

Agenda

Scrutiny Committee

Informal Remote Meeting

This is an informal meeting of the members of the Scrutiny Committee to enable remote attendance. It is not being held as a committee meeting under the provisions of the Local Government Act 1972.

This meeting will be held on:

Date: **Tuesday 18 January 2022**

Time: **6.00 pm**

Place: **Zoom - Remote meeting**

For further information please contact:

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✉ DemocraticServices@oxford.gov.uk

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

Councillors: Membership 12: Quorum 4: Substitutes are permitted.

Councillor Elizabeth Wade (Chair)

Councillor Nigel Chapman (Vice-Chair)

Councillor Tiago Corais

Councillor Dr Hosnieh Djafari-Marbini

Councillor Paula Dunne

Councillor James Fry

Councillor Linda Smith

Councillor Dr Christopher Snowton

Councillor Marie Tidball

Councillor Imogen Thomas

Councillor Naomi Waite

Councillor Dick Wolff

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

Agenda

	Pages
1 Apologies for absence	
2 Declarations of interest	
3 Chair's Announcements	
4 Minutes	7 - 16
<p>Minutes from 08 December 2021</p> <p>Recommendation: That the minutes of the meeting held on 08 December 2021 be APPROVED as a true and accurate record.</p>	
5 Work Plan and Forward Plan	17 - 30
<p>The work plan is driven to a very large extent by the Cabinet Forward Plan a summary of which is attached. The Scrutiny Committee agrees its priorities for items coming onto the Forward Plan, which then form part of its work plan.</p> <p>The Committee is recommended to:</p> <ol style="list-style-type: none">Confirm its agreement to the current priorities and the work plan both of which are attached.	
6 Climate Emergency Review Group Updates	31 - 64
<p>Scrutiny Committee has requested an update paper on the Council's progress relating to actions arising from the Climate Emergency Review Group. Cllr Tom Hayes, Deputy Leader and Cabinet Member for Zero Carbon Oxford and Green Transport, Mish Tullar, Head of Corporate Strategy and Rose Dickinson, Carbon Reduction Team Manager have been invited to present a report.</p> <p>The Committee is asked to consider the report and agree any</p>	

recommendations it wishes to make to Cabinet arising from it.

7 Procurement Update

65 - 104

The Scrutiny Committee has requested an update on the Council's procurement process. Attached is the current Procurement Policy, with a list of planned amendments to go into the new policy. Annette Osborne, Procurement Manager, will be available to introduce those planned amendments, but would value the input of the Committee in identifying other ideas for inclusion also. She is also available to answer questions concerning the Council's procurement.

The Committee is asked to consider the update and **AGREE** any other amendments for inclusion, to be made via recommendations to Cabinet.

8 Report back on recommendations and from Scrutiny Panel meetings

105 -
114

At its meeting on 15 December the Cabinet considered the following reports from Scrutiny and made responses to the recommendations therein:

- Workplace Equalities
- Strategic Grants
- Asset Management Strategy
- Air Quality Action Plan
- Housing and Carbon Reduction
- Tourism Review Group Progress Update

Since Scrutiny's previous meeting, the following Panels have met:

- Housing and Homelessness Panel (Cllr Linda Smith)
- Companies Scrutiny Panel (Cllr Nigel Chapman)

The Committee is asked:

1. To note Cabinet's responses to its recommendations.
2. To note the updates from Panel Chairs.

9 Dates of future meetings

Scrutiny Committee

- 01 February
- 07 March
- 05 April

Standing Panels

Housing & Homelessness: 02 February, 04 April

Finance & Performance: 24 January, 09 March

Companies: 24 March

All meetings start at 6.00 pm.

Information for those attending

Recording and reporting on meetings held in public

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

The Council asks those recording the meeting:

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

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

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

Councillors declaring interests

General duty

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

What is a disclosable pecuniary interest?

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

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

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

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

Minutes of a meeting of the Scrutiny Committee on Wednesday 8 December 2021



Committee members present:

Councillor Wade (Chair)	Councillor Chapman (Vice-Chair)
Councillor Corais	Councillor Dunne
Councillor Fry	Councillor Mundy (for Councillor Djafari-Marbini)
Councillor Linda Smith	Councillor Smowton
Councillor Tidball	Councillor Thomas
Councillor Waite	Councillor Wolff

Cabinet Members Also present:

Councillor Shaista Aziz, Cabinet Member for Inclusive Communities,
Councillor Alex Hollingsworth, Cabinet Member for Planning and Housing Delivery
Councillor Mike Rowley, Cabinet Member for Citizen Focused Services

Officers present for all or part of the meeting:

Helen Bishop, Head of Business Improvement
Ian Brooke, Head of Community Services
Tom Hudson, Scrutiny Officer
John Mitchell, Committee and Member Services Officer

Apologies:

Councillors Djafari-Marbini sent apologies.

68. Declarations of interest

None.

69. Chair's Announcements

In response to a question from the Chair, the Scrutiny Officer confirmed that in the absence of a further legislative change it remained a requirement to hold Committee meetings in person.

70. Work Plan and Forward Plan

The Scrutiny Officer updated the Committee with the latest changes to the Workplan. After a brief discussion it was agreed that the Cabinet report on Grant Allocations to Community and Voluntary Organisations should also be added to the Workplan for the February meeting.

71. Annual Monitoring Report and Infrastructure Funding Statement

Cllr Alex Hollingsworth, Cabinet Member for Planning & Housing Delivery, introduced the report which fulfilled a statutory duty for all planning authorities to report performance, annually, against a range of targets. He then responded to a number of questions from the Committee.

Accommodation outside University campuses was only deemed to be University accommodation if provided directly by one of the Universities for its students. This did not, therefore, for example, include the Student Castle, which was open to students from anywhere.

The significant number of students not on full time taught courses were excluded from accommodation needs as the relevant policies distinguish between those on full time taught courses and those who are not. This was a matter which had been discussed at some length during inspection of the current Local Plan. A student on a 9 month taught post-graduate course would be counted towards the number with accommodation needs.

Table 7 (Net additional dwellings completed since start of the Local Plan period) included communal and non-communal dwellings and there might be merit in splitting the table to distinguish between the two in future.

It would not always be easy to identify a developer's contribution to a particular number of affordable dwellings given that it could take many forms and sometimes at a place other than the principal development.

It would be beyond the scope of the Local Plan to encourage the use of sustainable transport for visitors to Oxford as an element of the Sustainable Tourism part of the Plan.

Projections of the age profile of the City's residents were taken account of in preparing the Local Plan.

The significant recent reduction in student numbers from both universities without accommodation was probably largely attributable to the consequences of Covid.

The proportion of affordable housing to be included as part of the Northern Gateway represented significant progress given the original stance of the developer.

In the case of major applications which did not secure a reduction of 40% of regulated energy as required by Policy RE1 it would be useful to know where and why.

For land identified in the Local Plan as suitable for housing, officers were in regular and frequent contact with landowners to press them as to when proposals would come forward.

72. Workplace Equalities and Action Plan

Cllr Mike Rowley, Cabinet Member for Customer Focused Services introduced the report. Which reflected the Council's ambition to be a welcoming and inclusive employer with a diverse, representative and high performing work force. The Workforce Equality Report attached to the report fulfilled a statutory requirement and contained some positive indicators. The target for BAME employees had been exceeded and the gender pay gap decreased. There had, nonetheless, been a stagnation in the number of BAME applications and there was more which could be done in this area, especially in relation to work with schools and further education establishments.

There had been good progress with the recommendations made by the Committee a year previously.

Helen Bishop, Head of Business Improvement, noted that this area of work was underpinned by the new People Strategy which emphasised the importance of a truly inclusive culture which would be integrated into all aspects of an employee's work life.

The Committee raised a number of matters which were responded to by Cllr Rowley and the Head of Business Improvement.

There would be merit in seeing the equivalent HR data for the Council's companies. While such data could not be included in the formal annual equalities report, there was no reason why a parallel report could not be prepared by ODS in relation to them. It was understood that the relevant data were collected by the companies.

It would be helpful to include a brief reference to the fact that pay grades was always evaluated in accordance with an agreed scheme, on the basis of the responsibilities of a particular post.

It was regrettable that a high proportion of managers chose not to declare their ethnicity (given the value of having comprehensive data about this indicator) and there would be merit in encouraging them to do so.

There was still a long way to go in relation to securing a workforce which was truly representative of the local community. There were perhaps occasions when the desire to fill a post swiftly had overridden the importance of doing all that was possible to improve the diversity of the workforce.

An account of what positive actions were being taken to address these matters would be helpful in the future.

In order to encourage employees to declare protected characteristics there would be value in making clear the use to which these data were put and the benefits of that.

The Committee resolved to recommend to Cabinet that the Council:

1. Considers asking ODS for a report providing similar details of the diversity profile and the actions being taken to ensure the workforces of these companies are reflective of the community they serve;
2. Publishes as an appendix to next year's report the same statistics for the staff in its wholly-owned companies as it does for its own staff;
3. In the next year's report, provides details of the positive action schemes undertaken by the Council – those started, those completed and those planned, and their results (where relevant) – and that that information is shared with those minoritised groups the Council is targeting as being particularly unrepresented within the Council workforce;
4. Makes a renewed and determined effort to persuade managers to share the details of their protected characteristics; and
5. Continues to monitor the demographic profile of responses to adverts and short-listed candidates, and supports areas which are struggling to attract appropriately-qualified diverse candidates to do so.
6. Amends its report to clarify that the gender pay gap is caused by differences in seniority and full time/part time working, rather than that there is unequal pay for equal work.

73. Strategic Grants Review

In advance of the first item of substantive business a brief presentation was made to the Committee on behalf of some of Oxford's advice centres and in anticipation of item 8 on the Agenda, Strategic Grants Review. Sue Tanner, Chair of the Board of Trustees at Rosehill and Donnington, spoke on behalf of the three local advice centres, Agnes Smith in Blackbird Leys; Barton and Rose Hill; and Donnington. She drew attention to a paper which had been distributed by them to members of the Committee in advance of the meeting. A copy of that paper is attached to these minutes.

Advice centres had suffered significant cuts in grant funding in recent years and were now faced with a proposal to remove the Development Fund and to cut a further £25,000 from the budget for advice centres and Citizens Advice.

Advice centres carry out work which, was in effect delegated, to them by the City Council, such as the distribution of the Covid support grants and receiving referrals from the Hubs. All the work they did was in line with Council's strategic priorities.

Advice centres worked in the most deprived areas of the city, bringing financial gains for clients in those neighbourhoods. Last year the three centres helped clients to access nearly £10 million, which was a good return on the £0.5 million received from the City Council.

She hoped that the Committee would recommend rejection of the proposal to reduce by £25,000 the core funding to the advice centres

Cllr Aziz, Cabinet Member for Inclusive Communities, introduced the report by first thanking Sue Tanner for her presentation at the beginning of the meeting and for the important contribution made by all those who work in advice centres. The workload of advice centres had undoubtedly increased as a result of Covid, having to deal with a multitude of issues, frequently affecting the most vulnerable members of the community and particularly women. The proposals before the Committee didn't seek to identify, specifically, where cuts would be made but, rather, to set out a strategy for making such decisions in due course. Comments made at this stage would help to inform the strategy.

Cllr Aziz was grateful for the letter which had been sent to members of the Committee on behalf of the advice centres in advance of the meeting and said she would be pleased to meet their representatives to discuss their concerns. It was agreed that this letter should inform the Budget Review group's deliberations.

The strategy sought to set out a new approach to grant funding which supported the following principles: equalities at the heart of the programme; recovery from Covid; tackling deprivation; and environmentally sustainable. The strategy also sought to make the process of accessing grants easier and, in particular, to facilitate access to grants by organisations/groups which had not done so previously.

Ian Brooke, Head of Community Services, said the need to take £200k from the overall programme was a difficult and unwelcome challenge. The review process leading to this point had been lengthy and detailed, involving conversations with as many relevant people as possible to inform the proposals now before the Committee. The contribution of advice centres was not in question, and the written submission made in advance of the Committee provided the basis of some helpful options to be explored.

The Committee raised a number of matters which were responded to by Cllr Aziz and the Head of Community Services.

The opportunity to apply for three year grants was welcome; the extension of that to allow subsequent rolling renewal would be valuable as it would provide further confidence and continuity for those benefitting from the grants.

The leverage potential of grants to generate subsequent savings/income for individuals and groups was recognised, making the provision of some grants particularly cost effective. There were some data about the 'multiplier effect' for some grants. It was suggested that it would be helpful to see these data. It was also noted however that grants with a high multiplier effect might be financially beneficial but this was not, necessarily, the same as the provision of high value in a broader sense.

The proposals to ensure that the provision of grants was linked to the Council's objectives was very welcome as was the transparency about grant criteria and weighting which made it very clear to applicants what was expected of them.

The Committee resolved to recommend to Cabinet that the Council:

1. Permits (but does not oblige) organisations granted three-year grant funding to reapply for such funding on an annual basis; and
2. Makes available tickets for the Oxford Lottery at cash registers in the Town Hall, such as the museum shop and coffee shop.

74. Budget Review Group - Scope

The Committee resolved to agree the scope of the review group.

It was agreed however that the membership of the review group would benefit from an improved gender balance. The Committee agreed to appoint Councillor Imogen Thomas to the Finance and Performance Panel and the Budget Review Group, replacing Councillor Duncan Hall.

Child Poverty Review Group

The Scrutiny Officer reported that the County Council was, unfortunately, unable to participate in the review as full members of it. The Review Group would therefore proceed with a membership of 4 City Councillors. County Council colleagues could however be invited to contribute on an ad-hoc basis as the need arose.

75. Report back on recommendations and from Scrutiny Panel meetings

The Scrutiny Officer reported back on Cabinet's response to the Committee's recommendations in relation to Anti-social Behaviour Policy; East Oxford Community Centre; Discretionary Housing Payment Policy; and EV Strategy, the majority of which had received a favourable response.

The Committee was disappointed however with the negative response to aspects of the recommendations in relation to the EV strategy and the time it had taken to get those responses. It was noted that the Cabinet Member was due to appear before the Committee in March to report back on the strategy and some of these matters could be revisited then.

Cllrs Champan and Fry fed back to the Committee on the most recent meetings of the Companies Scrutiny Panel and Finance & Performance Panel respectively.

76. Reports for approval

The report before the Committee included two recommendations for Cabinet. In discussion it was agreed that two further recommendation were warranted:

- 1. That the Council, in its work with partners, pursues a renewed focus on attracting domestic tourists to Oxford; and
- 2. That the Council reviews and updates its responses to the recommendations made by the Tourism Review Group in light of the changes of Covid and the proposed Oxford Economic Strategy and City Centre Action Plan.

77. Dates of future meetings

Scrutiny Committee

- 18 January
- 01 February
- 07 March
- 05 April

Standing Panels

Housing & Homelessness: 16 December, 02 February, 04 April
 Finance & Performance: 07 December, 24 January, 09 March
 Companies: 13 December, 24 March

All meetings start at 6.00 pm except Housing and Homelessness on 16 December, which will start at 5pm.

78. Minutes

The Committee resolved to APPROVE the minutes of the meeting held on 02 November 2021 as a true and accurate record.

The meeting started at 6.00 pm and ended at 9.00 pm

Chair

Date: Tuesday 18 January 2022

Request to Oxford City Council to reconsider £25,000 reduction in core funding for Advice Centres

1. Executive Summary

Oxford City Council's Communities Grants Strategic Review Report explains the need to make grant savings of £200,000 per annum, and recommends that part of this saving is achieved by ending the £45,000 pa Advice Development Fund and reducing core funding to the Advice Centres by £25,000 pa.

Agnes Smith Advice Centre (ASAC), Oxford Community Work Agency (OCWA) and Rose Hill and Donnington Advice Centre (RHD) request that the City Council do not make the proposed reduction to Advice Centre core funding.

The Strategic Review Report shows that, even without the reduction, the council will achieve their target of total grant savings of £200,000 pa.

There would still be significant savings from overall advice funding as the Advice Development Fund would still be cut. However removing the reduction to our core costs would reduce the impact on those who need advice in the most deprived areas of Oxford.

If this proposal isn't accepted, we ask that the cut is achieved through assisting Citizens Advice Oxford to relocate, avoiding the need to cut funding across the advice agencies.

2. Introduction

Our three advice centres provide a vital service in the most deprived areas of Oxford. Our City Council grant funding has not increased in line with inflation since 2010 so, effectively, we have been subject to funding cuts year on year, (an approximate 30% cut over the last 10 years using the Bank of England inflation calculator). The Advice Development Fund was established by cutting our core funding by 5% in 2018. The proposal to remove the Advice Development Fund now is a cut of 8.7% to our funding. A further reduction to our vital core costs would seriously risk damaging advice-service provision for the most vulnerable Oxford residents at a time when they are under huge and increasing pressures.

We therefore request that the Communities Grants Strategic Review Report is amended as follows:

- Recommendation 3 is increased to £500,000 for advice centres
- The £25,000 reduction to advice services is removed from savings at Table 1

3. Our service

ASAC, OCWA and RHD have worked hard to reduce costs, develop innovative projects, and collaborate with each other and with Citizens Advice, to ensure that we deliver an efficient and high-quality advice service to beneficiaries. Our work supports City Council priorities and reduces demand for City Council services; for instance, by increasing financial inclusion, targeting inequality, and preventing homelessness and fuel poverty. Our outcomes are outstanding: in 2020-21 the three agencies achieved total financial gains of nearly £10 million for almost 6,000 service users. A cut in funding resulting in a reduction in service could well lead to a cut in the amount of financial gain, which would adversely affect the local economy.

We already work hard to bring in external funding. In 2020-21, the Oxford City Council core grant formed less than 35% of Agnes Smith Advice Centre's total grant income. However, fundraising for core costs has become much more challenging in the wake of Covid-19, while at the same time demand for our services has increased. ASAC has seen a 52% increase in client numbers between January and October 2021, compared with the same period in 2020.

