Although many of the activities are cross cutting in their nature, for ease of presentation each activity is allocated against to one of the overarching priorities.

16. In line with many other local authorities the Business Plan 2021-22 will be published in the form of a short, colour, fully accessible PDF.

Financial implications

17. The Business Plan 2021-22 sets out high level activities and milestones that are reflected in the Council Budget 2021-22. It does not contain specific expenditure commitments.

Legal issues

18. There are no legal issues associated with this Business Plan.

Equalities impact

19. The Business Plan 2021-22 is concerned with high level activities and milestones. It contains specific actions designed to support strategic objectives of reducing financial and social inequality and increasing inclusivity. These include:

- a. Increase the level of social value secured through our contracts, promote the Oxford Living Wage and encourage more local small businesses, charities, co-operatives and social enterprises to bid for contracts, working closely with OxLEP.
- b. Deliver the Oxford City Council Workforce Equalities Action Plan year 2 actions, to for example: increase representation of BAME employees in the workplace and increase representation of BAME and women at all management levels
- c. Deliver the year 2 actions of the Customer Experience Strategy including improving access and inclusion with a particular focus on people that do not have access to digital technologies.
- d. Support and run the Kick Start Work Placement programme, which provides subsidised placements for 16-24 year olds, into local small and medium size companies – targeted in the areas which have been hit the hardest by the pandemic.
- e. Commence the Community Employment Support programme, working with partners, including Aspire and Job Centre Plus, to provide focused help in localities to help people get back into work.
- f. Develop a new Housing and Homelessness Strategy focused on increasing the supply of good quality affordable homes in the city, preventing homelessness and ending rough sleeping.

- g. Reopen leisure centres safely, in meeting the needs and demands of residents. Work on a plan to ensure accessibility and affordability for young people, crèche facilities and through social prescribing mental health support too.
- h. Work with key stakeholders and partners to make parks and leisure centres and green spaces fully accessible.
- i. Work with partners to make the case for Oxford to become an Opportunity Area, attracting associated funding, and related initiatives to close the attainment gap for disadvantaged, BAME and SEND young people.
- j. Adapt how we deliver youth work to support the changing needs of young people, such as the impact of online interactions, and help address mental health issues experienced by many during the pandemic.
- k. Launch a Thriving Community Strategy with the principles of community engagement, involvement and participation to deliver outcomes that matter to the Council and local people.
- l. Work closely with health partners to ensure the vaccination is accessible to and embraced by our most vulnerable residents.
- m. Work with partners and secure funding to a) develop adaptable bikes or b) purchase adaptable bikes for children with disabilities.
- n. Continue to support vulnerable people impacted from COVID-19 and ensure their needs are met and people are signposted to opportunities and provision.
- o. Implement recommendations of the Adult Safeguarding Board review into Rough Sleeper deaths.
- p. Launch an Equalities, Diversity and Inclusion strategy that will increase trust and belonging between the Council and communities, predicated on inclusive values and reflecting the rich diversity in Oxford - and help us to build back fairer.
- q. Embed the use of Oxford City Council's new Residents Panel and gender-balanced Race Advisory Group to improve engagement and influence decision making.
- r. Engage Council tenants to maximise their involvement in decisions on retrofitting that affect their homes.

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| Report author | Mish Tullar |
| Job title | Head of Corporate Policy, Partnerships & Communication |
| Service area or department | Assistant Chief Executive |
| Telephone | 07483 010499 |
| e-mail | Mtullar@oxford.gov.uk |

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|--------------------------------|
| Background Papers: None |
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Appendix 1

Business Planning 21/22

Priority 1: Enable an inclusive economy

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

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|----|--|--|--|--|
| 21 | 1. Our Council-owned companies will have increased their profits to help maintain the services we provide, and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy our goods and services. | <ul style="list-style-type: none">Launched a new Oxford City Council Procurement Strategy to help secure good value and quality for the Council.Approved the revised Oxford Direct Services (ODS) Business Plan and a programme of Council works to be delivered by ODS and its local supply chain.COVID-19 support grants awarded to businesses affected by the pandemic.Increase in revenue from work tackling fraud. | <ol style="list-style-type: none">In line with our Procurement Strategy, we will increase the level of social value secured through our contracts with a focus on maximising opportunities through the tendering process, promotion of the Oxford Living Wage, and a programme of supply-chain engagement. This will also include our work to encourage more local small businesses, charities, co-operatives and social enterprises to bid for contracts, working closely with OxLEP.The Council and its wholly-owned housing company, Oxford City Housing Limited (OCHL), will use its capital investment programmes to, where appropriate, work with Oxford Direct Services Limited (ODSL), local contractors and local supply chains. | <ol style="list-style-type: none">We will work with a partnership of major public organisations to identify practical steps that increase local public sector procurement spend and develop the local supply chain to support the local economy.ODS will roll out its transformation programme to consolidate depots, increase workforce efficiency through new technology and changes to working practices, and reduce its carbon footprint. |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|----|---|---|---|--|
| 22 | | | This will serve to increase local capability, capacity, and spend in Oxford's construction industry, and support the local economy. | |
| | 2. Our staff will be more skilled and confident in delivering services our citizens want and our workforce will better reflect Oxford's diverse population. | <ul style="list-style-type: none"> • Implemented the Oxford City Council Workforce Equalities Action Plan. • Implemented a new Customer Experience Strategy and completed year 1 actions. • Produced a People Strategy. • Started review of Council office spaces in the City and how we use them, to embrace new ways of working as well as ensuring our staff's wellbeing. • Maximised take up of benefits throughout COVID-19 pandemic - e.g. hardship fund distribution. | <ol style="list-style-type: none"> 1. Implement the People Strategy: <ul style="list-style-type: none"> ○ Leadership framework for behaviours and competencies ○ Develop a high performing and flexible workforce ○ Develop a culture of wellbeing, diversity and engagement ○ Ensure the People Team transforms and supports the cultural change required in the Council. 2. Deliver the Oxford City Council Workforce Equalities Action Plan year 2 actions, to include: <ul style="list-style-type: none"> ○ Increase representation of BAME employees in the workplace ○ Increase representation of BAME and women at all management levels ○ Publish pay gaps that focus on gender, ethnicity and disability ○ Drive cultural change in leadership to foster an inclusive culture and environment ○ Raise awareness of "Unconscious | <ol style="list-style-type: none"> 4. Implement recommendations on utilisation of Council office space to embrace new ways of working as well as promoting our staff's wellbeing. 5. Deliver an expanded programme of apprenticeships, providing a greater range of opportunities to work at Oxford City Council and ODS across a range of levels. Ensure a targeted approach to tackle issues of under-representation. 6. Incorporate 'intersectionality' (ie. an understanding of people's overlapping identities and experiences in order to understand the complexity of prejudices they may face) into our equality, training and development programmes. 7. Continue to monitor race, gender and disability pay gaps, and as a result, implement |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|---------|--|---|--|---|
| 23 | | | <p>Bias” in recruitment practices</p> <ul style="list-style-type: none"> ○ Ensure valuing diversity is promoted. <p>3. Deliver the Customer Experience Strategy year 2 actions, including improving access and inclusion for our customers, streamlining processes and maximising automation where possible with a particular focus on supporting and enabling people that do not have access to digital technologies to become more confident and connected.</p> | strategy to tackle disparities. |
| Partner | <p>3. Oxford's economy will be stronger, with diverse sectors providing a wider range of accessible business and employment opportunities for all.</p> | <ul style="list-style-type: none"> • Working with Oxfordshire Local Enterprise Partnership (OxLEP), Oxfordshire County Council, our district council partners, and other stakeholders, to produce a county-wide Economic Recovery Plan, including the recovery and rebuild phases. • Delivered a programme of business support grants and advice support businesses directly affected by COVID-19 - worth | <p>1. Working with the Oxford Strategic Partnership, we will consult and launch Oxford's Economic Recovery Strategy and Action Plan. This will set out areas where the Council can directly intervene, and where it will need to work with public and private sector partners to respond to the economic impacts of COVID-19. The strategy will consider likely trends moving forward; the economic opportunities in different parts of the city, and the proposed major growth areas; support for sectors hardest hit, such as retail, hospitality and the wider visitor economy; how to develop growth sectors, such as science and tech, creative industries;</p> | <p>4. As part of Building Back Better, post-COVID, we will support and facilitate a countywide Inclusive Economy Commission to provide thought leadership, and the alignment of Council and partner interventions around skills, education, employment and use of physical assets. This should support the diversification and strengthening of our local economy, by focusing on community wealth building and a reduction in inequality.</p> <p>5. We will seek to develop an Inclusive Economy Charter for</p> |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|----|--|---|--|---|
| 24 | | <ul style="list-style-type: none"> £30m to local business. Published the Inclusive Economy Report that highlights the actions needed to tackle inequality countywide. | <p>the role of infrastructure in unlocking growth; and the skills agenda.</p> <ol style="list-style-type: none"> We will continue to support the survival and resilience of local businesses adversely affected by the pandemic through available grant funding. As part of a move to increase local economic strength, we will increasingly shift our financial support to those who have new ideas; that need to adapt or pivot their current business model in response to changing circumstances; or that want to support local job seekers. Work with district council partners to support OxLEP and Experience Oxfordshire in developing a countywide plan to support the recovery of the broader visitor economy. | <p>the city, to articulate and promote a high standard of economic and social well-being for businesses and organisations to adhere to.</p> <ol style="list-style-type: none"> We will work with partners across the Oxford to Cambridge Arc to develop an ambition for sustainable development and the case for devolution of powers and funding, to help deliver the infrastructure and ongoing support needed to support our local economy. |
| | <p>4. We will have secured different types of new workspace in the city to support business and employment</p> | <ul style="list-style-type: none"> Secured funding for and procurement of operator for the Oxfordshire Meanwhile Project. | <ol style="list-style-type: none"> In direct response to the increase in vacant units caused by the pandemic, we will deliver the “Meanwhile in Oxfordshire” project. This will identify and invest in empty units to facilitate their temporary use, supporting activity on the high street, and working with local people to start, test, and grow their business ideas. | <ol style="list-style-type: none"> We will continue to evolve, and where appropriate invest in, our commercial property portfolio to respond to new trends, maintain income levels to fund core services, and support economic and business growth in the city. We will actively look to invest in new regeneration opportunities |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|----|---|---|--|--|
| 25 | growth | | <p>2. We will refurbish and repurpose our 1-3 George Street asset, as an affordable, energy efficient, co-working hub. The space will be designed to meet the needs of early stage businesses, including in the creative and social enterprise sectors. We will also appoint an operator to manage the space and provide support to tenants.</p> | <p>across the city, where our investment could increase levels and improve non-retail commercial stock. This will support access to good quality space and jobs, and diversify the Council's commercial portfolio.</p> <p>5. We will agree a Workspace Strategy for the city, which brings together available evidence to articulate the continued demand for space across key sectors, such as science, tech managed & co-workspace, and light industrial. Informed by this, we will develop a plan for the future use of surplus Council accommodation.</p> <p>6. We will work to secure funding, and then complete the redevelopment or refurbishment of workspace at Standingford House on Cave Street.</p> <p>7. We will continue to use our land ownership, access to grant funding, planning powers, and influence to facilitate provision of different types of workspace to</p> |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|----|---|--|---|--|
| 26 | | | | meet the needs of Oxford's economy and its population. This should include a focus on current employment areas such as the city-centre, Summertown, Headington, and the Science and Business Parks; but also future ones at Osney, Oxford North, Grenoble Road and the West End. |
| | 5. The movement of people and goods into and within the city will have improved, resulting in less traffic congestion, better air quality and faster journey times. | <ul style="list-style-type: none"> • Delivered a range of proposals to support public transport and active travel, in light of the COVID-19 pandemic, working in partnership with the County Council. This has included additional bike parking across the city, improved cycle routes, and provision of free Park & Ride • Working with Oxfordshire County Council, developed the longer-term proposals around both Zero Emissions Zone and | <ol style="list-style-type: none"> 1. We will develop a Transport and Connectivity Prospectus, working with the County Council and bus operators. This will bring together proposed short, medium and longer-term interventions to support the economic recovery by promoting inclusive, active and public travel modes. 2. We will work with partners to develop an integrated active travel network, including delivering cycle improvements at Boult's Lane, Marston, Cuckoo Lane/Headington Hill and Boundary Brook/Donnington Rec, with a combined value of £1m, funded by the Growth Deal. 3. We will support Network Rail's first | <ol style="list-style-type: none"> 6. Working with the County Council, we will secure funding and implement the Connecting Oxford proposals, including traffic modal filters and a Workplace Parking Levy. This will manage and reduce congestion across the city, and prioritise sustainable travel by bus, bike and foot. 7. As a consequence of a sustainable transport and planning strategy carparks including those at Worcester Street, Oxpens, Diamond Place and Union Street will come forward for redevelopment. We will |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|----|---|--|---|---|
| 27 | | Connecting Oxford and completed consultation on ZEZ Pilot. | <p>stage of major investment in Oxford Station, to improve the western entrance, and facilitate increased connectivity, including East West Rail from late 2024.</p> <ul style="list-style-type: none"> 4. We will deliver the pilot phase of the Zero Emissions Zone in the city centre, working with the County Council. 5. Working with the County Council we will create more spaces for pedestrian access including the creation of Low Traffic Neighbourhoods, School Streets and deploy traffic filters. | <p>manage their phasing out, working with the County Council to ensure alignment with planned sustainable and active travel improvements.</p> <ul style="list-style-type: none"> 8. We will work with Network Rail, Department for Transport and the County Council to secure funding for the Oxfordshire Connect programme of rail improvements, including further enhancements at Oxford Station and progress the reopening of the Cowley Branch Line. 9. We will work with Oxfordshire County Council to produce a new Oxford Transport Strategy. This will support active travel transport planning and investment in the city. It will also support workstreams such as the development of proposals for the Oxford Cycle Greenways strategic routes; the future strategy for Park & Rides; a long-term plan for |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|----|---|---|---|---|
| | | | | coach parking; and feasibility for freight consolidation. |
| 28 | Influence 6. We will improve the resilience of the city centre and its relevance to more of our citizens | <ul style="list-style-type: none"> • Trialled the opening of the Covered Market in the evening to increase footfall, supported by a range of events and activities. • Consulted on the Covered Market Leasing Strategy • Implemented signage and enhanced cleaning regimes across the city centre to support COVID-safety. • Implemented temporary pedestrianisation of George Street and St Michael Street to facilitate outdoor dining during the pandemic. | <p>1. We will support the city centre and its businesses as we emerge from lockdown. Alongside access to grants, where applicable, this will include continued promotion of outdoor tables and chairs, new signage and public information to support public health, and a marketing campaign to encourage people to return to the city centre to shop local, safely. We will also work with local partners to explore the feasibility of temporarily pedestrianising Broad St over summer 2021.</p> <p>2. Working with the City Centre Taskforce, we will consult and launch the City Centre Vision and Recovery Plan to support our response to the impacts of COVID-19. This will include a focus on the independent retail offer, the visitor economy and its management, public realm, transport & movement, sustainability, opportunities for new workspace and residential uses, and inclusive access for all our citizens.</p> <p>3. To attract more footfall and activity into the Covered Market, and to help it</p> | <p>4. Working with our long-term leaseholder, we will support the redevelopment and conversion of the former Boswells Department Store into a hotel, restaurant and co-workspace.</p> <p>5. We will produce a Public Realm Strategy for the city centre, which responds directly to the opportunities for change that reducing congestion via the Connecting Oxford programme will bring. This will include a set of prioritised projects to help shape key areas of the city centre, including opportunities for planting & biodiversity, lighting, wayfinding, places to sit and dwell and ideas to activate and animate our public spaces. The strategy will act as the basis for future bids to secure funding to deliver the identified schemes.</p> |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|----|---|---|--|--|
| | | | continue to adapt to retail trends, we will work with traders and stakeholders to adopt a new Leasing Strategy; and continue work on a masterplan to make the case for future long-term investment in the building. | |
| 29 | <p>7. The city centre will be expanding to the west. Attractive new areas will be emerging around Oxford station, in Oxpens and Osney Mead - but not at the expense of the health and vibrancy of the existing city centre.</p> | <ul style="list-style-type: none"> • Helped secure funds for the first phase of investment in Oxford Station, including the additional western track & platform, new west-side entrance and the widening and replacement of Botley rail bridge. • Commenced a new West End Supplementary Planning Document (SPD) including Oxpens, Osney Mead and wider Oxford Station area, with the aim to help facilitate comprehensive redevelopment of this part of the city. • Commissioned feasibility work for the | <ol style="list-style-type: none"> 1. We will launch Oxford's West End Global Innovation District (OxWID) project, taking forward this priority project within Oxfordshire's Local Industrial Strategy. This will include establishing a strategic board to help shape a shared vision and set objectives for the area, and coordinate and align development across the key landowners and partners. 2. We will develop and agree a new masterplan for the Oxford Station area, working with Network Rail, the County Council and OxLEP. 3. We will begin work on an outline planning application for the Oxpens redevelopment, in partnership with Nuffield College. | <ol style="list-style-type: none"> 4. We will adopt a new West End masterplan SPD and infrastructure plan to guide development in the West End Area of Change, in line with the Local Plan. This will include the masterplanning of the Osney Mead area. We will secure outline planning permission for the redevelopment of Oxpens to enable this key site's redevelopment. 5. We will commence the construction of the new bridge connecting Osney Mead with Oxpens and the city centre. 6. Working with partners in OxWID, and through the West End masterplan SPD and infrastructure plan, we will help shape and facilitate development proposals, |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|----|--|--|---|--|
| Q3 | | redevelopment of Oxford Station (east-side), including the main ticket hall and surrounding land. | | including for the Station area, the Island Site, the area adjacent to the Jam Factory and at Osney Mead. |
| | 8. More organisations in Oxford will be socially and environmentally responsible - paying the Oxford Living Wage and adopting practices that deliver clean economic growth which benefits all residents. | <ul style="list-style-type: none"> • Promoted the Oxford Living Wage through an ongoing annual campaign, securing 30 new OLW payers. • Created business opportunities for ODS to participate more widely in the clean growth sector. | <ol style="list-style-type: none"> 1. We will build on the successful rollout of the Oxford Living Wage by attracting new OLW payers and encouraging new businesses we support to create Living Wage Jobs. 2. ODS will establish closer alliances with appropriate partners to increase delivery of social value. | <ol style="list-style-type: none"> 3. We will deliver a Business Conference on Inclusive Economy, in partnership with Aspire and Unipart. This will cover business adoption of inclusive recruitment, supply chain, higher pay, and sustainable business practices. 4. We will work with partners to establish a long term strategy and funds to promote the Oxford Living Wage across the city. |
| | 9. Oxford will have improved the workforce skills it needs through higher educational attainment and | <ul style="list-style-type: none"> • Worked with the Oxfordshire Skills Board, OxLEP skills team and other partners to update the Oxfordshire Skills Strategy in light of the COVID-19 pandemic, | <ol style="list-style-type: none"> 1. We will ensure that as our city recovers economically, we are supporting the development of skills and jobs for those most in need. The Council will be both an employer and intermediary for the Kick Start Work Placement programme, which provides subsidised placements | <ol style="list-style-type: none"> 3. We will support the implementation of the Community Employment Plan at Oxford North, working with partners to help local people access the employment, training and supply chain opportunities |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 Actions completed (20/21) | Year 2 actions (21/22) | Year 3-4 actions (22/24) |
|---|---|--|--|---|
| W | more training for the jobs of the future. | <ul style="list-style-type: none"> ensuring funding for key skills and retraining, careers advice and apprenticeships in Oxford. Created a Technical Advice Note for major new developments to help them develop Community Employment Plans that focus on local employment, skills, and supply chains to retain more wealth locally. Held an Oxford Strategic Partnership Education Summit, bringing together education system leaders in Oxford to develop stronger partnership working to improve educational attainment. | <p>for 16-24 year olds, into local small and medium size companies – targeted in the areas which have been hit the hardest by the pandemic.</p> <p>2. We will commence the Community Employment Support programme, working with partners, including Aspire and Job Centre Plus, to provide focused help in localities to help people access existing work programmes and get back into work.</p> | <p>from this major development.</p> <ol style="list-style-type: none"> 4. We will promote the increased use of the new Community Employment Plan Toolkit across Oxford's new developments. 5. We will work with business groups to encourage employer take up of T-Level placements in line with their Corporate Social Responsibility (CSR) policies 6. Working with OxLEP and the Inclusive Growth Commission, we will work to attract more investment in early-years education through innovative programmes with business and other partners. 7. Working through the Oxfordshire Skills Board, we will work to increase the sector-based higher and advanced level apprenticeship programmes delivered with local partners, encouraging social mobility within the local workforce. |

