

## **Remote meeting**

### **Minutes of a meeting of the Cabinet on Wednesday 10 February 2021**

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#### **Committee members present:**

Councillor Brown (Chair)	Councillor Turner (Deputy Leader)
Councillor Hayes (Deputy Leader)	Councillor Chapman
Councillor Clarkson	Councillor Hollingsworth
Councillor Rowley	Councillor Linda Smith
Councillor Tidball	Councillor Upton

#### **Also present:**

Councillor Andrew Gant  
Councillor James Fry

#### **Officers present for all or part of the meeting:**

Gordon Mitchell, Chief Executive  
Caroline Green, Assistant Chief Executive  
Tom Bridgman, Executive Director (Development)  
Paul Leo, Interim Director of Housing  
Nadeem Murtuja, Interim Executive Director for Communities  
Tim Sadler, Transition Director / Chairman Direct Services Companies  
Helen Bishop, Head of Business Improvement  
Nigel Kennedy, Head of Financial Services  
Susan Sale, Monitoring Officer and Head of Law & Governance  
Mish Tullar, Corporate Policy, Partnership and Communications Manager  
Laura Bessell, Benefits Manager  
Tanya Bandekar, Service Manager Revenue & Benefits  
Tom Hudson, Scrutiny Officer  
Tim Martin, OCHL project team  
John Mitchell, Committee and Member Services Officer

#### **Apologies:**

None.

#### **134. Declarations of Interest**

None.

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

None.

### **136. Councillor Addresses on any item for decision on the Board's agenda**

None.

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

None.

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

None.

### **139. Scrutiny Committee Reports**

Cllr Gant spoke to the Scrutiny recommendations on the Zero Carbon report. None of the five recommendations had been agreed but he suggested it would be helpful to briefly rehearse the Committee's thinking behind them. The first recommendation revolved around terminology. The Committee's view was that the step change from seeking to lower carbon emissions to eliminating them altogether warranted a reappraisal of the language used to ensure that the correct and widely understood terminology was used. The response had been that it was appropriate, for a number of reasons, to maintain the existing metrics. The second recommendation argued for an independent audit of the annual Greenhouse Gas report, simply as a matter of good governance. The response that sufficient assurance mechanisms were already in place was fair. The response to the third recommendation that the Council undertakes a carbon cost-benefit analysis was that this was already undertaken so it was curious that it was "not agreed". The response to the fourth recommendation that the Council should integrate its own strategy into that of the wider City was also "not agreed" despite the fact that this was already said to be in hand. The fifth recommendation that the Council introduces environmental impact assessments into its standard Cabinet report template was also not agreed despite being said to be work in progress. He concluded by noting that it would be helpful if he could report back to the Committee on progress with a City wide carbon reduction plan in due course.

Cllr Tom Hayes, Cabinet Member for Green Transport and Zero Carbon Oxford, thanked Cllr Gant and the Committee for what had been a helpful and robust discussion. In relation to the responses given to the recommendations he noted that they were broadly representative of those which had been given in the Committee meeting.

In relation to a City wide carbon reduction plan, the City's first Zero Carbon Summit had been held the previous week, involving major employers and partners. This had agreed the technically possible but challenging target of becoming a zero carbon city by 2040. He would be happy to update the Committee, via Cllr Gant, with more details as they emerged. In relation to environmental impact assessments for Cabinet reports, the work underway included the need to ensure that officers had the means to provide assessments which were meaningful.

Cllr James Fry, spoke to the Budget Review Group's report, noting that its work had been particularly challenging given the present financial environment. He drew attention to just a few of the Group's many recommendations. The Covered Market was a significant and important heritage asset for the Council. Clarity about the costs and

revenue associated with it would be helpful. Also in relation to the Covered Market there would be merit in accessing the necessary heritage expertise to ensure the soundness of decisions made in relation to it. The Group was concerned at the focus on commercial property investments and there may be merit in others which might be less risky, such as renewable energy. In relation to commercial property, the Group thought there should be greater focus on those assets close to and already owned by and well known to the Council. Social Impact bonds should be subject to clear assessments to ensure that their social impacts are closely aligned to the Council's responsibilities .

The Group was concerned about the reduced level of contingency and to what extent the reserves which might need to be called upon were already earmarked. Finally, in the present environment, there would be merit in having a formal mid-year budget.

The Chair added her thanks to the valuable and detailed approach of the Review Group, noting that the majority of its 24 recommendations had been agreed in whole or in part.

Councillor Ed Turner, Cabinet Member for Finance & Asset Management, paid tribute to the work of the Review Group, the challenge it provided was an important part of the Council's budget setting process. He added that there was no reason why there should not be continuing dialogue over some of the matters which had been raised.