Unlike Citizens Advice, our three agencies are not able to make cost reductions by co-locating or by under-using our premises during the Covid-19 crisis. Because we support the most vulnerable members of society, and because we provide in-depth, transformational advice, we have focused on remaining accessible in our local communities for those who need us most. Digital and telephone advice are an important part of our offer. However, our clients have told us how much they need face-to-face advice - particularly our most vulnerable clients who are less likely to have internet access/digital skills, and often find it difficult to manage by phone. At ASAC we staffed the centre throughout the crisis, to provide emergency/essential face-to-face advice and support, and so that people could knock on our door if they had no other way of reaching us. RHD and OCWA have not always had full access to their premises but face-to-face advice remains a vital part of their commitment to a blended in-person, telephone and e-mail service

The impact of a £25,000 cut

A £25,000 cut applied equally across the four advice agencies would mean each agency would lose £6,250 per annum. £6,250 roughly equates to a 1 day per week adviser salary. Reducing adviser hours by 1 day a week would mean we could each see just under 100 fewer clients per year. This would reduce financial gains for clients, from benefits claimed, debts written off etc, by at least £100,000 per year for each agency, and would put more people in risk of homelessness due to rent arrears or unclaimed benefit entitlement. Waiting times for clients would be longer, with more pressure on staff/volunteers. More Manager time would be taken up with core fundraising, which leaves less time for projects, strategy and development, including liaising with other organisations such as the OCC Locality Hubs.

Please note that there is no evidence that the Hubs will reduce our workloads (Section 39 of the Strategic Grants Report). Since April 2021, ASAC has referred 6 clients to the South Hub for help from the Community Larder. Those clients still needed ongoing advice from us. During the same period, Oxford City Council has referred 19 clients to us for social-welfare advice, and we have also distributed Covid Winter Support Grants and Household Support Grants on behalf of the Council. We are very happy to do this, and gladly accept referrals/work with the Hubs, but this cannot be used to justify a cut to our funding.

It is worth pointing out also that the advice agencies are much more cost-effective than other forms of provision, because so much of their work is carried out by volunteers.

4. Our proposal

5.1 Proposal 1 – remove the £25,000 cut to advice services. This will still mean we have a cut due to inflation and of £45k in the Advice Development Fund.

This is our preferred proposal since it minimises likely consequences for beneficiaries. The Communities Grants Strategic Review Report states the 2020-21 Grants budget totals £1.72 million, with a £200k reduction required. The report proposes the following:

Community Impact Fund	£558k
Commissioning Fund for domestic abuse and advice services	£475k

Homeless monies pot	£442k
Total proposed grants for 2021-22	£1.47 million

This results in savings of £245k. Therefore, removing the £25k cut to advice services would still leave savings over the target of a £200k reduction.

5.2 Proposal 2 – do not apply the £25,000 reduction to the three smaller advice centres

Face to face advice and a physical presence in communities is key to how ASAC, RHD and OCWA reach the most disadvantaged people in our communities. We understand Citizens Advice Oxford have achieved significant savings in 2020-21, following changing their model to be almost entirely remote. They also intend to relocate in December 2022 to reduce cost. These cost saving options are not open to ASAC, RHD and OCWA, who need to maintain their existing premises and focus on face-to-face advice in the community, in order to target those suffering greatest deprivation. Applying a cut to the smaller agencies is very likely to reduce advice provision.

Citizens Advice Oxford are our trusted partners, and we do not want to make proposals that would be harmful to CA. However, if a £25,000 cut cannot be avoided, it appears to us that this could be applied to Citizens Advice’s funding without detriment, as they will recoup this from reduced rental in Years 2 and 3. Citizens Advice should also be in a position to use the savings they made in 2020-21 to cover costs of current rent between April and December 2022.

5.3 Proposal 3 – a pro-rata cut during Year 1 only

If the cut in funding is applied to all advice agencies, we ask that the cut is applied on a pro-rata basis according to the size of our existing grants. We also request that the cut only applies in the first year, with grants returning to the existing amounts in Year 2 once Citizens Advice’s lease has ended and they have been assisted to co-locate to cheaper premises.

This is our least preferred option and we hope this can be avoided, as any cut to our core funding will very seriously reduce our organisational resilience and jeopardise services for residents in the most deprived areas of Oxford.

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Forward Plan

January 2022 to March 2022

Published on 10/01/22

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Cabinet 26 January 2022

ITEM 19: ID: I027032	Council Tax Reduction Scheme for 2022/23 Report status:
A report to seek approval for the Council's Council Tax Reduction Scheme 2022/23 following consultation.	

ITEM 20: ID: I028143	Proposal to remove and sell car parking decking from Oxpens car park Report status:
Cabinet is asked to agree that the Oxpens car park decking should be removed and sold.	

ITEM 21: ID: I029957	Disposal of Land at Hinksey Park Report status: Provisional: Decision reliant on another action or process
An area of land measuring 4m x 4m is required for the installation of a new substation to service the decarbonisation plant at Hinksey Outdoor Pool.	

ITEM 22: ID: I029632	Council owned land in the City centre Report status:
To procure a development partner and agree the terms on which a City Centre site is marketed.	

Cabinet 09 February 2022

ITEM 27: ID: I027568	Development of land at South Oxford Science Village (Land South of Grenoble Road) Report status: Provisional: Awaiting further information, advice or input.
Following the report to Cabinet on 13 October 2021 concerning delivery of land that is part of the South Oxford Science Village and options for the delivery of development at the site, a further report to agree the delivery vehicle for the project.	
ITEM 28: ID: I027114	Budget 2022/23 Report status:
To propose a Medium Term Financial Strategy and the 2022/23 Budget following consultation.	
ITEM 29: ID: I027039	Treasury Management Strategy 2022/23 Report status:
A report to present the Council's Treasury Management Strategy for 2022/23.	
ITEM 30: ID: I027040	Capital Strategy 2022/23 Report status:
A report to present the Capital Strategy for 2022/23 approval.	
ITEM 31: ID: I027042	Allocation of Homeless Prevention Funds 22/23 Report status:
A report to approve the allocation of homelessness prevention funds for 2022/23 and delegate authority for entering into a lease on Floyds Row.	
ITEM 32: ID: I027041	Grant Allocations to Community & Voluntary Organisations 2022/23 Report status:
A report to make decisions on the allocation of grants to the community and voluntary organisations for 2022/2023.	

ITEM 33: ID: I029716	Oxfordshire Plan 2050: Summary of responses from Regulation 18 Part 2 Consultation and next steps Report status:
To update Cabinet on latest position in relation to the Oxon Plan 2050 and to seek any agreements needed at that point.	

ITEM 34: ID: I029717	Oxfordshire Recovery and Renewal Framework Report status:
To seek Oxford City Council approval for the development of a system wide framework and a shared approach and priorities for recovery and renewal from the COVID-19 period. This is being put forward for adoption by all Oxfordshire Councils and other statutory partners to reinforce the strong operational collaboration extended and established through the pandemic. The framework seeks to connect sector and organisational specific recovery planning, linking existing plans and strategies. It focuses in particular on shared economic recovery that leads to shared prosperity, better health and wellbeing and stronger communities - underpinned by measures to tackle climate change and address inequalities.	

ITEM 35: ID: I029952	Designation of neighbourhood planning area and neighbourhood planning forum - Hinksey Park Report status: Provisional: Decision reliant on another action or process
Cabinet is asked to consider proposals for a new neighbourhood planning forum and the designation of a neighbourhood planning area. These applications have been received from a new local group seeking the status of a neighbourhood planning forum, who wish to engage with the planning processing affecting their area, with the potential of developing a neighbourhood plan in the future. The proposed area for designation is Hinksey Park, following the current ward boundaries.	

Cabinet 16 March 2022

ITEM 38: ID: I029560	Draft Oxford Playing Pitches Strategy 2021-2036 Report status: Provisional: Decision reliant on another action or process
This is the Draft City strategy to support and encourage participation in sport and physical activity, through a robust fit for purpose framework that promotes accessible affordable and sustainable playing pitch and outdoor space provision to meet both the current and future local needs.	

ITEM 39: ID: I029589	Update of Housing Assistance and Disabled Adaptation Policy 2022 Report status:
To seek agreement to necessary changes to the Housing Assistance and Disabled Adaptation Policy.	

ITEM 40: ID: I029559	Equalities Diversity Inclusion Strategy Report status: Provisional: Decision reliant on another action or process
Cabinet will be asked to agree the new EDI strategy that has been developed following in-depth discussions with the community	

ITEM 41: ID: I027055	Annual Update of the Council Business Plan Report status:
A report to present the annual update of the Council's Business Plan.	

ITEM 42: ID: I027100	Food Strategy Report status: Provisional: Decision reliant on another action or process
<p>Development of a Countywide Food strategy, working with key partners such as Good Food Oxford, Oxfordshire County Council, Oxfordshire District Council and the Community Food system within the City.</p> <p>That addresses the causes of food poverty as part of our wider anti-poverty work. This should include the following:</p> <p>Taking into account:</p> <ul style="list-style-type: none"> o The National Food Strategy; o The considerable work undertaken by this Council to address inequality and to tackle food poverty during the pandemic; o Being a signatory to the Oxford Good Food Charter; o The excellent work of Oxford's voluntary sector to tackle food poverty; o Recommendations on achieving a self-sustaining community food system and Council's role in supporting this. <ul style="list-style-type: none"> • Bringing together the views and knowledge of our food network partners to better understand the current root causes of food poverty, and a shared action plan to implement meaningful solutions. • Tackling child food poverty by campaigning to address holiday hunger, increasing take up of free school meals and access to food larders for families with children. • Continuing to use relationships with supermarkets to divert surplus food to those in need and minimise waste to help eliminate Oxford's contribution to climate change by 2040 or sooner, in line with the Zero Carbon Oxford Charter and 	

recommendations of the Citizens' Assembly on Climate Change.

ITEM 43:
ID: I027056

Oxford City Council Safeguarding Report 2020/21

Report status:

To report on the progress made on the Oxford City Council's Safeguarding Action Plan 2020/21.

ITEM 44:
ID: I027014

Integrated Performance Report for Q3

Report status:

A report to Members on Finance, Risk & Performance as at 31 December 2021.

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Scrutiny Priorities

January 2022 to March 2022

Published on 10/01/22

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Key:

Reports in **black** text are Cabinet reports

Reports in **green** text are Scrutiny-commissioned reports

Reports which are **greyed out** do not meet the threshold for Scrutiny consideration

January 2022

Climate Emergency Review Group

Priority level: Very High

Preferred Forum: Scrutiny

To hear an update on the Council's activities in relation to the recommendations of the Climate Emergency Review Group.

Approaches to Procurement

Priority level: High

Preferred Forum: Scrutiny

A report to introduce the Council's procurement processes for consideration by the Committee.

Proposal to Remove and Sell Car Parking Decking from Oxpens Car Park

Priority level: Medium

Preferred Forum: Scrutiny

Proposal to Remove and Sell Car Parking Decking from Oxpens Car Park.

Council Tax Reduction Scheme 2022/23

Priority level: Low

Preferred Forum: Scrutiny

A report to seek approval for the Council's Council Tax Reduction Scheme 2022/23 following consultation.

February 2022

Budget 2022/23	Priority level: Very High Preferred Forum: Scrutiny Budget Review Group (to be considered in January 2022)
Consultation Budget for 2022/23 and proposed Medium Term Financial Plan	

Allocation of Homelessness Prevention Funds	Priority level: Very high Preferred Forum: Housing and Homelessness Panel
A report to approve the allocation of homelessness prevention funds for 2022/23.	

Oxfordshire Recovery and Renewal Network	Priority level: High Preferred Forum: Scrutiny
To seek Oxford City Council approval for the development of a system wide framework and a shared approach and priorities for recovery and renewal from the COVID-19 period. This is being put forward for adoption by all Oxfordshire Councils and other statutory partners to reinforce the strong operational collaboration extended and established through the pandemic. The framework seeks to connect sector and organisational specific recovery planning, linking existing plans and strategies. It focuses in particular on shared economic recovery that leads to shared prosperity, better health and wellbeing and stronger communities - underpinned by measures to tackle climate change and address inequalities.	

Grant Allocations to Voluntary Sector Organisations	Priority level: High Preferred Forum: Scrutiny
A report to make decisions on the allocation of grants to the community and voluntary organisations for 2022/2023.	

Oxfordshire Plan 2050: Summary of Regulation 18 Responses and Next Steps	Priority level: Medium Preferred Forum: Scrutiny
To update Cabinet on latest position in relation to the Oxon Plan 2050 and to seek any agreements needed at that point.	

Treasury Management Strategy	Priority level: Medium Preferred Forum: Finance and Performance Panel
A report to present the Treasury Management Strategy for 2022/23 for approval.	

Capital Strategy	Priority level: Medium Preferred Forum: Finance and Performance
A report to present the Capital Strategy for 2022/23 for approval.	

Designation of Neighbourhood Planning Area and Neighbourhood Planning Forum – Hinksey Park	Priority level: Medium Preferred Forum: Scrutiny
Cabinet is asked to consider proposals for a new neighbourhood planning forum and the designation of a neighbourhood planning area. These applications have been received from a new local group seeking the status of a neighbourhood planning forum, who wish to engage with the planning processing affecting their area, with the potential of developing a neighbourhood plan in the future. The proposed area for designation is Hinksey Park, following the current ward boundaries.	

Development of Land at South Oxford Science Village	Priority level: Low Preferred Forum: Scrutiny
Following the report to Cabinet on 13 October 2021 concerning delivery of land that is part of the South Oxford Science Village and options for the delivery of development at the site, a further report to agree the delivery vehicle for the project.	

March 2022

Annual Update of the Council's Business Plan	Priority level: Very High Preferred Forum: Scrutiny
A report to present the annual update of the Council's Business Plan.	

Equalities, Diversity and Inclusion Strategy	Priority level: Very High Preferred Forum: Scrutiny
Cabinet will be asked to agree the new EDI strategy that has been developed following in-depth discussions with the community	

Safeguarding Report	Priority level: High Preferred Forum: Scrutiny
To report on the progress made on the Oxford City Council's Safeguarding Action Plan 2020/21.	

Food Strategy	Priority level: High Preferred Forum: Scrutiny
<p>Development of a Countywide Food strategy, working with key partners such as Good Food Oxford, Oxfordshire County Council, Oxfordshire District Council and the Community Food system within the City.</p> <p>That addresses the causes of food poverty as part of our wider anti-poverty work. This should include the following:</p> <p>Taking into account:</p> <ul style="list-style-type: none"> o The National Food Strategy; o The considerable work undertaken by this Council to address inequality and to tackle food poverty during the pandemic; o Being a signatory to the Oxford Good Food Charter; o The excellent work of Oxford's voluntary sector to tackle food poverty; o Recommendations on achieving a self-sustaining community food system and Council's role in supporting this. <ul style="list-style-type: none"> • Bringing together the views and knowledge of our food network partners to better understand the current root causes of food poverty, and a shared action plan to implement meaningful solutions. • Tackling child food poverty by campaigning to address holiday hunger, increasing take up of free school meals and access to food larders for families with children. • Continuing to use relationships with supermarkets to divert surplus food to those in need and minimise waste to help eliminate Oxford's contribution to climate change by 2040 or sooner, in line with the Zero Carbon Oxford Charter and 	

recommendations of the Citizens' Assembly on Climate Change.

Draft Oxford Playing Pitches Strategy

Priority level: High

Preferred Forum: Scrutiny

This is the Draft City strategy to support and encourage participation in sport and physical activity, through a robust fit for purpose framework that promotes accessible affordable and sustainable playing pitch and outdoor space provision to meet both the current and future local needs.

Housing Assistance and Disabled Adaptation Policy

Priority level: High

Preferred Forum: Housing and Homelessness Panel

To seek agreement to necessary changes to the Housing Assistance and Disabled Adaptation Policy.

Integrated Performance Report Q3

Priority level: Medium

Preferred Forum: Finance and Performance Panel

A report to Members on Finance, Risk & Performance as at 31 December 2021.

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Proposed Scrutiny Work Schedule

January 2022 to March 2022 and Scrutiny-Commissioned Reports to April 2022

January 2022

Committee/Panel	Meeting date	Reports
Scrutiny Committee	18 January	Approaches to Procurement Climate Emergency Review Group Update
Finance and Performance	24 January	Budget Review Group report sign-off
Housing and Homelessness	None	

February 2022

Committee/Panel	Meeting date	Reports
Scrutiny Committee	01 February	Oxfordshire Recovery and Renewal Network Grant Allocations to the Voluntary Sector Oxfordshire Plan 2050
Finance and Performance	None	
Housing and Homelessness	02 February	Homelessness Prevention Funds Tenant Empowerment report (4)

March 2022

Committee/Panel	Meeting date	Reports
Scrutiny Committee	07 March	Equalities, Diversity and Inclusion Strategy Food Strategy Safeguarding Update
Finance and	09 March	Integrated Performance Report Q3

Performance		Business Plan Update
Housing and Homelessness	None	

Below are listed the proposed dates for the remainder of Scrutiny's commissioned reports for the year (ie not Cabinet reports). Those reports which were requested and are not on this list are expected to arise at some point as Cabinet reports instead and will be treated as such, hence their omission.

** The following meetings are liable to be small owing to purdah.

April 2022

Committee/Panel	Meeting date	Reports
Scrutiny Committee	05 April	Domestic Abuse Review Group update Waterways update
Finance and Performance		
Housing and Homelessness	04 April	DSS Discrimination Motion Follow-Up

To: Scrutiny Committee
Date: 18th January 2022
Report of: Head of Corporate Strategy
Title of Report: Zero Carbon Action Plan - Update to Scrutiny Committee

Summary and recommendations	
Purpose of report:	To provide an update on Oxford City Council’s climate change and biodiversity commitments.
Cabinet Member:	Councillor Tom Hayes, Deputy Leader and Cabinet Member for Green Transport and Zero Carbon Oxford
Corporate Priority:	Zero Carbon Oxford
Policy Framework:	Council Strategy 2020-24
Recommendation(s): That Scrutiny Committee resolves to:	
1.	Note: The progress made towards meeting Oxford City Council’s commitments on climate change and biodiversity.
2.	Note: The proposal to overhaul and update the action plan in consultation with the Council’s Scientific Advisor, and present this to Cabinet in 2022.