Appendix 1

Priority 2: Deliver more, affordable housing

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

| | Council Strategy 20-24 Outcome | Year 1 Actions completed | Year 2 Actions | Year 3-4 Actions |
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| 33 | Deliver | <p>1. We will have increased the supply of high quality, energy efficient, accessible, and affordable housing, including new council housing as well as other types of homes to rent and for sale at different prices.</p> <ul style="list-style-type: none"> • Agreed a revised Oxford City Housing Limited (OCHL) business plan and delivering the 20/21 plan, which includes construction of homes at Between Towns Road, Mortimer Drive, two sites at Rose Hill, Harts Close in Kidlington, and other sites • Completed further phases at Barton Park (phases 2 and 4). | <ol style="list-style-type: none"> 1. Continue to implement the OCHL business plan including putting the company on an increasingly stable financial footing, developing the skills to increase levels of output and profitability, bringing in or developing experience in Modern Methods of Construction (MMC) and zero-carbon/zero-carbon ready building, aiming to acquire development sites outside the city, forge partnerships and supply chain relationships. 2. Broaden ODS' skill set and experience to enable it to partner with OCHL in delivering more complex housing schemes. 3. Review the Council's approach to the allocation of social housing, to ensure it reflects our values and priorities, supporting those most in housing need, relieving homelessness and rehousing rough sleepers. | <ol style="list-style-type: none"> 4. Continue to deliver the OCHL business plan in line with the Council's ambitions. 5. Continue to bring forward new sites for housing development, such as former Lucy Faithfull House and Redbridge Paddock. 6. Review/update the Oxford Local Plan. 7. Develop a new Oxford Living Rent to set a benchmark for energy efficient, affordable housing at intermediate price points, for working families in the city. Encourage landlords to sign up to this. |
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| | <p>2. In regeneration projects such as Blackbird Leys, our new housing will be high quality with improved public spaces and served by good public transport and cycling and walking routes.</p> <ul style="list-style-type: none">• Secured planning permission for East Oxford Community Centre and associated housing. | <ol style="list-style-type: none">1. Continue to drive forward a programme of mixed-use regeneration projects, including feasibility work at Diamond Place to agree a preferred development option.2. Start the delivery of the new East Oxford Community Centre and associated housing, with work on site.3. Work with development partner Catalyst Housing to seek planning permission for the regeneration of Blackbird Leys (including community centre, housing, public spaces). | <ol style="list-style-type: none">4. Secure funds and permissions for next phase of regeneration projects, including Diamond Place and Oxpens.5. The first phase of the district centre of Blackbird Leys will be underway, delivering new community facilities, retail space and residential units.6. Deliver the housing associated with East Oxford Community Centre |
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| 31 | <p>3. More Council and private sector tenants will have been supported to stay in their homes when they face the prospect of eviction.</p> <ul style="list-style-type: none">• Rolled out a council-wide response to homelessness prevention in response to the pandemic, led by a cross-Council group. | <ol style="list-style-type: none">1. Develop a new Housing and Homelessness Strategy for Oxford City Council setting out the Council's ambition, focused on delivering its strategic objectives for increasing the supply of good quality affordable homes in the city, preventing homelessness and ending rough sleeping.2. Continue to develop and implement a Council-wide approach to homelessness prevention. Roll out and embed new approaches to early intervention to prevent people from experiencing homelessness across the Council, and tailor the support offer to clients to achieve better outcomes, based on learning from the Trailblazer programme.3. Transform of our Housing Needs service, to increase its focus on the prevention of homelessness.4. Strengthen links with key external partners, such as the hospitals and social services and mental health providers, so they can identify those at risk of homelessness so council services can intervene early and help sustain tenancies. | <ol style="list-style-type: none">5. Continue efforts to further improve services, strengthening the corporate commitment to homelessness prevention.6. Increase the number of positive outcomes from the Prevention Duty under the Homelessness Reduction Act. |
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| 36 | Partner | <p>4. More developers, housing associations and others will view Oxford as a good place to build a range of different housing types.</p> <ul style="list-style-type: none"> • Worked with the universities to accommodate more students in purpose-built accommodation in order to release community housing for non-students. • Engaged with homeowners, small site developers and builders to provide a proactive, solutions-based approach to unlocking infill development opportunities and increasing capacity of existing homes, wherever possible. • Prepared a new Housing Delivery Test Action Plan to be produced and then updated annually to ensure a proactive approach to managing issues that affect delivery are taken. | <ol style="list-style-type: none"> 1. Continue to look for opportunities for the council to buy affordable homes which planning policy requires private developers to deliver (Section 106) in order to influence quality and create the type of accommodation that residents need. 2. Establish closer relationships, partnership working arrangements and enhanced support and advice for developers, housing associations and community-led groups to achieve a faster rate of delivery of new homes, including using innovative and latest practice. 3. Engage with developers through the Housing Delivery Action Plan, including more focused engagement with key site promoters and developers. Recent engagement suggested little impact of COVID-19 on the sites delivering in the short term. 4. Begin work on the Oxford Local Plan 2040 that aligns with the Oxfordshire Plan 2050 and neighbouring authority local plan programmes where possible. This will seek to ensure we facilitate growth that aligns to the corporate objectives within the context of national planning policy. | <p>5. Support the next stages of the Oxfordshire 2050 plan, including further consultations.</p> <p>6. Review the engagement through the Housing Delivery Action Plan, which may require a more intensive targeted approach to unlock sites.</p> |
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| 37 | <p>5. Working with neighbouring authorities we will be implementing the agreed countywide approach to meeting housing needs.</p> | <ul style="list-style-type: none">Working with neighbouring authorities to ensure the current suite of local plans committed within the Growth Deal are put in place – to secure, embed and ultimately deliver the agreed housing commitments.Engaged with neighbouring authorities to ensure housing needs are delivered beyond allocations.Work with housing teams in neighbouring authorities to secure nomination rights for sites targeted at meeting Oxford's housing needs. | <ul style="list-style-type: none">Complete the work to establish arrangements for Oxfordshire's district councils to help meet Oxford's unmet demand for homes. | <ul style="list-style-type: none">Work with neighbouring councils, landlords and stakeholders to deliver more houses that are integrated into the city and wider county to enhance a sense of community and wellbeing and enable people to live closer to where they work. |
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| | <p>6. Working with housing associations we will have delivered more move on accommodation for people in need.</p> <p>7. Working with landlords we will have improved the quality and energy efficiency of privately rented homes in Oxford.</p> | <ul style="list-style-type: none"> • Consulted on a Selective Licensing Scheme as part of a policy framework to improve quality standards for all private sector tenants. | <p>1. Work with housing associations and other key partners through the Rough Sleeper Taskforce to accelerate the move-on of rough sleepers in interim accommodation due to the pandemic into secure, long term accommodation</p> <p>2. Continue to maximise access to move-on accommodation, into both council-owned and other providers' homes, with the right level of support, not necessarily via the adult homelessness pathway.</p> <p>1. Revise the Council's Private Rented Sector Housing Policy that encapsulates a vision to provide good quality housing standards for all.</p> <p>2. Approve a Selective Licensing Scheme to enable an application to be made to Government in 2021/22 to improve standards in private rented sector housing in Oxford.</p> <p>3. Campaign for greater national controls of the short-let market and actively seek enforcement opportunities to close the regulatory gap.</p> <p>4. Increase the number of Energy Performance Certificates (EPCs) issued to landlords in the private rented sector by using the new delegated powers.</p> | <p>5. Develop the partnership with landlords and agents, taking a co-production approach to improve the quality and management of the Private Rented Sector (PRS).</p> <p>6. Subject to Government approval, implement a Selective Licensing Scheme for all Private Rented Sector Property across the city.</p> <p>7. Increase compliance with the requirement for privately rented properties to have an EPC to 80%.</p> <p>8. Develop relationships with tenants groups to help enable tenants to be empowered in their relationships with landlords and agents.</p> |
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| Influence 39 | 8. New housing including new urban extensions will be being built to create strong communities with good local amenities and sustainable transport links into the city. Sites valued by local people for leisure and recreation will be protected. | <ul style="list-style-type: none">Working in partnership with neighbouring authorities to influence the design and quality of development in Oxfordshire, including through the Oxfordshire Plan 2050 and other partnership opportunities. | <ol style="list-style-type: none">Work with partners to explore the appropriateness of additional planning briefs or strategies, to guide the development of infrastructure and exemplar development on the edges of the city, including for example, around the proposed stations for the Cowley Branch Line.Working with landowner partners, Oxford City Council will submit a planning application associated with land it owns, to include significant levels of new housing, as part of the development of South Oxford Science Village off Grenoble Road.Work with district councils and other partners to ensure that schemes are well designed, are integrated into the city and the wider county, and promote both active travel and public transport alongside low carbon/zero carbon building. |
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Appendix 1

Priority 3: Support thriving communities

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

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|---------------|--|--|--|---|
| Q4 Deliver | 1. Our services, grants, community and leisure facilities, parks and cultural events will have helped reduce inequality, increase cohesion and improve health and wellbeing across Oxford's communities. | <ul style="list-style-type: none"> Invested £150k in mobilising locality-based teams in response to COVID-19. Developed a locality-based model that supports local community groups and organisations to be fully involved working in partnership with the Council. Invested £1.3million of grant funding in our communities and voluntary sector with a focus on improving health, tackling climate change, widening opportunities, building community resilience, celebrating diversity | <ol style="list-style-type: none"> Review the Council's grants programme to better align our Council priorities with the needs of local communities due to the impact of COVID-19. As part of the strategic grants review, develop a micro-grant programme for local community groups to access and deliver against local priorities. Work strategically with other key stakeholders in the city to invest in locality-based commissioning and delivering shared outcomes. Identify opportunities for greater collaboration between the Council and Voluntary and Community Sector (VCS) stakeholders to deliver against local priorities and leverage in further funding into the city. Develop a Volunteer Protocol to ensure the quality of volunteering and support to volunteers is of a | 10. Mobilise the Volunteer Protocol and VCS support service. 11. Continue to work closely with advice centres to strengthen their accessibility for diverse communities and to support close working with locality hubs and the Council welfare services and contact centre. |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|----|---|---|--|---|
| 17 | | <p>and success, mobilising seldom heard groups and making it easier and more popular to access our leisure and cultural facilities and other community assets.</p> <ul style="list-style-type: none"> Worked with Fusion Lifestyle and user groups to develop a sustainable basis for reopening the Council's leisure facilities; and undertaking a review of longer-term provision. | <p>nationally recognised standard.</p> <ol style="list-style-type: none"> Consider findings of a review of leisure provision, with a view to reset the offer post-COVID - meeting the needs of the city. Reopen leisure centres safely, in meeting the needs and demands of residents. Work on a plan to ensure accessibility and affordability for young people, crèche facilities and through social prescribing mental health support too. Work with key stakeholders and partners to make parks and leisure centres and green spaces fully accessible. Develop a strategic partnership framework that enables key stakeholders in the city to confidently share intelligence and insight to proactively monitor, track and respond to causal issues linked to poverty with an emphasis on prevention and achieving outcomes. | |
| | 2. Children and young people's resilience and confidence will | <ul style="list-style-type: none"> Worked with young people through our Youth Ambition Programme, to better | <ol style="list-style-type: none"> Building on the success of the Youth Ambition Programme we will further embed the expertise and skills into the workforce operating within the | <ol style="list-style-type: none"> By 2024 our Youth Ambition Programme will have supported and empowered the most disadvantaged young people in |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|----|--|---|--|---|
| 42 | have increased through the educational and recreational activities we offer. | <p>understand and address the impact of COVID-19 in relation to social interactions, and accessing education through digital tools.</p> <ul style="list-style-type: none"> Focused our Youth Ambition resources to prioritise those young people that may require extra support to get involved in activities. | <p>locality hubs model to increase our coverage and impact.</p> <ol style="list-style-type: none"> Establish a Youth Ambition mentoring programme supported by the locality hubs, which can support the take up of apprenticeships. Work with the County Council and partners to ensure children and young people are involved in tackling the issues that impact them, such as climate change and accessing green technologies and cultural and recreational activities. Work with partners to make the case for Oxford to become an Opportunity Area, attracting associated funding, and related initiatives to close the attainment gap for disadvantaged, BAME and SEND young people. Adapt how we deliver youth work to support the changing needs of young people, such as the impact of online interactions, and help address mental health issues experienced by many during the pandemic. | <p>accessing arts, leisure, educational and cultural programmes to enable them to make these initiatives a key part of their futures..</p> <ol style="list-style-type: none"> Develop the use of intelligence insight to better direct resources to support young people, particularly those that seldom participate in activities. Working with key stakeholders in localities we will utilise their insights, experience and assets to develop opportunities for young people – which those young people can relate to. |
| | 3. As a good landlord, we will have worked | <ul style="list-style-type: none"> We have successfully tested a new locality-based approach in | <ol style="list-style-type: none"> Develop a more integrated frontline locality-based service delivery offer involving 6 locality hub teams that | <ol style="list-style-type: none"> Take forward, and implement a new locality-based model, shaped by tenant's views and |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|----|---|--|---|---|
| 43 | with our Council tenants and residents to strengthen local communities; and worked with other major landlords to improve the services they provide. | response to the pandemic, deploying multi-skilled, customer-facing staff to improve the experience and outcomes for our residents. | <p>brings together housing, community services, tenancy management support, etc. to provide a framework for greater colocation with partners and an emphasis on:</p> <ul style="list-style-type: none"> a. Prevention early intervention and support b. Community led co-productive social action – where residents are involved in decision making on matters that affect them directly c. Improved service co-ordination with issues resolved right first time, closer to people's homes d. Locality-based commissioning making decisions on available funding to deliver projects that meet local needs and priorities. <p>2. Develop a change programme for the Council's landlord services, in response to the Housing White Paper and carry out an extensive survey of residents to gauge views and satisfaction.</p> | needs. |
| | 4. Our parks and public spaces will remain | <ul style="list-style-type: none"> • Launched and promoted Go Active Outdoors to help | <ol style="list-style-type: none"> 1. Evaluate the impact of Go Active across the city. 2. Agree a baseline position and | <ol style="list-style-type: none"> 5. Monitor the impact of our social prescribing initiatives on the mental and physical wellbeing of |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|---------|---|---|---|---|
| 44 | clean, safe, and well maintained, and will be accessible to more people to people to enjoy the health and wellbeing benefits they provide. | promote inclusive access and the range of activities within the city's parks. | <p>establish targets with community associations/centres including resources.</p> <p>3. Encourage and support community associations and community centres to deliver a 'One Planet Living' approach (a vision of the world in which people enjoy happy, healthy lives within their fair share of the earth's resources, leaving space for wildlife and wilderness) and champion this in our communities.</p> <p>4. Submit an application to DEFRA for designated bathing water status for a stretch of the Thames in Oxford.</p> | <p>our citizens that are referred from either primary care or community services.</p> <p>6. Monitor the impact of the 'One Planet Living' approach by our community associations, and where there are gaps mobilise and incentivise local community groups to be the local champions.</p> |
| Partner | 5. Working with neighbouring councils and partners, we will prevent homelessness, move people in temporary accommodation more rapidly into secure housing, and ensure that no | <ul style="list-style-type: none"> Received Crisis-commissioned research findings to inform the future approach to move-on accommodation. Rolled out a corporate response to homelessness prevention in response to the pandemic, led by a cross-Council group. | <p>1. Make progress with reforming the organisational arrangements in our Housing Needs service to better align services with policy and priorities, such as increased homelessness prevention and a housing-led approach to move-on.</p> <p>2. Consult and agree the Countywide Rough Sleeping Strategy, agree countywide governance and funding arrangements, and develop a commissioning strategy for the</p> | <p>3. Implement the countywide strategy to move towards ending rough sleeping in Oxfordshire, and deliver new commissioned services</p> <p>4. Make further progress towards preventing homelessness earlier, with closer relationships with key partners, e.g. probation, social services, hospitals.</p> |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|-----|---|--|---|---|
| G17 | one has to sleep rough on the streets of Oxford. | <ul style="list-style-type: none"> Developed a draft countywide Rough Sleeping Strategy with Oxfordshire councils and partner organisations. Started a review into our approach to Temporary Accommodation, ensuring better outcomes for homeless households through faster move-on and support by establishing a Temporary Accommodation Taskforce. | provision of accommodation-based services for rough sleepers and single homeless people. | |
| | 6. Local voluntary and community groups will be better engaged with, supported and enabled to take a greater role in improving the city and the | <ul style="list-style-type: none"> Supported informal community groups to become more sustainable in localities and to support local projects. <p><u>In response to the pandemic we:</u></p> <ul style="list-style-type: none"> Deployed resources to | <ol style="list-style-type: none"> Launch a Thriving Community Strategy with the principles of community engagement, involvement and participation. This will take a place-based approach that maximises opportunities for greater collaboration with key stakeholders and community groups to deliver outcomes that matter to the Council and local people. | <ol style="list-style-type: none"> Implement the Thriving Communities Strategy - delivering programmes of work that increase digital participation, equalities and cohesion to: <ol style="list-style-type: none"> Increase participation, inclusivity and accessibility of leisure and community centres, arts venues and parks, ensuring they work for |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|----|---|--|--|---|
| 94 | lives of citizens. | <p>support local community groups and vulnerable individuals safely through COVID-19.</p> <ul style="list-style-type: none"> • Developed food supply lines to ensure the most vulnerable people including families in need had their nutritional, religious and other needs met. • Worked collaboratively with the VCS to support local people to volunteer at street level in meeting their local needs. • Provided a 24/7 Single Point of Contact/help line for all Oxford residents to ensure their needs were responded to efficiently. • Delivered our business | <ol style="list-style-type: none"> 2. Work with community associations across the city to enable them to become more inclusive and representative of the communities they serve from a governance perspective. 3. Work closely with health partners to ensure the vaccination is accessible to and embraced by our most vulnerable residents. 4. Launch a small grants/capital receipts programme to encourage local community groups to apply for seed funding and get involved in shaping delivering locality-based projects. | <p>everyone</p> <ol style="list-style-type: none"> b. Tackle issues of isolation in our elderly communities c. Protect and safeguard the heritage of local communities as part of our place-based and asset development strategies for the future 6. Commission support services through the CVS that deliver increased social value, inclusiveness and benefit in localities. |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|----|---|---|---|---|
| 47 | | <p>as usual services through the use of digital conversations thereby keeping people safe.</p> <ul style="list-style-type: none"> Worked closely with inter-faith groups to understand religious and spiritual needs in response to the pandemic and ensure operations were appropriately deployed. Maximised the use of grants and funding such as the Winter Support Grant to support those in the greatest need. | | |
| | 7. Increasing numbers of people who walk and cycle around the city, benefitting their health and wellbeing. | <ul style="list-style-type: none"> Commissioned an Oxford Greenways strategic plan for cycle routes into and within Oxford, jointly funded with Oxfordshire County Council and the University of Oxford. | <ol style="list-style-type: none"> Maximise the community benefits from year two of the Women's Tour of Britain in Oxfordshire. Work with partners to make cycling more inclusive and accessible for children and young people through targeted recreational activities based on need. Work with partners/key stakeholders | <ol style="list-style-type: none"> Secure funds to deliver the first phase(s) of the Oxford Greenways project. Use the 2022 Women's Tour of Britain race finish in Oxford as a tool to promote cycling in the city. Prioritise active modes of travel, through increased cycle parking |

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| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|----|--|--|---|---|
| 84 | | <ul style="list-style-type: none"> Engaged with Oxfordshire County Council to develop and improve cycle lane infrastructure in the city including for people with disabilities, building on its Local Walking and Cycling Infrastructure Plans (LCWIPs). Implemented an online activity hub, ensuring its accessibility for vulnerable people. | <p>and secure funding to a) develop adaptable bikes or b) purchase adaptable bikes for children with disabilities.</p> <ol style="list-style-type: none"> Use campaigns to change behaviour such as #MovewithMayorMark to increase levels of physical activity. Increase use of digital channels with up to date content on our activity hub. | <p>and re-prioritisation of road space.</p> <ol style="list-style-type: none"> Increase secure cycle parking space in the town centre, whilst reducing car parking. |
| | 8. Our work with Thames Valley Police will keep communities safe and help reduce hate crime, human trafficking, modern slavery, domestic abuse, sexual | <ul style="list-style-type: none"> Coordinated activity to address serious violence, modern slavery, hate crime, alcohol-related disorder and theft through the Oxford Safer Communities Partnership. | <ol style="list-style-type: none"> Develop and implement a Business Intelligence framework to enable the Council and partners to understand better the issues that disproportionately impact on our communities, and ensure that our frontline services and policies are designed accordingly. | <ol style="list-style-type: none"> Work with partners and community groups, marginalised groups and young people to engage in positive action through our locality-based initiatives. Work closely with the police and other partners to disrupt organised crime groups using Closure Orders, injunctions and other local authority powers. Develop and implement problem-solving solutions to |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|----|--|---|---|---|
| 67 | violence, drug-related crime and antisocial behaviour. | | | <p>reduce anti-social behaviour in the night-time economy.</p> <p>5. Develop and implement solutions to reduce the level of bike crime in the city.</p> <p>6. Work with our partners to deliver the Oxford Safer Communities Partnership's hate crime plan.</p> <p>7. Support the Oxford Community Safety Partnership to continue to tackle serious and organised crime in the city.</p> <p>8. Work with community safety partners across the county to support the Violence Reduction Unit approach to reducing serious violence.</p> <p>9. Work with the police and district councils to develop an enhanced CCTV capability in the county.</p> |
| | 9. Vulnerable people will continue to be safeguarded against harm. | <ul style="list-style-type: none"> • Supported the most vulnerable people affected by COVID-19 to ensure they remain safe and have their needs met, or were equipped to become interdependent or self- | <p>1. Continue to support vulnerable people impacted from COVID-19 and ensure their needs are met and people are signposted to opportunities and provision.</p> <p>2. Implement recommendations of the Adult Safeguarding Board review into Rough Sleeper deaths.</p> | <p>3. Ensure active involvement in the Missing and Exploited Panels and Networks.</p> <p>4. Work with other agencies to develop local responses to the findings of the modern slavery research.</p> <p>5. Fully implement a case</p> |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|---|---|--|-----------------------|---|
| O | | <p>reliant where appropriate.</p> <ul style="list-style-type: none"> • Developed a proposal for a case-management system for a 'single view of the customer' to inform operational delivery. • Implemented a multi-agency cuckooing protocol to protect people whose homes are taken over. • Worked with social care and other statutory partners to identify and tackle child exploitation. • Concluded the Oxford Modern Slavery Project with Elmore Community Services. • Engaged with the Adult Safeguarding Board review into Rough Sleeper deaths and starting to implement | | <p>management system.</p> <p>6. Ensure those people who require welfare assistance, are supported in the development of skills and signposted to opportunities.</p> |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|-----------|---|---|--|--|
| | | its recommendations. | | |
| Influence | 10. Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities. | <ul style="list-style-type: none"> • Launched Oxford City Council's #WeAreOxford community cohesion campaign. • Launched an Anti-Racism Charter that sends out a clear message that Oxford is an anti-racist city. • Celebrated the best of Oxford, its rich heritage, diverse communities and young people at two high profile conversational events. | <ol style="list-style-type: none"> 1. Launch an Equalities, Diversity and Inclusion strategy that will increase trust and belonging between the Council and communities, predicated on inclusive values and reflecting the rich diversity in Oxford - and help us to build back fairer. 2. Launch a Sense of Community Index to measure community cohesion and togetherness – securing a baseline measure for the city, which can then be tracked in subsequent years. 3. Collect and tell the stories of Oxford to reflect and represent its diverse communities, via means such as the Museum of Oxford. 4. Subject to COVID-19 restrictions, support a calendar of diverse and inclusive events across the city. 5. Develop insight and understanding within the Council regarding our approach to 'intersectionality' - where there are overlapping systems of disadvantage and disproportionate impact 6. Develop community cohesion goals, which are shaped and planned by | <p>8. Refresh the gender-balanced Race Advisory Group every two years.</p> |

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| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|----|---|--|---|--|
| | | | <p>local communities themselves in localities.</p> <p>7. Refresh the Anti-Racism Charter through ongoing dialogue and conversation with BAME communities and key stakeholders. Launch a refreshed Charter in October during Black History Month.</p> | |
| 52 | 11. Citizens will increase their active engagement in civic and political life. | <ul style="list-style-type: none"> • Ensured online council meetings are publicly accessible. • Held a Virtual Town Hall event with the universities and community groups with over 2,000 live participants. | <p>1. Work with schools and young people to develop an Oxford Youth Council that is representative of the young people of Oxford to encourage civic and democratic engagement and participation including supporting young people to understand and express their rights.</p> <p>2. Work with both universities and students' unions to boost electoral registration using joint social media campaigns where appropriate.</p> <p>3. Subject to the COVID-19 situation with elections and schools' capacity - offer a range of activities and engagement to schools, including Why register? Why vote? Workshops, 'How to run an election' training and support for mock elections and referendums.</p> | <p>5. Implement the Thriving Communities Strategy to increase equality and access by delivering programmes of work that:</p> <ol style="list-style-type: none"> a. Promote digital literacy and accessibility b. Promote and raise awareness of sustainability/zero-carbon benefits <p>6. Use partnerships and events to inspire young people by introducing them to new technologies and opportunities.</p> |

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| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|--|---|-------------------------------------|--|-------------------------|
| | | | 4. Embed the use of Oxford City Council's new Residents Panel and gender-balanced Race Advisory Group to improve engagement and influence decision making. | |