Responding to the points raised by Cllr Fry, he agreed that there was merit in being able to look at the finances surrounding the Covered Market in the round. By no means all Council investment was in commercial property, the biggest area of investment and development, for example, being in housing. The changes in PWLB criteria facilitate investment in properties for regeneration which, in practice, means properties in the City but this would not represent the full extent of the Council's investment in regeneration. If the financial position develops more favourably than anticipated, the Group had suggested that there would be merit in restoring cuts to grants. This understandable wish would have to be balanced against its other recommendation that the Council's diminished reserves should be replenished, notwithstanding the Council's continuing recognition of the importance of the grants scheme. There were however other ways in which some organisations supported by Council grants could access financial support and these would be explored. The desirability of a greater level of contingency was well understood but, in the present climate, could only be addressed at the present time by re-allocating reserves, whether earmarked or not or by making further savings and there seemed to be no appetite or proposals for the latter. He was uneasy about the recommendation for a mid-year budget. Budget updates were already provided regularly and changes were made as and when necessary. A full scale mid-year budget process was likely to have consequences for organisational stability and to be unnecessarily burdensome. It was important that there should be a robust reporting regime together with deft responses to changing circumstances and these were in place. Finally he noted that a fuller response would be provided to recommendation 24 than that shown in the report.

Cllr Mary Clarkson, Cabinet Member for City Centre, Covered Market and Culture, confirmed that appropriate expertise was being sought in relation to development of the Covered Market.

## 140. Budget 2021-22

The Head of Financial Services had submitted a report to present the outcome of the budget consultation and agree the Council's Medium Term Financial Strategy for 2022-23 to 2024-25 and 2021-22 Budget for recommendation to Council.

Councillor Ed Turner, Cabinet Member for Finance & Asset Management, introduced the report by thanking all those who had contributed to the budget consultation and to the officers for pulling together the proposals now before Cabinet. While there were, inevitably, some unwelcome proposals, the people of Oxford should not experience too much pain as a result of this budget, despite the very great pain felt by so many as a result of the current pandemic and the considerable consequences of it for the Council. This position is mostly attributable to having drawn heavily on the Council's reserves. It was a matter of very deep disappointment that the Government was failing to deliver on its promise of financial support for the consequences of the pandemic, to the tune of over £10m. Despite this, it had been possible, with the use of reserves, by working as efficiently as possible and making some difficult decisions, to assemble a balanced budget. It should also be noted that a one off non-consolidated pay deal for was very helpful in the present climate and illustrated the positive partnership approach with staff colleagues. He drew attention to an addendum which had been published in relation to fees for Café pavement licences, noting that it would be important to monitor the position in September when the more generous temporary Government scheme for pavement licences was due to come to an end.

Tom Bridgman, Executive Director for Development, drew attention to recommendation h) of the report, which sought an additional loan facility to OxWED. He requested that this recommendation be amended to allow for a further £150k of revenue, from reserves, to be allocated in the 21/22 budget, to support a review of OxWED's company structure. As with the loan facility, this new allocation would be subject to a further Cabinet decision, expected in March.

Nigel Kennedy, Head of Financial Services, reaffirmed the particularly challenging nature of this year's budget setting process. Action taken over the last several months to reset this year's budget had contributed to the ability to propose a balanced budget for next year. The absence of promised Government support had presented the biggest challenge. The use of £11m of reserves represented a 30% reduction of available reserves and balances. There may be subsequent consequences for work which had been relying on earmarked reserves. Taken together the, Council's financial resilience had inevitably been compromised.

The Chair expressed great dismay at the wholly inadequate financial support from Government and paid tribute to all those involved in preparing such a particularly challenging budget.

**Cabinet resolved to agree the amendments to the Consultation Budget and recommend that Council resolves to:**

**Approve the 2021-22 General Fund and Housing Revenue Account budgets and the General Fund and Housing Revenue Account Medium Term Financial Plan as set out in Appendices 1-10, noting:**

- (a) the Council's General Fund Budget Requirement of £23.648 million for 2021/22 and an increase in the Band D Council Tax of 1.99% or £6.25 per annum representing a Band D Council Tax of £320.17 per annum