Appendices	
Appendix 1	Zero Carbon Action Plan – Update to Scrutiny Committee

Introduction and background

- Oxford City Council declared a climate emergency in January 2019. In its response to the Citizens’ Assembly on Climate Change, the Council committed to numerous actions, documented in the 19th December 2019 Cabinet Paper.¹ Further commitments were made in the January 2021 response to Scrutiny Committee.² The Council’s “Net Zero Oxford Action Plan” published in March 2021 brought these - and some other environmental-related commitments - together in one document.³

¹ <https://mycouncil.oxford.gov.uk/documents/s52089/Cabinet%20Report%20-%20Citizen%20Assembly%20Report%20-%20Dec%20Cab%20-%20121219%20v17%20CLEAN.pdf>

² <https://mycouncil.oxford.gov.uk/documents/s59230/CERGFINALDRAFTv1002.pdf>

³ https://www.oxford.gov.uk/downloads/download/1221/zero_carbon_action_plan

2. Overall – significant progress has been made on delivery since the Citizens’ Assembly, despite the backdrop of the pandemic. Of the total 62 actions listed in the Council’s Net Zero Action Plan - 8 (13%) are complete, 26 (42%) are fully on track for completion, 14 (23%) are ongoing, and just 7 (11%) are at risk. In addition, it is proposed 7 will be removed, either because they are no longer relevant or have been consolidated into other actions. An updated version of the action plan will be reported to Cabinet later in 2022.
3. Of the actions that are at risk, the majority relate to the Council’s property portfolio, which - due the impacts of Covid19 – is operating in an extremely challenging commercial environment, delaying progress in this area. Other actions at risk include action 47 on cycle greenways, which has been delayed due Covid19 impacts (including on travelling behaviour) and action 50 on the zero waste festival - again due to Covid19 restrictions and impacts.
4. The Council’s Net Zero Oxford Action Plan included a commitment to update progress against targets on an annual basis. As part of this update, officers will review and overhaul the action plan to add new actions and remove actions that are no longer relevant. This will provide a document which is clearer and distinguishes between projects that are active and in the pipeline for development. The overhauled plan will refer to the more recently published citywide Action Plan and Roadmap to Net Zero, developed by the Carbon Trust and adopted by the Zero Carbon Oxford Partnership (ZCOP) which provides a comprehensive and science-based plan to Net Zero.⁴ Progress reporting against carbon targets will be provided via the City Council’s annual Greenhouse Gas Report (for its own emissions) and the ZCOP (for city-wide emissions). The Council’s Scientific Advisor, Professor Nick Eyre, will be consulted during the review of the Action Plan.
5. The Council has made significant progress towards achieving its objective to achieve Net Zero across its estate and operations by 2030, including:
 - a. In January 2021, the Council successfully secured £10.9m grant funding from the Public Sector Decarbonisation Scheme (PSDS) to decarbonise four of its leisure centres. Upon completion in March 2022, it is estimated that the PSDS programme will have reduced total emissions from the Council’s estate and operations by 21% in a single year. This will be on top of the 40% reduction in the Council’s carbon footprint already achieved over the past decade.
 - b. The Council has continued to support the installation of renewable energy, in particular via its significant investment in the Low Carbon Hub’s solar farm at Ray Valley, part of which will enable to Council to claim a high quality offset for the electricity demand across four of its leisure centres (Leys Pool & Leisure Centre, Barton Leisure Centre, Hinksey Outdoor Pool, Ferry Leisure Centre).

4

<https://www.oxford.gov.uk/downloads/file/7678/zero-carbon-oxford-partnership-roadmap-and-action-plan-full-report>

- c. ODS was awarded PAS2030 installer accreditation in June 21 which enables them to deliver grant funded Green Deal and ECO installation work under PAS & TrustMark accreditation. Following on from the successful desk top UKAS audit in June, ODS has now completed onsite post work inspections, conducted by the British Assessment Bureau (BAB) who are the UKAS nominated accreditation body that ensures conformity to the requirements set out in PAS 2030:2019. In addition to this, ODS are progressing MCS accreditation which will permit them to directly deliver air source heat pump and solar PV renewable energy installations.
 - d. ODS operates the majority of the council's vehicle fleet and have committed to electrify 25% of their fleet by 2023 and are on track to achieve this.
6. Positive progress has been made towards the Council's objective to achieve Net Zero across the wider city by 2040, including:
- a. In February 2021, Oxford City Council hosted the Zero Carbon Oxford Summit, chaired by the Leader, which established the Zero Carbon Oxford Partnership (ZCOP), the membership of which includes leaders from the city's universities, institutions, and large businesses. The ZCOP is currently chaired by the Cabinet Member for Green Transport and Zero Carbon Oxford, and has committed to support achieving Net Zero carbon emissions as a city by 2040, guided by the specially commissioned Roadmap to Net Zero, which outlines the actions required to achieve this goal. Delivery is underway, with eight task and finish "sprint groups" established, to accelerate emissions reduction across key areas identified in the Roadmap, including retrofitting residential buildings, active travel, skills, procurement and freight consolidation.
 - b. The council has completed its stock EPC base data and has determined a pilot programme of retrofit for properties using a combination of grant and base budget funding, with work in the pipeline (potentially supported by grant funding) to target void units. An engagement programme has been developed to improve uptake of measures.
 - c. The HRA strategic review has been completed with a budget envelope in place to support new supply purchase from OCHL – supporting OCHL's objectives including carbon reduction targets.
 - d. The Council remains committed to supporting skills and apprenticeships. Options are being explored with local training providers and through the work of "Sprint 6" of the Zero Carbon Oxford Partnership.
 - e. Housing developments now being put through Planning to be developed by OCHL are all electric heating and meet 70% carbon emissions below 2013 Building Regulations. Some work broadly to Passivhaus fabric standards or, if more appropriate due to site constraints, to a slightly lower but still very good fabric and heat pump. Passivhaus is being explored at one development, and zero carbon for regulated energy across some developments in 2022.
 - f. As part of Project LEO, OCHL is working in partnership with the Low Carbon Hub to trial a new ground-breaking energy offer using electricity generated by the solar panels. The Solar Saver 'time of use' offer will offer cheaper

electricity at certain times, such as when the solar panels are generating power. The trial will start next summer, after an initial period of learning how people usually use electricity in their new homes.

- g. Technical Advice Notes (TANs) have been published on Sustainable Design and Construction and on Heritage and Climate Change, with a Supplementary Planning Document for the West End due in 2022.
- h. The Asset Management Plan (2021/ 2031) is in development and includes the goal for the operational portfolio to be carbon neutral by 2030 wherever possible.
- i. An EV strategy has been commissioned to guide decision making on infrastructure and support EV uptake across the city.
- j. The City Council is working in partnership to deliver numerous EV projects to further expand EV infrastructure in the city including the cable gully, Go Ultra Low Onstreet, and Energy SuperHub Oxford (ESO) projects – with ESO due to open to the public in 2022.
- k. Under the T-GULO project, six rapid EV charging bays are in place, ten more having been installed in November 2021. Once complete there will be ten units providing sufficient capacity to charge up to 800 vehicles a day (30 min charge).
- l. The Zero Emission Zone (ZEZ) Pilot will launch in February 2022, with a plan in place to launch the wider ZEZ in 2023.

Carbon and environmental considerations

7. Appendix 1 brings together Oxford City Council's actions to achieve city-wide Net Zero by 2040 and Net Zero across the Council's estate and operations by 2030. The actions draw on and support the following plans and strategies:
 - a. The 4th Carbon Management Plan 2021 – 2030
 - b. The Net Zero Oxford Action Plan
 - c. The Council Strategy 2020 – 2024.
 - d. Air Quality Action Plan 2021 – 2025.

Financial implications

1. Where actions have been completed or are on track to be delivered, the financial implications have been included in the Medium Term Financial Plan in terms of capital and revenue spend. Where this is not the case, any such additional financial implications over and above what has been included with the MTFP will be need to be considered and approved by Cabinet and Council before progressing.

Legal issues

1. There are no legal implications.

Level of risk

2. Good progress has been made across the Council's actions listed in the Net Zero Oxford Action Plan. During the update to the plan, officers will consider which actions are no longer relevant and if any actions should be added to the plan. This

will be done in consultation with the Council's Scientific Advisor, Professor Nick Eyre.

Equalities impact

3. The clear mandate from Oxford's citizens from the climate change assembly has included representatives from a broad cross-section of groups and ages across the city. No adverse impacts on any part of the community have been identified at this stage, however Oxford City Council will continue to consult with Legal Services to ensure all projects have due regard to the public sector equality duty. The Council will be mindful of communicating clear messages on the purpose of this programme of carbon emissions reduction.

Report author	Rose Dickinson
Job title	Carbon Reduction Team Manager
Service area or department	Environment Sustainability
Telephone	01865 252994
e-mail	rdickinson@oxford.gov.uk

Appendix 1: Zero Carbon Action Plan – Update to Scrutiny Committee

Net Zero Council by 2030

<u>Action Number</u>	<u>Carbon reduction area</u>	<u>Action</u>	<u>Estimated completion date</u>	<u>Source</u>	<u>Update and RAG</u>
1.	Operations and buildings	Purchase renewable gas for all its sites and offset remaining emissions during 2021	December 2021	Scrutiny response 2021/ Carbon Management Plan	<p><u>Blue:</u> complete</p> <p><u>Red:</u> at risk</p> <p><u>Amber:</u> neutral</p> <p><u>Green:</u> on track</p> <p><u>Grey:</u> to be removed</p> <p>Oxford City Council has adopted advice from its Scientific Advisor and is prioritising emissions reduction and local “authority based insetting” over green gas</p>

					purchase and offsetting. This is in line with emerging best practice on achieving Net Zero. Following a decision taken at December 2021 Cabinet, budget has been reallocated accordingly in a new “Net Zero Transition Fund”, which will follow a strict hierarchy to ensure it is used to fund additional carbon reduction measures in alignment with advice from the Scientific Advisor.
2.		Deliver the City Council’s 4 th Carbon Management Plan, which aims to achieve zero carbon by 2030	Ongoing	4 th Carbon Management Plan	Oxford City Council’s Decarbonisation Programme will contribute significantly to the Council’s 2030 zero carbon target, replacing gas boilers with heat pumps at 4 leisure

					centres, reducing carbon emissions from the council's operations as a whole by around 21%. Funding received via the Low Carbon Skills Fund will provide detailed heat decarbonisation plans of three Council buildings, providing the basis for potential future funding bids.
3.		Continue to support the installation of renewable energy in and around the city, particularly where this links to local energy balancing and retaining money within the local economy, through working with organisations such as the Low Carbon Hub	Ongoing	Cabinet Paper 2019	<p>The City Council has agreed to provide significant funding towards the development of Low Carbon Hub's first ever ground mount solar park at Ray Valley Solar, near Bicester.</p> <p>This will be the UK's largest community-owned solar park, generating enough</p>

					clean energy every year to power the equivalent of 6,000 homes.
4.	Fleet vehicles	Publish a plan outlining steps toward full decarbonisation of fleet vehicles, <i>including a feasibility study to assess opportunities for electrification and assessing opportunities for innovations such as more use of alternative fuels.</i>	March 2023	4 th Carbon Management Plan	<p>The due date has been amended (2022 to 2023) to correspond to the completion of the Council's pre-existing commitment to transition 25% of its fleet to EV by 2023.</p> <p>The action has been amended (see italics) to include a feasibility study as part of the development of this plan.</p>

5.		Undertake a feasibility study to assess opportunities for electrification, costings and opportunities for funding and delivery. Assign a fleet carbon reduction champion and delivery team to focus on rapid tackling of reduction of carbon emissions across entire Council fleet (including Oxford Direct Services vehicles).	Ongoing	4 th Carbon Management Plan	This will be removed and incorporated into action 4. NB: this is currently unfunded.
6.		Explore and implement innovations such as more use of alternative fuels	Ongoing	4 th Carbon Management Plan	This will be removed and incorporated into action 4. NB: this is currently unfunded.
7.	Procurement of goods, works or services to Oxford City Council	The Council will undertake soft market testing to see whether typical suppliers can meet or adapt to a requirement to measure the carbon cost of their activities, which the Council would include within its carbon reporting. This will be considered further at the next iteration of the procurement strategy.	September 2022	Scrutiny response 2021	This will form part of the contract management documents that the Council is currently updating.

8.	Internal communications and staff	Projects are ongoing to increase recycling of waste arising from the Council's own office accommodation and operations and eliminate waste to landfill.	March 2022	Cabinet Paper 2019	<p>Introduced new internal recycling bins to ODS Cowley Marsh as a trial. These have not yet been extended to any other Council buildings.</p> <p>This has been delayed due to lockdown and home working</p>
9.		The council will use the opportunity of the 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.	Ongoing	Scrutiny response 2021	<p>This will be removed.</p> <p>Many more staff are working at home, meaning this is lower priority.</p>

Net Zero City by 2040

42

<u>Action Number</u>	<u>Carbon reduction area</u>	<u>Action</u>	<u>Estimated completion date</u>	<u>Source</u>	<u>Update and RAG</u>
					<p><u>Blue</u>: complete</p> <p><u>Red</u>: at risk</p> <p><u>Amber</u>: neutral</p> <p><u>Green</u>: on track</p> <p><u>Grey</u>: to be removed</p>
10.	Residential buildings (existing)	ODSL will continue to develop retrofit services 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.	Ongoing	Scrutiny response 2021	ODS have attained preliminary PAS 2030 accreditation and are currently working towards full accreditation. ODS are working with OCC on a number of pilot properties on whole house retrofit works as case study

					examples for full certified accreditation.
11.		<p>The Council has established a target of 95% of its housing stock to be EPC level C or above by 2030. The Council agreed its 4 year MTFP which included a 7.2m investment programme to support this outcome.</p> <p>This includes developing 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.</p>	Ongoing	MTFP/ Scrutiny response 2021	<p>Stock EPC base data has been determined</p> <p>A pilot programme of retrofit measures to 240 properties is underway using LAD and base budget funding. A further £1.4m bid for SHDF to retrofit 125 void units has been made. External professional Services support has been procured to develop and deliver the work packages over the next 4 years, The draft 22/23 MTFP budget has been increased to £8m</p>
12.		The City Council is reviewing possible options to establish what improvements are required to the building fabric to its housing properties, so	Ongoing	Scrutiny response 2021	This will be removed – covered by action 11.

		they are zero carbon.			
13.		The Council will explore all avenues that could lever in additional funds for retrofits, including levying separate charges on residents in lieu of reduced energy bills.	Ongoing	Scrutiny response 2021	The maximisation of external funding is a priority. We have had a successful LAD bid and the decision re a bid to SHDF is awaited. The development of our forward programme of works will put us in a strong position to access further funds. We have researched the charge to tenants proposal and concluded it is not workable
14.		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.	Ongoing	Scrutiny response 2021	The HRA strategic review has been completed with the HRA BP having an overall budget envelope over the next 10 years for new supply purchase from OCHL with the purchase price mechanism being agreed to support the overall objectives of

					OCHL including support for carbon reduction targets
15.		The Council will monitor and develop a strategy to reduce the high refusal rate for energy efficiency improvements in Council-owned properties	Ongoing	Scrutiny response 2021	A communications and engagement plan has been developed and funding agreed
16.		The Council will identify 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.	Ongoing	Scrutiny response 2021	This forms part of the engagement plan referred to at 15. We already have a network of ambassadors with further proposals to recruit more
17.		The Council is seeking to collaborate across public bodies who have made bids under the decarbonisation fund.	Ongoing	Scrutiny response 2021	Research has been undertaken regarding other Housing provider pilot schemes and arrangements are in place to track and monitor best practice going forward
18.		The Council will ensure its tenants and purchasers of Council-built homes are	Ongoing	Scrutiny response 2021	This is part of our engagement plan but is yet to start at scale

		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. This will be pursued in in consultation with tenant champions and ambassadors.			
19.		The Council will use its position to increase the number of local apprenticeships available in energy-efficient construction methods.	Ongoing	Scrutiny response 2021	The Council remains committed to developing apprenticeship opportunities in energy efficient construction methods and renewable energy. We are currently exploring what options are available through training providers.
20.		The Council will consider the use of carbon monitoring and reduction to estimate energy use from Council housing, rather than simply their	Ongoing	Scrutiny response 2021	This will be a part of our implementation plan on a sampling basis with results feeding into our

		communal areas.			engagement plan
21.	Private rented sector	<p>The Council will lobby government to raise energy efficiency standards in the private rented sector and to give Oxford City Council selective licensing to raise standards.</p> <p>The City Council will be proactive on enforcing Minimum Energy Efficiency Standards (MEES).</p>	Ongoing	Cabinet Paper 2019	<p>The Council responded to the government's consultation on raising the minimum EPC rating to C in the PRS which was launched in September 2020 and ended in January 2021.</p> <p>A bid for Selective Licensing of the PRS in Oxford has been worked up following consultation and cabinet approval and subject to legal advice will be submitted to MHCLG by the end of October 2021.</p> <p>F & G rated EPCs have continued to be used to identify PRS properties for inspection, however,</p>

					the impact of Covid meant that proactive enforcement had been limited until restrictions were removed in July. The restart of the HMO Licensing Scheme in June has also renewed attention on EPCs and compliance inspections are underway as are visits to assess the status of potentially unlicensed properties.
22.	Residential buildings (new build)	The Council will work with OCHL to further explore the appropriateness of developing KPIs/ targets to measure the rate of heat transfer through a structure (u-values) and the airtightness of the properties they develop to Passivhaus levels	Ongoing	Scrutiny response 2021	OCHL has worked mostly to Uvalues of 0.15 external walls and 0.10/0.11 roof/ floors from its inception, and these are now set as a minimum requirement in our Employers' Requirements. We currently report final 'As built' carbon

					reduction figures from 2013 Building Regulations and are now adding heat transfer values to the reporting mechanism for Board/ Executive Management Team. This includes all U values and also the Air tightness. Where meeting close to Passive House this will be indicated
23.		<p>The Council has adopted an aspirational target that all 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.</p> <p>OCHL and HRA new builds are currently working to a</p>	Ongoing	Scrutiny response 2021	Developments now being developed by OCHL are all electric heating and meet 70% below 2013 Building Regulations. All meet a fabric far exceeding that required by Building Regulations. Some work broadly to Passive House fabric standards or, if more appropriate due to

		carbon reduction target of 70% below 2013 Building Regulations. Fabric standards already far exceed Building Regulations.			site constraints, some a slightly lower fabric and heat pump. Passive house being explored at one development
24.		OCHL is in the process of establishing a framework of MMC/ Off site manufacture suppliers to support the 'fabric first' approach	Summer 2021	Scrutiny response	Invitation to Tender documents went out and it has been awarded. 3 options – 40% below future Building Regulations, Passive House and Zero Carbon for all operational energy
25.	Planning	The Council will produce a Technical Advice Note (TAN) on Sustainable Design and Construction which will include advice and further guidance to support the Local Plan policy RE1. This is committed within the Local Development Scheme agreed by Cabinet in July 2020.	Ongoing	Scrutiny response 2021	This has been published.
26.		The Council will seek to bring forward a Statutory Planning Document (SPD) for the West	Ongoing	Scrutiny response	Underway and key milestones met (early consultation in March