Appendix 1

Priority 4: Pursue a zero carbon Oxford

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

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|---------|--|--|---|---|
| Deliver | 1. Oxford City Council will have reduced the carbon footprint from its own operations to zero. | <ul style="list-style-type: none"> Adopted a 4th Carbon Management Plan for Oxford City Council (21/22-29/30) to reduce the carbon footprint of Oxford City Council's own operations by at least 10% per annum. Met the previous carbon reduction target 5% per annum. Achieved 10% increase in the renewable energy utilised by introduction of | <ol style="list-style-type: none"> Achieve base net Zero Carbon Council position through purchase of green gas for large sites and offsetting. Implement the two Decarbonisation grant schemes to reduce total energy usage by 1500tCO2/Year. Pursue funding opportunities to fill the £30m investment needed to achieve the aim of Net Zero Carbon Council (with offsetting minimised) by 2030. Reach 35% of fleet converted to electric power. Revise the Asset Management Plan to align with Carbon Management Plan to achieve Net Zero Carbon Council by 2030. Quantify and better understand the Council's Scope 3 emissions which are less directly measurable in order to reduce them. Align the Council's work on Scope 3 emissions with development of a wider, | <ol style="list-style-type: none"> Continue to implement Carbon Management Plan and Asset management plan and the pursuit of funding opportunities to achieve Net Zero Carbon Council by 2030. Further progress the electrification of our fleet, with the aim to hit 85% by 2030 Commence work to reducing Scope 3 emissions. Set a policy on offsetting linked to biodiversity enhancement. |

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| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|-----|--|---|--|---|
| 5.1 | | <p>“green gas” (generated from renewable sources) for small sites.</p> <ul style="list-style-type: none"> Developed an operating model based on increased remote and flexible working that is reducing the carbon footprint of St Aldates Chambers as well as staff and customer travel. | <p>consistent approach, across the city, to tackling these Scope 3 emissions through the Zero Carbon Oxford partnership.</p> <p>8. Set a policy on offsetting linked to biodiversity enhancement.</p> | |
| | 2. All new building by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon | <ul style="list-style-type: none"> Adopted a revised OCHL business plan - with new building standards up to 70% more energy efficient than the legal minimum. | <p>1. All new house building commissioned this year and onwards by OCHL will meet building standards of a minimum of 70% more energy efficient than the existing Building Regulations.</p> <p>2. Complete pilot Net Zero Homes.</p> <p>3. Work with OxLEP and partners to foster a strong local supply chain to support these ambitions.</p> | <p>4. Implement mainstream net zero carbon build as far and fast as practicable.</p> <p>5. Improve standards of build in line with legislative and market developments and explore an increase in the standard for energy efficiency above the legal minimum, in balance with</p> |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|----|---|---|---|---|
| | standards. | | | increasing affordable housing supply and financial returns to the Council. |
| 01 | 3. We will have a significant programme of energy efficiency improvements across of our existing council housing. | <ul style="list-style-type: none"> • Carried out 'part' stock condition survey of Oxford City Council housing (targeting particularly types of buildings) – to assess energy efficiency requirements, to ensure we are well placed to seek funding from national schemes. • Heat pumps are being installed in a number of Blackbird Leys council houses as part of the Energy | <ol style="list-style-type: none"> 1. Commence programme of work to deliver target of 95% of our stock being EPC level C or above by 2028. 2. Develop an investment plan with options for the retrofitting of energy efficiency measures or replacement of council housing, to reduce carbon emissions. 3. Engage Council tenants to maximise their involvement in decisions on retrofitting that affect their homes. 4. Pilot EWI (external wall insulation) retrofit and ground/air source heat pumps in council stock. | <ol style="list-style-type: none"> 5. Continue energy efficiency improvement programme. 6. Implement a targeted programme of retrofitting and seek government funding through national schemes as they come forward. 7. Establish a retrofitting champions scheme, recruiting from amongst tenants and those in other accommodation who are willing to talk about their experiences of retrofitting to those interested in following suit. |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|-------------------|---|--|--|--|
| 15 Partner | | Superhub Oxford (ESO) scheme. | | |
| | <p>4. All new building by developers in Oxford will be significantly more energy efficient – moving towards near-zero or zero carbon standards, with some examples of carbon-positive development.</p> <p>5. We will be promoting and enforcing the higher energy efficiency standards that will have been set nationally by the Government for residential and commercial landlords.</p> | <ul style="list-style-type: none"> Produced guidance to support the new Local Plan policies and assist applicants in understanding how these policies can be met. | <p>1. Implement higher environmental standards for residential and non-residential new builds set out in Oxford's Local Plan 2036.</p> <p>1. Increase the number of enforcement actions taken under the Minimum Energy Efficiency Standards (MEES) regulations in privately rented properties.</p> | <p>2. Promote and incentivise early compliance with MEES regulations for residential and commercial landlords.</p> <p>3. Develop and implement an enforcement approach for non-compliance with energy efficiency standards in commercial premises.</p> <p>4. Consider local planning policy standards against national changes and keep them under</p> |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|----------|--|---|--|---|
| G1 G2 | 6. Oxford will have taken a leading role in the adoption of electric vehicles (EVs). | <ul style="list-style-type: none"> • Contributed to key enabling projects that support carbon reduction and EV adaptation, such as Go Ultra Low Oxford (GULO), on street charging, taxi charging and Energy Superhub Oxford (ESO). • Working with Oxfordshire County Council, secured funding to become an Electric Bus City. | <ol style="list-style-type: none"> 1. Deliver the Energy Superhub Oxford (ESO) and the EV rapid charger at Redbridge. 2. Develop an EV Charging Strategy for the city with a view to establishing a target that meets current and anticipated demand. 3. Complete the current programmes of charging point installation for taxis and on street private cars. 4. The Council will support the County Council in the deployment of a high quality, open, value for money, and instant access EV charging network for Oxfordshire. | <p>review.</p> <ol style="list-style-type: none"> 5. Work with neighbouring authorities through Oxfordshire Plan 2050 to try and set higher energy efficiency standards. 1. Encourage and enable further innovation and investment in green technology and green jobs in Oxford, moving from pilot to full deployment wherever possible. 2. Continue to expand the network of EV chargers. 3. Consider local planning policies against national changes and keep them under review. |
| | 7. Air quality throughout the city will have improved. | <ul style="list-style-type: none"> • Adopted an Air Quality Action Plan setting a new target of a target of | <ol style="list-style-type: none"> 1. Implement and deliver the statutory Air Quality Action Plan. 2. Working with Oxfordshire County Council, implement the planned Zero Emission Zone Pilot in Oxford's city | <ol style="list-style-type: none"> 3. Continue phased roll out of planned Zero Emission Zone in Oxford's city centre. 4. Support the further migration of buses, taxis and private hire |

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| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|--|--|---|---|--|
| 5. Our city will be greener, cleaner and more resilient. | | a maximum 30 µg/m ³ of NO ₂ to be achieved across the city by 2025. | centre. | services to ultra-low and zero-emission vehicles. |
| | 8. Our streets, neighbourhoods and open spaces will be greener with more trees and other plants, and increased biodiversity. | <ul style="list-style-type: none"> • Launched an Oxford City Council Green Spaces Biodiversity Action Plan. • Implemented two mini forests in the city. | <ol style="list-style-type: none"> 1. Take a lead role in the establishment of a Local Nature Partnership for Oxfordshire. 2. Explore policy development that adopts a Natural Resource Management approach. 3. Develop an Urban Tree Strategy. 4. Implement two more mini forests across the city. | <ol style="list-style-type: none"> 5. Working with partners, build a strategic approach to protecting and improving biodiversity, including the appropriate protection of trees. 6. Develop high-resolution biodiversity mapping in the city and work with communities to improve local data. 7. Encourage and enable public access to nature and support a significant programme to increase biodiversity and tree-planting. 8. Provide strategic direction to biodiversity net gain projects to optimise impact. 9. Seek to improve “greening” of streets and neighbourhoods. |
| | 9. The city will become more resilient to | <ul style="list-style-type: none"> • Provided support to OFAS through facilitating land | <ol style="list-style-type: none"> 1. Continue to support the Environment Agency's delivery of the Oxford Flood Alleviation Scheme (OFAS). | <ol style="list-style-type: none"> 2. Preparatory work ahead of commencement of construction of Oxford Flood Alleviation |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|-----------------|---|---|---|---|
| | climate change including improved flood defences. | transfers and partnership working. | | Scheme. |
| 09 Influence | 10. We will campaign for the Government to introduce more rigorous energy efficiency standards on new build and bring forward the end of petrol and diesel vehicle sales. | <ul style="list-style-type: none"> Campaigned for Government to bring forward the end of petrol and diesel vehicle sales from 2040 – which they did to 2030. | <ol style="list-style-type: none"> Develop a campaign narrative within the Zero Carbon Oxford Partnership to take to the Government's COP 26 meeting in Glasgow. | <ol style="list-style-type: none"> Campaign to see clear national standards for new buildings and retrofits are set. |
| | 11. Citizens, businesses and other organisations in the city will be taking action to reduce carbon emissions and increase biodiversity. | <ul style="list-style-type: none"> Achieved a 40% reduction in carbon emissions across the city by 2020 from a 2005 base. Held an Oxford Zero Carbon Summit involving major emitters to | <ol style="list-style-type: none"> Develop with the Steering Group of the Zero Carbon Oxford Partnership an action plan and Sprint Groups to support delivery. Start the development of a Zero Carbon Communities Strategy with a particular focus on reaching and mobilising marginalised communities through an environmental action grants programme that meets our climate aims and | <ol style="list-style-type: none"> Complete and implement the Zero Carbon Communities Strategy, with community engagement activity, using a co-production approach, to support residents and local groups taking action to achieve climate change targets; and raise wider public awareness of local action being taken. |

Appendix 1

| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|---|---|--|--|---|
| 9 | | <p>agree a citywide approach to reduce carbon and launched the Zero Carbon Oxford Partnership.</p> <ul style="list-style-type: none"> • Held a Youth Summit to engage young people in action to reduce carbon and establish with them an ongoing programme of involvement. • Published a Zero Carbon Oxford action plan after engagement to include consideration of the Climate Emergency Review Group recommendations and form a Zero Carbon Oxford Partnership to | creates belonging to place and people. | <ol style="list-style-type: none"> 4. Continue to build engagement programme particularly around the themes of biodiversity, travel, energy conservation and waste reduction. 5. Pursue development of climate action plans for activity in all community centres and associations. |

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| | Council Strategy 20-24 Outcome | Year 1 actions completed | Year 2 actions | Year 3-4 actions |
|--|---|--|-----------------------|-------------------------|
| | | support this work <ul style="list-style-type: none">Worked with ODS to promote waste reduction, reuse and recycling. | | |

Appendix 2

Oxford City Council Corporate KPIs 2021-24

The following Corporate KPIs are proposed for against each of the strategic priorities set out in the Council Strategy 2020-24. These will be tracked and reported on over the remaining three year period of the Council Strategy. Considered alongside the milestones set for individual activities within the annual Business Plans, the KPIs will enable monitoring of progress towards delivering the outcomes set out in the Strategy:

- Enable an inclusive economy
- Deliver more, affordable housing
- Support thriving communities
- Pursue a zero carbon Oxford

A small number of KPIs are proposed for each priority area to help ensure focus of delivery. In addition a handful of overarching cross-Council KPIs are proposed to help measure the efficient and effective management of the Council itself.

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Targets are proposed for each KPI, however in some cases a baseline will need to be established in 2021-22, with targets for the following year. In a few cases, a tracking indicator is proposed rather than a target, so as not to skew decision-making in an unproductive way.

| Strategic priority | Council Strategy Outcomes | KPI | Target | Corporate owner |
|-----------------------------|---|---|---|--------------------|
| Enable an inclusive economy | <p><i>1) Our Council-owned companies will have increased their profits to help maintain the services we provide and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy our goods and services</i></p> <p><i>3) Oxford's economy will be stronger, with diverse sectors providing a wider range of accessible business and employment opportunities for all</i></p> | Number of jobs created or safeguarded in the city as a result of the council's investment and leadership. | Tracking indicator for year 1 then targets set for years 22/23 and 23/24. | Carolyn Ploszynski |

Appendix 2

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| | 4) We will have secured different types of new workspace in the city to support business and employment growth | | | |
| | 8) More organisations in Oxford will be socially and environmentally responsible - paying the Oxford Living Wage and adopting practices that deliver clean economic growth which benefits all residents | Number of Oxford Living Wage employers and employees. | Current OLW employer baseline is 30 – to increase by 20 each year. | Carolyn Ploszynski |
| | 1) Our Council-owned companies will have increased their profits to help maintain the services we provide and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy our goods and services | % of Council spend with local businesses including SMEs | 21/22 - 55% 22/23 - 60% 23/24 - 60% | Nigel Kennedy |
| | 9) Oxford will have improved the workforce skills it needs through higher educational attainment and more training for the jobs of the future | % of people from diverse and disadvantaged backgrounds that have access to skills that lead to high growth jobs in the city | 80% | Nadeem Murtuja/Ian Brooke/Carolyn Ploszynski |
| Deliver more, affordable housing | 1) We will have increased the supply of high quality, energy efficient, accessible and affordable housing, including new council housing as well as other types of homes to rent and for sale at different prices 2) In regeneration projects such as Blackbird | Total number of affordable homes in Oxford completed | Target of 1,200 affordable homes delivered by 24/25, including 750 at social rent. | Stephen Clarke/Adrian Arnold |

Appendix 2

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| 65 | <p><i>Leys, our new housing will be high quality with improved public spaces and served by good public transport, and cycling and walking routes</i></p> <p><i>4) More developers, housing associations and others will view Oxford as a good place to build a range of different housing types</i></p> <p><i>6) Working with housing associations we will have delivered more move on accommodation for people housed in supported accommodation</i></p> <p><i>7) Working with landlords we will have improved the quality and energy efficiency of privately-rented homes in Oxford</i></p> | | | |
| | | <p>% of privately rented homes where improvements have been undertaken to remove hazards to an acceptable and safe standard following intervention by the council.</p> | <p>Targets: 21-22 – 60% 22-23 – 62% 23-24 – 65%</p> | Ian Wright |
| | <p><i>4) More developers, housing associations and others will view Oxford as a good place to build a range of different housing types</i></p> <p><i>5) Working with neighbouring authorities we will be implementing the agreed countywide approach to meeting housing needs</i></p> <p><i>8) New housing including new urban extensions will be being built to create strong communities with good local amenities and sustainable</i></p> | <p>Ensuring we have a three year supply of homes with planning permission against the housing requirement in our Local Plan, discounting those that have already been built</p> | <p>Target: 1,701 per year</p> | Adrian Arnold |

Appendix 2

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| | <i>transport links into the city. Sites valued by local people for leisure and recreation will be protected.</i> | | | |
| Support Thriving Communities | 1) Our services, grants, community and leisure facilities, parks and cultural events will have helped reduce inequality, increase cohesion and improve health and wellbeing across Oxford's communities | % of people who share protected characteristics that have confidence in the Council's equality, diversity and inclusion programme. | Baseline needs to be established by Communities team in 21/22 – after which targets for following years can be set | Nadeem Murtuja/Ian Brooke |
| | 6) Local voluntary and community groups will be better engaged with, supported and enabled to take a greater role in improving the city and the lives of citizens | | | |
| | 10) Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities 11) Citizens will increase their active engagement in civic and political life | | | |
| | 4) Our parks and public spaces will remain clean, safe, and well maintained, and will be accessible to more people to enjoy the health and wellbeing benefits they provide | % of people that are satisfied with parks and green spaces, including them being accessible and safe to utilise. | Target: 90% | Ian Brooke |
| | 1) Our services, grants, community and leisure facilities, parks and cultural events will have helped reduce inequality, increase cohesion and improve health and wellbeing across Oxford's communities | Sense of community index: The Sense of Community Index | Baseline needs to be established in year one by Communities team – after which targets for following years can be set | Ian Brooke |

Appendix 2

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| 67 | <p><i>6) Local voluntary and community groups will be better engaged with, supported and enabled to take a greater role in improving the city and the lives of citizens</i></p> <p><i>10) Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities</i></p> <p><i>11) Citizens will increase their active engagement in civic and political life</i></p> | <p>(SCI) is the most frequently used quantitative measure of sense of community in the social sciences. It has measures perception with four elements: membership, influence, meeting needs, and a shared emotional connection.</p> | | |
| | <p><i>5) Working with neighbouring councils and partners, we will prevent homelessness, move people in temporary accommodation more rapidly into secure housing, and ensure that no one has to sleep rough on the streets of Oxford</i></p> | <p>The number of people in Oxford estimated to be sleeping rough</p> | <p>Baseline – 25 (average of street count Oct-present) Targets: 21/22 - 17 22/23 - 11 23/24 – 5</p> | Stephen Clarke |
| | <p><i>7) Increasing numbers of people will walk and cycle around the city, benefitting their health and wellbeing</i></p> | <p>% of adults who are physically active and are able to access parks, leisure and community centres including green spaces for their physical and mental</p> | <p>Baseline to be established in year one - after which targets for following years can be set.</p> | Ian Brooke |

Appendix 2

| | | health wellbeing. | | |
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| Pursue a zero carbon Oxford | <p>1) Oxford City Council will have reduced the carbon footprint from its own operations to zero</p> <p>2) All new building by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon standards</p> | <p>Reduction of greenhouse emissions linked to Oxford City Council's operations (where it pays the bill) consistent with achieving zero carbon Council by 2030</p> | <p>Target: Average reduction of 526tCO₂e (526 tonnes of CO₂ equivalent) each year, over 3 year period</p> | Mish Tullar |
| | <p>3) We will have a significant programme of energy efficiency improvements across our existing council housing</p> | <p>% of Council-owned housing stock that has an EPC below C.</p> | <p>Current baseline is 54% properties that have a valid EPC are less than C Targets: 21/22 - 46% 22/23 - 38% 23/24 - 29%</p> | Stephen Clarke |
| | <p>7) Air quality throughout the city will have improved</p> | <p>Improvement in overall city centre air quality – towards target of 30 µg/m³ of NO₂ to be achieved by 2025</p> | <p>Targets for each calendar year: 2021 - 38 ug/m3, 2022 - 37 ug/m3, 2023 - 34 ug/m3, 2024 - 32 ug/m3,</p> | Mish Tullar |
| | <p>11) Citizens, businesses and other organisations in the city will be taking action to reduce carbon emissions and waste, and increase biodiversity and recycling</p> <p>10) We will campaign for the Government to</p> | <p>Total carbon emissions for the city – linked to Carbon Budgets for net zero Oxford by 2040.</p> | <p>Baseline and 5 yearly targets taken from Zero Carbon Oxford Partnership carbon roadmap. Therefore annual tracking indicator reported, but only 5</p> | Mish Tullar |

Appendix 2

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| | <i>introduce more rigorous energy efficiency standards on new build and bring forward the end of petrol and diesel vehicle sales</i> | | yearly targets. | |
| 69 | Oxford residents' satisfaction with City Council services | Baseline to be determined in 21/22 utilising Oxford Residents Panel and then a tracking indicator | Mish Tullar | |
| | 2) Our staff will be more skilled and confident in delivering services our citizens want and our workforce will better reflect Oxford's diverse population | % of BAME staff | Current baseline is 12.7% Targets: 21/22 – 13.5% 22/23 – 14.5% 23/24 – 15.5% | Helen Bishop |
| | | Percentage of council tax collected | 95%, 96.5%, 97.5% | Nigel Kennedy |
| | | Percentage of business rates income collected | 95.5%, 97%, 97.5% | Nigel Kennedy |
| | | Percentage of debtor invoices paid within 30 days | 75%, 80%, 80% | Nigel Kennedy |
| | | Efficiencies delivered against plan | £461k, £1.891m, £2.333m | Nigel Kennedy |
| | | Discretionary funding won by the Council | Annual figure to be provided retrospectively | Nigel Kennedy |
| | | % of transactions carried out online relative to total transaction numbers | Current baseline of 48.6% (though potentially inflated by current COVID conditions) Targets: 21/22 – 50% | Helen Bishop |

Appendix 2

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Content

Foreword

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This Council Strategy will be complemented by an annual business plan that will set out the key priorities and actions Oxford City Council will undertake in each of the next four years. This will strengthen the prioritisation of key areas of work and support collaboration among officers and with external partners. The first Business Plan covering the period 2020-21 will be published in April 2020.

Key statistics and trends



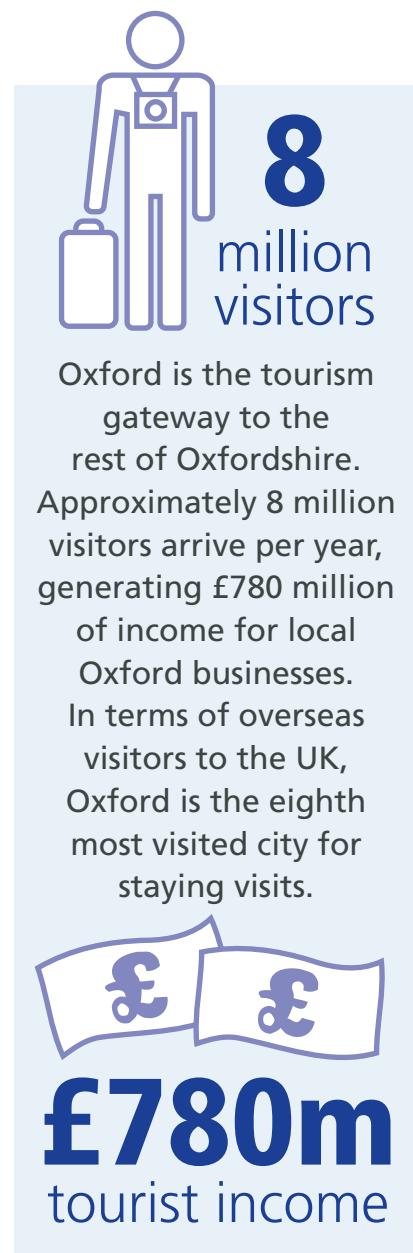
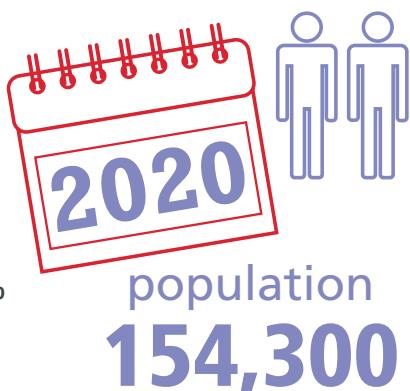
Oxford's functional economic area is much greater than the city council boundary, with 6 hospitals, 9 theatres and 12 museums which serve much of the county, and some facilities included with a national reach.

Population

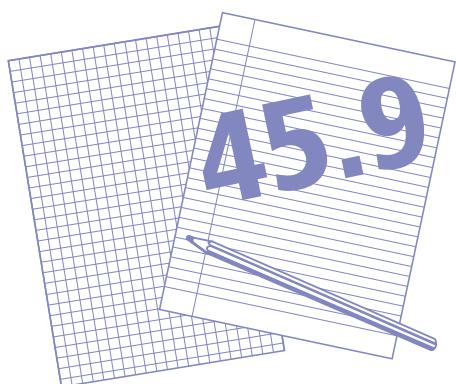
1. The resident population of Oxford is currently estimated at 154,300. Between 2001 and 2011 the population rose by 11% (15,000 residents).

42,000 student population

2. There are 42,000 students in Oxford and with an average age of 34 years Oxford is one of the UK's youngest cities.



below average attainment 8 of



Enable an Inclusive Economy

Latest figures show the average attainment 8 (equivalent to GCSE level) score per pupil in Oxford is 45.9 which is below the national and Oxfordshire averages of 46.9 and 47.7 respectively.

Furthermore 11 areas in Oxford are in the most deprived decile nationally for educational attainment among children and young people.

Our vision

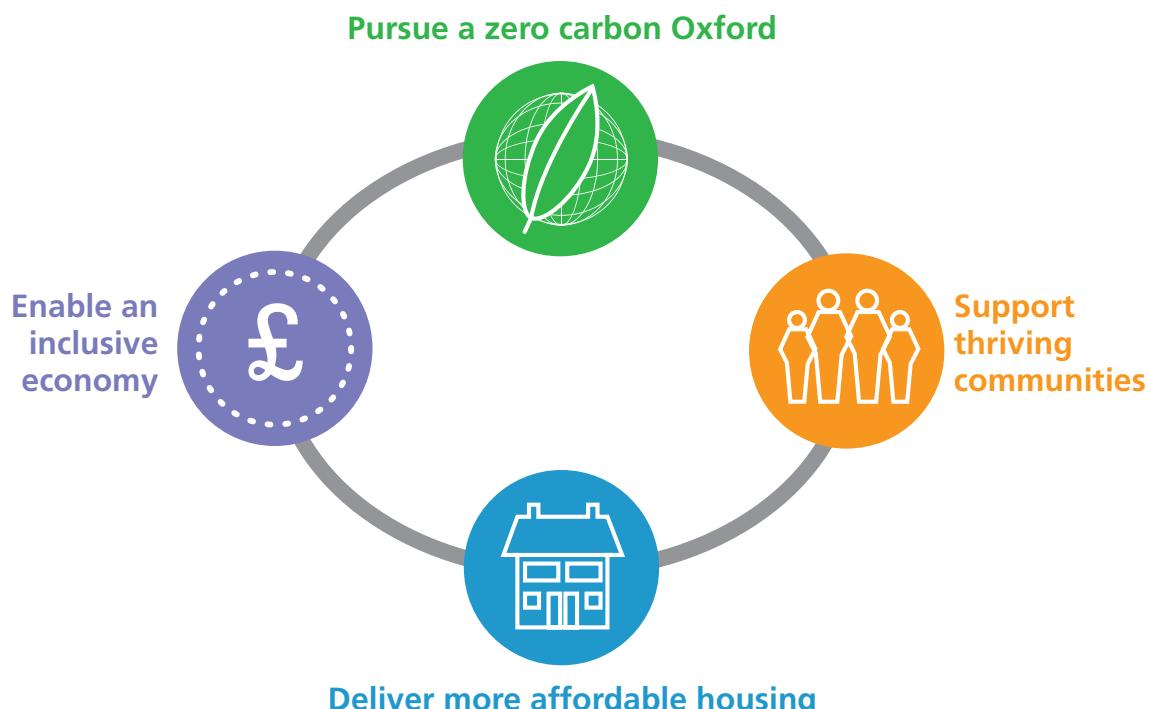
Building a world-class city for everyone

By creating successful places in which to live and work, supporting our communities and addressing the climate emergency, we will build a fairer, greener city in which everyone can thrive.

Our priorities

We have set four key priorities over the next four years – all of equal importance:

The four priorities are all interconnected, and we will work to achieve them in a joined-up way.



How we work – a “customer-first” approach

We work innovatively and efficiently – we are a flexible and customer-focused team offering high quality services that meet people’s needs.

We work to tackle inequality – our employment practices and the way in which we deliver our services aim to provide equality of opportunity and access for all. Our investments and policy-making are all designed to address the social and financial inequalities across Oxford. We value diversity and seek to build a greater sense of togetherness across the city’s communities. We want to ensure all of Oxford’s citizens, including those who are harder to reach, have fair opportunities and a real share in the city’s future.

We work in partnership with others – we work with other councils, businesses, communities, the voluntary sector, Oxford’s universities, the Government and other public sector bodies to ensure the way we shape our services and direct our investments is joined-up with others.

We use our commercial assets for the benefit of local people – our wholly-owned companies and the commercial properties we own create jobs, support the local economy and provide additional funds that support our delivery of public services. We call this the Oxford Model.

We are a campaigning organisation – we work actively to engage with residents, businesses, stakeholders and Government and use our influence to help achieve the aims set out in this Strategy.

Oxford City Council priorities

For each of our four priorities, we have set out the outcomes we would like to see achieved over the next four years, and some of the headline actions we believe will be required to help deliver this.

To support the delivery of the strategy, we will produce an annual Business Plan that will set specific actions and milestones for the year ahead and report on progress against agreed key performance indicators.



Priority: Enable an inclusive economy

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

Over the next four years we want to see the following outcomes achieved as part of a more inclusive economy:

We will deliver ourselves

1. Our Council-owned companies will have increased their profits to help maintain the services we provide and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy our goods and services
2. Our staff will be more skilled and confident in delivering services our citizens want and our workforce will better reflect Oxford's diverse population

We will partner with others to help achieve

3. Oxford's economy will be stronger, with diverse sectors providing a wider range of accessible business and employment opportunities for all
4. We will have secured different types of new workspace in the city to support business and employment growth
5. The movement of people and goods into and within the city will have improved, resulting in less traffic congestion, better air quality and faster journey times
6. The city centre will be relevant to more of our citizens with more accessible public space. The impacts of tourism will be better managed and more of its economic benefits retained locally
7. The city centre will be expanding to the west. Attractive new areas will be emerging around Oxford station, in Oxpens and Osney Mead, but not at the expense of the health and vibrancy of the existing city centre

We will use our influence to seek to achieve

8. More organisations in Oxford will be socially and environmentally responsible - paying the Oxford Living Wage and adopting practices that deliver clean economic growth which benefits all residents
9. Oxford will have improved the workforce skills it needs through higher educational attainment and more training for the jobs of the future

To support these outcomes we will take the following actions:

- Implement the Oxford City Council Workforce Equalities Action Plan to boost employee diversity through recruitment and apprenticeships and expand the management opportunities for Black, Asian and Minority Ethnic (BAME) staff and women.
- Strengthen the Oxford Model under which Oxford City Council uses insourcing – rather than outsourcing to private businesses – to generate income.
- Use Oxford City Council, Oxford Direct Services Ltd (ODS) and Oxford City Housing Ltd (OCHL) purchasing power to increase the reinvestment of money into the local economy by placing an increased emphasis on social value, alongside quality and cost measures.
- Establish a new Asset Management Strategy to guide the diversification of our commercial property investment portfolio, prioritise investment and management of Oxford City Council's non-housing assets, and how we could use our properties to help generate wealth locally and support existing and new small businesses, social enterprises and cooperatives.
- Implement a new inclusive Economic Strategy to tackle inequality and increase the opportunities for disadvantaged groups to have a fair share in the city's economy and reduce its impact on the environment; while also setting out a plan for delivering the types of different employment space needed to support a more diverse economy.
- Build closer partnerships with the universities to boost productivity in the city's economy and extend economic opportunities to a wider range of Oxford's citizens.
- Work with Oxfordshire County Council to implement Connecting Oxford and improve bus and cycle routes into and around the city, better connecting key employment sites.
- Attract investment to build a new Oxford Station and expand its capacity to provide greater connectivity nationally and locally, including securing commitment to the opening of the Cowley Branch line to passengers
- Create more accessible public space in the city centre for people to enjoy and reprioritise road space for pedestrians, cyclists and buses.
- Implement a city centre strategy to support independent retailers, enhance the Covered Market, widen the cultural offer, support more temporary uses of empty properties, encourage longer stays by tourists and reduce the impact of coaches and overcrowded streets in the heart of the city.
- Work with partners to create a new mixed housing and commercial quarter in the city centre's west end, alongside infrastructure improvements to create more sustainable transport and movement routes in the area Encourage investment in new skills and apprenticeships across the local economy to tackle inequality and manage the technology challenge to existing jobs.
- Promote the Oxford Living Wage among Oxford employers including the universities and colleges and seek to double the number that adopt it.



Priority: Deliver more, affordable housing

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

Over the next four years we want to see the following outcomes achieved to deliver more genuinely affordable housing in Oxford:

We will deliver ourselves

1. We will have increased the supply of high quality, energy efficient, accessible and affordable housing, including new council housing as well as other types of homes to rent and for sale at different prices
2. In regeneration projects such as Blackbird Leys, our new housing will be high quality with improved public spaces and served by good public transport, and cycling and walking routes
3. More Council and private sector tenants will have been supported to stay in their homes when they face the prospect of eviction

We will partner with others to help achieve

4. More developers, housing associations and others will view Oxford as a good place to build a range of different housing types
5. Working with neighbouring authorities we will be implementing the agreed countywide approach to meeting housing needs
6. Working with housing associations we will have delivered more move on accommodation for people housed in supported accommodation
7. Working with landlords we will have improved the quality and energy efficiency of privately-rented homes in Oxford

We will use our influence to seek to achieve

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

To support these outcomes we will take the following actions:

- Accelerate our housebuilding programme using OCHL and ODS to deliver new affordable homes at speed and scale with a range of tenures including new council housing, shared ownership and a below-market level Oxford Living Rent.
- Offer enhanced planning support to developers, social landlords and community-led housing groups to encourage a faster rate of delivery of new homes, including use of factory-built housing and modular construction.
- Ensure all new homes are built to high standards, including accessible design and high levels of energy efficiency consistent with Oxford's journey towards net zero carbon emissions.
- Take a preventative approach to homelessness, working with landlords and tenants to reduce evictions.
- Implement a selective licencing scheme to improve standards in private sector housing.
- Work with neighbouring councils to address housing need across Oxford's functional economic area to house people close to where they work and in places that enhance a sense of community and wellbeing.



PHOTO / S ?



Priority: Support thriving communities

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

Over the next four years we would like to see the following outcomes achieved to support thriving communities across Oxford:

We will deliver ourselves

1. Our services, grants, community and leisure facilities, parks and cultural events will have helped reduce inequality, increase cohesion and improve health and wellbeing across Oxford's communities
2. Children and young people's resilience and confidence will have increased through the educational and recreational activities we offer
3. As a good landlord, we will have worked with our Council tenants and residents to strengthen local communities; and worked with other major landlords to improve the services they provide
4. Our parks and public spaces will remain clean, safe, and well maintained, and will be accessible to more people to enjoy the health and wellbeing benefits they provide

We will partner with others to help achieve

5. Working with neighbouring councils and partners, we will prevent homelessness, move people in temporary accommodation more rapidly into secure housing, and ensure that no one has to sleep rough on the streets of Oxford
6. Local voluntary and community groups will be better engaged with, supported and enabled to take a greater role in improving the city and the lives of citizens
7. Increasing numbers of people will walk and cycle around the city, benefitting their health and wellbeing
8. Our work with Thames Valley Police will keep communities safe and help reduce hate crime, human trafficking, drugs-related crime and antisocial behaviour
9. Vulnerable people will continue to be safeguarded against harm

We will use our influence to seek to achieve

10. Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities
11. Citizens will increase their active engagement in civic and political life

To support these outcomes we will take the following actions:

- Implement an Equalities Action Plan that shapes our services and use of our community assets to address inequalities particularly for disadvantaged, hard-to-reach and excluded groups.
- Develop data sources to better understand the strengths and needs of our diverse communities and to target our work to where the gaps are
- Work with our tenants and other citizens to understand their needs, simplify the way they can engage with us and involve them more in design and decision-making in regard to Council services and facilities in their local communities.
- Modernise our community assets and explore innovative approaches for their operation which encourages engagement and a sense of community ownership.
- Deliver a Thriving Communities Strategy that sets ambitions and actions to reduce isolation and support community involvement, health and wellbeing through active lifestyles, volunteering, cultural engagement, and use of our parks and community assets.
- Join up our service delivery at a local level, improve our landlord services for Council tenants and strengthen our relationships with housing associations to improve the service they provide to their tenants.
- Work with health partners to reduce health inequalities, particularly across disadvantaged communities.
- Work with neighbouring councils and partners in the city to deliver a cross-county approach to early intervention on rough sleeping and providing wraparound to support people moving from rough sleeping to safe and stable living arrangements.
- Develop a “One Council” approach to tackling homelessness.
- Work with Thames Valley Police, other partners and communities to tackle the visible drugs market, challenge racism, Antisemitism and Islamophobia, human trafficking and serious antisocial behaviour.
- Use our grants programme and partnership working to enable local voluntary and community groups to help create resilient communities, improve outcomes for citizens and reduce inequalities across our communities.
- Celebrate diversity by supporting and stimulating a wide variety of events and cultural activities that bring Oxford people together.



Priority: Pursue a zero carbon Oxford

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

Over the next four years we would like to see the following outcomes achieved as we pursue a zero carbon Oxford:

We will deliver ourselves

1. Oxford City Council will have reduced the carbon footprint from its own operations to zero
2. All new building by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon standards
3. We will have a significant programme of energy efficiency improvements across our existing council housing

We will partner with others to help achieve

4. All new building by developers in Oxford will be significantly more energy efficient – moving towards near-zero or zero carbon standards, with some examples of carbon-positive development
5. We will be promoting and enforcing the higher energy efficiency standards that will have been set nationally by the Government for residential and commercial landlords
6. Oxford will have taken a leading role in the adoption of electric vehicles
7. Air quality throughout the city will have improved
8. Our streets, neighbourhoods and open spaces will be greener with more trees and other plants, and increased biodiversity
9. The city will become more resilient to climate change including improved flood defences

We will use our influence to seek to achieve

10. We will campaign for the Government to introduce more rigorous energy efficiency standards on new build and bring forward the end of petrol and diesel vehicle sales
11. Citizens, businesses and other organisations in the city will be taking action to reduce carbon emissions and waste, and increase biodiversity and recycling

To support these outcomes we will take the following actions:

- Reduce Oxford City Council's carbon footprint from our own activities to zero where we pay the bill – including our buildings and fleet Develop and implement an action plan in response to the recommendations of the Oxford Citizens Assembly on Climate Change.
- Work with tenants to agree and implement a programme of retrofitting our council housing to significantly reduce emissions.
- Work in partnership across the county to coordinate our response to the climate emergency.
- Use our influence with government, partners, businesses and citizens to lobby, inform, convene, educate and campaign to help respond to the climate emergency.
- Engage all commercial and residential landlords to level up energy efficiency standards towards B rating, with information provided and enforcement action where necessary.
- Create a citywide network of electric vehicle charging points to encourage the take-up of electric vehicles.
- Implement a Zero Emissions Zone - initially in the city centre and eventually citywide - to improve air quality and encourage further take up of ultralow emission vehicles.
- Encourage and enable further innovation and investment in green technology in Oxford, moving from pilot to full deployment wherever possible.
- Use our planning system to ensure the natural environment is enhanced and carbon emissions are reduced through all new development.
- Work in partnership with others to increase the city's resilience to climate change, particularly flooding.
- Encourage and enable public access to nature and support a significant programme to increase biodiversity and tree-planting.
- Reduce amount of waste we collect and increase the proportion we recycle.
- Review our People Strategy, ways of working and use of technology to reduce Oxford City Council employees' overall travel to work impact on the environment.

Our organisation

To achieve our aims, we need to be responsible, reliable, adaptable and innovative as an organisation. We need to think and act strategically and at pace, actively engaging citizens in helping us make the decisions that impact them. We need a diverse workforce that is representative of Oxford and offers opportunities to under-represented or disadvantaged groups. We need a supportive and motivating environment that brings out the best in our people. We need the right structures in place including wholly-owned businesses, joint ventures and partnerships to maximise the resources we can bring to bear. We need strong governance, robust processes and efficient systems to ensure our people are equipped and empowered to deliver their best for Oxford.

Our vision for our organisation

By drawing from the broadest range of talent we shall create conditions for people to do the best work of their lives.

Our values for our organisation

Excellence – engage, delight and inspire. We take pride in our work and go the extra mile. We ensure high standards and do our best every day.

Ownership – step up, drive it and deliver it. We collaborate, communicate and we're accountable. We do what we say we'll do.

Inclusion – be yourself, bring your own perspective and you'll belong. We aim to be real, honest, approachable and work together to make a difference.

Challenge – do things differently and change the environment. We ask why, we challenge the status quo, and we innovate at every turn.

The external context for our strategy

Like all organisations we need to be prepared for, and responsive to developing trends, new challenges and change that emerge at a local, regional, national and global level. These include both threats and opportunities for Oxford. Over the next four years we expect this to include:

- The need to significantly accelerate actions to combat climate change while managing increased risks of flooding
- Managing and mitigating the impacts of Brexit on Oxford's citizens and businesses
- Managing the impact of pandemic
- Responding as necessary to the agenda set out by the new national Government elected in December 2019
- Opportunities to apply innovations in technology and big data to improve the productivity of public services, alongside the task of managing the disruption to jobs that is likely to accompany this
- Harnessing the Oxford-Cambridge Arc growth opportunity to ensure we deliver inclusive and clean growth for Oxfordshire
- The high cost of housing in Oxford putting ownership out of the reach of many, and insecure tenancies preventing families setting down roots
- Rising levels of obesity and an ageing population that puts increasing pressure on many public services
- The increasing impact of cybercrime

How we'll use this strategy

This strategy is designed to be used as a framework to guide our thinking and decision-making and resource allocation, and help ensure that everything we do takes us closer to achieving our vision. It succeeds Oxford City Council's Corporate Plan 2016-20 and updates our objectives, while maintaining the same overarching aims to achieve sustainable systematic change for Oxford.

The strategy is underpinned by the Medium-Term Financial Strategy 2020-2024 that sets out our financial priorities and commitments over the next four years. To support the delivery of the strategy, we will produce an annual Business Plan that will set specific priorities for the year ahead and report on progress against agreed key performance indicators. In turn the Business Plan will be complemented by Oxford City Council's annual Budget that will allocate resources against the priorities set.

To: Cabinet
Date: 10 March 2021
Report of: Executive Director - Development
Title of Report: Approval of additional loan finance to Oxford West End Development (OxWED) to support the redevelopment of Oxpens

| Summary and recommendations | |
|--|---|
| Purpose of report: | The approval of additional loan finance, of up to £1m, to Oxford West End Development (OxWED) to support the preparation and submission of an Outline Planning Application and associated site preparation & promotion works. |
| Key decision: | Yes |
| Cabinet Members: | Councillor Ed Turner, Deputy Leader and Cabinet Member for Finance and Asset Management Councillor Alex Hollingsworth, Cabinet Member for Planning and Housing Delivery |
| Corporate Priority: | Enable an inclusive economy; Deliver more, affordable housing; Support thriving communities; and Pursue a zero carbon Oxford |
| Policy Framework: | Oxford Local Plan 2016-2036 |
| Recommendations: | That Cabinet resolves to: |
| 1. In line with the 21/22 Budget, approved by Council, agree to provide Oxford West End Development (OxWED) with a loan facility of up to £1m, subject to the OxWED Shareholders approval and Nuffield College providing the same level of facility. 2. Delegate the agreement of terms and draw down of the loan to the Head of Finance, in consultation with the Cabinet Member for Finance and Asset Management. 3. In line with the 21/22 Budget, approved by Council, agree to provide up to £150k (revenue) from the reserve, for costs associated with a review of the OxWED company structure, and the implementation of any associated changes subsequently approved by the Shareholder. | |

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| Appendices | |
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| Appendix 1 | Additional officer advice – Confidential |
| Appendix 2 | OxWED Stage 1 report - Confidential |
| Appendix 3 | Independent review of OxWED Stage 1 report – Confidential |

Introduction and background

1. Further to the (then) City Executive Board's (CEB) approval in January 2016, the Council entered into a joint venture with Nuffield College and formed a new company, Oxford West End Development Ltd (OxWED) on the 18 January 2016. The aim of the company is to work together to bring forward development that is both commercially viable and socially beneficial in the West End of Oxford. The City Council and Nuffield College both have a 50% share of the company.
2. In February 2016, OxWED purchased freehold land on the Oxpens site from London & Continental Railways, which was added to by adjoining freehold land from Oxford City Council in November 2018, thus ensuring the viability of the site for future development.
3. Oxpens sits within the Area of Change (AOC1) – West End and Osney Mead in the City Council's adopted Local Plan 2016-2036 and is an allocated site for mixed used development.
4. In late 2017 OxWED launched a procurement exercise to identify a developer to take forward the redevelopment of the Oxpens site. In early 2020, the OxWED Directors, in consultation with the company's Shareholders decided to conclude the procurement exercise without selecting a developer. This was because it was not possible to agree suitable terms that supported OxWED's objectives. While unfortunate, this is not uncommon, and given the importance of the site to the city and both partners, was the appropriate course of action.
5. Since then, OxWED has significantly strengthen its Board and Executive and in June 2020, the City Council and Nuffield College subsequently agreed to lend OxWED £500k each (£1m in total) to undertake further masterplanning, infrastructure, planning, viability and deliverability work. This work was to inform options and a decision by OxWED, and its joint venture partners, about the appropriate next steps in realising and maximising the development potential of the site. This "Stage 1" report represent the conclusion of this stage of work and provides the basis for the recommendations in this Cabinet Report. It is included as a confidential appendix to this report, alongside key support technical documents.
6. The OxWED City Council Shareholder is made up of the 10 City Council Cabinet members. A Shareholder and Joint Venture Group provides the governance and decision making for all the City Council's companies, including OxWED. Earlier on March 10th, this group will consider a report from the OxWED Board seeking approval to progress and to request funds from both Nuffield College and the City Council in order to do so. This report to Cabinet therefore focuses on the subsequent decision that the City Council itself then needs to make in terms of

providing OxWED with access to its share of these funds. The Nuffield College Shareholder is meeting separately to make its decision regard the loan to OxWED.

Proposals

7. As part of the Stage 1 work, OxWED has assembled a world class multidisciplinary team, led by architects and masterplanners, Hawkins/Brown, and including landscape architects, Gillespies, and planning agents, Prior & Partners. BDP and more recently Elementa have been providing input on sustainability, whilst a number of local firms have been working on the project, including AKSWard and Glanville.
8. OxWED and its professional team has produced an initial masterplan to inform the planning strategy and the delivery and viability assessments needed to inform the Stage 1 recommendations. This work has been subject to pre-application advice from the Planning Service and a workshop with the Oxford Design Review Panel. The intention is that the masterplan will form the basis of stakeholder and public engagement in the summer of 2021.
9. While indicative at this stage and subject to further work, viability testing and a ultimately the grant of planning permission, the masterplan demonstrates that the 6 hectare site has huge potential. The mix and quantum of uses has not been agreed, and is subject to further design, planning and delivery considerations. However, the work to date demonstrate capacity for 120,000 sq. m. of mixed-use development, including nearly 70,000 sq. m. of commercial floorspace (which could include space for the science and tech sectors, as well as a hotel, and could support well over 3,000 jobs), together with around 450 dwellings. The expectation is that the residential mix will be brought forward in a policy compliant way, with a range of housing types (including market and affordable housing, alongside potential other uses such as student and later living) to create a multi-generation, mixed tenure community.
10. Based on the advice from OxWED Board and its professional team, the recommendation to the Joint Venture Shareholders of OxWED is for the company to proceed with the preparation and submission of its own outline planning application and associated site preparation & promotion work, rather than seek a development partner at this stage. As noted above, both the Nuffield College and City Council Shareholders of OxWED are meeting separately, prior to the City Council cabinet meeting, to consider this recommendation and, if approved, to confirm their agreement for OxWED to secure additional funds from each of the Joint Venture partners.
11. This recommended approach will maintain momentum, retain control over the scheme during this next critical stage and maximise the opportunity for adding further value and reducing risk, so that when OxWED does bring the site to the market, its requirements will have been fully articulated in the form of an outline planning permission and we will have reduced risk and therefore cost and value uncertainty.
12. This strategy will also give OxWED the opportunity to be at the forefront of defining and driving a joined-up approach and vision for achieving a genuinely mixed use development on the site. This includes informing the upcoming West End and Osney Mead Supplementary Planning Document (SPD); the in development Oxford Railway Station Masterplan; the Oxford West End Innovation District, a priority

project within Oxfordshire's Local Industrial Strategy [Investment Plan](#); and responding to the climate emergency. This approach will also help OxWED to capitalise on the opportunities arising from the success of the Oxford vaccine and from demand for science and innovation space in Oxford. It also makes sense for OxWED, rather than a third-party developer, to help coordinate work on the new Osney Mead Pedestrian and Cycle bridge, planned to the south of the site, which is being funded and delivered by the City Council. This will help expedite delivery of this key piece of infrastructure and ensure it is not delayed by the process of OxWED seeking a development partner.