		End, which explore whether there is any specific advice on sustainable design and construction in this area that should be included.		2021	2021, consultants appointed, and stakeholder workshop in July).
27.		The Council is preparing a TAN looking at heritage and climate change – listed in Local Development Scheme (LDS) agreed by cabinet in July 2020.	Ongoing	Scrutiny response 2021	This has been published
28.	Council owned community and commercial buildings	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 for the necessary upgrades to the building fabric. The condition survey will inform and help us to develop a programme to work towards an Energy Performance Certificate (EPC) 'B' rating where this is possible	Ongoing	Scrutiny response 2021	The consultants providing the condition survey have been disengaged. A new brief is being prepared and appropriate requirements will be incorporated to capture potential improvements towards EPC B rating.
29.		For all new-build community building projects the Council will explore the costs and	Ongoing	Cabinet Paper 2019	Ongoing

		practicalities of delivering Net Zero energy schemes as part of the feasibility process			
30.		The City Council will rely on partnerships with other freehold landlords in the city and working with leaseholders – many of whom are on long leases - to create an environment where all are ready to take advantage of any grant or demonstration funding and to respond to any new legislation	Ongoing	Cabinet Paper 2019	A number of re-gears of long leases are planned which will allow these discussions to take place. There is insufficient capacity to engage with city wide landlords.
31.		The City Council 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.	Ongoing	Scrutiny response 2021	Ongoing
32.		Where the Council is considering purchasing new buildings, these will be constructed to BREEAM standards	Ongoing	Cabinet Paper 2019	This has been implemented
33.		Where existing in-use	Ongoing	Cabinet	Ongoing

		buildings are being considered for purchase officers propose to look at cost-effective ways of improving the environmental performance of these assets		Paper 2019	
34.		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) and 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	September 2021	Scrutiny response 2021	Ongoing
35.		We will consult with our commercial tenants to understand interest and appetite to ascertain their 'buy-in' to Zero Carbon and what measures they are undertaking in their businesses to add to this	March 2022	Scrutiny response 2021	Not an appropriate time to engage with tenants still concentrating on covid effects

		agenda.			
36.		We will provide 'welcome packs' for all new tenants signposting them to renewable energy sources.	June 2021	Scrutiny response 2021	To be completed end Jan 22
37.		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., the City Council 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.	March 2022	Scrutiny response 2021	No resource to progress currently and timing wrong for majority of our tenants. Suggest post pandemic rental issues calming down and market stabilised.
38.		Wherever possible OCC will look to encourage tenants wanting to make improvements to their properties to reflect Zero Carbon aims.	Ongoing	Scrutiny response 2021	Ongoing. Tenant dependant but OCC happy to encourage.
39.		We will seek opportunities to ensure future proofing is included in advance of the 2023 date where we are	Ongoing	Scrutiny response 2021	

		planning repairs and maintenance projects.			
40.		The City Council has contacted other authorities (e.g., Bristol, Birmingham and Cambridge with similar property portfolios) to ascertain how they are incorporating zero carbon aims. This best practice will be incorporated into future planning to reduce carbon	Ongoing	Scrutiny response 2021	To be removed. No firm advice from other authorities. Once sustainability officer for GF in post will give resource and expertise.
41.		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.)	Ongoing	Scrutiny response 2021	Likely to be BREEAM which is currently being used.
42.		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	Ongoing	Scrutiny response 2021	Threshold return to be agreed.

		and where budget is available. To inform this process, we will establish an appropriate threshold / return for the additional costs.			
43.		OCC will actively review opportunities for carbon offsetting initiatives on its land assets e.g., tree planting, exploration of solar etc.	Ongoing	Scrutiny response 2021	Requires resource but offsetting should be limited to Council schemes.
44.		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.	Ongoing	Scrutiny response 2021	The City Council is actively exploring funding opportunities, having recently been successful in securing funding under the Public Sector Decarbonisation Scheme and the Low Carbon Skills fund.
45.	Transport	Introduce a pilot zero emission zone from 2021 in the city centre and a wider zone from spring 2022	June 2022	Cabinet Paper 2019	The Pilot will be introduced in February 2022.
46.		Continue to partner with Oxfordshire County Council on Connecting Oxford, which	Ongoing	Cabinet Paper 2019	An updated programme for Connecting Oxford

		includes proposals for a workplace parking levy, rapid bus transport and enhanced walking and cycling facilities			and the Zero Emission Zone is being prepared. Some elements of Connecting Oxford will be launch in 2023.
47.		Work with Oxfordshire County Council to develop the creation of cycle greenways into the city	Ongoing	Cabinet Paper 2019	<p>Paused since the start of Covid.</p> <p>The Council, Oxfordshire County Council and the University of Oxford has committed funds to develop a concept masterplan for active travel routes which can cater for the daily mass movement of people into the city. (Original decision notice from March 2020). The funding remains in place, awaiting prioritisation alongside both councils' revised transport work plans accounting for changes relating to</p>

					transport since March 2020.
48.		The Council will seek additional external funding to expand Oxford's electric vehicle charging capacity	Ongoing	Cabinet Paper 2019	<p>The City Council has commissioned an EV strategy to guide decision making on infrastructure and support EV uptake across the city.</p> <p>The City Council is working in partnership to deliver numerous EV projects to further expand EV infrastructure in the city including the cable gully, Go Ultra Low Onstreet, and Energy SuperHub Oxford projects.</p>
49.		All taxis licensed in Oxford will be zero emission capable by 2025 and, through our electric vehicle charging infrastructure and other	Ongoing	Cabinet Paper 2019	The Council's Try b4 you Buy scheme for Black Cab operators has restarted it again (following a pause

		support, we are incentivising the Black Cab fleet to be zero-emission capable			<p>during the pandemic). The purpose is to enable a 2-4 week chance to use an EV Taxi and break down the barriers to EV adoption. The trial is free of charge to users. Furthermore, the Council recently initiated (Aug 21) a £5K grant offer for the next 15 x EV black cab adopters.</p> <p>Under the T-GULO project, six rapid EV charging bays are in place, ten more being installed by November 2021. Once complete there will be ten units providing sufficient capacity to charge up to 800 vehicles a day (30 min charge). Currently part public use permitted.</p>
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50.	Waste and recycling	A zero-waste festival, trialled in 2019, will return in 2021 (coronavirus restrictions permitting).	September 2021	Cabinet Paper 2019	This event was cancelled this year and is rescheduled for next year – subject to covid situation.
51.		The City Council is helping resource a revitalised countywide Oxfordshire Waste and Resources Partnership to drive behaviour change around waste reduction and recycling.	Ongoing	Cabinet Paper 2019	The waste partnership manager is in post and regular meeting have now been established. Current joint projects include recycle week, analysing waste compositional analysis and joint correspondence on the Resource and Waste strategy. Oxford City Currently chairs the partnership
52.	Community action and engagement	As part of the Council's review of its grants programme it will consider assigning a portion of the small grants pot to a prospectus for voluntary and community responses to the	April 2022	Scrutiny response 2021	The report is currently being finalised.

		Climate Emergency.			
53.	Democratic discussion and engagement, and scientifically informed action	The Council will join, promote and support the website of Oxford Together on Climate Change	Ongoing	Scrutiny response 2021	This will be removed. NB: The Council provided support to the OTCC rally during COP26, but is focusing on working directly through ZCOP and a wider community-based campaign rather than through OTCC.
54.		The Cabinet member for Zero Carbon Oxford will be participating in a parish council meeting on the climate emergency in early 2021. A virtual event will be delivered in 2021 on local action.	Early 2021	Scrutiny response 2021	The Council participated in an event with parish councils on the Climate Emergency in early 2021. A further virtual event is yet to be arranged.
55.		The City Council will explore with others the opportunity to establish a retrofit summit, to bring together manufacturers, contractors, and designers in the domain of retrofitting.	December 2022	Cabinet Paper 2019/ Scrutiny response 2021	This event will take place in 2022, details to be confirmed.

		A proposal will be taken to the Zero Carbon Oxford Partnership to suggest that it convenes a zero-carbon building summit			
56.		The Council's outreach and curriculum programme with Oxford schools will be expanded to cover broader climate change issues. We will develop our work in this policy area with the city's Local Education Authority, Oxfordshire County Council, as part of a shared effort to tackle climate issues.	Ongoing	Cabinet Paper 2019	This has been delayed by the pandemic. The Council plans to utilise channels we already have with schools, material produced by partners, and will commission modules – to raise awareness of children on climate change and local actions to address it.
57.		Produce a roadmap to Net Zero, to inform the work of the Zero Carbon Oxford Partnership, which aims to achieve Net Zero emissions in Oxford by 2040. The roadmap will provide the evidence base for the ongoing work of the Partnership, as it establishes "sprint groups" to achieve emissions cuts through	DONE	N/A	The roadmap is complete and has been published. It provided the evidence base for the "sprint groups" which have been initiated by the Zero Carbon Oxford Partnership.

		collaborative action in key areas.			
58.	Governance and monitoring	The Zero Carbon Oxford Partnership will provide regular reporting against its interim targets to Net Zero.	Ongoing	Cabinet Paper 2019	An approach to reporting will be developed as a next step, following publication of the roadmap.
59.		The Council will extend consideration of carbon impacts to all areas of its activity and policy making by introducing Environment Impact Assessments into the Cabinet process.	Ongoing	Cabinet Paper 2019	An approach to EIA is currently being piloted across the Council.
60.	Biodiversity and offsetting	Develop and deliver a biodiversity strategy that takes a holistic approach to carbon reduction and biodiversity net gain	March 2022	Scrutiny response 2021/ Cabinet Paper 2019	The Council has recruited a new ecologist/biodiversity officer. A new action plan will be developed.
61.		Develop an offsetting policy that supports the delivery of the Council's commitment to biodiversity net gain	March 2022	Cabinet Paper 2019	On track with revised timetable.
62.		Publish an Urban Forest	March 2022	Cabinet	UFS going to Cabinet

		Strategy, which provides a strategic approach to tree planting in the city which supports our biodiversity and climate adaptation objectives		Paper 2019	in September 2021 with the intention of publication in October 21
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As agreed at Cabinet on 9 September 2020

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Corporate Procurement Strategy September 2020 – August 2022

Version Draft 0.17



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1. Executive summary

The City of Oxford has a vibrant and diverse community, one that is rich in culture and history. It is a global centre for education, health, bioscience, information education, publishing, the motoring industry, and tourism. Serving the local community and economy is at the heart of everything we do.

Historically, the Council spends circa £91M per annum on procuring goods, services and works excluding Capital, £128M including Capital. In a time of significant austerity, Covid - 19 and Brexit, there is even more focus on procurement to help the Council to deal with the severe challenges we face.

2019/20 Supplier Spend			
	External Supplier Spend £	Inter-OCC Company Spend £	Total Spend £
Council Revenue	25,855,523	25,809,568	51,665,091
Council Capital	24,323,642	12,656,805	36,980,447
ODSL	20,774,564	6,026,839	26,801,403
ODSTL	1,294,323	3,573,116	4,867,440
OCHL	7,545,060	680,209	8,225,269
	79,793,113	48,746,538	128,539,650

This is a two year strategy defining how procurement will support the delivery of the Council's Corporate Plan for 2020-2022 allowing for updates in further strategies to cater for the current external factors (Covid-19, Brexit and Procurement team management) as well as meeting the Council's legislative obligations.

The strategy takes into account EU Procurement regulations, the potential changes that will require implementation following Brexit, the Council's vision to become a world-class city for everyone incorporating Social Value, Social Enterprise, Equality and Diversity and moving rapidly towards Zero Carbon.

Whilst this procurement strategy is designed primarily for the Council, it is intended that it will align with the procurement strategies of the Council's wholly owned companies, Oxford Direct Services Limited (ODSL) and Oxford City Housing Limited (OCHL) to ensure that as a group they benefit both from financial savings and efficiencies from joint procurements and frameworks wherever possible.

2. Procurement Introduction

Delivering value for money is at the heart of what procurement does.

This Procurement Strategy has been prepared in response to the ever changing procurement agenda and the current financial climate. The strategy sets out the procurement aims and goals for the Council for 2020 - 2022 and will be reviewed on an annual basis, to reflect any changes in both national and local policies and priorities.

In this Procurement Strategy we have aligned our procurement ambitions in line with the Council's corporate vision and aims for 2020-2024, with the Contract Rules (Section 19 of the Constitution) being kept under review throughout the life of the strategy to ensure that the Council stays ahead of best practice.

This strategy seeks to adopt a pragmatic approach to procurement, one that is balanced and considers the value and risk associated with individual procurements and is designed to enable the Council to continue on its journey of change and innovation.

The Council is mindful that the impact of procurement is far greater than processes objectives and principles and that effective procurement can incorporate a wide ranging socio-economic agenda. That means at the heart of this strategy sits the aim to deliver an inclusive economy, whereby the Council uses its purchasing power to retain wealth that benefits the local economy, influences sectors to provide an Oxford Living Wage and unleashes the potential of the voluntary and third sector. In taking this approach, the Council will not only deliver a successful local economy for everyone, the leverage of our power can help address a wide range of ethnic and social disparities, push employers to become inclusive, significantly contribute to our ambition to be zero carbon and deliver value for money for Oxford's citizens.

Community Wealth Building (CWB) is a people-centred approach to local economic development, redirecting wealth back into the local economy and is a response to the contemporary challenges of austerity and automation seeking to provide resilience where there is risk. There are five key principles of CWB one of which is progressive procurement of goods and services. The Council has committed to the CWB agenda and therefore this is reflected within this Procurement Strategy.

3. The Procurement Landscape

3.1 Legislation

Public procurement operates in a highly regulated environment governed by the Council's internal procedures and rules such as the Contract Rules in the Constitution and legislation such as the UK Public Contract Regulations 2015, The Concession Contracts Regulations 2016 and the Utilities Contracts Regulations 2016. The Public Services (Social Value) Act 2012 will be applicable to pre-procurement procedures and the Council must consider how any services it is considering procuring might improve social priorities and the wellbeing of the service area. Policies relating to procurement currently set by the European Union may, through Brexit, be subject to change although it should be noted that the UK will still be treated as an EU member state during the Brexit transition period.

3.2 Challenges and opportunities

The Council continues to operate in a very challenging financial environment. Demand for local public services is rising and cost pressures are increasing, yet government grant to councils has reduced markedly. The Council has itself lost around £6 million of Revenue Support Grant since 2016. The recent COVID19 global pandemic has brought with it significant financial challenges both in the short and longer term and ensuring best value is obtained for every pound spent on supplies and services by the council will require a clear Procurement Strategy.

High on the Procurement's agenda is increasing social value opportunities. Social value is about using the Council's spend and influence to drive social and economic opportunities to those most in need, it's about delivering services, tackling inequality and protecting our planet one procurement at a time. It is also about breaking down barriers and developing opportunities to do good business in an inclusive economy context. By engaging with key stakeholders and seeking their buy-in to the process we will take the first step towards consistently delivering and evidencing such value.

Procurement undertaken in the right way can positively impact on various sectors of the economy. Tendering processes need review to ensure Small and Medium Size Enterprises (SMEs), third sector organisations and social enterprises have adequate opportunity to compete for opportunities (directly or as a subcontractor).

3.3 Strategic vision and aims

The Corporate Plan 2020-24 sets out the Council's vision for the city and quality of life of its residents and the plans for how it will achieve the objectives in the four key priority areas:

Oxford City Council: Building a world-class city for everyone

1. Foster an inclusive economy
2. Deliver more affordable housing
3. Support thriving communities
4. Pursue a zero carbon Oxford

4. Strategic Aims and Key Priorities

4.1 Procurement vision

Procurement by its very nature is well placed to support the delivery of the Council's corporate priorities.

Recognising that the procurement strategy, policy and practice impacts significantly on outcomes, our vision for procurement is:

- to create value through strategic thinking, efficient processes, use of technology and exceptional customer care in the fulfilment of the Council's corporate priorities
- to create real value through people powered procurement
- to provide solutions to needs, on-time and in full
- to make procurement easier and better for everyone in order that stakeholders can focus on what they do best.

In the above context, delivery of the Council's objectives, including better outcomes from public services and regeneration of places, requires resourcefulness and Procurement is responding to this requirement by:

- maximising value for money – gaining further social value benefits,
- supporting stakeholders in the use of frameworks and other procurement portals like the digital market place where value for money can be demonstrated.

- creating commercial opportunities – promote revenue generation through promotion and support of the Council’s two wholly owned companies
- smarter ways of working – embracing innovation, collaboration and embedding change.

The use of the Government Market Place, and other frameworks put in place by buying organisations such as ESPO (Eastern Shires Purchasing Organisation), YPO (Yorkshire Purchasing Organisation) and many more will enable the team to focus resources into areas where they can deliver greater value, added to that over a period of time frameworks can deliver many benefits such as

- Remove the need to undertake costly and time consuming procurements
- Significant reduction on procurement timescale
- Robust agreements resulting from thorough professional due diligence
- Pre-agreed terms and conditions
- Reduced Contract costs due to aggregation of spend

4.2 Procurement aims

- **Stakeholder engagement**
 - engage with relevant stakeholders and service users ensuring business needs are analysed and the design of specifications reflects community requirements, whilst recognising the contribution of existing services;
 - secure the ongoing commitment of internal stakeholders to implement the Strategy, by continuing to increase the profile of procurement within the Council;
 - Provide a professional knowledgeable support function to train internal stakeholders and offer guidance on procurement related activities
- **Route to market**
 - procurements valued in excess of £100k have an approved procurement strategy prior to commencement that delivers sustainability, local economic development, social value, equality and diversity and inclusivity objectives;
 - collaborate with other public bodies and partnering arrangements with suppliers to maximise efficiencies;
 - encourage a varied and competitive supply market;
 - support and enable the Council to be competitive and portrayed as the supplier of choice when bidding for commercial opportunities;
- **Inclusive economy in Procurement**
 - provide an innovative service which delivers quality outcomes to the citizens of Oxford City;
 - procure goods, services and works in a lawful and ethical manner which encourages participation, collaboration and sustainable economic growth;
 - ensure the Procurement Strategy is aligned with the Council’s corporate priorities in particular to be an efficient and effective Council;
- **Outcomes and development**
 - develop staff in Procurement who lead on regulated procurements; through training, secondments and mentoring;
 - provide reporting of procurement performance and compliance;
 - provide responsible sourcing through the procurement service to deliver value for money and financial savings

See Appendix 4 (Procurement Action Plan) for further aims and actions related to Social Value, Equalities, zero carbon etc.