13. OxWED has taken professional advice in making this decision and in establishing a financial envelope to cover the costs it will need to incur for this next stage of work. The detail of this budget is set out in Confidential Appendix 2, and totals £2.65m. As OxWED currently receives rent from its tenants on the Oxpens site, and has not utilised all funds from the previous loan, the requirement for further borrowing from the Joint Venture partners is to create a facility of up to £2m (or £1m each from the City Council and Nuffield College).
14. Given the commercial nature of the project, the detailed rationale and supporting information for the recommendations set out in this report, and the budget, is included in confidential appendices.

Programme

15. Following more work on viability and delivery with the professional advisors, OxWED expects to seek further approval from Shareholders in late 2021/early 2022. This will cover the possible delivery options for generating a return from the site, and getting the scheme built. In addition, should an outline planning application be secured, a draft business plan will also be presented to shareholders for approval on this basis. A submission of the planning application is currently programme for early 2022.

Other implications

16. The next stage of work leading up to an outline planning application will involve significant levels of stakeholder and public engagement. The intention is that the first stage of this will be in the summer of 2021. At this point a more detailed programme and strategy for consultation and engagement will be produced. This will ensure that local communities, alongside harder to reach groups, are engaged in the process and OxWED will work closely with the City Council Localities and Communities teams as part of this process.
17. The current masterplan, costs and viability work is based on delivering a scheme that is policy compliant with the new Oxford Local Plan, and so seeks to deliver standards that are at least 40% better in terms of carbon reduction than current Building Regulation for the residential buildings, with the offices achieving BREEAM Excellent. While the scheme is not in the total control of Oxford City Council, both Joint Venture partners are aligned on the need to explore the opportunity to go further, subject to feasibility and viability. As such, environmental sustainability will be a key focus during this next stage of work.

Financial implications

18. The OxWED Shareholder Agreement sets out the basis on which the two Joint Venture Partners can loan funds to the company. This is based on a 6% p.a. interest rate and that both Joint Venture partners must invest equal amounts.
19. To date OxWED has received loans totally £22.5m (i.e. £11.25m each from the City Council and Nuffield College). This includes £10.6m for land purchases and £0.65m in professional fees. Accrued interest to date for the City Council on such loans is around at £2.3 million.
20. The rationale for further investment by both Joint Venture partners and the associated risks and their mitigations are set out within Confidential Appendix 2.
21. The City Council has appointed independent commercial advisors, Montague Evans, to review OxWED's "Stage 1" report and its supporting technical information. They have confirmed that the approach being recommended is reasonable and appropriate. Their report is included as Confidential Appendix 3.
22. There is also an identified need to undertake a review of the OxWED company structure, which will be undertaken jointly by both Nuffield College and the City Council. An allocation of £150k is requested and a note setting out the rationale for this is included in the Confidential Appendix 1 to this report.

Legal issues

23. The Cabinet is being recommended to make a loan to OxWED as set out in the report. The power for a Local Authority to make a loan would be governed by section 111 *Local Government Act 1972* which provides that a Local Authority shall have the power to do anything whether or not involving the lending of money or the acquisition or disposal of any property which is calculated to facilitate or is conducive or incidental to the discharge of any of their functions.
24. Further, section 12 *Local Government Act 2003* provides the Cabinet with the power to invest in OxWED for any purpose relevant to its functions which in this case would be for economic development and regeneration and section 120(b) *Local Government Act 1972* confirms that the Local Authority may invest as such investment is for the benefit, improvement or development of the area of the City of Oxford.
25. Further capital sums are recommended to be released for professional fees associated with the project which will include specialist legal and tax advice in respect of the vehicle of the corporate Joint Venture with Nuffield College. In particular the law has been clarified by the High Court in 2018 around the opportunities for Local Authorities to form Limited Liability Partnerships, and it would be prudent to review the existing corporate vehicle for this joint venture to ensure it is fit for purpose and maximises tax and governance opportunities for the Council, and its partner.
26. Decisions relating to the Council's joint ventures are deemed to be Executive functions in accordance with the Local Authorities (Functions and Responsibilities) Regulations 2000 and therefore this decision, subject to budget approval of the Council, is within the remit of the Cabinet.

Level of risk

27. The risks for this project are commercial sensitive and are included within Confidential Appendix 2.

Equalities impact

28. There are no equalities impact associated with the decision to loan further money to OxWED. However, as part of Stage 2 OxWED will undertake an Equalities Impact Assessment and engage with relevant equalities groups to inform the design and delivery process.

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| Job title | Executive Director – Development |
| Service area or department | Development |
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Background Papers: None

Cabinet response to recommendations of the Scrutiny Committee made on 02/02/21 concerning the Consultation Budget 2021-22 and Medium Term Financial Plan 2022-25

Response provided by Cabinet Member for Finance and Corporate Assets, Councillor Ed Turner

| Recommendation | Agree? | Comment |
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| 1. That the Council includes within its budget report confirmation of the overall cost exposure relating to Floyds Row in the event that no external support is granted | Agreed | <p>The overall cost exposure relating to Floyds Row between 2021/22 and 2024/35 is £3.323 million. This comprises an expectation of £1.6m from MHCLG grant and £1.723 million from local partners. The exposure for each year is as follows:</p> <p>2021/22: £713,000 2022/23: £870,000 2023/24: £870,000 2024/25: £870,000</p> |
| 2. That the Council reviews the financial assumptions for income and expenditure for Floyds Row in light of the implications that reducing the amount of accommodation would have if the facility were to be used as an assessment centre only, or as a provider of individual and en-suite temporary accommodation. | Agreed | <p>We will be reviewing assumptions as part of the exit from Everyone In and the return to Floyd's Row, should the national vaccination programme continue well, and Public Health deem it safe to return to communal sleeping settings.</p> <p>The presence of a multi-disciplinary assessment centre at Floyd's Row and the provision of short term accommodation, are integral components to the service model. It would not be desirable to provide one without the other at Floyds Row for an extended period of time.</p> <p>From March 2022 it is intended for Floyds Row to form part of the countywide recommissioning of accommodation and other services for rough sleepers and single homeless</p> |

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| | | <p>people. The pooled budget would need to find a way to fund the service from a mix of government grant and funds from partners.</p> <p>If there is an ongoing expectation that accommodation needs to be single units then this will need to be considered against other available options. Adapting Floyds row in this way would require further significant capital expenditure, and officers' initial views are that it would not be suitable to convert the building into en-suite accommodation.</p> |
| 3. That the Council monitors the savings made, and consider reversing its consolidation of planning committees in the event that the predicted savings are not realised. | Partially agreed | <p>The potential saving will be monitored with the finance department and the position will be reviewed within the next year's budget process, along with the committee's performance.</p> |
| 4. That the Council establishes a ring-fenced trading account for the Covered Market. | Not agreed | <p>It is entirely accepted that we may need to invest additional costs (capital and/or revenue) to either protect existing income streams in the near term, or indeed to grow them in the future. While a ring fenced trading account provides some flexibility to do that, there is also a need to ensure good governance and a business case around any decision to increase costs. The Council already has, via its cost code, the ability to understand the global budget for the Covered Market, based on revenue based income and expenditure. A draft revised Leasing Strategy is tracking to Cabinet in April 2021, which will include an action plan to take forward to support the development of the market. This will be reviewed quarterly with the Director of Development, Head of Commercial Property and the Market Manager, alongside both costs and up to date projections of rental income. Where an assessment is made that additional investment is needed to support either</p> |

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| | | short or long term rental income, a recommendation and decision will made in the normal way in line with Council's Scheme of Delegation. While it is expected that any investment decision will ultimately result in a financial benefit to the Council, where it results in a reduction in net revenues in the short-term, this will be clearly articulated as part of the decision making process. |
| 5. That the Council increases its investment in marketing the Covered Market, and ensures that spend is directed towards those with a track record of successfully developing markets. | Partially agreed | As part of this budget, we have included a £50k allocation for marketing, as part of the core operating costs. We proposed to keep this under review during 21/22 and will consider increasing it should footfall or trade not improve once lockdown rules are eased. |
| 6. That the Council increases its funding for Experience Oxfordshire, and seeks in return greater focus on the promotion of Oxford City as a destination. | Not agreed | The City Council has already agreed to provide £50k over the next 2 years to Experience Oxfordshire so they can support Oxford's broader visitor economy sector, including undertaking promotion, which is a core part of their offer. This has been provided outside our formal budget process and instead using government funds intended for this and similar purposes. Given our financial constraints, the Council has limited funds for additional grants to Experience Oxfordshire, and any such investment would result in a further saving needed from an already constrained budget. The need for promotion is a key issue and has been flagged as a priority project in the draft OxLEP Economic Recovery Plan. The City Council will continue to work with OxLEP and district council partners to try to secure external funding to support further promotion activity. |
| 7. That before the Council proceeds with appointing | Not | We have appointed commercial property agents to support |

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| commercial property agents, it undertakes a comparison of the expected risk and returns of alternative asset classes to invest in (including renewable energy). | agreed | us in any options analysis we undertake to inform investment decisions. This will be important in progressing the revised investment proposals in the budget. We remain open to other investment ideas. |
| 8. That where the Council invests in property, it focuses on investing in and redeveloping properties within its control, rather than purchasing properties externally, and that it include residential development as well as commercial. | Not agreed | While the Council will continue to develop a programme of investment for properties in its control, the emerging strategy is to also consider opportunities for additional investment and acquisitions where they meet PWLB criteria. This will support economic growth and regeneration. The Council is investing significantly in housing through OCHL and the HRA purchasing completed units. |
| 9. That the Council monitors the performance of its borrowing and investment strategy, and that the strategy is regularly reviewed to account for changing circumstances. | Agreed | The Council already does monitor the performance of its borrowing and investment strategy. Finance officers hold monthly treasury management monitoring meetings with the Head of Financial Services where borrowing and investments are both considered. There are also reports submitted to Audit and Governance Committee. Every investment that is undertaken must be within the counterparty limits set by the Council in approving the annual Treasury Management Strategy and is reviewed by senior officers prior to the investment being placed. The current borrowing strategy includes the following: “The S151 officer has delegated authority to determine the need for external borrowing taking into account prevailing interest rates and associated risks. Borrowing may be undertaken to fund the approved Capital Programme or to fund future debt maturities and a combination of long-term and short-term fixed and variable rate borrowing may be considered which may include borrowing in advance of future years’ requirements. In using the delegated |

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| | | <p>authority, the S151 Officer will take into account the following factors:</p> <ol style="list-style-type: none"> 1. The on-going revenue liabilities created, and the implications for the future plans and budgets; 2. The economic and market factors that might influence the manner and timing of any decision to borrow; 3. The pros and cons of alternative forms of funding including internal borrowing; <p>The impact of borrowing in advance on cash balances and the consequent increase in counterparty risk. borrowing in advance on cash balances and the consequent increase in counterparty risk.”</p> <p>This policy is sufficient to allow for decisions to be taken in line with current and forecast circumstances. Borrowing is necessarily a decision taken with consideration for the long term not just current circumstances and this is the approach taken by officers. Broadly the current policy is to maximise internal borrowing, taking account of cashflow requirements, before increasing external borrowing. This policy will continue into the foreseeable future since future forecasts of interest rates do not predict general investment interest rates becoming higher than borrowing interest rates.</p> |
| 10. That the Council reviews its Customer Experience Strategy in light of the learning | Agreed | Building on the Customer Experience Strategy, work has begun to build a framework that promotes Access and |

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| | arising from responses to lockdown and identifies where it could go further towards a wholly digital model of interaction. | | Inclusion. This involves identifying trends how people interact with us, and developing our customer access channels to promote a range of activities including: <ul style="list-style-type: none"> • Cashless payments • Digital connectivity and literacy for those who want to but can't access digitally at the moment improving financial and digital inclusion • Supporting people with vulnerabilities to access our services • Single booking system where people can access any community space and leisure centres |
| 11. | That the Council adopts corporate targets for 2021/22 around increasing digital interaction with the Council. | Agreed | We have seen an increase in transactions being carried out online as a result of the impact of COVID and the way customers have chosen to interact with the Council. The Access and Inclusion framework referenced in 10 above will drive a further shift to more digital interaction. In order to re-evaluate the impact of these activities and to be sure that the impact of COVID is maintained we will utilise 2021/22 to re-evaluate the Council's baseline and to establish future targets. |
| 12. | That the Council includes within its budget report reference to the fact that the Council is unable to | Agreed | It is clear from court decisions that licensing is explicitly prohibited as a means of generating revenue over and |

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| raise fees for licensed activities beyond covering its costs. | | above that necessary for the operation of a licensing scheme. The Council can therefore recover the full costs of the administration and enforcement of a licensing scheme, but cannot use licensing revenue for any other purpose. |
| 13. That the Council seeks advice from advisors with experience of letting and management of multiple models of office provision, including flexible working space. | Agreed | This has been the case in relation to our recent planned conversion of 1-3 George St into a co-working space and will continue to be the case moving forward. |
| 14. That the Council, if its financial situation develops more favourably than anticipated, reinvests the savings deriving from its review of its relationship with the voluntary and community sector back into the grants pot, rather than realising them as a saving. | Partially agreed | The current position is that the Council has had to take a careful review of funding to balance the books. Our assumption is that investments will continue to be made into the voluntary and community sector through a range of funding interventions, including government grants and through opportunities to collaborate on key issues in the city. The point is understood that the Panel feel this is an unwelcome savings proposal and one that, if further funds became available, it would like to see scaled back. We will keep this under review, but we should be aware that the scale of drawdown on our council reserves and balances is far greater than that we would wish for. It will be for the Council to take decisions on priorities in its future budget rounds. |
| 15. That the Council focuses any future social impact bond use on social impacts which are closely aligned to the Council's responsibilities and | Partially agreed | The Life Chances Fund which is supporting this work is explained in detail on the home page of the government's guidance on social impact bonds . We have not had to bid |

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| <p>which can be easily monetised.</p> | <p>for the funding, places such as Oxford have been identified based on the local authority's track record of effective delivery.</p> <p>The Life Chances Programme is focused on -</p> <ul style="list-style-type: none">• Health and Wellbeing• Reduced Offending and Reoffending• Improving School Attendance and reducing not in education, employment or training status <p>These outcomes align with the city's Children's and Young Person's Strategy that uses a framework called Ready by 21 to focus on the broader systemic issues of healthy, connected and productive that weave through the lives of young people.</p> <p>There is strong evidence that adverse childhood experiences (ACES) lead to a range of negative outcomes in later life. Young People with lived experience of homelessness reported they had experienced four or more ACEs. This compares to just over one in 10 (11 per cent) in the wider population.</p> <p>The £15,000 investment will enable us to support over 100 young people a year who have been identified as being a great risk of negative life outcomes. The activities will take place in three of our priority areas (Blackbird Leys, Rose Hill and Barton). While this long-term approach makes it hard to monetise, it will have a positive impact on a wider range of negative outcomes that are a direct costs for the city council alongside providing young people with enjoyable activities that build confidence and resilience.</p> |
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| | 16. That the Council increases its contingency provision. | Not agreed | The Council has included an amount of around £500k per annum in the base budget as well as a one-off amount in 2021-22 of £1million to cover off unachieved efficiency savings and reduced dividend repayment from OCHL and ODS. Whilst the position will be monitored the provision is considered sufficient. We are not clear how Scrutiny proposes increased contingency provision should be funded. It would require either additional savings, which are not identified here, or a reduction in our reserves and balances, which serve a similar purpose. |
| | 17. Notwithstanding the recommendations elsewhere in this report, that the Council, should it receive more income than forecast, uses some of the surplus income to reduce the call on reserves. | Agreed | The Council will seek to put any surpluses generated on the General Fund revenue account into reserves and balances. |
| | 18. That the Council provides in its budget estimates, information on the current year's income and expenditure and pre-Covid years to act as a contextual reference. | Agreed | This was provided to Finance Panel during the scrutiny process. It will also be provided as a matter of course next year |
| | 19. That the Council brings the publication of its expenditure on items over £500 and updates this information on a quarterly basis in the future. | Agreed | This has now been updated |
| | 20. That the Council schedules a mid-year Budget update. | Part agreed | The council will monitor its budget on a monthly basis and make adjustments and take mitigating action where necessary based on outturn forecasts. We will then provide our Integrated Quarterly Reports, and any necessary changes can come forward as part of that process. |
| | 21. That the Council disaggregates, so far as possible, the forecast dividend receipts from OCHL into secure – deriving from Council purchased sales – and non-secure categories. | Part agreed | It is not straightforward to disaggregate returns from OCHL in the manner suggested as is currently the practice in ODS. Returns for the first 3 years of the MTFS are based on interest margins on loans which are not directly linked to |

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| | | | particular housing development projects. It is only in later years that dividends are made to the Council at which point some disaggregation may be possible. |
| 22. That the Council removes reference to its £50m HRA spending commitment over a decade in its budget and budget report, and replaces them with its budgeted spending commitments that cover the period of the MTFS. | Part agreed | We are happy to clarify this. The amount for energy efficiency measures included in the HRA capital programme is £7.2 million over the 4 year period. In addition a further provisional amount of £4million has been included in 2024-25 specifically in relation to climate change reduction measures. The £50 million comment relates, as Scrutiny implies, to a longer time horizon. | |
| 23. That the Council seeks the advice of auditors on the suitability of the Council's current £5000 threshold for inclusion within capital spend, including comparing the Council's threshold with those of councils elsewhere. | Agreed | <p>The Council's current accounting policy is:</p> <p>"The Council has a general de-minimis level of £5,000 for capital expenditure purposes. Therefore, the Council will capitalise new assets that are greater than the following limits:</p> <ol style="list-style-type: none"> 1. Individually have a cost of at least £5,000 (£1,500 for residential properties); or 2. Collectively have a cost of at least £5,000 (£1,500 for residential properties) and individually have a cost of more than £250, where the assets are functionally interdependent, have broadly simultaneous purchase dates, are anticipated to have simultaneous disposal dates and are under single managerial control. 3. Form part of the initial equipping and setting-up cost of a new building, or significant refurbishment, irrespective of their individual or collective cost. <p>Where an asset has been acquired for less than £5,000 but has been funded by ring fenced capital funding, this will be treated as capital."</p> | |

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| | | <p>There are a number of benefits of expenditure being included as capital:</p> <ol style="list-style-type: none">1. The benefit of maintaining lower de-minimus levels is that it increases the activity that can be counted as capital compared to higher de-minimus levels. Capital expenditure can be financed from both capital and revenue resources making the financing of this expenditure more versatile2. Revenue resources are extremely stretched and this is even more so with the financial pressures arising from the pandemic. At a time when other Councils are seeking capitalisation directives it would seem counter-intuitive to reduce the levels of capitalisation3. Removing the provisions that allow lower value capital expenditure on residential properties to be capitalised would have a significant effect on the HRA whereby items such as bathrooms and kitchens could become classed as revenue expenditure when these are currently financed from capital resources. <p>Officers will liaise with external audit to seek a view on the capitalisation levels of other Councils. If the Council were to change its accounting policy this would lead to additional work to analyse capital spend over the past few years to calculate the likely effect of the change in policy on the accounts. This would then require the external auditor to undertake additional work auditing these findings and then forming a view on the impact on the accounts and whether a restatement of prior year comparatives is necessary.</p> |
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| | | This would likely result in additional cost to the Council since it is not part of the normal external audit work plan. |
| 24. That the Council delineates in its budget between projects it is undertaking using its own CIL monies, and those it is undertaking on behalf of parishes and neighbourhood fora. | Agreed | Response below |

Response to Recommendation 24

The council reports allocation and spend of its own CIL monies annually as part of the Infrastructure Funding Statement each December. A summary of the projects with allocations within this budget from our own CIL monies is set out in the table below.

| Strategic CIL allocation | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|------------------|-----------------|-----------------|
| | CIL Financing £ | CIL Financing £ | CIL Financing £ | CIL Financing £ |
| Oxford and Abingdon Flood Alleviation Scheme | 0 | 250,000 | 0 | 0 |
| Bullingdon Community Centre | 1,687,301 | | | |
| Extension to Seacourt Park & Ride | | | | |
| Controlled parking zones | 650,000 | | | |
| Coach Parking Feasibility | 20,000 | | | |
| Citywide cycling infrastructure contribution | 60,000 | 60,000 | 60,000 | 60,000 |
| East Oxford Community Centre | 1,675,000 | | | |
| Blackbird Leys Regeneration | | 2,000,000 | | |
| CIL feasibility budget for projects | 270,000 | | | |
| Development of ZEZ | 23,000 | 23,000 | | |
| Strategic CIL Total | 4,385,301 | 2,333,000 | 60,000 | 60,000 |

The breakdown of the proposed allocation of Neighbourhood CIL as part of this budget is set out below.

| Neighbourhood CIL Allocations within budget | Total (£) | 2021-22 (£) | 2022-23 (£) |
|---|------------------|--------------------|--------------------|
| Young Peoples Pathway Contribution | 130,000 | 65,000 | 65,000 |
| Actions from the Citizens Assembly Climate emergency including engagement in the Retrofit Summit, Youth Summit, ZCO Summit and additional biodiversity work | 142,000 | 71,000 | 71,000 |
| Tackling homelessness | 86,000 | 34,000 | 52,000 |
| Social Impact Bonds - deliver targeted support for children & young people via a social impact bond | 30,000 | 15,000 | 15,000 |
| Funding for the Community Grants programme | 600,000 | 300,000 | 300,000 |
| Engagement in transport initiatives across Oxford including Connecting Oxford and Zero Emission Zone | 77,555 | 77,555 | - |
| Support for city restart and economic recovery activity | 87,891 | 87,891 | - |
| Total | 1,153,446 | 650,446 | 503,000 |

In addition to this the City Council will continue to allocate £5,000 annually to ward councillors not within a parish or neighbourhood plan area from the Neighbourhood CIL funds. The ward councillors then allocate this on projects that they identify through ongoing engagement with their communities. This allocation will continue for the budget period.

Cabinet response to recommendations of the Scrutiny Committee made on 02/02/2021 concerning the Zero Carbon Council report

Response provided by Deputy Leader of the Council and Cabinet Member for Green Transport and Zero Carbon Oxford, Tom Hayes

| Recommendation | Agree? | Comment |
|--|---------------|--|
| 1) That the Council develops the Carbon Management Plan to align with established 'net zero' measurement, reporting and target-setting standards and guidance (e.g. PAS 2060, Carbon Neutral Protocol, GHG Protocol Organisational and Scope 3 Standards, Science-based Target Initiative) to ensure that terminology is used correctly. | Not agreed | The basis for measurement in this plan is the same as on each previous occasion ie using the reporting required by central government in the form of the Green House Gas Report. The report gives a comprehensive view of the council's performance in the areas targeted in the plan. Maintaining the same measure also enables, like for like comparison across previous plan periods. |
| 2) That the Council subjects the resulting report and the 'net zero' claim to independent audit | Not agreed | The Green House Gas report is already subject to scrutiny and validation by The Department for Business, Energy and Industrial Strategy. An additional audit would be an unnecessary burden in time and cost. |
| 3) That the Council undertakes a carbon cost-benefit analysis to guide decision-making and to ensure that the quickest and most cost effective carbon reduction measures are pursued first. | Not agreed | This is already undertaken as part of the Salix assessments and floors and benchmarks are being built into the revised Asset Management Plan. |
| 4) That the Council integrates its own strategy into that of the wider City recognising that though its policies, partnership working and influence the Council can impact more than 1% of the City's emissions. | Not agreed | This is already in hand |

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| 5) That the Council introduces environmental impact assessments into its standard Cabinet report template, with a particular focus on how the actions being proposed will help the Council move towards being zero carbon. | Not agreed | This issue was debated at the previous meeting of the Cabinet. An officer report on the means and resource implications of doing this in a meaningful way is in draft form. |
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Scrutiny Committee: Climate Emergency Review Group

Commentary and Response to recommendations

January 2021

Foreword

The world is in the midst of a climate emergency, which is accelerating faster than expected, threatening humanity and the world's natural ecosystems.

The 2015 Paris Climate Change Agreement commits nearly every country to keep global temperatures “well below” 2C above pre-industrial levels and to “pursue efforts to limit the temperature increase even further to 1.5C”. The world’s eyes will be on Glasgow in 2021, and the UK’s leadership of COP26. Crucial to the success of the summit will be the UK’s cities showing their path to zero carbon and net-zero.

Here in Oxford, we are ambitious about rapidly creating a Zero Carbon city and our ambition is accompanied by action. We recognise that climate justice is one and the same with social justice and economic justice, and our solutions to climate change will help to create happier, fairer, and confident communities. This has taken on an extra level of significance as we are seeking to recover from the global pandemic by addressing runaway climate change.

Oxford’s track record is a strong one, but strong track records can always be strengthened. As a Council we face outwards to a significant extent, for instance, hosting Oxford’s Climate Change Citizens’ Assembly and hosting a Youth Climate Summit in recent years. With the conclusion of the Scrutiny Committee’s Climate Emergency review group, we are happy to encounter new proposals to achieve our shared aims, and we thank Councillor Howlett for chairing this group and supporting decarbonisation of the council and our city.

Our response to the recommendations of the review group is different in format to the usual responses to Scrutiny committee or review group recommendations. Our response is written in the style of a white paper, so that the Council can clearly express our underlying thinking about our current vision and strategy, spotlight what we have done so far and intend to do and explain how the group’s recommendations build on this record and further our vision.

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

Introduction

1. While there is no “safe” level of climate change, scientists say that 1.5 degrees is associated with less devastating impacts of global heating. In 2019, the global average temperature was 1.1. Degrees Celsius above the pre-industrial period – leaving a rapidly narrowing window for action.
2. The world is already seeing the impacts of climate change, with the increased frequency and magnitude of extreme weather events from heatwaves, droughts, flooding, winter storms, hurricanes, and wildfires.¹ The last decade was one of exceptional global heat – with retreating ice and record sea levels. The year 2019 was the hottest year on record so far.²

The role of Oxford

3. Globally, cities contribute significantly to the problem of climate change. While occupying a small percent of the world’s landmass, they have an enormous carbon footprint. Cities are both a big part of the climate change problem and integral to its solution.³ The city of Oxford is no different.
4. Oxford has a relatively dense population and role as a centre of commerce, culture and world class teaching, research, and innovation. This means Oxford can play a key role in efforts to deal with the climate emergency. Oxford is already playing a leading role, galvanizing action within the city boundary and beyond.
5. The narrative set out below provides the context to the responses to the recommendations of the Scrutiny Review Group which are set out in Part 2 of this document.

Part 1 The Context

Buildings as a key emitter

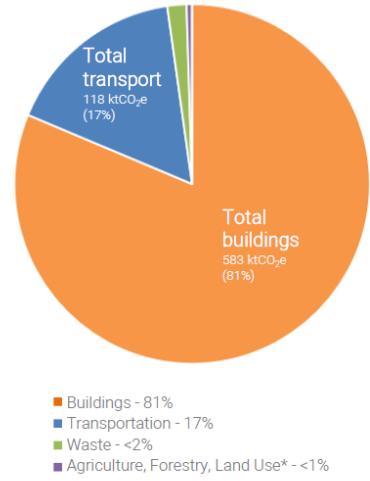
6. In Oxford, as in the rest of the UK, buildings are a key source of carbon emissions that need to be tackled if we are to meet international and national targets and avoid significant impacts on our climate and all the challenges that presents.
7. The focus of the Review Group on this area of work is therefore welcomed as prompt to think about what the Council should and could do to play an active role in speeding up the rate of change and improvement. The process itself has led to significant debate amongst officers and lead members as to how to advance our plans and priorities for action.
8. The work done by Anthesis for the City Council ahead of the Citizens’ Assembly on Climate Change estimated that some 81% of emissions in the city came from buildings, with 29% and 26% coming from residential and institutional buildings, respectively. These statistics underline the importance of the need to tackle emissions from buildings.

¹ <https://www.unenvironment.org/explore-topics/climate-change/facts-about-climate-emergency#:~:text=The%20facts%20you%20need%20to,average%20global%20temperature%20on%20Earth.>

² Ibid

³ <https://www.c40.org/ending-climate-change-begins-in-the-city>

Chart 1: 2016 SCATTER Direct & Indirect Emissions – Summary, ktCO₂e



 Anthesis

Chart 2: 2016 SCATTER Direct & Indirect Emissions – Sub-sectors, ktCO₂e

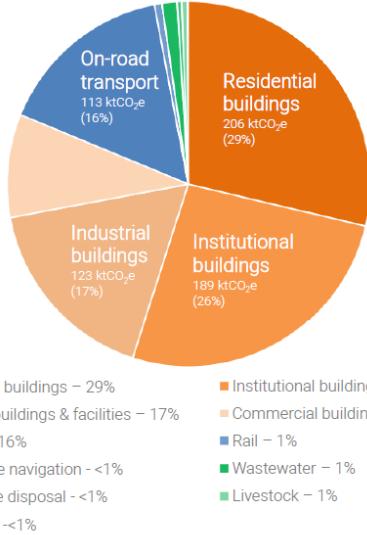
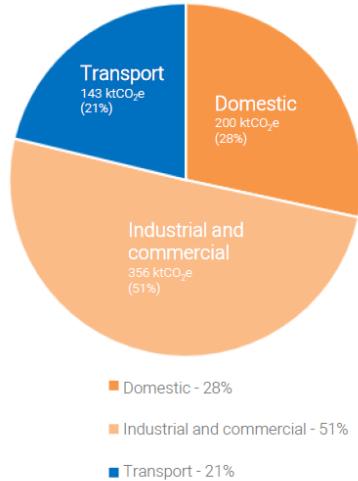


Chart 3: 2017 BEIS Direct & Indirect Emissions – Summary, ktCO₂e



9. The council owns and, in several cases, occupies and operates a wide range of buildings. The Council's Asset Register puts the value of these assets at around £1 billion. This is a significant resource but also indicates the scale of challenge for a local authority with a net budget requirement of £23.4m in 2021/22.

10. In broad terms these assets can be categorised as

- a) Operational buildings and depots;
- b) Housing stock, occupied by tenants, owned by the City Council or its wholly owned housing company OCHL;
- c) Investment properties often let on long commercial leases to third parties to secure an income stream to support services and develop the local economy.

11. Whilst all are “buildings”, their type, use, and occupation are quite different, which impacts on the council’s ability to drive change.

The Council’s ambition in respect of Climate Change

- 12. In 2019 the Council declared a Climate Emergency and set a vision for moving the Council’s operations to Net Zero by 2030. The Council also commissioned a Citizens’ Assembly on Climate Change, the first to be held by a UK city, to explore the key question of whether Oxford as a city should seek to reach Net Zero ahead of the national 2050 target.
- 13. The Oxford Citizens’ Assembly advised that Oxford should aim to reach net zero ahead of this national target and should seek to identify a target date which balances Oxford’s unique and privileged position with not putting too much onus on the individuals and businesses of Oxford ahead of national initiatives and market developments. That work is progressing and will report in February 2021.

14. To meet that challenge, the council has maintained a data rational approach, appointed a Scientific Adviser, and commissioned further analysis to inform possible pathways. The

council has also announced the intention to hold a summit of key stakeholders to accept the advice of the scientific adviser and form a Zero Carbon Partnership to oversee Oxford's journey to net zero.

15. In December 2020, the Council joined the UK100 group of organisations who have committed to achieving net zero within their organisations by 2045. The Zero Carbon Oxford summit will be asked to consider that date and whether an even earlier date is achievable.
16. To date the ambitions of the council have been allied to the ambitions of the Low Carbon Oxford Partnership whose aim was to achieve a 40% reduction in carbon emissions across the city by 2020 from a 2005 base. It has recently been confirmed that this target has been met. That target being met reflects local contributions and action at a national level, principally the de-carbonisation of the electricity grid.
17. The City Council went beyond this and set a target of a reduction of 5% per annum which has been met, steered by the council's Carbon Management Plan. This progress is reflected in the most recent Green House Gas Emissions, part of which is reproduced below, which demonstrates that the City Council reduced its footprint by 40% since 2014/15. Of those emissions around 61% are from operational buildings (i.e., where the Council pays the bill).

| tCO2e | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | % reduction since 2014/15 |
|---|--------------|--------------|--------------|--------------|--------------|---------------------------|
| Total gross emissions | 9,703 | 9,286 | 8,955 | 8,572 | 7,741 | 20.2% |
| Renewable energy purchase (REGO) | - | - | - | 1,922 | 1,997 | |
| Total net emissions | 9,703 | 9,286 | 8,955 | 6,650 | 5,744 | 40.8% |

Roles and responsibilities of the local authority

18. A local authority has many roles in respect of achieving net zero carbon. The Council will have to embrace them all in due course but needs to prioritise its actions for the greatest return and progress.
19. These roles and responsibilities are headlined below more will be said about each of them in the detailed sections below.
 - i) Management of own building stock
 - a. Operational
 - b. Housing
 - c. Investment
 - ii) Regulatory
 - a. Local Planning Authority

- b. Building Regulation Authority
 - c. Enforcement of Housing and health standards
- iii) Supporting and encouraging tenants and occupiers where the council is the landlord
 - iv) Supporting occupiers of private sector housing and commercial stock
 - v) Campaigning and lobbying for legislative and fiscal policy changes
- vi) Taking part in pilots and trials of new approaches and technologies. Good current examples of these being
 - a) Office for Low Emission Vehicle funded projects to install electric vehicle charging points
 - b) Energy Super Hub Oxford
 - c) Local Energy Oxford

20. Convening activity across the city through partnership activity to deliver a net zero carbon city.

Prioritisation of action across the council's own stock

- 21. In response to the Citizens' Assembly's 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.
- 22. 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 as that deeper strategy is developed.
- 23. When deciding where to direct resources the council will, as well as the carbon benefit to be derived, consider:-
 - a) The amount of control that it has over a building
 - b) The quality of information available to make informed decisions
 - c) Who benefits from savings in energy expenditure, do they help make the business case?
 - d) The amount of capital budget available to fund such works
 - e) Access to external funding

| | 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 |

Prioritisation Grid

24. Current plans are set out in the council's Carbon Management Plan, which is due to be published in February 2021.
25. The revised carbon management plan focuses on how the Council will achieve zero carbon emissions by 2030 across its estate and operations. Reaching 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 zero carbon will also 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).
26. As an interim step the council proposes to purchase renewable gas for all its sites and offset remaining emissions during 2021. The council will in effect be net zero for scopes 1 and 2, but will continue to drive that all important reduction in overall energy consumption
27. The 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.
28. The Council is also responsible for other Scope 3 emissions which are less directly measurable, such as emissions from the goods and services the council procures, municipal and commercial waste sent to landfill and staff commuting. The targets outlined in the plan do not address these Scope 3 emissions. However, council will work to quantify and better understand them as they will be significant. This work will also be aligned with development of a wider, consistent approach, across the city, to tackling these Scope 3 emissions through the Zero Carbon Oxford partnership.
29. 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 only get us about half of the way to zero carbon by 2030.

30. It is estimated that the capital cost of the transition of the council's operational buildings alone will cost more than £30m. The plan points to the need to secure external funding to support the plan. Recently the government announced the £1b Decarbonisation fund. The council has engaged actively with the first round and reflecting the preparatory work carried out in recent years to have project ready bids has secured more than £10m. When implemented during 2021 this will make a significant impact on the journey to net zero for operational buildings. However, more remains to be done, which is reflected in the detailed responses below.
31. The Council has this year, following the Citizens' Assembly and the council aim to explore becoming a net zero carbon organisation by 2030, been reviewing its policy position in respect of its property holdings as part of the review of the asset Management Plan. The sections below headline the approaches to be proposed as policy in the revised plan which is expected to be reported on in the near future.
32. In the sections that follow there is a position statement about each of the building types, what has been achieved to date, what is in progress, steps being further considered in the light of the scrutiny review and other developments, the current Carbon Reduction Plan, and an outline of the policy position to be posed in the revised Asset Management Plan.

Housing

33. One of the Council's opportunities to make a direct contribution to this agenda is in respect of housing—it is a landlord of circa 7500 social housing units and has a wholly owned housing company with a currently agreed business plan to deliver almost 1900 new homes over the next 10 years with 75% of these being retained in Council ownership

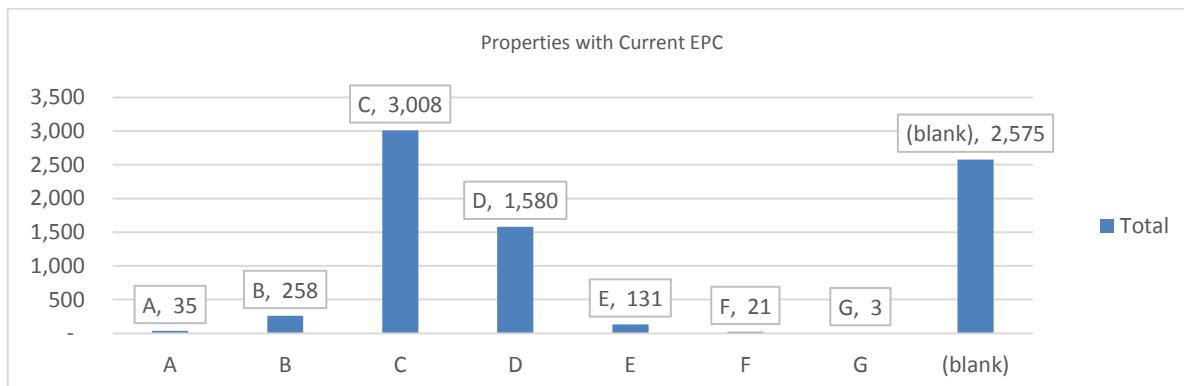
The City Council as Housing Landlord

34. The City Council has invested heavily over the last 10 years in its housing stock to increase energy efficiency and tackle fuel poverty. Investment programmes have included:
- 270 Cavity wall, 57 external wall and 2013 loft insulations benefiting a total of circa 2340 homes
 - Carried out a programme of solar PV installs in Rose Hill and Barton including the ERIC project which piloted battery storage benefitting circa 80 units
 - Scoped whether a heat network utilising waste heat from Heyford Hill Sainsburys was possible with Bioregional
 - Converting approximately 100 homes with inefficient electric heating systems to modern gas central heating systems.
 - Implementing a rolling programme of boiler replacement and whole system replacement

35. To inform a future targeted investment programmes to secure carbon reduction we have used a carbon asset management programme, CROHM, alongside an extensive EPC and building survey approach to:
- Check and update existing data to improve accuracy to the required standard
 - Set confidence levels for data
 - This enables us to work out what energy efficiency measures can be applied to different properties
 - Target the worst performing homes (E, F and G in EPCs)

- e) Establish an investment programme to meet a target of 95% of homes to be EPC level C or above by 2030
- f) We will also, as our data and understanding grows be able to apply for external funding to accelerate progress.

36. The table below provides a summary of stock numbers by EPC rating. It should be noted our data is incomplete and surveys are continuing -



37. The table below shows the number of properties which will require some intervention/investment works to achieve the EPC target and an indication of the programme of works required and estimate of costs.

| No of Properties | Type of Works | Project Investment |
|-------------------------|---------------------------------|--------------------|
| 437 | Upgrade of Central Heating | £1,105,542 |
| 150 | A rated combi Gas Boiler* | £568,050 |
| 30 | Air Source Heat Pumps | £234,750 |
| 450 | Cavity Wall Installation | £256,000 |
| 100 | External Wall Insulation | £904,321 |
| 651 | Secondary Heating | £111,570 |
| 2400 | LED Lighting | £129,600 |
| 1173 | Upgrade Loft insulation (300mm) | £452,605 |
| 907 | Hot Water thermostats | £145,120 |
| 203 | Photovoltaics | £2,030,000 |
| 382 | Minor other improvements | £200,000 |
| Total Investment | | £6,137,558 |

38. With regard to the investment required to achieve net zero carbon, we are still reviewing possible options to establish what improvements are required to the building fabric to these properties, so they are zero carbon by 2050.

39. It is recognised that this is a cost effective means of driving improvement to EPC, it does not reduce carbon emissions that much. Alternative forms of electrically fuelled heating will be required, which is likely to be more expensive to install.

40. The Council recognises that not all its stock is appropriate for retrofit. It is the case that some of the worst performing stock is uneconomic to retrofit in comparison to demolition and

new build. To better understand this and to inform our asset strategy a further survey was commissioned of particular stock types.

Resident Engagement

41. Council tenants' involvement in decisions made that effect their homes is a key principle for the Council. The Review Group recognised the need for convenience for tenants for work taking place. Both the Housing Service and ODSL both seek to minimise inconvenience to tenants. This is also important in terms of business efficiency for ODSL.

Increasing investment

42. The Council, in considering its 21/22 - 24/25 MTFP, has substantially increased carbon reduction funding allocating £7.2 m over the next 4 years and £50m over the next 10 years.
43. In addition, the preparatory work with respect to planned programmes will mean the Council be well placed to access central Government funding programmes as they come on stream. The Council will continue to explore all avenues that could lever in additional funds including levying separate charges on residents in lieu of reduced energy bills. We are currently exploring in more detail the Nottingham City Homes / Energiesprong model as proposed in recommendation 1 but have not concluded yet if it is a funding model that can deliver at scale.

Investment Programme delivery

44. The 2021/22 budget going forward represents a significant step change and the delivery model will need to cater for both increased capacity and capability in respect of new technologies.
45. The Council benefits from a positive and proactive relationship with Oxford Direct Services Ltd (ODSL) as a wholly owned company. In turn ODSL seeks to leverage commercial opportunity to further develop the company's skills and reach.

The City Council as Housebuilder and Developer

46. The Review Group is right to recognise the examples of building homes to zero carbon standards in the UK. Oxford City Council has sought to learn from examples of best practice, especially within the UK. The Council's wholly owned housing company, Oxford City Housing Ltd (OCHL), is bound by the Oxford City Council local plan, new developments are required to go 40% further than government building regulation targets on carbon emissions. In addition, the Shareholder acting behalf of the Council has approved OCHL's business plan includes an ambition to exceed the target with a stretch target of 70%.
47. Reflecting that Oxford is regularly listed as being the least affordable place to buy a house in the country and that there are currently around 3000 families on the waiting list for social housing, Oxford City Council has a corporate priority for more affordable housing in the city.
48. The Council and OCHL have a difficult task to optimise both environmental standards, financial return to the Council and maximising the availability of housing, particularly housing that is truly affordable.

49. Evidence is that there is currently no premium in value terms to homes built for private sale to environmental standards, but societal behaviours could well change going forward. The Council is looking to review the business case as to the value of properties purchased by the HRA when whole life costing is considered which has the potential to help the viability of schemes built to the equivalent of a passivhaus standard. In the meantime, trade-offs will need to be made by elected members on behalf of the Council and in acting as the client and Shareholder of OCHL as each scheme is brought forward for approval.

50. Greencore Construction, based in Oxfordshire, was set up in 2013 with the aim of helping self-build projects and small developers to build high performance, low carbon buildings using natural materials. As Review Group noted, Greencore Construction hopes to develop net positive construction projects and were keen that we learned from such experts in the market.

NON-RESIDENTIAL BUILDINGS

OPERATIONAL BUILDINGS: Stock profile and key statistics:

51. Buildings covered under the Council's zero carbon footprint include all sites where we pay the energy bills. This includes our offices, swimming pools, sports facilities, car parks and public conveniences.

52. Operational Buildings account for about 73% of the Council's core carbon footprint (with fleet vehicles accounting for the bulk of the remaining emissions).

53. Zero carbon means in this context means:

- Not burning fossil fuel (hence gas boilers being replaced with efficient electric heating such as heat pumps) to give a zero-carbon ready building.
- When grid electricity generation is completely derived from non-carbon sources then the building itself becomes zero carbon.
- In addition, further opportunities are also taken to improve insulation wherever possible.
- However, wherever feasible a fabric first approach will be our priority

54. The table below ranks the biggest emitters of CO₂ in our operational buildings which informs the decarbonisation programme:

| Rank | Site | tCO ₂ e |
|------|-----------------------------|--------------------|
| 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 | Horspath Depot | 119 |
| 10 | Rose Hill Community Centre | 84 |

What has been achieved to date?

- a) Over the period 2014/15 to 2019/20 the Council's underlying CO_{2e} emissions (which includes those from operational properties such as offices, depots, leisure centres, business travel and fleet vehicles) have decreased by 23.5%.
- b) Our emissions (after the purchase of Renewable Energy Guarantee of Origin) electricity during 2014/15 to 2019/20 have reduced by 45.8%.
- c) The Council now generates the equivalent of over 10% of its annual electricity consumption from Solar PV installed on its operational buildings.
- d) All sites are supplied with renewable electricity, as are small sites for gas from renewable sources. Subject to approval in the budget large sites will also receive renewable gas before the end of 2021.
- e) The council operates state of the art energy monitoring and reporting systems, with half-hour monitoring of large sites.
- f) Fusion Lifestyles, the council's leisure centre operator, is working with the Council to reduce carbon emissions. The service contract requires Fusion to work with the council to achieve a 5% per annum improvement. The Council has installed a range of Salix funded carbon reduction measures in leisure buildings including LED lighting upgrades, swimming pool covers, insulation and installation of Solar PV.
- g) In addition, OCC has a £1m revolving Salix loan fund (with 50% funding secured from government) to finance the implementation of carbon reduction measures, with a 10-year payback period or less. This is then recycled and used on other energy efficiency/carbon reduction projects. Salix and other funded measures have included LED lighting upgrades, insulation, boiler upgrades and solar PV.
 - i. The council has now been successful with two bids to the **Public Sector Decarbonisation Scheme (PSDS) grant:**
 - ii. 1st PSDS to install water source heat pumps, battery/thermal storage, and floating Solar PV systems for Hinksey Pool.
 - iii. 2nd PSDS bid to:
 - Install heat pumps replacing gas boilers at Blackbird Leys pool, the ice rink, Town Hall, Barton leisure centre and Rose Hill community centre.
 - Invest in a portion of a local solar farm, meeting a significant part of the increased electrical demand arising from the shift away from burning gas for heating. It also includes thermal and battery energy storage at each site to maximise the effectiveness of the heat pump/PV approach.