4.3 Key priorities for our regulated procurements for 2020:

4.3.1 Corporate aim 1: Foster an inclusive economy

Small, Medium Enterprises (SMEs), and Voluntary, Community and Social Enterprise organisations (VCSEs)

The Council has an ethos of promoting opportunities for local businesses, either directly with the Council or indirectly through contracts that it holds with prime contractors. Procurement is a mechanism for delivering and realising tangible benefits for the economy and local communities. Over 75% of the Council's spend is local to Oxfordshire and over 60% of the Council's spend is spent with SME's (Small and Medium Enterprises).

The Council's Contract Rules provide a clear requirement which directly supports these priorities:

- at least one local supplier must be sought in all instances unless the opportunity is advertised via an open process;
- to seek a commitment from suppliers to pay their employees the Oxford living wage (where work is undertaken within Oxford) or the Living Wage Foundation Rate: this includes (where appropriate) any employees engaged by a sub-contractor in fulfilling the contract.
- To understand our supply chain and how it can support more local businesses, including social enterprises and cooperatives, promoting wider benefits to the local economy

The Council is also proud to be an accredited member of the Living Wage Foundation and procurement will seek to promote and increase the number of suppliers that adopt the Oxford Living wage or Living Wage Foundation rate on supply of goods, services or works.

Working with Council Service Heads, and our two wholly owned companies ODSL and OCHL Procurement will also undertake the following to support this corporate aim:

- Adopt a corporate defined approach to social value
- Incorporate 5% evaluation criteria on social value requirements where proportionate and relevant in regulated contracts and increase this weighting where it is deemed appropriate to do so.
- Improve contract management to ensure contracts are delivering the social value offered at point of contract award ensuring that the Council measures and records the actual deliverables
- Further develop social value and update procurement documentation to reflect developments.
- Where possible, simplify procedures to assist SMEs and third sector enterprises to bid, working with relevant member champions.
- Hold a corporate "meet the buyer" event to engage with suppliers from all areas to understand the market and barriers.

- Hold “how to tender” workshops to support suppliers in the tender process.
- Target and encourage BAME/Women-led SMEs to come to “meet the buyer” events to tackle issues of under-representation in specific service sectors.
- Pay undisputed SME invoices within 14 days and other supplier invoices within 30 days of receipt.

4.3.2 Corporate aim 2: Deliver more affordable housing

The Council has established a Housing Development Company, OCHL to undertake housing developments which increase the supply of social, market and shared housing in Oxford, to meet the ever increasing demand.

Procurement will work with the Council’s wholly owned company OCHL, to ensure procurement processes support the delivery of affordable housing projects whilst ensuring compliance with the necessary regulations.

Procurement will seek to make savings on construction, refurbishment, repair and maintenance procurement exercises delivering value for money whilst not hindering project deadlines.

Procurement will ensure visibility of the value for money for each project that it is involved with in the form of added value contract deliverables or financials for grant based income.

Procurement will work with its stakeholders to procure works, goods and services for delivery that provide best value for money and good standards of quality. This may involve setting up Dynamic Purchasing System (DPS) frameworks, utilisation of national frameworks or tendering requirements directly with the market.

Procurement will also undertake the following to support this corporate aim:

- Assist the Council in tackling the housing challenges it faces by supporting Service Areas to tackle homelessness.
- Engage with OCHL and ODSL to understand their needs early in the process and offer options for the most appropriate route to market

4.3.3 Corporate aim 3: Support thriving communities

Thriving Communities

Procurement will work with the Council’s Community teams in their aim to respond to and support communities, offering appropriate procurement advice to help towards developing sustainable communities. Examples where we can assist:

- Attending Communities facility review meetings advising on best practice and routes to market for projects;
- Working with internal and external agencies to deliver culturally competent services for BAME, disabled, elderly and vulnerable people; and
- Working with the Council’s Community Services to deliver high quality cultural events and activities where procurement of goods and or services is required.

- Providing business start-up advice to potential new suppliers in Oxford particularly around the procurement websites that they may wish to register with along with advice concerning the standard selection questions that suppliers should be aware of.

Procurement will also undertake the following to support this corporate aim:

- Engaging early with stakeholders to seek input as to how procurement may be able to support them.
- Reviewing, supporting and checking procurement exercises where the Modern Slavery Act 2015 and preventing human trafficking may be relevant.

See appendix 2 for further information

4.3.4 Corporate aim 4: Pursue a zero carbon Oxford

Procurement can make an important contribution to sustainable consumption and production; it can play a key role in helping to become a more resource-efficient economy. As part of this we will:

- Work with the Council's Citizens' Assembly on procurement projects such as the purchase of renewable electricity and gas, that not only would help meet the 2050 zero carbon future for the city, but also the aim for the Council to be net zero by the end of 2020;
- Ensure the whole lifecycle from purchase to disposal is considered in every regulated procurement project;
- Ensure products purchased meet the latest minimum energy efficiency requirements;
- Wherever possible, take into account the operational energy use and environmental impacts of vehicles as part of the procurement process; and
- Consider where relevant the EU Green Public Procurement criteria.

Procurement will also undertake the following to support this corporate aim:

- Engage early with internal stakeholders to understand fully the requirements for the future and how Procurement can best support this.
- Engage with external stakeholders to understand how the market is changing and identify potential available options.
- Engage with other buying organisations including other Public and Local Authorities to understand how they are tackling this issue.

See Appendix 2 for further information

5. Equalities in Social Value via Procurement

The Public Services (Social Value) Act 2012 requires public authorities to consider how they can improve the economic, social and / or environmental wellbeing of their local area through the way in which they procure goods, services and works. The Act requires consideration to be given to procurements over the EU thresholds. The Council has taken steps to impose Social Value into the procurement process and not only over the EU threshold levels.

Social value, although not expressly defined does refer to the wider financial and non-financial impacts of projects, it is an indispensable part of procuring public services. It can shift the focus from processes to outcomes that have direct benefits for the Council and the City.

The overarching objective is to achieve the best commercial results, whilst supporting key social outcomes that meet Oxford’s needs strategically; creating opportunities for local people, and encouraging spend with local SMEs, social enterprises, co-operatives and voluntary bodies and organisations committed to environmental improvement by:

- Considering throughout the commissioning cycle what community benefits can be derived through social value, and where building provisions for such in all our contracts is beneficial;
- Incorporating social and environmental aspects into specifications award criteria and contract conditions where appropriate and proportionate to what is being procured or provided;
- Promoting innovation, employment and social inclusion, protection of the environment, energy efficiency and combating climate change; and
- Creating and nurturing a vibrant, healthy, innovative, competitive rich and representative diverse marketplace of suppliers reflecting Oxford localities that include and encourage small business, mutual, charities, community groups, co-operatives and social enterprises.
- Varying the extent to which social value might be measured by the Council. Some contracts will be well placed to deliver greater social value in the communities they serve than others.

The Council is committed to sustainable procurement and its procurement activities are not solely based on the economic factors, but aim to achieve the best value based on the whole life costs, the associated risks, measures of success and implications for the society and environment.

Procurement is focused on developing its approach to how it accesses, manages and monitors the use of community benefits in its contracts to ensure the additional benefits offered by the Council’s suppliers will deliver the best possible social value for the communities of Oxford City.

During 2019/20 procurement included as part of regulated procurements where relevant and proportionate a 5% evaluation weighting on elements of Social Value that bidders could commit to.

The outcome of this proactive role in targeting the social value offered across the City and its group of companies is recorded on the Contract register. The information is passed to the Contract Manager to monitor over the life time of the contract. Examples of social value and the number of suppliers that have committed to social value within their tender response has been detailed below:

Social value submitted by suppliers			
	OCC	ODSL	OCHL
Support mentoring, placements and apprenticeships: Offers vary from taking on an apprentice in years 2 or 4 of a contract, or taking one on when the spend is over £5m, or just looking into the	3	7	3

apprenticeship schemes/ ex-military schemes			
Recruit/support local subcontractors and SME Offers vary from using local suppliers as sub-contractors, spending locally for supplies, support local employment, sub-contract 80% to SMEs	1	6	3
Support a charity donation Offers vary from charitable contributions, donations to community funds, donations to Oxford based charity, Oxford office to raise money for local hospice	0	7	0
Support/provide time to volunteer for community work/engagement Offers vary from providing 1 member of staff a day to help at a community or voluntary group, provide 1 day voluntary work, 1 hour per week community engagement	0	5	3
General response in line with our corporate priorities. Some responses just agreed with our objectives/principles with no specific benefits	6	0	0
Contribute to the delivery of Oxford's Zero Emission Zone Proposals around supporting a reduction in emissions	7	1	0
Support Oxford Living wage Only 3 tender proposals included in SV submissions but all suppliers sign up to Terms and Conditions that state that supplier/sub-contractor shall make all reasonable endeavours to ensure they comply with the "living wage"	0	0	3
Provide Health & Safety cost advice/awareness training	1	1	0
Support paperless systems	2	0	0
Support the environment (reduction of noise, air and chemical pollution)	1	1	0
Work placements Offers vary around work experience, 4 weeks work placement, work placement for Academy	0	3	0
Work with schools or colleges in Oxford Offers vary from 40 hours with schools or colleges, attending a school career event, run sustainable design w/shops, career fairs.	1	3	0
Increase tourist revenue	1	0	0
Invest in hybrid vehicles - reduction in carbon footprint	1	0	0
Specialist advice to local people	0	1	0
Support disabled residents of Oxford (and their families)	1	0	0
Support the eradication of vehicle congestion	1	0	0
Support waste recycling	0	1	0
Use environmental friendly packaging	1	0	0
	27	36	12

All Procurement templates include a 5% Social Value weighting. Moving forward procurement aim to work with suppliers to identify opportunities which best align their own corporate social responsibility (CSR) objectives and those of the Council aiming to establish a fair evaluation methodology for responses to Social Value. During the 2020 – 2022 period the Council will look to increase the weighting allocated to Social Value where proportionate and relevant to do so for regulated procurements.

Please refer to Appendix 1 - Social Value Procurement Statement.

6. Equalities in Procurement

The Council provides a wide range of services to residents and businesses in the City. In some cases these are provided directly by the Council, in others by our contractors and partners.

Each year, the Council enters into contracts worth many millions of pounds for buying goods, works and services on behalf of the people of Oxford. Whether provided by the Council or by external organisations, it will not differentiate on the grounds of disability, impairment, employment status, gender, gender reassignment, home address, marital status, nationality, national origin, race, and religious belief, responsibility for dependants, sexual orientation or trade union membership.

The Council has a statutory duty to ensure that public money is spent in a way that ensures Value for Money and does not lead to unfair discrimination and social exclusion.

The promotion of equalities in the procurement process will help the Council to:

- improve the quality of local authority services
- Ensure that public money is not spent on practices which lead to unfair discrimination
- Deliver more responsive and flexible services in combating social exclusion and building strong and cohesive communities
- Encourage other organisations to practice the Council's public service ethos on equalities
- Deliver services that meet the diverse needs of the City
- Improve employment conditions
- Enable an inclusive economy

The Council will take into account in its tender evaluation and contracting processes, a potential contractor's approach to equalities in terms of its employment practices and service delivery outcomes. It will do this by asking potential contractors relevant questions and include appropriate provisions in its contract documents relating to these matters. The response to these questions will be evaluated as part of the selection process.

The impact of the procurement with regard to the promotion of equalities within service delivery and employment opportunities will also be monitored and managed during the life of each contract.

This policy supports the Council's Equality Strategy and is designed to ensure a consistent approach across the authority to all areas of equalities work.

Under the Public Sector Equality Duty (PSED) it is important to ensure the Council is encouraging as many companies and other organisation as possible to bid for Council business whether directly or through our two wholly owned companies ODSL and OCHL. The Procurement Team provides procurement oversight and advice to all three entities of the Council's Group including its wholly owned companies OCHL and ODSL. Working across all parts of the Group the Team ensure where practically possible the procurement strategies of each entity are aligned with the Council's Corporate Priorities and values and that procurements with suppliers are undertaken in

a consistent and transparent manner in line with procurement regulations. Procurement will work with potential new contractors to identify ways to aid and support entry for all businesses and increase responses to tenders.

It is important that Procurement foster an environment integrating consideration of equality and good relations into its day to day business by considering how a function can affect different groups in different ways. The intention is that the Council will draw on a broad range of talents to better represent the community it serves with the aim of increasing satisfaction with public services.

Objectives include:

- Ensuring that all entities within the Council Group benefit from supplier procurements
- Working with SMEs and Voluntary Sector Organisations to support where possible applications to become a supplier
- Seek feedback to understand negative experiences
- Utilise methods other than the corporate procurement portal if required to support suppliers from all backgrounds and ability.
- Incorporate a section on Equalities, diversity and inclusion into the Selection Criteria of the procurement templates
- Ensure that specifications and contractor obligations meet the requirement of the Council's equality and Diversity policies, regulations and objectives and through on-going contract management ensure compliance.

The Council's contracting officers should follow the checklist in **Appendix 3** which also details the equalities questions that procurement will include in regulated procurements with the aim of fostering an inclusive economy.

7. Ethical and sustainable procurement

7.1 Procurement plays a vital role in promoting both ethical and sustainable procurement, and in furthering sustainable development through the procurement of goods, services and works, as procurement decisions can have significant socio-economic and environmental implications, both locally and globally, now and for future generations.

7.2 The Council has been procuring goods, services and works in an ethical and sustainable manner for many years. The Council's approach is now formalised under the Ethical and Sustainable Procurement Statement. **Appendix 2** -

7.3 For procurements valued at £100k and above strategies are designed to ensure that contracts represent value for money on the basis of whole life costs, that they generate benefits for the local economy, and have a positive impact on the environment. Procurements include social value or sustainability criteria where possible as well as a request for the supplier to pay the Oxford Living Wage for Oxford bases suppliers and or workers, or the Living Wage Foundation Rate for workers outside of Oxford.

8. Procurement overall aims

Along with the corporate vision, procurement have the following key aims:

Electronic procurement

The Council recognises the importance of electronic procurement (e-procurement) in delivering lower transaction costs for both itself and suppliers, improving visibility of contract opportunities to the supply market, making the procurement activity visible internally and providing a clear audit trail.

Procurements valued at £10k or more are required to be conducted using the corporate procurement portal. Support can be given to local small businesses on how to use the portal at events such as Meet the Buyer or where the Council hosts supplier days for particular procurements.

For the majority of purchases the Council requires an official order to be raised in the relevant ordering system when commissioning goods, services and works. Orders are required for accounting purposes in terms of authorising the transaction, to give a financial commitment and to confirm to the supplier what has been ordered. Orders also enable invoices to be processed efficiently. Where a goods receipt note has been completed and matched with the order within a financial tolerance a payment can be generated automatically with little or no human intervention.

Requisitions created in the Agresso procure to pay (P2P) system are raised against defined products which classifies what is being procured, and whether it is against a contract or not. Requisitions raised against non-contracted products are subject to procurement approval where the value of the order is £5k or more.

The Procurement and Payments Team use management information to monitor spend including identifying opportunities to reduce non-contract spend, improve the performance of P2P and the authorisation of payments to suppliers and to reduce transaction costs.

Purchasing cards are used for low value purchases where efficiency is required whilst maintaining compliance with the Council's Constitution.

The Council's payment strategy is to pay undisputed invoices within 30 days of receipt and within 14 days for SMEs.

Contract Management

Embed improved contract management through:

- Ensuring all contract managers are aware of the aims of the Procurement Strategy and empowered to deliver them
- Promoting good contract and supplier management to monitor the effectiveness of regulated procurements in achieving their purposes, building good relationships
- Championing risk management through contract management to ensure staff manage, monitor and control all internal and external supply chain risks and service delivery throughout the procurement stages and contract life.

- Developing good working relationships with key stakeholders to identify and include appropriate KPI's in all specifications pre tender
- Completion of a contract handover procedure on award outlining Service Level Agreements, risk areas, specification and payment details
- Creating, rolling out and embedding procurement training sessions for staff who manage regulated contracts
- Encouraging contract managers to develop strong relationships with suppliers to monitor all areas of performance, mitigate risks and consider any opportunities to improve efficiency, reliability and reduce costs.
- Developing a centralised corporate contract risk register to include supplier stability checks and performance against contract terms

Effective contract management results in improved supplier performance leading to more efficient outcomes. Contract management must:

- Ensure that service expectations are met or exceeded;
- Be responsive to securing further savings through identifying cost reductions, efficiency or process improvement, better demand management or an improvement in service delivery over the term of the contract;
- Monitor and secure other non-cashable benefits such as improved quality, sustainability, and local economic and health outcomes as stipulated in the contract; and
- Mitigate any supply chain or contract risk and the costs associated with the materialisation of a risk event.

Contract management will be reviewed in line with International Association of Contract and Commercial Managers (IACCM).

Value for Money

Procurement will ensure that through its regulated procurements the following key principles will be applied.

- Increasing collaboration with other Councils and organisations including the use of buying organisation frameworks
- Maintaining consistency and transparency in procurement processes
- Considering where appropriate the whole-life cost of what is being procured in a clear, transparent and proportionate manner
- Improved engagement with the Council's wholly owned companies, local authorities and other organisations
- Review procurement templates ensuring they remain fit for purpose and encompass all changes in procurement requirements and regulations
- Reduce level of non-contracted spend

Contract Register and Procurement forward plan

The Council has over 575 contracts with external organisations in operation at any one time. Our wholly owned companies ODSL and OCHL have a further 220 and 15 respectively. The procurement team will maintain a register of contracts valued at £5k and above.

Procurement will update the Council's contract register on a quarterly basis ensuring live and pending contracts are visible not only to internal stakeholders to aid in their management of their

contracts, but providing information to suppliers of when Contracts may be coming up for tender. Procurement will:-

- Update and publish the contract register in June, September, December and March each year.
- Review Contract storage ensuring that there is one central repository for Contracts
- Ensure all contracts are held on the corporate contract register and linked to a signed copy of the contract and actively monitor contract expiry dates
- Notify contract managers in advance of contract extension requirements and contract end dates and work with them on preparations for retendering as appropriate

Transparency

Ensure that the Council's regulated procurements will be carried out in compliance with our duty to act in a transparent and proportionate manner, at each stage of the procurement process, through;

- Use of electronic communication for all procurement activity;
- ensure open public and market engagement
- use of clear and precise language to ensure a common understanding of requirements; utilising Council thresholds to ensure proportionality regarding the appropriate procurement route
- supplier checks to mitigate risk to the Council of unsuitable suppliers being awarded a Council contract

General Data Protection Regulation (GDPR)

Article 28 of the GDPR adds a requirement upon controllers (the organisation who determines the purposes and manner in which personal data is processed) to ensure that certain provisions are included in contracts where there is personal data being passed from one party as the controller to another acting as a processor of that personal data. The aim of the Article is to ensure that a controller of data who passes personal data to the processor controls how that processor can use that data. In order to achieve this, the Article stipulates that any processing of personal data by a processor shall be governed by a contract containing certain information.