These successes reflect years of prior feasibility work to provide fundable projects. Much of such development work goes unseen until such time as funding is identified to progress the project.

55. Funding Gap:

- a) To achieve the 2030 goal of becoming a net zero carbon organisation in respect of Council buildings will require a doubling of the current rate of CO₂ emissions reductions to c.10% per year over the next 9-10 years at an estimated cost of £22m - £25m for the

operational portfolio. Currently this is unfunded: both PSDS and Salix have been considered. More detail can be found in the Carbon Reduction Plan 2021.

- b) In addition to capital costs any investment will also require additional specialist internal resource to deliver it. Building capacity and skills in this area is a key challenge.

56. Proposed Actions New Builds & Refurbishments:

- a) We will propose what basic standard of measurement is appropriate for new build and refurbishment projects in the Asset Management Plan (E.G. BREEAM / NABERS and the target level within that standard.) (Note: Passivhaus is another standard which applies to both residential and non-domestic projects. For new build and refurbishments if planning permission is required then the Oxford Local Plan stipulates minimum BREEAM Excellent or equivalent.)
- b) The new Asset Management Plan (AMP) (2021/2031) will thus provide a strategic framework to achieving Zero Carbon by 2030 by illustrating our commitment to this important agenda.

57. New Builds:

- a) The working assumption is that future new builds will achieve at least the “nearly zero” requirements of Building Regulation 25b.
 - a. (<https://www.legislation.gov.uk/uksi/2010/2214/regulation/25B>)
- b) The Council’s internal business case for all major capital projects (>£500k) will consider and cost for zero carbon (shadow cost) to allow it to make informed investment decisions and to go beyond building regulations where possible and where budget is available. To inform this process, we will establish an appropriate threshold / return for the additional costs. These emerging standards will be tracked and assessed for suitability and compliance with the Local Plan requirements.
- c) Where zero-carbon is not possible the working assumption is that we will future proof all new builds to ensure they can become net zero in the future.

58. Refurbishments:

- a) Business Cases will need to include a similar shadow pricing to that for new builds to achieve as close to zero carbon as possible, and at the very least must consider all future proofing opportunities.
- b) OCC will consider and cost a zero-carbon option (shadow price) in all business cases for refurbishments of its assets.

COMMERCIAL PROPERTY:

Stock profile and stats:

- 56. The investment commercial property portfolio consists of 234 assets of which 166 are retail.
- 57. The City Council’s Carbon Reduction Plan does not extend to these properties as the council does not occupy the buildings or pay the bill or indeed have a high degree of control of premises on commercial leases.
- 58. We have a challenging “base case” for our commercial property as Salix funding is not available and any savings from efficiencies would not flow to the council, undermining what

are already likely to be weak business cases. However, there are things we can do now and what we will look to do in the future.

59. To date OCC has obtained Energy Performance Certificates (EPC)/MEES data for:

Commercial Properties (in scope): 217

Total Properties with EPC's: 214 (98.6%)

EPC's to be Finalised: 3 (1.4%) during 2021

60. There are 17 assets out of scope due to the nature of their lettings e.g., ground leases or with pay-back periods more than the 7-year criteria. The completion of this process provides key data and an outline ranking and prioritisation properties

What has been achieved to date?

61. EPCs / Repairs and Maintenance Stock Condition Surveys:

a) EPC Ratings / numbers of commercial properties:

- a. A = 1; B = 9; C = 4; D = 70; E = 61; F = 5; G = 10
- b) For the properties below the current target 'E' rate = 15 (7%); works have been commissioned on 4 properties and revised EPC's are being obtained. works are also being reviewed for the remaining 11 which will be complete during 2021/2. In all cases we will meet the existing minimum of EPC E, wherever possible we are seeking to future proof by achieving EPC B.
- c) All but 3 EPCs are complete; these are due to recent tenant vacations and will be completed during 2021.
- d) From April 2023, EPCs will apply not only to all new lettings but also to all existing commercial leased properties.
- e) Government is considering proposals to move to a higher 'B' Rating. As a result, data obtained from the initial EPC surveys is being reviewed & a business case will be presented to OCC (during 2021) to address this issue and with an indicative costing.
- f) Works that must be undertaken by OCC (as landlord) to achieve a Zero Carbon solution are likely to remain within the existing 7-year EPC payback period.
- g) Stock condition surveys have been commissioned for the whole commercial portfolio which will further inform on energy efficiency.

Funding Gap:

- h) We do not yet know how much it will cost to future-proof or align the commercial property portfolio to EPC 'B'. The condition surveys and projections from the EPC data will inform the cost, but it is expected to run into millions of pounds.
- i) Retrofits on commercial properties are always more expensive than new build projects. Additional external grant funding will be explored and applied for as appropriate. (Note that Salix cannot be used at present as it is only applicable where OCC is the bill payer). It is possible however that the Government may introduce additional funding opportunities to achieve its sustainability agenda.
- j) We do not know the cost of the work, but any investment will also require additional specialist internal resource to deliver it.

Proposed Actions: Opportunities on existing assets:

- k) The new Asset Management Plan (AMP) (2021/2031) will be aligned with the Zero Carbon agenda subject to each business case and funding availability and within the constraints of an historic portfolio.

- l) We will consult with our commercial tenants to understand interest and appetite to ascertain their 'buy-in' to the Zero Carbon agenda and what measures they are undertaking in their businesses to add to this agenda.
- m) We will secure advice to help explore new funding models e.g., if OCC is able to adjust rents reflecting its investment how this will affect the rental income flows etc.
- n) We will explore the principals of 'Green Leases' on all new lettings and will also secure agency advice regarding new lettings in respect of sustainable energy and if we are able to direct tenants to use sustainable solutions without an equal loss of income.
- o) We will provide 'welcome packs' for all new tenants signposting them to renewable energy sources.
- p) We will obtain specialist commercial advice on future portfolio operating models and leasing approaches of commercial assets to inform whether additional costs could be passed onto tenants and/or use of Salix e.g., OCC pays the bills or recharges our tenants in a service charge type arrangement. If this becomes possible additional internal resources would be required to administer this process.
- q) Wherever possible OCC will look to encourage tenants wanting to make improvements to their properties to reflect the Zero Carbon agenda.
- r) In addition, we will seek opportunities to ensure future proofing is included in advance of the 2023 date where we are planning repairs and maintenance projects.
- s) OCC has contacted, other authorities (e.g., Bristol, Birmingham and Cambridge with similar portfolios) to ascertain how they are reacting to the Zero Carbon Agenda. This best practice will be incorporated into future planning to reduce carbon.

New Builds / Refurbs:

- t) Where OCC brings forward either new build or refurbishment of its commercial assets it will explore the business cases for future proofing zero carbon through electric boilers or MEES / EPC 'B' rating. This commitment is in advance of any central Government requirements.
- u) OCC will also consider and cost a zero-carbon option (shadow price) in all business cases for new developments or refurbishment of its assets.
- v) We will agree a methodology to assess what is an acceptable additional threshold of cost and return to make informed investment decisions.
- w) We will agree what basic standard of measurement is appropriate for new build and refurbishment projects (E.G. BREEAM / NABERS) and the target level within that standard.
- x) OCC will actively review opportunities for carbon offsetting initiatives on its land assets e.g., tree planting, exploration of solar etc.

The City Council as Planning Authority and other Regulatory Services

62. The Review Group noted the opportunity to influence the energy-efficiency standards of buildings developed through its powers as a planning authority, and through its provision of Building Control services. The Council can exert influence on property owners through its licensing capabilities also.
63. The planning process is governed centrally by the Ministry of Housing, Communities and Local Government who determine the National Planning Policy Framework (NPPF). The local plan is 'examined' by a Planning Inspector. The examination will assess whether the plan has been prepared in accordance with legal and procedural requirements and if it is sound. The Inspector will also consider the evidence provided by the planning authority to

support the plan and any representations which have been put forward by local people and other interested parties, including developers. A local plan must be evidenced based the planning authority, in Oxford's case, Oxford City Council.

64. The Review Group noted the improvement set out in Oxford's Local Plan of a 40% improvement in energy efficiency on Building Regulations. Whilst the Review Group noted the Citizen Assembly's ambition in this area, assembly members set no date for a 'net zero' city. the Urgency was sought however assembly members recognised the challenge of reaching 'net zero'.

Planning

65. At present Local Plans are required to be reviewed every five years, however the Government has put forward a range of proposals for planning reform in 2020. The Review Group examined the role of supplementary planning documents (SPD) however they recognised an SPD for carbon reduction would take a significant amount of resource and cannot go beyond the requirements of the Local Plan. Further the Review Group also recognised that Government has also consulted on Building Regulations and the Future Homes Standard this year.

66. The Council, as part of ensuring successful implementation of the new Local Plan, will be working on Technical Advice Notes to provide guidance on how some specific policies can be implemented. One of these will relate to the new policies around carbon reduction with a particular focus on relationship between policies e.g., advice to show that things can be done in historic environments.

Regulatory Services

67. It is noted that The Review Group anticipated the potential for the Council to drive up standards through having a tougher set of standards more rigorously applied. However, following discussion on the topic this was shown not to be feasible for two key reasons: the market in which Building Control operates, and legislative risk.

68. As was noted, the Council's Building Control service is only responsible for approximately 60% of the inspections undertaken in the City. This is because the Council's service must compete against private sector providers; indeed, several rules on Council services have the effect of putting the Council at a disadvantage versus the private sector. The Council's own unique selling point is not on price, but on the overall level of service and ancillary services to which it has access.

The City Council as Communicator, Convenor, and Influencer

69. The City Council itself is only directly responsible for circa 1% of the emissions within the city. The Review Group supported the view that, capacity and resources be directed towards setting a positive example and working in partnership to galvanise change across the city as part of a shared ambition. The Review Group recognised examples best practice in this regard including the EV Summit. This was initially established with seed funding from the City Council and is now run by Green TV. After three years Oxford has sufficient national and international pull for this event to be run commercially.

70. The Council welcomes the support of the Review Group that the key areas in which the Council can use that influence is in its roles as a communicator, convenor, and influencer. A key step in this will be when, following the Citizens' Assembly the Council holds a summit of key stakeholders in February 2021. As well as setting out an overall ambition and direction for the city it is intended that a Zero Carbon Oxford Partnership will be formed. That partnership will support various work strands to co-ordinate and drive work across the city.
71. Post the summit the Council will receive a report back and a Zero Carbon Oxford Plan will be proposed. This will confirm an initial target date for the city to achieve net zero, the carbon budgets to achieve this and an action plan.
72. It is recognised that engagement needs to go far beyond those key stakeholders. A key message from the Citizens' Assembly was the need to bring everyone in the city to a higher level of awareness and engagement.
73. The Review Group noted the theme of sharing information on the climate emergency with young people. There are several initiatives either in or near Oxford that provide excellent resources. During December 2020, an initial Youth Climate Summit was held. Further engagement flowing from this is being considered.
74. Whilst the City Council has the political legitimacy to convene work to become a zero-carbon city, as the review Group noted, there are many other groups and resources already operating successfully in their field.
75. The Review Group found as was noted at the Citizens Assembly on Climate Change that there is in Oxford a lot of work already being done to tackle the Climate Emergency, but that that work is not widely known. The Oxford Together on Climate Change website seeks to address that. Communication about the challenge the climate change represents and what can be done individually, locally, nationally, and internationally will be a key element of our work going forward and we intend to work with partners and stakeholders on this building on their knowledge, expertise, and networks.
76. The Council's consultation budget includes addition resources to support these elements of engagement.

Lobbying central government

77. The Review Group supported the view that the council should remain active in lobbying and campaigning. The Review group considered that it would be possible to have a long shopping list of proposals to be made to the Secretary of State, but that this is a well-defined suggestion that would make a tangible and wide-scale difference.
78. The key areas being pursued by the Council at present are around: -
- a) The date for the withdrawal from sale of vehicles with internal combustion engines
 - b) The need for the introduction of regulations requiring all new homes to be built to zero carbon energy
 - c) Active engagement in the consultation around standards to be imposed through Building Regulations and housing acts.

- d) The need for capital funding and fiscal incentives to support the improvement of buildings and homes
- e) Support for the move towards renewable energy and local smart distribution grids.

79. In recent months there has been progress towards the Council's views both in terms of policy and in funding both nationally and locally.

Responses to Individual Recommendations

80. Recommendation 1: That the Council accepts the principle that it is possible, at no detriment to tenants, to use current tenants' spending on heating, for investment in energy-efficient housing instead. Furthermore, that it revisits the specifications for its proposed housing developments to include income from a 'comfort plan' akin to that charged by Nottingham City Housing for Council tenants in ultra-high efficiency homes.

81. Whilst it is accepted that this is a desirable outcome, the means to achieve this at scale have yet to be identified. Information has been sought from Nottingham City Homes to inform our thinking on this and understanding about how to achieve this at scale. Officers will report back on this to the Cabinet Member.

82. Recommendations 2: That for its new-build affordable rent housing (as opposed to social rent) the Council includes energy bills within its rent.

83. See response to recommendation 1.

84. Recommendation 3: That the Council:

- a. invests in Oxford Direct Services to ensure that it has the skills, equipment, and expertise to deliver the required retrofit services. These must be suited to the variety of retrofits it will encounter in retrofitting the Council's own housing stock by 2030. Even where there is not necessarily a business case to do so, that the Council work to develop within its own supply-chain the capacity to deliver those services
- b. regularly market tests the level and type of demand for retrofitting to lead investment decisions in Oxford Direct Services. Particularly attention should be given in those areas where its relationship with the expertise within the Council may give it a competitive advantage, such as heritage conservation.

85. ODSL has been in dialogue with Abingdon and Witney College about its requirements for both apprenticeships and short courses. Abingdon and Witney College has received specific funding through the Growth Fund to develop a training facility which is aimed at meeting this need. <https://www.oxfordshirelep.com/news/article/abingdon-and-witney-college-secures-funding-bicester-skills-centre-oxlep-local-growth>. Both the Council and ODSL have been consulted about this development along with other employers in the industry.

86. ODSL is seeking to develop this work as an area of expertise and is discussing opportunities with partners in the development of their supply chain. This has been included in the Draft Business Plan 2021/23 for ODS.

- 87. Recommendation 4: That the Council approaches the retrofitting of Council-owned properties with a view to securing the greatest overall carbon reduction in the shortest amount of time in the most cost-effective way, and that as part of this it develops a set of standard packages of work that can be undertaken simultaneously to ensure energy efficiency measures are also delivered at least inconvenience to the tenant.**
88. This recommendation is accepted. The proposed principle for guiding retrofit work is one which the Council has already approved. A 'sweet spot' needs to be found that balances the practicality of delivery, resident disruption/ convenience, value for money of delivery and carbon reduction levels.
89. The approach will be to assess those property types that are the worst performing and balance that against the factors identified above to secure the most effective programme. As identified elsewhere in this report, a small number of properties may be beyond economic improvement.
90. In addition the void standard is to be enhanced to include energy efficiency and carbon reduction works, to take advantage of the position when properties are vacant.
- 91. Recommendation 5: For properties for which it is uneconomic to retrofit to zero carbon standards, that the Council reviews the business and whole-life carbon case for maximising the use of the land (for example by demolishing existing buildings and constructing zero carbon replacements at increased density).**
92. This recommendation is accepted. This is in line with the approach proposed for assessing the best course of action for different building types. Obviously, another factor to consider is the views of tenants.
- 93. Recommendation 6: That the Council:**
- a) monitors and develops a strategy, including increasing the practicality to tenants of the retrofitting offer, to reduce the high refusal rate for energy-efficiency improvements in Council-owned properties, and
 - b) identifies retrofitting champions amongst its own tenants and those in other accommodation who are willing to talk about their experiences of retrofitting to those interested in following suit.
94. The recommendations are accepted. The idea of tenant champions will be incorporated into the existing tenant ambassador scheme.
95. The Review Group examined several areas of good practice including support to residents on adopting low-carbon lifestyles, providing information on bus routes, raising awareness of nearby low-packaging shops, and drawing attention to the amenities available in the area.
- 96. Recommendation 7: That the Council undertakes post-occupancy energy evaluations for the City Council's commercial stock.**
97. As commercial property becomes vacant, we already undertake a post-occupancy survey which includes evaluations for energy efficiency. At present for commercial buildings to be let they must have an EPC rating of E. From April 2023, EPCs will also apply not only to all new lettings but also to all existing commercial leased properties; Government is

considering proposals to move to a higher 'B' Rating. As a result, we are seeking opportunities to ensure future proofing is included in refurbishments in advance of the 2023 date where we are planning repairs and maintenance projects. In addition, we have commissioned a condition survey for the whole portfolio which will inform and help us to develop a programme to work towards an Energy Performance Certificate (EPC) 'B' rating where this is possible. It should be noted that much of the existing commercial portfolio may present challenges to reach a 'B' rating due to its age and nature of the buildings.

98. Recommendations 8: Where possible, the Council will include within lease agreements requirements for commercial property tenants to use renewable electricity, monitor usage and make the information available to the Council to guide the Council's energy improvement decisions.

99. We will consult with our existing commercial tenants to understand their appetite for the Zero Carbon agenda, what measures they are undertaking in their businesses and signposting them to energy saving initiatives. For SME's there are organisations, such as the Low Carbon Hub, to help deliver energy initiatives for carbon improvements. In this way we will be able to suggest to tenants that they use renewable energy sources, monitor their energy use, and provide that information to us for monitoring purposes and to guide our decision-making processes. We will also encourage our tenants who are looking to make improvements to their properties to do so reflecting the Zero Carbon agenda. However, due to the nature of commercial property leases for the existing tenants we cannot alter lease terms or introduce new requirements without tenants' agreements to such changes.

100. We will explore the principals of 'Green Leases' on all new lettings. We will also secure agency advice on new lettings in respect of sustainable energy and if we are able (without a loss of income), we will require tenants to use sustainable solutions. Additionally, we will provide a welcome pack for all new tenants signposting energy saving initiatives.

101. We will secure advice to help us explore new funding models and obtain specialist commercial advice on future portfolio operating models and leasing approaches of commercial assets to inform whether additional costs could be passed onto tenants and/or use of Salix e.g., OCC pays the bills or recharges our tenants in a service charge type arrangement.

102. In addition, we have contacted other local authorities with similar commercial portfolios to ascertain how they are reacting to the Zero Carbon Agenda. This best practice will be incorporated into future planning to reduce carbon within the commercial portfolio.

103. Recommendation 9: That the Council undertakes a review of the energy efficiency of its non-domestic stock, including community and sports facilities as well as its commercial portfolio, and develops a plan on how it intends to bring these in line with the Council's goal for the City to be carbon-neutral by 2030.

104. As part of the condition survey work already underway, the council will review the energy efficiency of its operational and commercial portfolios.

105. The new Asset Management Plan (2021/2031) will provide the strategy for the environmental sustainability themes (which includes the goal for the operational portfolio to be carbon neutral by 2030 wherever possible).

106. It will also provide an annual monitor for the Minimum Energy Efficiency Standards (MEES) April 2023, which will apply to all existing lettings not just new ones, together with its programme for achieving EPC Grade B, subject to business case.

107. The Council has commissioned condition surveys for the whole commercial portfolio, and this will provide essential data with an indicative cost. This will result in a business case being presented during 2021 for the necessary upgrades to the building fabric. It should be noted however, that many properties are older retail and hospitality assets, and carbon reduction may prove to be more difficult and have the potential to be expensive to deliver.

108. The Council has already identified its top eleven least energy efficient buildings and is addressing these incrementally, for example installing heat pumps as a replacement for fossil fuel gas boilers in Blackbird Leys Pool & Leisure Centre.

109. Community and sports facilities owned by the City Council, where the Council pays the utility bills, or are subject to agreements with FUSION are covered as part of the Carbon Management Plan. These are already factored into the Council's programme moving to achieve a net zero carbon position by 2030.

110. We will continue to explore various funding models, take expert advice, and ascertain where we will be able to utilise Salix funding for these improvements or such other government funding initiatives such as Public Sector Decarbonisation Scheme grant.

111. Recommendation 10: That the relationship between OCHL and Greencore Construction be cultivated to:

- a) allow learning for OCHL on high standard/low-cost green build approaches, and to develop a business case on how the Council might replicate similarly energy efficient homes at similar prices
- b) allow informed political support for Greencore Construction's plans for the building of 500 climate positive homes in Oxfordshire.

112. In developing our understanding and delivery model, the Council and OCHL is working in collaboration with a range of organisations and is already in discussion with Greencore Construction about several sites and have introduced them to ODSL for some new smaller sites. There is the need to continue to investigate whether the model could result in low-cost options for sites that are under consideration.

113. As with any new contractor that the City Council seeks to partner there is the need to see the finished product and not stretch contractor capacity beyond their immediate capabilities. It is suggested that a phased approach is adopted including performance gap modelling. The Review Group will be aware of performance gap issues which can cause problems for tenants and potentially cost more. There is increased optimism about building performance as knowledge increases however there is still the need to be mindful of occurrence of building performance in 'real life' rather than modelled approach. OCHL is currently in the process of establishing a framework of MMC/ Off site manufacture suppliers to support the 'fabric first' approach

114. As was noted by Review Group, 50% of the OCHL housing developments are being built for private sale, so it is important to consider their design. The Council can maintain a positive influence over the emissions from these building after they pass into private ownership. Review Group commended Passivhaus standard. Passivhaus provides a high

level of occupant comfort while using limited energy for heating and cooling, through a fabric first construction that can be certified through a rigorous quality assurance process.

- 115. Recommendations 11: The Review Group makes the following recommendations:**
- a) That private homes built through the Council's companies are electric-only and built with a 'fabric-first' Passivhaus approach, ensuring that, if not fitted initially, on-site renewable energy can be easily retrofitted at a later date.
 - b) Council will ensure that its wholly owned companies develop KPIs around the rate of heat transfer through a structure (u-values) and the airtightness of the properties they develop to Passivhaus levels and these KPIs will be reported regularly to the shareholder.

116. The recommendations are agreed to as aspirational targets - the route to achieve these is set out below.

117. All new developments are now supplied only with electricity connection which means that high levels of insulation combined with electric heating must be achieved. Whilst this is a step forward it is not the same as achieving Passivhaus standards. OCHL are examining the Passivhaus standard whilst evaluating other cost priorities.