Procurement will therefore ensure that GDPR is addressed where required at each stage of a regulated procurement and recorded appropriately on the Contract register by:

- ascertaining what type of personal data will be held as part of the contract and where that data will reside
- identify how the data will be obtained, how it will be stored and who it will be shared with
- identify which suppliers are affected by GDPR and record accordingly on the Contract register

Appendix 1 – Social Value Procurement Statement

Introduction

Implementing and embedding Social Value at a local level involves making commissioning and procurement decisions in a new way that ensures wider benefits are considered throughout the commissioning cycle and how this links to the strategic themes and policy areas within Oxford City Council

Practical examples could include requiring suppliers to pay the Oxford Living Wage where possible for workers based in Oxford or the Living Wage Foundation rate for workers based outside of Oxford, employ a specified number of apprentices or take certain actions to minimise environmental damage.

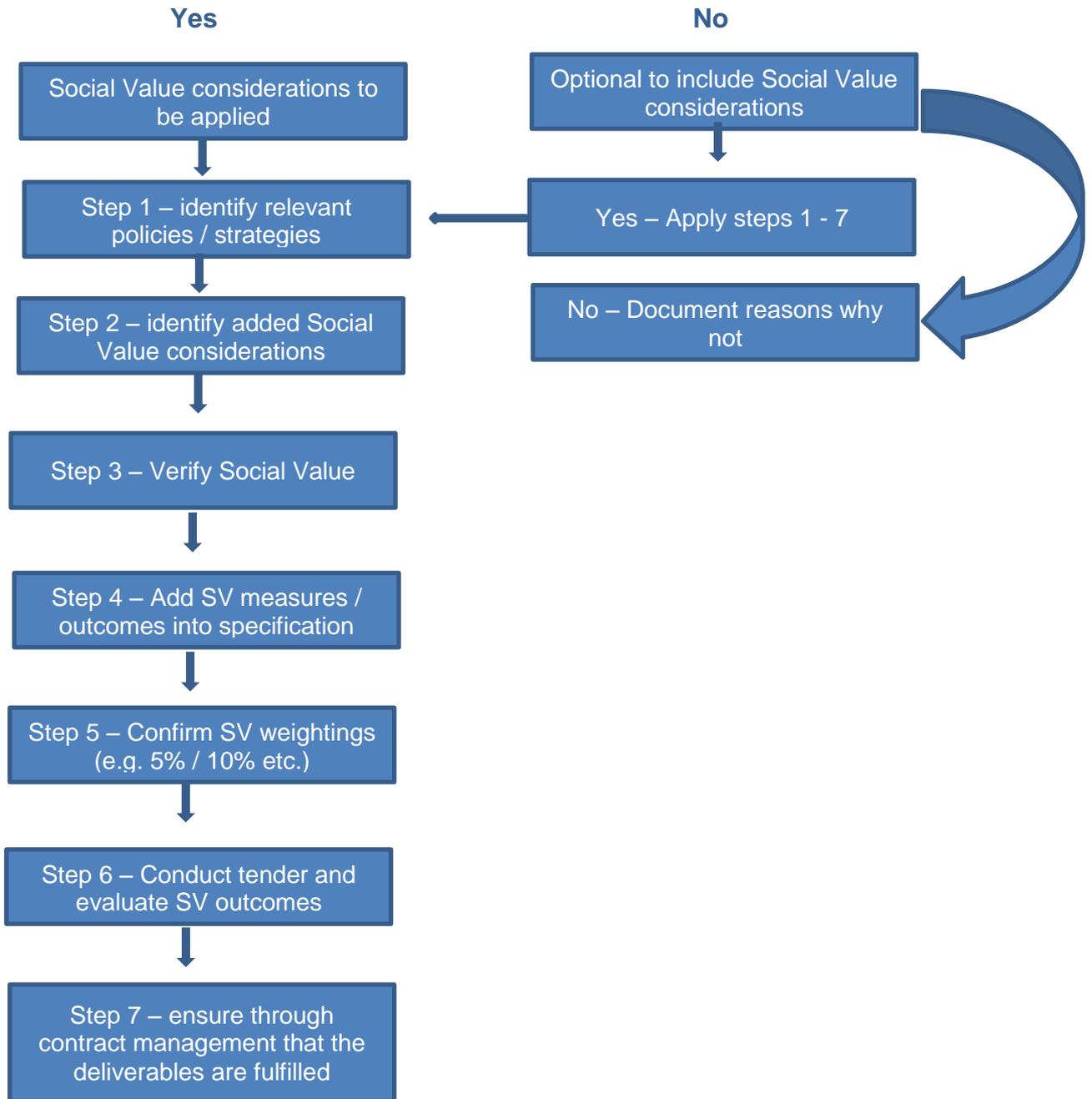
Consideration for Social Value should be given at the start of a procurement exercise. Where practical and appropriate. Relevant and proportionate outcomes should be identified and included as part of the tender evaluation criteria against which bids will be scored. The outcomes will be linked to the strategic vision and aims.

Due to the wide range of goods and services the Council and its Group of Companies procures, it is recognised that this process needs to be flexible and be tailored to each exercise. It is the role of service commissioners and procurement leads to consider, on a contract by contract basis, relevant Social Value outcomes that could be incorporated into the process, linking to the strategic aims.

Suppliers can then be asked to demonstrate how they intend to deliver against those priorities that are relevant and the responses of the winning bidder would then be written into the final contract for the Contract Manager to manage and ensure the benefits are realised.

Application of Social Value (SV) flow chart

Is the value of the tender above OJEU threshold for Services?



Examples below of the types of Social Value that can be evaluated within a tender:

Social	Economic	Environmental
Volunteering in the community	Hosting work placements	Reducing energy use and carbon emissions
Hosting community events at your business	Employing local people and spending with local suppliers	Supporting improvements to public spaces and parks
Flexible working policies for staff	Mentoring and providing career advice to young people	Using sustainable products and materials

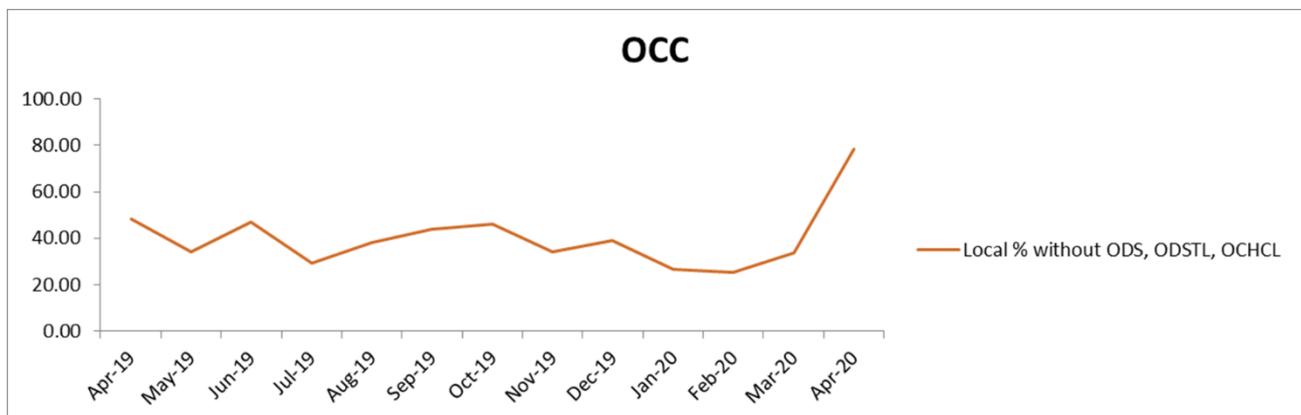
How else can Procurement Assist with Social Values?

Use of local suppliers

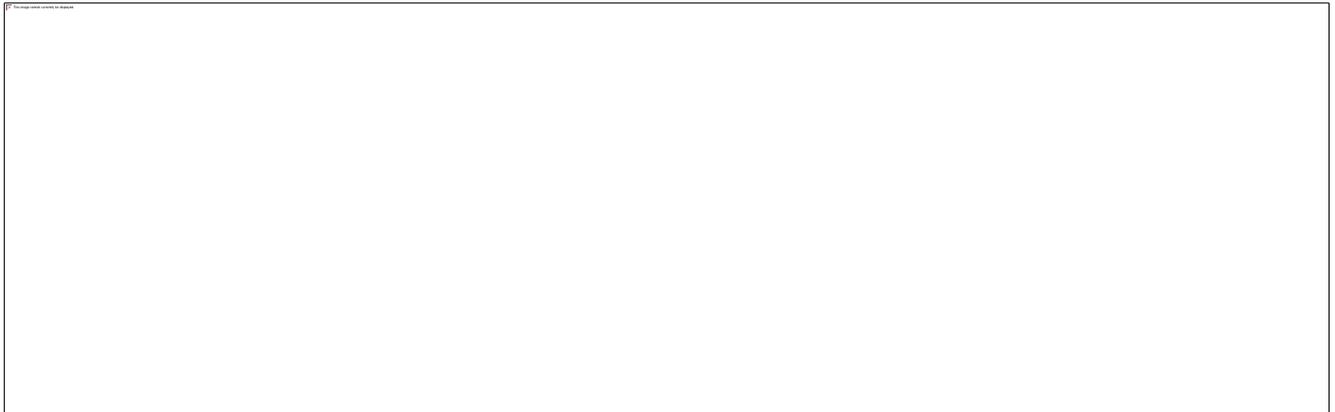
Clearly using local suppliers will help the local area in terms of employment and wellbeing of residents in the locality. The Council has set a target of local supplier spend compared to total spend. The target for the Council's local spend (including OCHL, ODSL and ODSTL) is 75%. The Council achieved a local spend in 2019-20 of 75.34%.

Part of the CWB action plan (Appendix 4) will be to see how the Council can best analyse the social impact of it's spend

The Council local Oxfordshire spend % excluding ODS, ODSTL and OCHL



The Council local Oxfordshire spend % including ODS, ODSTL and OCHL



Use of SMEs

The use of Small to Medium size Enterprises (SMEs) is another widely acknowledged measurement of Social Value. Often the financial standing or lack of it is a first measure of the economic value of a locality.

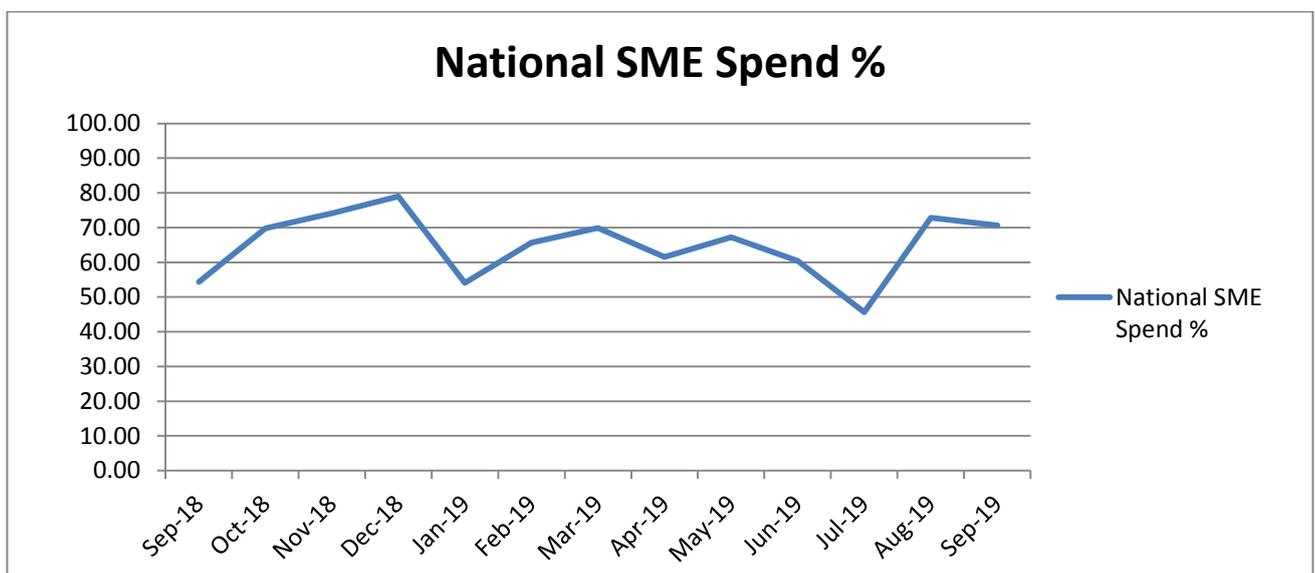
What is a SME? The UK government follows the EU's definition of SMEs, and to qualify as an SME, there are two criteria: staff headcount of between one and 250, and an annual turnover of no more than €50 million (approximately £45 million).

The Government is committed to 33% of central government procurement going to small and medium size enterprises (SMEs), directly or via the supply chain by 2022. Procurement have set a target in line with the National Public Sector target for SME spend of 33%, however the Council is exceeding this figure and that trend is expected to continue.

In the 2019-20 financial year the Council achieved a spend (including ODS, ODSTL and OCHL of 24.78% with SME's. If the Council excludes ODS, ODSL and OCHL this increases to 63.44%).

Indirect SME spend (Spend through Large Suppliers with SMEs) is not currently monitored. Central Government has started to monitor this spend, but only with large spend (above £5M)

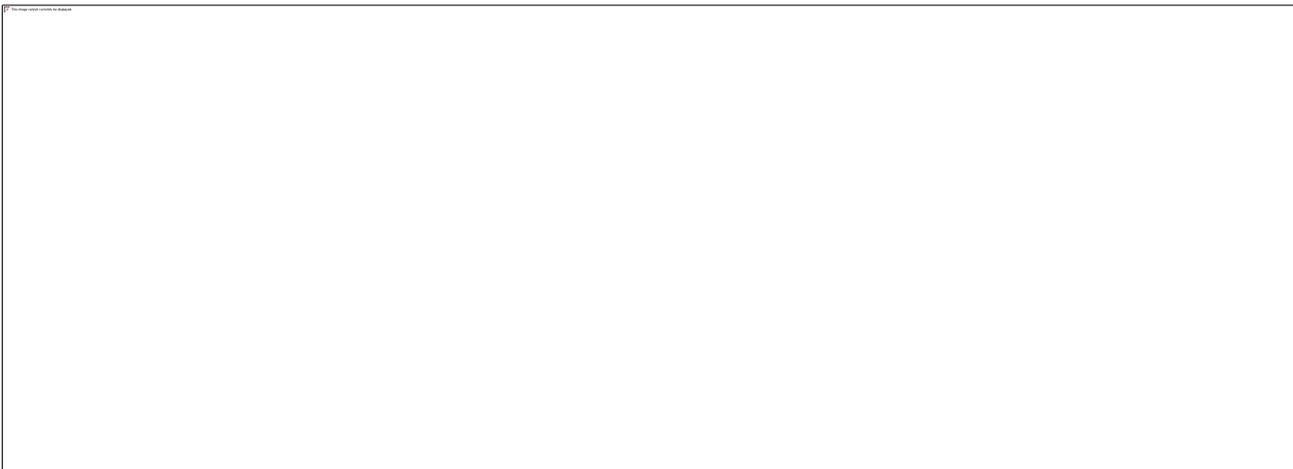
Latest figures available nationally



Council SME spend excluding ODS, ODSTL and OCHL



Council SME spend including ODS, ODSTL and OCHL



Respect for accreditations and unions

Awareness of Trade Unions and accreditation schemes such as the Fair Tax Mark need to be considered in the procurement process, organisations that seek to encourage and recognise companies that pay the right amount of corporation tax should be celebrated.

Social Values that have already been incorporated into OCC Tenders

1. **Sugar Smart** – which is a campaign run by Sustain to help local authorities, organisations, workplaces and individuals to reduce the amount of sugar we all consume, our current tender for vending includes a requirement for tenderers to include the Sugar Smart options of increasing the number of items below 5% sugar and to clearly identify any items over 5% sugar using a traffic light system.

2. **Contract for Resilience Support** awarded to Northgate for a 4 year term, spend approx. 122k per annum. We included a question within the evaluation regarding CSR 2.5%

Northgate's response included an offer to pay End Youth Homelessness (part of CenterPoint) or another suitable charity 0.5% of the annual charges that the Council pays to this charity annually. Northgate also offered volunteers to promote community projects from their NPS Community Volunteering scheme, which is a scheme where their employees may take two day's paid leave per annum to participate in community projects.

3. **Contract for Print Framework** – included evaluation questions regarding Environmental Policies and use of sustainable products which accounted for 10% of the total quality score.

4. **Contract for external Caterers for the Town Hall** – included evaluation questions regarding sustainability, developing "Fair Trade" procurement in their supply chain, and how the Suppliers can support local businesses which accounted for 15% of the total quality score.

5. **Contract for Banking with Barclays** – included a question based on 5% of the score which requested details of the Social, Economic and Equality benefits offered in the Oxford area. Response included examples of employee volunteering, Life skills (Covering the transition into work to 11-19 year olds) and Money Skills (covering young and disadvantaged people assistance in opening bank accounts etc.) to over 250,000 in the last 3 years, and have employed over 1000 apprentices UK wide per annum.

6. **Contract for the repairs to the Covered Market roof** included a provision for the Supplier to employ an apprentice.

7. **Barton Park contract** included the Contractor employing 8 apprentices, 7 local enterprises being employed on site and the Contractor has worked with local educational institutes to organise visits to site for pupils.

8. **Tower Block refurbishments** Contract included 4 new jobs created, 6 new apprentices, 12 work experience placements – 3 of which were those facing greater social barriers, 8 school visits to provide career advice, 4 visits to provide career advice to long term unemployed, Work with local partners, including OCVA, to support one initiative per year targeted at hard to reach groups, 1 workshop with Chamber of Commerce to support new business start-ups in the contract area, 2 visits to provide business planning support, financial advice, legal advice and HR advice to support community and voluntary organisations / social enterprises, provide 2 events to deliver energy efficiency advice and target fuel poverty within each of the tower blocks at the start of each winter period, support a local charity – in fact Shelter received £2,700 from the Contractor, and protecting bio-diversity with the installation of bird boxes.

9. **Contract for insulation** included a requirement to insulate the lofts of one of the local homeless hostels free of charge.

Social Value Issues

The legal basis for public procurement in the European Union is provided within the OJEU Directive and offers some scope for taking account of social considerations, provided they are linked to the subject-matter of the contract and are proportionate to its requirements and as long as the principles of value for money and equal access for all EU suppliers are observed.

It must be decided case by case based on which social considerations are relevant to the procurement of the requirement, depending on the category and on the objectives, to what social value questions can be incorporated into our tenders.

Obtaining "Value for Money" means: choosing the supplier that offers "the optimum combination of whole life costs and benefits to meet our requirements."

Monitoring presents one of the biggest challenges for Social Value. How do the Council monitor that what was promised at tender is actually delivered throughout the Contract?

The Council is keen to improve the way in which it procures goods services and works to ensure not only continuation of compliance with the Social Value Act and LGA but also to increase our social value considerations and value for money in all aspects to incorporate the Council's corporate priorities.

Appendix 2 – Ethical and Sustainable Procurement Statement

This statement sets out The Council's approach on ethical and sustainable procurement.

Ethical Procurement

'Ethics' in purchasing and supply management can relate to a wide range of issues from supplier business procedures and practices to bribery and corruption. The common areas relate to ethical behaviour in companies such as fair-trade, ethical trading, ethical sourcing, social accountability, social auditing, corporate social responsibility, corporate citizenship, codes of conduct and reputation assurance.

This statement is based on the following principles and includes information as to how they will be implemented:

- a. safe working conditions;
- b. non-excessive working hours;
- c. employees are paid at least a minimum living wage;
- d. training is provided;
- e. diversity, equality and good workforce practices are encouraged;
- f. elimination of child labour; and
- g. elimination of inhumane treatment.

The following principles set out the minimum requirement expected from suppliers and their supply chains.

Safe working conditions

- Suppliers will operate appropriate health and safety policies and procedures and agree to the Council's Health and Safety Policy before commencing work. Responsibility for monitoring and ensuring compliance with these policies and procedures will rest with a senior manager. Responsibility also extends to ensuring that employees have received the necessary training and that they have the necessary health and safety equipment.
- Suppliers will provide comfortable and hygienic working conditions with necessary provisions (such as clean drinking water, washroom facilities etc.). Such provisions also extend where accommodation/housing is provided.

Non-excessive working hours

- Suppliers must comply with national and international laws or industry standards on employee working hours, whichever affords the greater protection. Employees should not be expected to work more than 48 hours a week on a regular basis and on average receive one day off at least every seven days.
- Overtime should be voluntary and not demanded on a regular basis and where required it should be reimbursed at an appropriate rate and not exceed 12 hours in any week.
- Suppliers should provide clear, easily understood disciplinary, grievance and appeal procedures; these must be lawful and appropriate. Suppliers must ensure that they do not deprive their employees of their legal or contractual rights.

Employees are paid at least the minimum living wage

- Suppliers delivering contracts within Oxfordshire are requested to pay employees at least the Oxford Living Wage and this forms part of the contract. Outside of Oxfordshire expectation is that suppliers will be an accredited member of the Living Wage Foundation or adhere to any minimum or living wage requirements set out by the UK Government.
- Suppliers should provide their employees with easy to read contracts of employment.
- The payment of wages or salary should be in monetary form and not in kind (e.g. goods, vouchers). Any deductions must not be made unless in accordance with relevant law or agreed with the employee, and without duress.

Training is provided

- Suppliers are expected to invest in their employees by providing training opportunities which seek to raise skills required for their role.

Non discrimination

- Suppliers are not to practice any discrimination in the hiring, compensation, training, promotion, termination or retirement either directly or indirectly of any employees.

Elimination of child labour

- Suppliers are expected to support the elimination of child labour both directly and indirectly through its supply chains.
- Suppliers shall provide for any children found to be performing child labour to attend and remain in quality education until no longer a child.
- Suppliers shall ensure that no children or young persons are employed at night or in hazardous conditions as defined by the International Labour Organisation.

Elimination of inhumane treatment

- Suppliers must prohibit physical abuse or coercion, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation.

Modern Slavery Act 2015

- The Act is designed to combat modern slavery in the UK and consolidates previous offences relating to trafficking and slavery.
- Suppliers tendering for contracts are requested to disclose whether the Modern Slavery Act 2015 is applicable in terms of compliance with annual reporting.
- If applicable, Modern Slavery statements are checked and logged on the contracts register.

Technical specifications and standards

Where relevant to the contract, the Council will use technical specifications and standards to integrate ethical considerations into procurement, such as standards for IT systems to ensure that they are accessible to people with disabilities and interoperable with software and hardware intended for disabled users.

The specification must be relevant to the requirement and must not discriminate against

other products or providers from other member states, nor must it restrict competition. Unnecessary use of these principles may place an undue burden on small businesses and other organisations, which might have a disproportionate impact on their ability to compete and therefore be unlawful. In all cases, contracting authorities must be prepared to consider equivalent standards from suppliers from other countries (with different national standards) that meet the underlying requirement. The onus is on the supplier to prove that the solution being offered meets the requirements.

Sustainable and Responsible Procurement

Sustainable procurement is "*a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment*" (Department for Environment, Food and Rural Affairs, 2006).

The Council recognises that it has a duty to use every opportunity to support wider social, economic and environmental objectives, in ways that offer real long term benefits and reduce negative impacts on environmental and social wellbeing.

Sustainable procurement is one of the most tangible, visible and simple ways in which the Council can have a positive influence and work towards its vision and the Climate Change Mitigation Strategy.

Buying 'green' not only contributes to improving the Council's environmental performance, but also drives greater sustainability and innovation within the market place. There can be significant cost savings as modern green products are in many cases more energy efficient and cost less on a 'whole life cycle cost basis'. It may take time to realise these benefits as buying green currently can incur additional costs.

The Council is committed to managing its supply chain so in particular looks to:

- Reduce the consumption of scarce natural resources, including fossil fuels, water and tropical timber
- Reduce the emission of greenhouse gases and other environmental pollutants
- Reduce packaging at source
- Reduce residual waste
- Reduce landscape degradation and impact upon wildlife habitat
- Reduce traffic congestion
- Reduce workforce exploitation

Procurement will continue to show its commitment to embedding sustainable development considerations into procurement decisions. This means minimising negative impacts of the supply chain and the product/service, maximising social benefits and buying resource-efficient products. Furthermore, procurement recognises that, as an organisation spending money on goods, works and services, it has a duty to investigate environmentally acceptable alternatives and wherever practicable, purchase products and services that have minimal impact on the environment.

The Council will particularly look at the energy efficiency rating of all equipment and buildings, as part of its purchasing decisions. When seeking tenders for the design and construction of any new Council building, it will expect to see designs that meet best practice in the context of current building regulations.

The Council will look to work with its partners and stakeholders to share good practice in relation to sustainable procurement wherever possible.

Procurement will look to adopt mechanisms and indicators for improving, monitoring and reviewing the environmental and sustainable performance related to procurement.

Steps towards Sustainable Procurement

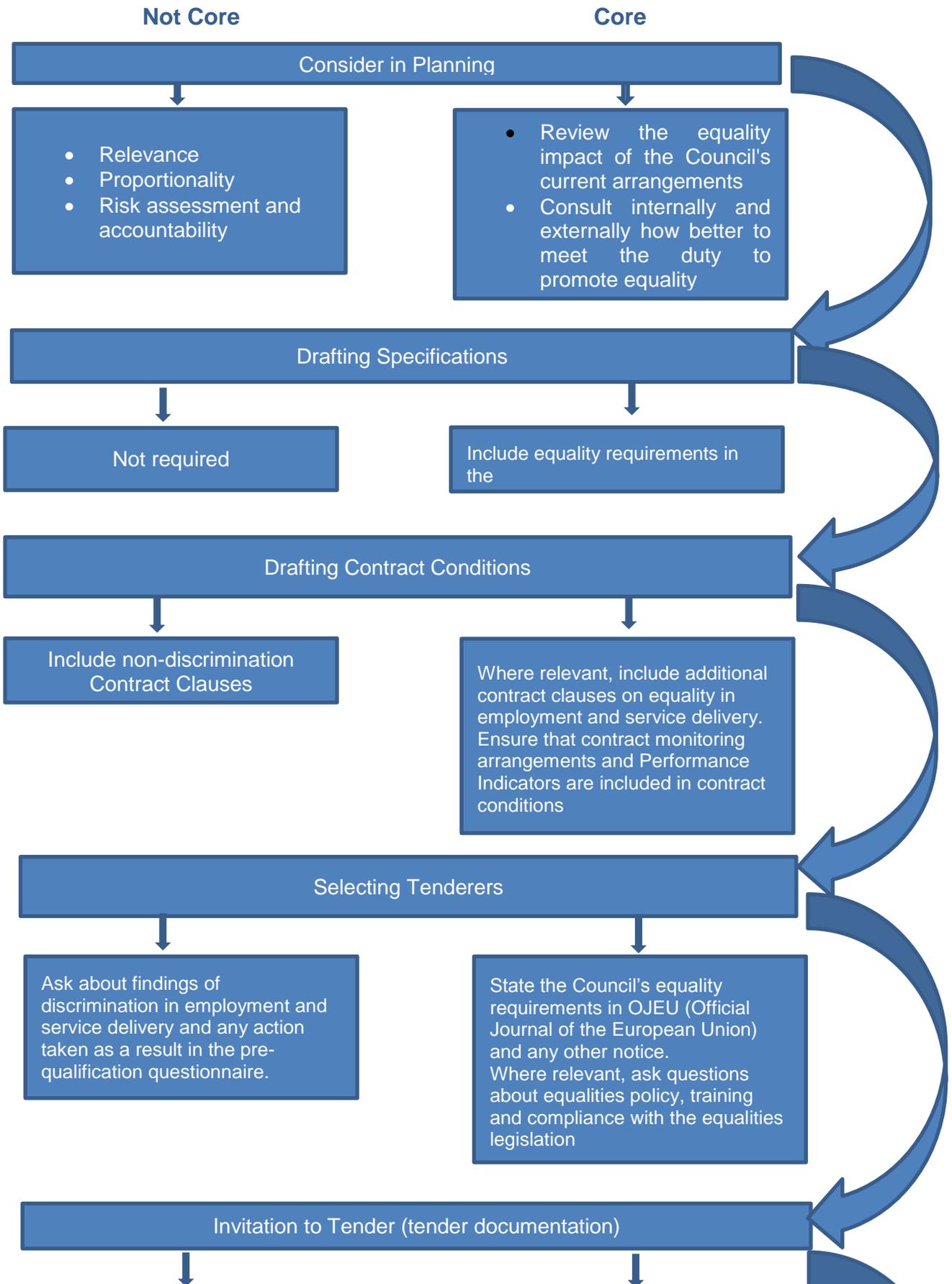
<p>1. Ensuring that the Council’s regulated procurements will be carried out in compliance with the sustainable procurement duty, through;</p> <ul style="list-style-type: none"> • Ensuring that sustainability issues are considered at all stages of individual procurement exercises; • Ensuring that procurements take into consideration the EU Green Public Procurement Criteria 			
	Stage	Outcomes	Measures
A	Pre-Procurement	<p>Commissioners to consider what sustainable aspects could be beneficial in their contract.</p> <ul style="list-style-type: none"> • CO2 emissions/energy and water consumption • Resource efficiency, waste reduction and recycling • Impact of transport in the City • Biodiversity, nature conservation and greening • Noise, land, air and water pollution 	
B	Procurement	<p>Specifications to include criteria where relevant on those items below and other emerging sustainable aspects that are proportionate to the Contract</p> <ul style="list-style-type: none"> • CO2 emissions/energy and water consumption • Resource efficiency, waste reduction and recycling • Impact of transport in the City • Biodiversity, nature conservation and greening • Noise, land, air and water pollution 	
C	Post Procurement	<p>Contract Managers to ensure Suppliers are managed appropriately and aspects of Sustainability committed to in the tender response is delivered throughout the lifetime of the contract</p>	
<p>2. Ensuring that the Council’s regulated procurements address climate and political changes, through;</p> <ul style="list-style-type: none"> i) Considering any climate change adaptations are incorporated in major projects at all stages of the procurement exercises; ii) Mitigate any operational impact on the Council’s supply chain with the possible impact of UK’s exit 			

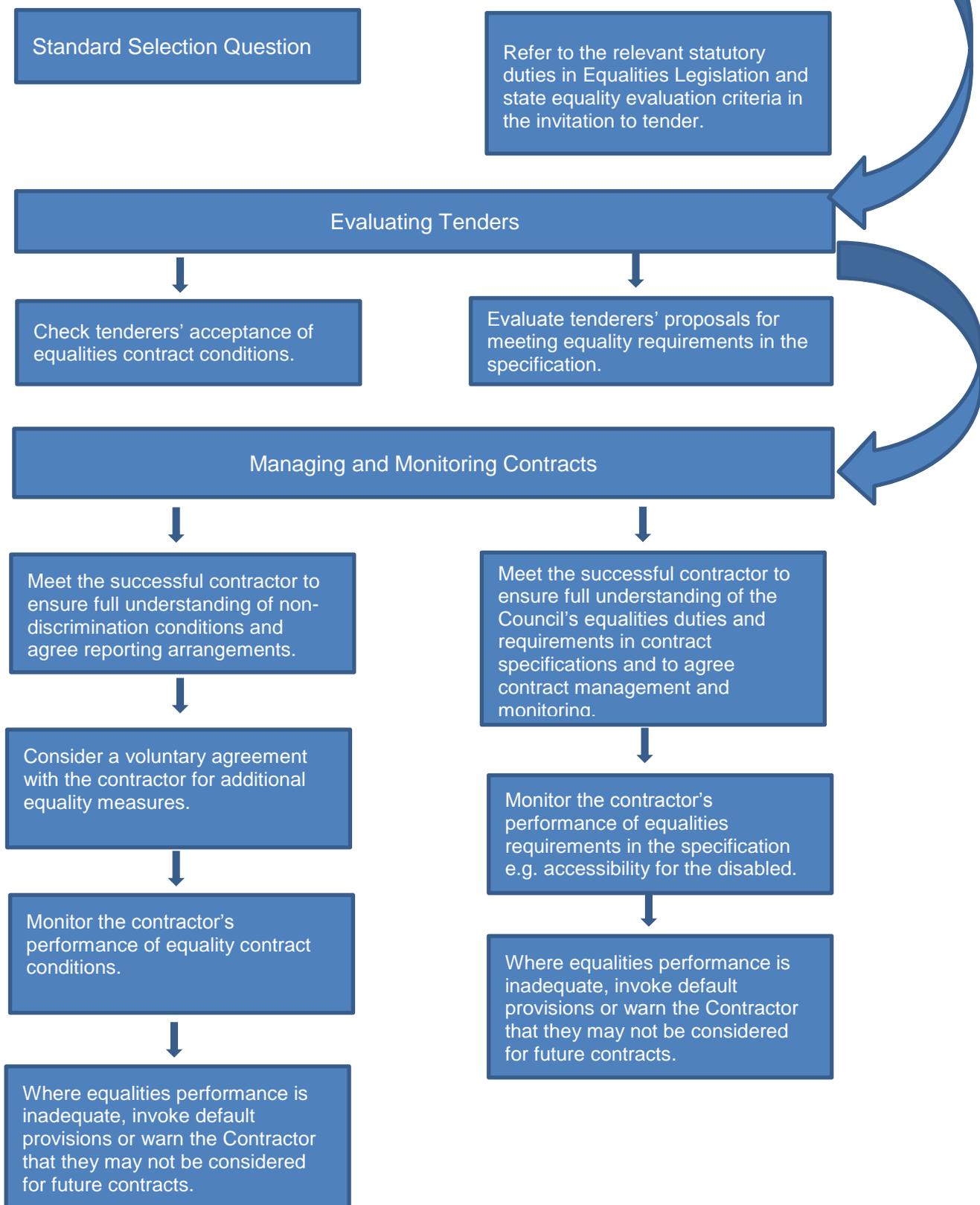
from Europe.