118. Oxford City Housing Ltd (OCHL) is bound by the Oxford City Council Local Plan, new developments are required to go 40% further than government targets on carbon emissions, while balancing other policies within the plan. OCHL's current business plan includes an ambition to exceed the target with a stretch target of 70%.

119. OCHL is currently reviewing targets within the business plan refresh for 2020 and intend to discuss further with the shareholder the trade-off between making an appropriate return for the council and achieving low carbon homes. The 'fabric first' approach is a good principle that is fully endorsed. OCHL has commissioned some exemplar sites such as the bungalows at Bracegirdle Road, being delivered by ODSL. These will be used as learning and stretch projects to speed up the transition to higher standards.

120. The Council as shareholder will work with OCHL to further explore the appropriateness of developing KPIs to measure this.

121. As the Review Group noted, human behaviour within buildings is central to performance. Smart metering may be a support for some owners or tenants.

122. Recommendation 12: That the Council includes super-smart metering within the homes OCHL builds.

123. The Government requires all energy suppliers to install smart meters into all homes by 2024. Smart Metering Equipment Technical Specifications or SMETs sets the standards for smart metering. The newest generation of smart meters are SMETs2. SMETs2 are cross compatible across energy suppliers.

124. SMETS 2 standard meters are installed in all new developments requiring connection to the grid.

125. The supply chain for low carbon construction as the Review Group noted is far from optimal. Current experience shows that local suppliers are not able to provide materials in the volumes required.

- 126. Recommendation 13: That the Council**
- a) partners with other significant purchasers of sustainable building materials to develop a group-buying syndicate.
 - b) supports at OxLEP and other suitable fora the suggestion for developing an eco-business park in Oxfordshire.
127. There needs to be both the creation of a pipeline of work and a matching supply chain.
128. We are exploring this through two routes. Firstly, through support for the Cosy Homes project which is seeking to achieve both in the domestic market. Second, we are seeking to collaborate across public bodies who have made bids under the decarbonisation fund.
- 129. We will raise the issue from b) through our involvement in the Clean Growth Group of the LEP.**
130. The Council notes and agrees the Review Group experience of feedback on how well-placed Oxford, and the Council, is to engage in and deliver, in partnership, projects of national significance in terms of low carbon housebuilding. Also noted if the concern in relation to pilot projects and it is agreed that a 'first of many' approach should always be sought.
- 131. Recommendation 14: That the Council ensures its tenants and purchasers of Council-built homes are supported as much as possible to engage in low-carbon lifestyles, such as through welcome packs providing information and potentially discounts at local food coops, bike shops and bus passes.**
132. This recommendation is accepted. This proposal will be developed in consultation with tenant champions and ambassadors.
- 133. Recommendations 15: That the Council prioritises, in partnership with other bodies, one flagship project of national significance around zero carbon building, and that it prioritises the learning from the flagship project to inform and improve future construction of zero carbon buildings.**
134. Since the Review Group report was published, ODSL has commenced work on building eight zero carbon council homes across three sites in Oxford. The new homes will be zero carbon for regulated energy use, lighting, space, and hot water heating. Two one bedroom and two two-bedroom retirement homes will be built on a site between existing homes in Bracegirdle Road and Chillingworth Crescent. Garages behind Mortimer Drive will be replaced with two one-bedroom and one two-bedroom single-storey retirement homes. A further two-bedroom single-storey retirement home will be built in Broad Oak. All the homes are wheelchair accessible
- 135. Recommendation 16: That the Council will develop TANs to support the implementation of the Local Plan. One of these should include advice relating to Local Plan Policy RE1: Sustainable Design and Construction.**
136. This recommendation is accepted. The Council will produce a Technical Advice note on Sustainable Design and Construction which will include Policy RE1 to support the plan policy and provide further guidance. This is committed within the Local Development Scheme agreed by Cabinet in July 2020.

137. Recommendation 17: That the Council will seek to bring forward an SPD for the West End, which will include some advice on sustainable design and construction in this area.

138. This recommendation is accepted. An SPD for the West End will be included in the Local Development Scheme which was agreed by Cabinet in July. This will include an overview of the scope of this document, which will include some advice on sustainable design and construction in this area linked to the Oxford Local Plan 2036 under which this SPD will sit.

139. Recommendation 18: That the Council in its drafting for the Local Plan 2040 includes zero carbon targets for new non-domestic property.

140. This is a complex area given there are a range of external factors will be at play. The Local Plan will seek to build upon Local Plan 2036 and seek to deliver policies that continue to go further on these issues national policy allowing. There is still a role for a range of bodies to lobby government in relation to what is required nationally and allowed for locally. Developers need to be encouraged to go beyond what is viable. Finally, government is seeking to change the planning process for the future.

141. The Review Group perception is that the Council at present struggles to balance the needs of sustainability and heritage, with heritage considerations being given excessive weighting in decision-making. Seeking a balance is also complicated given the legislative framework around listed building consents and conservation areas.

142. Recommendation 19: That the Council

- a) takes measures to ensure that in situations where conservation and building efficiency are in conflict, Conservation Officers will hold a presumption in favour of efficiency, particularly in situations where there is no or low visual impact**
- b) takes the earliest opportunity to state its position regarding the balance between sustainability and heritage, and explicitly confirms the presumption in favour of sustainable development, with Cambridge City Council's position being considered a good example.**

143. It needs to be recognised that there is a statutory obligation to place great weight on the preservation of designated heritage assets such as listed buildings and conservation areas. This is a legal requirement and while it does not mean that change cannot occur to such assets it is a significant material consideration that needs to be weighed in the balance. Therefore, it is not possible to hold a presumption in favour of efficiency over the impacts on the significance of such assets, as it will depend on the specifics of the case.

144. The Council is preparing a TAN looking at heritage and climate change – listed in LDS agreed by cabinet in July 2020. This is to take a proactive approach building on best practice to make clear to applicants the opportunities and interventions that are possible as there are many. Officers attend regular training, and this area continues to be a focus to ensure staff are up to date on best practice.

145. Various funding mechanisms were discussed by the Review Group around incentivising energy efficiency including Community Infrastructure Levy (CIL) and s106 payments.

- 146. Recommendation 20: That the Council explores options by which it might incentivise developers to build homes that reach zero carbon standards, including exploring the legality and practicality of introducing a reduced CIL level, s.106 contributions and other charges for zero carbon homes.**
147. It is not possible to use CIL and S106 as an incentive in this way. CIL is set and must be paid accordingly but there are reviews of the planning obligation regime nationally. There is a need to evidence the necessity for change in this area for the next Local Plan within the national policy context which may have changed by then.
148. The building regulation changes may offer the best opportunity to achieve a major shift by having a more aspirational national standard to build to that hopefully can be added too if evidence supports it locally. However, national planning changes may remove the ability to have local standards in this way. This was also mooted in the Future Homes Consultation.
- 149. Recommendation 21: That the Council**
- a) develops a mechanism by which innovative sustainability solutions proposed at the pre-application stage can be reviewed by specialist officers.
 - b) considers how it can provide greater support throughout the Planning service to those applicants wanting to build according to best practice.
150. The pre-application process already involves the relevant specialist services where necessary and has set up specialist briefings to provide these services with greater insight into schemes. Oxford has piloted and trialled a range of innovative solutions.
151. Oxford has a rich heritage environment there is still scoped to further develop skills in relation to heritage and low carbon approaches.
- 152. Recommendation 22: That the Council ensures that its conservation officers receive training in eco building approaches to historic buildings including visiting good examples in Oxford and elsewhere.**
153. Officers are seeking out training and this will be built into officer CPD objectives to increase knowledge in this area. Some training has already been attended. All officers will get further training as Government standards, guidance, regulations, and legislation changes going forward.
- 154. Recommendation 23: That the Council promotes its Building Control service on the basis of the service level it provides, particularly with regards to access to advice, help, and assistance around sustainability and heritage.**
155. The Council's Building Control Service can use this approach as a means of promoting its services and expertise in this area. Oxford has a very high number of rented properties. A House of Multiple Occupation (HMOs) is defined as being 'rented out by at least 3 people who are not from 1 'household' (for example a family) but share facilities like the bathroom and kitchen'. To offer such a property for rent it is a legal requirement that a licence be held, and which is granted in Oxford by the Council. At present, 4321 properties are licensed (though this figure represents only 82% of the estimated total number of HMOs in the City.)

- 156. Recommendation 24: That the Council investigates the viability of amending its voluntary HMO landlord accreditation scheme to incentivise HMO landlords to provide properties of EPC rating band C or higher.**
157. Agents and landlords are currently incentivised to join the accreditation scheme through lower HMO licencing fees and one of the criteria for membership is to currently ensure properties have an EPC rating of 'D' or higher. This is based on a current legal requirement for a minimum of 'E', so the scheme is going above minimum statutory standards. Energy efficiency will form part of the annual scheme review and the viability of moving to the EPC rating band C will be considered.
158. In addition to its licensing of HMO landlords, the Council is in the process of developing proposals to put to central government for permission to implement a selective licensing scheme. A selective licensing scheme would cover, subject to several limited exceptions, all non-HMO rental properties within the City.
- 159. Recommendation 25: That the Council investigates the potential within a selective licensing scheme means of encouraging landlords, possibly through reduced fees, to provide more energy-efficient rental accommodation.**
160. Discounts for a selective licensing scheme have been proposed for those landlords and agents who are members of the accreditation scheme as above. The case law regarding licensing fees restricts the Council's ability to charge lower fees purely based on the EPC rating of the premises.
- 161. Recommendation 26: That the Council actively engages as a convener stakeholder involved with sustainable building, or those it would wish to see become involved, and as part of this convenes a zero-carbon building summit akin to that run on electric vehicles**
162. It is very likely that one of the key working groups emerging in the Zero Carbon Oxford partnership at the Zero Carbon Oxford summit will be around buildings. This proposal will be put to that working group.
- 163. Recommendation 27: That the Council as a shareholder of its own construction company and a major stakeholder in other construction projects uses its position to increase the number of local apprenticeships available in energy-efficient construction methods.**
164. This recommendation is accepted. Beattie Passivhaus has links with local training provider Toolshed and they work to train and develop young people. This will be explored however this may need to be developed when resources are less pressured unless additional resources are deployed to achieve this.
- 165. Recommendation 28: That the Council joins, promotes and supports the website of Oxford Together on Climate Change**
166. This recommendation is accepted. Work is already underway to promote the website and seek to provide content.

- 167. Recommendation 29: That the Council works to create hands-on opportunities for children and young people during its development and retrofitting of properties to allow children and young people to learn about low-carbon housing.**
168. This recommendation is accepted: it is the sort of initiative that is proposed to be explored with the additional resources included as bids in the Council's Consultation budget
- 169. Recommendation 30: That the Council informs applicants to the to-be ringfenced portion of its grant funding budget for voluntary and community responses to the Climate Emergency of alternative funding as a matter of course, including that from the Low Carbon Hub small grants pot.**
170. Without change to our intent, the Council is revisiting the work we have done to review the grants programme due to the pandemic. A prospectus for such grants could be developed and the council could assign a portion of the grants pot to that prospectus. We will liaise with the Low Carbon Hub about appropriate sign posting to their grants.
- 171. Recommendation 31: That the Council supports the ongoing efforts of the Parish Council Forum to hold workshops for all parish councillors within the district and immediate neighbours on ways in which the councils might be able to support each other in helping deliver local projects to reduce carbon emissions.**
172. A parish council workshop was planned for March 2020 however it had to be postponed because of the COVID-19 situation. The Cabinet member for Zero Carbon Oxford will be participating in a parish council meeting on this topic in early 2021. A virtual event will be delivered in 2021 on local action.
- 173. Recommendation 32: That the Leader writes to the relevant Secretary of State proposing that Stamp Duty levels be adjusted according to environmental standards.**
174. Stamp Duty Land Tax is a matter for the Treasury. The Leader has liaised with Anneliese Dodds MP, Shadow Chancellor of the Exchequer who has written to Rishi Sunak MP, Chancellor of the Exchequer.
- 175. Recommendation 33: That the Council investigates the potential to map eco-system services and natural capital at a district and sub-district level and quantifies the resources required to take a strategic approach to identifying what sorts of eco-system and natural habitat are required where and in what quantities.**
176. The Council notes the view of the Review Group that there is a lack of information available to the Council which puts environmental and biodiversity concerns at a systemic disadvantage. There are range of co-benefits around the natural environment for residents and visitors to Oxford.
- 177. Recommendation 34: That OCHL work with biodiversity partners on its housing developments, to inform the biodiversity-enhancing work undertaken, and to monitor its effectiveness.**
178. OCHL will as a minimum meet the Local Plan requirements for net biodiversity gain in significant developments. Support in reviewing additionality over and above the

requirements can be provided by the Ecologist. The Council's consultation budget includes for additional resources for biodiversity work.

179. Recommendation 35: That the Council as shareholder to Oxford City Housing Company requests a report to be made to detail how OCHL will abide by the Council's own Biodiversity Technical Advice Note, particularly pages 31-33 (ecological enhancements) and 34-39 (enhancements for species). Detailed reporting to be given on the use of swift bricks, hedges instead of walls and fences, the installation of bat boxes, and how greenery planted will prioritise native species, drought

180. This will be considered at a Shareholder meeting and will be for Shareholders to decide on.

181. Recommendation 36: That the Council consults with residents of Council accommodation with communal garden areas over their views on whether they would welcome activities to support greater biodiversity, including, amongst other things, swift boxes, tree planting, pollinator-friendly planting, reduced cuts and the removal/creation of holes in walls and fencing.

182. The Great Estates Programme already includes environmental and landscape improvements but will be further enhanced to achieve greater biodiversity in consultation with residents.

183. Recommendation 37: That the Council investigates the feasibility of wildflower verge planting and a reduced cutting schedule, and if it is found to be deliverable to consult with residents on their interest in the Council delivering such a scheme.

184. This proposal was investigated as part of the budget preparations for 2021/22. On balance the view taken is that the cost of such a scheme is disproportionate to the real biodiversity benefits obtained and that any investment would be better linked to natural resource mapping at targeted areas of the city where there were identified deficits.

185. Recommendation 38: That the Council reviews its management of Shotover Park and develops recommendations as to how it can further foster the biodiversity it supports.

186. Shotover Park, situated on the southern boundary of the City, is a site of Specific Scientific Interest as an area of national importance for wildlife. It is subject to a management plan, approved by and under the supervision of Natural England. In addition to the work undertaken by the Council multiple groups of volunteers also work to preserve the wildlife. Those groups are routinely consulted about those management plans and how the area could be improved.

187. Recommendation 39: That the Council redesignates Headington Hill Park as an arboretum and adjusts its management and biodiversity practices concerning it accordingly.

188. Headington Hill Park was originally an arboretum, it has a higher concentration of rare species of tree than other parks run by the Council. Current management plans, which consider Headington Hill to be a park rather than an arboretum, which has a broad range of habitat management better suited to the natural resources of the area. Over an extended

period of time this will see the range and nature of trees change. The key driver for new planting will be about adopting species suitable to the changing climate as part of the evolving mitigation plan for the city.

189. Recommendation 40: That the Council develops a ‘how to’ resource for interested community groups and individuals wanting to engage in tree planting but do not know where to start, including where to access expertise.

190. This recommendation is accepted. There are some excellent resources online from a range of sources including the Royal Horticultural Society on tree planting. The Council will develop material for signposting to online and consider what further support can be given to tree planting within the city. For example - two ‘tiny forests’ in consideration for the next year, “Tiny forest” is small, circa 50 fast growing trees, designed to mimic native woodland.

191. Recommendation 41: That the Council facilitates landscape improvements and tree planting with community groups by making ODS machinery and staff operatives available.

192. The Council has signalled its support to the idea of doubling the tree cover in Oxfordshire by 2045. To maximise the biodiversity impact of this pledge it is vitally important that it follows the principles of natural resource mapping. Planting trees does not always produce the best biodiversity outcome in any location. It is important therefore that resources are directed to that mapping work so that a strategic plan can be agreed across Oxfordshire.

193. The council will continue to support the work with volunteers to plant bulbs, trees, and shrubs to boost biodiversity. As an example, approximately 5000 snowdrop and bluebell bulbs were planted in spring 2020. Volunteers also planted trees, hedging and shrubs on the Oxford Canal near Frenchay Road. The Waterways project also ensured 750 waterside marginal plants were planted and new bird-nesting boxes, insect-hotels, hedgehog and toad habitats and kingfisher-posts were installed.

194. Recommendation 42: That the Council expresses its support for the recovery of nature and zero carbon housing at the Conference of Parties 26 meeting in Glasgow in November 2020 via its UK100 representative.

195. The City Council is exploring its own interactions with the COP26 summit. In addition, the Council will work with UK100 and supports a proposal put to the Growth Board that Oxfordshire together makes a submission to COP 26 setting out what has been achieved, what more is possible and the linkages to our low carbon economy potential. This could prove to be the basis of international and national funding bids. If approved by the Growth Board in February a small financial contribution from the City Council is likely to be required.

196. Recommendation 43: That the Council devises a policy which balances the delivery of efficient and accredited offsetting with tangible local benefits. Specific consideration to be given to investing in ‘pure’ carbon-offsets and donating the spread figure between the price of those and ‘co-benefit’ carbon-offsets to the Lord Mayor’s Climate Fund.

197. This recommendation is accepted. An offsetting policy will need to be developed as part of the work programme in 2021/22.

- 198. Recommendation 44: That the Council introduces a corporate target on the number of miles driven by staff per month in commuting to work and seeks similar targets to be instituted for its companies.**
199. This work will be required as we seek to address the Council's scope 3 emissions. It will be existing initiatives which seek to limit private vehicle use by staff, such as incentivising bus and cycle use.
- 200. Recommendation 45: That the Council, and its companies, use the opportunity of central government's removal of the £1000 Cycle to work cap to support staff in the purchasing of electric bikes through statements of support, internal awareness-raising of the Cycle to Work scheme, and organising trial opportunities for electric bikes.**
201. This recommendation is accepted – information will be communicated to staff.
- 202. Recommendation 46: That the Council undertakes a review of how it can reduce work-related petrol/diesel miles, including exploring the potential for use of electric car club vehicles as an alternative to pool cars for staff travel. Also, whether it can include an offset option for staff wanting to contribute towards mitigating the carbon impact of their work journeys, and for a similar undertaking to be implemented in its companies.**
203. The City Council's commuting carbon footprint is baselined at approximately 820tCO2/y, (covering the City Council and ODS). This assumes commuting every weekday (with allowance for bank holidays, leave, sick leave), with data from the south east for modes of travel pre-pandemic. If post-COVID-19 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. The potential for maintaining a more flexible approach to working is being explored which should lead to reductions in both commuting and office space-based emissions.
204. The Council has a plan for the electrification of its fleet, by mid-2021 35% of the fleet will have been converted and the first electrically powered refuse freighter will be in operation.
205. The Council's staff work related travel is already heavily geared towards bus and cycle travel. The remainder of these scope 3 type emissions will need to be picked up in the next phase of the council's carbon management plan.
- 206. Recommendation 47: That the Council records and reports on the number of 20p per mile cycling payments made and engages in promotional activity to increase the proportion of work-related cycle journeys made including consideration of the financial impact of increasing the rate to 45p per mile.**
207. Records from payroll show that there are very few mileages claims for cycling. Anecdotal evidence is that staff do not feel the necessity to be compensated for journeys by bicycle. Therefore, this is not seen as a priority for action.

- 208. Recommendation 48: That the Council consults with stakeholders on the feasibility of ‘shower and change only’ memberships at Council-owned gyms and leisure centres.**
209. This will be raised with the Council’s leisure service provider. However, it should be noted that at present we are going through the phased re-opening of facilities and the focus is on base service provision at a price that the council can afford.
- 210. Recommendation 49: That the Council continues to give its support to County Council applications for Controlled Parking Zones.**
211. This recommendation is accepted, this work is already underway and is reflected in the council’s consultation budget. The City Council is a funder and partner of the County Council’s CPZ scheme and linked schemes such as Connecting Oxford.
- 212. Recommendation 50: That the Council audits the workforce skills and capacity required to deliver the Council’s commitments on Climate Change.**
213. This is particularly apt in the areas of buildings and housing and is being followed up in that context including the transfer of knowledge during the de carbonisation grant projects.
- 214. Recommendation 51: That the Council begins to model the carbon effects of its proposed policy decisions using data modelling akin to the Centre for Digital Built Britain.**
215. This recommendation has been considered and the following are the practical and affordable steps that are considered appropriate and deliverable at this stage.
216. The revised Carbon Management Plan commits to exploring carbon budgeting to see what benefits this might bring to the programme to de-carbonise those buildings where the council is the customer for the energy on the site.
217. The Board Member has also proposed that the council introduces a review of the environmental policy to be included in all key decision reports to put to the Cabinet.
218. More widely the council is commissioning, the modelling of carbon budgets for the city and 5 yearly reporting replicating the work of the CCC at a local level to inform and guide the progress of the Zero Carbon Oxford Partnership.
- 219. Recommendation 52: That capacity-building to act upon learning is included within bids for grant funding.**
220. This recommendation is accepted. Projects across the City Council are developed and delivered using Prince 2 methodology or equivalent. Lessons learnt exercises are recommended to be undertaken along with regular sharing of project updates and learning. Recent reviews have pointed to the need to build capacity in project assessment and management related to carbon improvements in buildings.
- 221. Recommendation 53: As part of its carbon monitoring and reduction, the Council includes estimates of energy use from Council housing, rather than simply their communal areas.**

222. This would require modelling and data work to gain insights into energy use by tenants and would need new, additional resource. This will be considered when the data from the condition survey is being used to draw up the carbon reduction strategy for the housing stock.
- 223. Recommendation 54: That the Council will require companies from whom it procures services to measure the carbon cost of their activities and that the Council includes those costs within its carbon reporting.**
224. We need to do some soft market testing as to whether typical suppliers can meet or adapt to meet this requirement. It is possible to signal such a requirement as being a factor that would be considered in the scoring of the quality element of bid. This will be considered further at the next iteration of the procurement strategy.
- 225. Recommendation 55: That the Council reviews its investment criteria to enable investment in energy cooperatives, possibly through Social Impact Bonds or other means.**
226. The Council annually reviews its Treasury Strategy and makes recommendations to Cabinet and Council for any changes. Its investment strategy must by law follow SLY principals of Security, Liquidity, and Yield to protect the Council's financial position which is even more important in the current global pandemic. Whilst the council will continue to examine various institutions in which to invest for return, property funds and Low Carbon Hub.
- 227. Recommendation 56: That the Council considers the 31 recommendations made by Ashden on actions Councils can take in light of the Climate Emergency alongside those made in this report.**
228. The 31 recommendations work which was jointly produced by Friends of the Earth and Ashden has been in use by Oxford City Council in its work since 2018. We have made very good progress towards implementing the recommendations. The city council in leading the cross county group of local authorities regarding the climate emergency has promoted the framework as a good place to start to other authorities and we have shared our good practice with them.

CONCLUSION

The Scrutiny Review Group expended considerable effort to bring a range of views and experience before the city council. A wide range of recommendations were made that were timely as they coincided with the updating of the Council's Asset Management Plan and revision of the Carbon management Plan in a form that provided a framework for the delivery of the Council's ambition to become a net zero carbon organisation.

This response provides an opportunity to provide an overview of the Council's thinking across these and other plans and to consider in detail the issues raised during the review and recommendations made.

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Agenda Item 12

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