	Actions	Outcomes	Measures
A	Develop	Understanding any supply chain risks presented by climate changes	
B	Develop	Understanding the nature of the political risk to supply chains	
C	Develop	<p>Allow resources for legacy contract renegotiations due to the UK having left the EU. For example:</p> <ul style="list-style-type: none"> • the possibility of changes to the value of the sterling/dollar • payment terms • risk analysis on the criticality of the supplier • administrative impact re VAT on imported goods from EU countries 	
D	Develop	Work with Citizens Assembly in Oxford to help consider how Procurement can deliver carbon reduction to address the climate change	
E	Develop	Collaboration with other service areas and other public bodies on awareness-raising, sharing good practice and investment in skills	

Appendix 3 Application of Equalities in procurement flow chart

Determine whether equality is a core requirement in the Contract





Procurement will take the following steps to ensure equalities within procurement

Procurement steps towards equality in Contracts

1. Ensure that, so far as reasonably practicable, the following payments are made no later than 30 days (14 days for SMEs) after the invoice relating to payment is presented: <ul style="list-style-type: none"> i) payment due by the Council to a contractor or any sub-contractor; ii) Including a standard clause to this effect in regulated procurement contracts; iii) Promote effective contract management and monitoring is undertaken to ensure prompt and correct payment continues to be applied throughout the duration of the contract. 		
Stage	Outcome	Measure
Key Performance Indicators	We aim to meet the target of 98% of undisputed invoices paid within 30 days of receipt during 2020	
On-going Development	Review all SME suppliers to ensure correct 14 day payment terms All regulated procurements in 2020 will include the standard clause in relation to payment	
2. Ensure that the Council's regulated procurements will include Social responsibilities by: <ul style="list-style-type: none"> i) Considering how individual procurement exercises can assist the Council to improve the economic, social and environmental wellbeing of Oxford City. ii) Social value is embedded in all specification and procurement activity, help to embrace new behaviours by establishing a leadership position on social value outcomes. iii) Supporting Social enterprises, co-operatives and VSCEs where possible 		
Key Performance Indicators	All tenders/quotes have a weighting of 5% on Social Value issues regardless of project value.	Ensure awarded SV measures are consistently captured, recorded on the Contracts Register and reported annually to HOS
On-going Development	To hold SME and VCSE training on our electronic tendering platform South East Business Portal through supplier workshops for relevant projects.	How to Tender workshops
On-going Development	Share knowledge and participate in events aimed specifically at local SMEs and VCSEs	Meet the Buyer event
On-going Development	Promote Oxford Living Wage compliance.	
3. Modern Slavery Act 2015: Requirements under Modern Slavery Act 2015		
Key Performance Indicators	Inclusion of mandatory clauses in regulated procurements.ie Modern Slavery Act 2015	
On-going Development	Monitoring of how this clause is responded to and cost impact on the Contract	

Appendix 4 Procurement Action Plan

Area	Actions	By whom and when
Training – in house	Publish a training programme to roll out the procurement strategy.	Procurement Manager October 2020
	Agree an internal training programme on Equalities and Diversity with an EDIB incumbent “Meeting Public Sector Equality Duty Requirements through the Procurement Cycle”	Procurement Manager December 2020
	Liaise with HR to identify new starters that may require Procurement training and agree a training programme for those new starters	Procurement Specialist September 2020
Training - External	Roll out the internal EDIB training to external partner organisations who are already in receipt of grants and/or in the process of applying or thinking about applying.	Procurement Manager February 2021
	Consider how to re-start “How to Tender” workshops. Propose a solution and delivery programme	Procurement Specialist October 2020
	Review options to deliver a “meet the buyer event”	Procurement Manager December 2020
Service Level Agreement	Review all Procurement service levels (in-house and with Council organisations) ready for the 2021 procurement Strategy – engaging with internal stakeholders to identify internal requirements and required support.	Procurement Manager March 2021
Resource	Assess team structure in line with the career grading and support the team through their CIPS qualification	Procurement Manager On-going
	Review roles undertaken in Procurement in-line with the constitution and propose changes if required	Procurement Manager January 2020
	Coach and mentor the team on-going with particular focus on <ul style="list-style-type: none"> • Social Value • Contract Management • Best Practice • Equalities and Diversity 	Procurement Manager On-going
Constitution	Work with Legal to review the current Constitution and recommend any changes that may improve the process for the	Procurement Manager January 2020

	Council whilst remaining compliant with EU Procurement Regulations	
	Following Brexit agreement ensure that the Constitution remains in-line with any amended Regulations	Procurement Manager February 2020
Social Value	Undertake further research in “how to create a level playing field” for tenderers related to Social Value	Procurement Manager December 2020
	Review current tender documentation to identify how to encourage suppliers to engage fully in their delivery of Social Value	Procurement Specialist December 2020
	Review the Contract Management hand over document and on-going monitoring and recording of Social Value	Procurement Specialist December 2020
	Benchmark the Council spend with SME’s against other similar Councils nationally.	Procurement Specialist December 2020
	Organise an event bringing together neighbouring Council, support service providers and experts together to improve overall standards and learn from one another. A suggestion may be to utilise the Bucks and Oxon procurement hub to start the process	Procurement Manager November 2020
Tender Documentation	Review all documentation to ensure best practice	Procurement Manager On-going
Equality and Diversity Impact Assessment	This assessment is mentioned in procurement documents and past strategies but Procurement do not have any – they need defining	Procurement Specialist March 2021
Equality and Diversity tracking	Work with the Community services team to identify a baseline figure to enable tracking of contracts in line with the demographics of the City	Procurement Specialist May 2021
Sustainability Impact Assessment	This assessment is mentioned in procurement documents and past strategies but Procurement do not have any – they need defining	Procurement Specialist March 2021
Audit	Procurement to begin service area audits for procurements undertaken without the procurement team to ensure <ul style="list-style-type: none"> • Compliance with the constitution • Records are kept 	Contracts Officer January 2020

	<ul style="list-style-type: none"> Identify areas where spend could be aggregated with other service areas to create one contract offering better value to the Council 	
Contract Management	Review hand over document	Procurement Specialist December 2020
	Using the Contract register to notify contract managers early when their contract is due for either extension or renewal	Contracts Officer On-going
	Identify a key list of SLA's and KPI's for future tenders	Procurement Specialist March 2021
	Ensure key supplier financial and stability checks are conducted as a minimum yearly	Contracts Officer On-going
Social Enterprise	Fully understand who all social enterprises, co-operatives, charities, VCSE's and public service mutuals who may consider selling to the Council or becoming part of the supply chain for delivering public services.	Procurement team On-going
Community Wealth Building	Through inclusive economy work, review how procurement can work with, learn from and influence other local institutions	Procurement Manager March 2021
Community Wealth Building	Analyse the impact of the Councils spend with the local economy	External analyst / Finance September 2021
Community Wealth Building	Review the CLES report "Own the future" with particular attention to: <ul style="list-style-type: none"> Scaling up social value Market intelligence to drive social value Interventionist market shaping Deepening the local supply chain 	
Living Wage	Review procurement templates in line with this strategy to reflect wages both within Oxford and outside of Oxford.	Procurement Manager October 2020
	Further actions may be added during the 2 year period up to and including August 2022	

Glossary

Term	Description
Award	A decision to accept a tenderer's offer to supply/ provide specified goods/ services/ works according to agreed terms & conditions thereby creating a legally binding contract.
Best Value	The Council has a statutory duty to obtain best value for money under the Duty of Best Value.
Citizens Assembly	A group of people who are brought together to discuss an issue or issues, and reach a conclusion about what they think should happen.
Collaboration	Cooperative joint working with another public sector organisation.
Contract Management	The process of monitoring the performance of a supplier to contract.
Contractor	The provider of any supplies, services or works under contract. Or, in the context of works at any stage of the process.
Co-Operatives	Society run for the mutual benefit of members who use its services (the community)
Corporate Plan	The plan that sets out the Council's strategic direction.
Corporate Social Responsibility (CSR)	A mechanism for businesses to assess the impact they have on society and consider putting responsible, ethical policies in place to support individuals, the local community and the environment.
EU GPP	European Union Green Public Procurement
Equality Duty	Compliance with the terms of the Equality Act 2010.
Framework agreements	An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
GDPR	General Data Protection Regulation
ICT	Information and Communications Technology
KPIs (Key Performance Indicators)	Measurable value that demonstrates how effectively the Council is carrying out procurements

Local Government Transparency Code 2015	Issued to meet the government's desire to place more power into citizens' hands to increase democratic accountability. Details information that local authorities must make available in the public domain.
Meet the Buyer	An event hosted by a buying organisation which invites current and potential suppliers to understand the buying process.
OJEU	Official Journal of the European Union
Oxford Direct Services Ltd	A Local Authority Trading Company (LATCo), owned by Oxford City Council.
Oxford City Housing Ltd	A City Council wholly owned Housing Development Company
Oxford Living Wage	An hourly minimum pay that promotes liveable earnings for all workers and recognises the high cost of living in Oxford.
Procurement Exercise	Full end to end procurement exercise documentation from strategy development to contract & supplier management.
Public Contract Regulations 2015 (PCR 2015)	Regulations governing the procurement of supplies, services and works for the public sector.
P2P (Purchase to Pay) Process	Entire supply chain process – from goods receipt to payment process
Regulated Procurements	Procurements conducted by the procurement team and subject to EU Procurement Regulations
Services/ Supplies/ Works	A public service contract is a contract having as its object the provision of services. A public supply contract is a contract having as its object the purchase, lease, rental or hire purchase with or without an option to buy, of products. A public works contract is a contract having as its object a building or civil engineering project or piece of work.
SMEs (Small & Medium Enterprises)	The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.
Social enterprises	Businesses whose primary objectives are social or “more than profit”
Specifications	The part of the invitation to quote or invitation to tender which details the nature and quality of the goods, services or works
Stakeholder	Any person or group, who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.
Supplier	An entity who supplies goods or services
Supply Chain	All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.
Sustainability	In relation to procurement, sustainability involves understanding the potential environmental, social and economic impacts that are a result of purchasing decisions.

Third Sector	The third sector includes charities, social enterprises, co-operatives and voluntary groups; delivers essential services, helps to improve people's wellbeing and contributes to economic growth.
Value for Money	An economic assessment by the public sector as to whether a project represents value for money; the optimum combination of cost and quality to provide the required service.
Whole life costs	The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads.

Procurement Strategy proposed amendments for discussion

2022

Please add any area below that you would like procurement to consider in the next version of the Procurement Strategy

	Subject	Suggested by	Date Added
1	Social Value – TOM's (Themes, Outcomes and Measures) to be introduced as part of the next Strategy – named OXTOM's	Annette Osborne	05/01/2022
2	Pursue a zero carbon Oxford – How can the Council work with suppliers to measure the carbon cost of their activities which the Council can include within its Carbon reporting. (R Dickinson to support)	Annette Osborne	05/01/2022
3	Inclusion of an environmental Impact Assessment	Annette Osborne	05/01/2022
4	Making GDPR in procurement stronger and clearer (L Goddin to support)	Annette Osborne	05/01/2022
5	Build in ability to adapt to "Transforming Public Procurement"	Annette Osborne	05/01/2022
6	Contract Management – introducing the Contract Management Wheel and tools to support Contract Managers.	Annette Osborne	05/01/2022
7	Inclusive Economy, including improved working with VCSE's (S Grove-White to support)	Annette Osborne	05/01/2022
8	Bringing the Nolan Principles into the Strategy (ensuring that the principles are addressed in Contractual arrangements).	Annette Osborne	05/01/2022
9	Consideration of how value for money could be aligned with ethical standards	Annette Osborne	05/01/2022
10	Update Supplier Spend charts	Annette Osborne	05/01/2022
11	Update Social Value Outcomes	Annette Osborne	05/01/2022
12	Improving use of SME's – to include indirect SME reporting	Annette Osborne	05/01/2022
13	Improving Technical Specifications and Standards	Annette Osborne	05/01/2022
14	Update the Procurement	Annette Osborne	05/01/2022

Workplace Equalities

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Recommendation	Agree?	Comment
1) That the Council considers a report providing similar details of the diversity profile of its companies, particularly ODS, and the actions being taken to ensure the workforces of these companies are reflective of the community they serve.	Yes	Scrutiny may wish to refer this to the Companies Scrutiny Panel, as a report on the diversity of the ODS workforce would be legally and administratively separate from the Council's Equalities Report. However, I'm happy to endorse the request; this wouldn't involve a lot of extra effort since ODS does monitor and does strive to diversify its workforce.
2) That the Council publishes as an appendix to next year's report the same statistics for the staff in its wholly-owned companies as it does for its own staff	Yes	It would make sense to do this for the sake of clarity and convenience, though as stated above, the reports would be prepared separately.
3) That the Council, in the next year's report, provides details of the positive action schemes undertaken by the Council – those started, those completed and those planned, and their results (where relevant) – and that that information is shared with those minoritised groups the Council is targeting as being particularly unrepresented within the Council workforce	Yes	
4) That the Council makes a renewed and determined effort to persuade managers to share the details of their protected characteristics, particularly ethnicity, to ensure a greater response rate next year	Yes	It isn't compulsory for any Council employee to do this, but we will once again make absolutely clear that there can be no negative consequence to identifying yourself as having a protected characteristic under the Equality Act.
5) That the Council continues to monitor the demographic profile of responses to adverts and	Yes	This work is ongoing, and considerable progress is being made as this year's report shows. Efforts will continue to

<p>short-listed candidates, and supports areas which are struggling to attract appropriately-qualified diverse candidates to do so.</p>		<p>broaden knowledge and appeal of Council job and apprenticeship opportunities among minoritised groups and across the full diversity of Oxford's community.</p>
<p>6) That the Council amends its report to clarify that the pay gaps referenced in the report are caused by differences in seniority and full time/part time working, rather than unequal pay for equal work.</p>	<p>Yes</p>	

Strategic Grants

Recommendation	Agree?	Comment
<p>1) That the Council permits (but does not oblige) organisations granted three-year grant funding to reapply for such funding on an annual basis.</p>	<p>No</p>	<p>Whilst we understand that this would give security to organisations and their other funders, it goes against the review findings in the following ways:</p> <ul style="list-style-type: none"> • It would enable a small group of organisations to hold onto the bulk of the available funding which would make it harder for new organisations to join therefore potentially reducing access, diversity and inclusion. <p>It would reduce the timetable to change the funding scheme, making it more difficult for the council to align the grants programme to future financial challenges</p>
<p>2) That the Council makes available tickets for the Oxford Lottery at cash registers in the Town Hall, such as the museum shop and coffee shop.</p>	<p>No</p>	<p>Whilst we hoped this would be possible in the Town Hall and for community centres in Oxford, when officers were looking into implementing it they discovered that there is a legal issue which prevents them from being able to do so.</p>

Asset Management Strategy

<i>Recommendation</i>	<i>Agree?</i>	<i>Comment</i>
1) That the Council includes within the Strategy a commitment to working towards phasing out the use of gas within its non-domestic properties over the medium to long term.	Yes	We will amend the report to include a high level target, with the caveat that how this can be achieved, and the pace at which progress can be made, will be dependent on government policy and funding decisions to a large degree

Air Quality

Recommendation	Agree?	Comment
<p>1) That the Council reviews the location of its air quality monitoring equipment to support the monitoring of roads where there is the possibility of displacement traffic generated by LTNs, particularly around Hollow Way and the junction with Crescent Road, that the Council makes publicly available the findings as soon as possible if and when the Cowley, Headington and East Oxford LTNs are concluded, and that the information is also passed on to County Council colleagues.</p>		<p>This is already in progress. The effects of LTNs on Holloway road is currently being monitored in 2 locations: south, close to intersection with Garsington Road; and also to the north – Hollow Way road and The Slade area –here looking at potential traffic displacement in that area.</p> <p>Oxfordshire County Council is making a preliminary evaluation of the Cowley LTNs, and that the impact of LTNs on air quality, displaced vehicle traffic and active travel modes will be introduced in the evaluation. The assessment will also try to estimate the specific contribution of the pandemic to air quality and traffic levels in these areas and during the period of interest, so that the impacts caused by LTNs alone can be isolated and properly quantified –the results of this evaluation are expected to be shared with everyone. The air quality elements of the analysis will be provided by Oxford City Council to Oxfordshire County Council.</p> <p>Working with Oxfordshire County Council we will then review the location of air quality monitoring equipment in this area.</p>
<p>2) That the Council seeks to work with the County Council to ensure that sufficient concurrent data is collected and shared to enable contextualised analysis of the impacts of LTNs, with particular regard to identifying whether a displacement effect</p>		<p>This is already in progress. Oxford City Council’s air quality officer has been working with County Council Colleagues since early March 2021 on the development of monitoring plans that could assess the impacts of LTNs.</p> <p>LTN geographical areas were compared against the areas</p>

<p>is evident.</p>		<p>where air quality monitoring was currently being conducted by the City Council, to identify:</p> <ul style="list-style-type: none"> · Locations where OCCs current AQ monitoring network does not provide adequate coverage + where LTN impacts are expected to be greater. This included: · Locations inside LTN designated areas · Locations on the outskirts of LTN areas but with the potential to suffer from traffic displacement caused by LTNs <p>The analysis above has allowed to identify 16 black spots: i.e. extra locations that were not currently being covered by the city's air quality network and that were considered relevant to assess the impacts of LTNs and hence where air quality should start being monitored.</p> <p>Those locations were: <u>Prince St, East Oxford Primary, Morrel Avenue, Divinity Road, Quarry School, Gladstone Road, Wharton Road, Ruskin Hall, Woodlands Road, Latimer Road, Saint Christopher School, Howard Street, Quarry Road, Valentia Road, Hurst St, The Slade</u></p> <p>New diffusion tubes were installed and monitoring started at the end of March 2021 at these locations. Monitoring at this locations is still ongoing</p>
<p>3) That the Council works with the Oxfordshire Strategic Partnership to engage major local stakeholders, including the universities, in conversations with the Council about how they can incorporate air-quality positive measures into their</p>		<p>This is already in progress. There has been engagement with city centre colleges and businesses with regards to last mile deliveries, and also via the Zero Carbon Oxford Partnership. This partnership work will continue as ZEZ work progresses</p>

strategic plans.		
4) That the Council makes available to all councillors all educational graphics developed by the Air Quality team for further sharing with community organisations.	Yes	Agreed. Meanwhile, useful air quality information (including access to latest air quality data, reports, air quality action plan, and access to air quality factsheets on air quality data interpretation, bonfires, idling, smoke control areas) , and some raising awareness projects such as STOP, anti-Idling campaign, etc can also be find directly in our website here: https://www.oxford.gov.uk/info/20052/air_quality
5) That the Council builds a function into the new community Air Quality website to enable members of the public to subscribe to real time air quality alerts		Under consideration. This is already being considered by the project team

Housing and Carbon Reduction

Recommendation	Agree?	Comment
1) That the Council works with the Tenant Involvement Team to ensure tenant engagement is sought and incorporated into the Council's work plans for improving the energy efficiency of its housing stock at the earliest stage. Areas of engagement to include both work with individual households and multi-household representatives for wider-ranging issues	Yes	Housing Management have made a budget bid for two Customer Experience Officer roles in addition to the Energy Advice officer role currently in place. These Customer Experience roles will have a wide range of engagement activities which will include the carbon reduction projects
2) That the Council makes specific provision to support those with disabilities or mental health problems to engage in discussions about the most appropriate changes to their homes.	Yes	Through the engagement activities, officers will speak to those with disabilities or mental health problems about their individual needs, including any adjustments that might be needed. This will include identifying any unmet support needs and actively working with relevant support agencies throughout the whole process.
3) That the Council provides ongoing support to those with new technology fitted to their homes to understand and implement the changes those technologies require to realise their full benefits.	Yes	We will continue to support residents with any changes to technology within their homes, including Contractor demonstrations on how to operate items such as Heating, hot water etc. on a one to one basis upon completion of any works.

Tourism Review Update

Recommendation	Agree?	Comment
1) That the Council plans how it will work with those responsible for tourist travel to Oxford more environmentally sustainable	Yes	
2) That the Council revives its partnership with City Centre shops to provide a toilet scheme.	Yes	
3) That the Council, in its work with partners, pursues a renewed focus on attracting domestic tourists to Oxford	Yes	The Council has been doing so, with partners, for the last year. This being said, we are aware of a high degree of pent up demand to visit Oxford from overseas, particularly the USA.
4) That the Council reviews and updates its responses to the recommendations made by the Tourism Review Group in light of the changes of Covid and the proposed Oxford Economic Strategy and City Centre Action Plan.	Partially	

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