- (b) the Housing Revenue Account budget for 2021/22 of £46.649 million and an increase of 1.50% (£1.57 per week) in social dwelling rents from 1 April 2021 giving a revised weekly average social rent of £105.32 as set out in Appendix 5
- (c) the intention to consult Council house tenants on the setting of the initial rent on all new social housing at 5% above the formula rent whilst applying formula rent to any new builds let prior to the end of the consultation period as indicated in paragraph (paragraphs 38- 45).
- (d) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6.
- (e) the changes to fees and charges shown in Appendix 7
- (f) the delegation to the Section 151 Officer in consultation with the Cabinet Member for Finance and Assets the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 13-15 below.
- (g) the payment into the County Council Pension Fund of £5 million as referred to in the Consultation Budget and paragraph 20
- (h) the inclusion of an additional loan facility of up to £1million on terms to be agreed by the Head of Financial Services, subject to the consideration and agreement of the Shareholder and Joint Venture Group (SHJVG) and Cabinet of report to Cabinet in March 2021 as referred to in paragraph 55 and a further £150k of revenue, from reserves, to be allocated in the 21/22 budget.

## **141. Capital Strategy 2021-22**

The Head of Financial Services had submitted a report to present the Capital Strategy for approval.

Councillor Ed Turner, Cabinet Member for Finance & Asset Management, introduced the report which set out a clear summary of the processes involved and which should, in turn, provide a robust route from inception to delivery of capital projects.

Cabinet resolved to:

1. **Recommend** that Council approves:

The Capital Strategy attached at Appendix A of the report.

## **142. Treasury Management Strategy 2021/22**

The Head of Financial Services had submitted a report to present the Council's Treasury Management Strategy for 2021/22 together with the Prudential Indicators for 2021/22 to 2024/25.

Councillor Ed Turner, Cabinet Member for Finance & Asset Management, introduced the report. At a time of very low interest rates this was a challenging area but one in relation to which, at the moment, there were no proposals for change.

That Cabinet resolved to:

**Recommend** that Council approves:

1. The Treasury Management Strategy 2021/22 as set out in paragraphs 19 to 62 and the Prudential Indicators for 2021/22 – 2024/25 as set out in Appendix 2;
2. The Borrowing Strategy at paragraphs 27 to 38;
3. The Minimum Revenue Provision (MRP) Statement at paragraphs 39 to 41 which sets out the Council's policy on charging borrowing to the revenue account; and
4. The Investment Strategy for 2021/22 and investment criteria as set out in paragraphs 42 to 62 and Appendix 1.

### **143. Council tax reduction scheme 2021/2022**

The Head of Financial Services had submitted a report to consider the feedback from the recent consultation on the proposed changes to the 2021/22 Council Tax Reduction Scheme and to agree the principles of the new scheme to be drawn up for approval by Council.

Councillor Marie Tidball, Cabinet Member for Supporting Local Communities, introduced the report which set out proposals for the following year's Council Tax Reduction Scheme, following consultation. The Council was one of only 30 in England which continued to provide 100% Council Tax reduction. This was something which the Council was keen to maintain and had been reflected by responses to the consultation too. She outlined the major changes to the scheme as set out in the report. There had been over 400 responses to the consultation, significantly more than in previous years. A hardship fund was proposed to compensate for any unforeseen impacts of the changes although modelling the scheme had given confidence that these would be minimal.

The Chair confirmed the importance of the scheme for the Council and the significant level of response suggested the recognition of its importance to the people of Oxford.

That Cabinet resolved to:

1. **Note** the outcome of the consultation on the proposed Council Tax Reduction Scheme;
2. **Delegate** authority to the Head of Financial Services to draft the details of the new Council Tax Reduction Scheme for 2021/22 in accordance with paragraphs 10-14 of this report; and
3. **Recommend Council** to resolve to adopt the new Local Council Tax Reduction Scheme for 2021/22 taking into account the changes to the income bandings as highlighted in paragraphs 11-16, and moving to an Income banded scheme for all CTR claimants.

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

The Transition Director had submitted a report to which outlines how the Council will meet its goal to become a Zero Carbon Council by 2030 or sooner. This route map supports the Council's Zero Carbon City goal by demonstrating bold action and leadership within the city on climate change.

Councillor Tom Hayes, Cabinet Member for Green Transport and Zero Carbon Oxford, introduced the report. The title of plan before Cabinet didn't perhaps reflect the significant change from the aspiration of previous iterations of the plan to manage carbon emissions to the elimination of it. The purpose of this report and plan were to meet expectations flowing from the Council's declaration of a climate emergency and the subsequent Citizen's Assembly which gave the clear message that the Council should proceed further and faster than Government requirements in relation to carbon reduction. Officers had worked hard in recent months to produce the robust and credible plan now before Cabinet. Achievement of the ambition would be challenging, not least because of a significant funding gap in the proposals. There was however confidence in being able to attract sufficient external funding over the life of the plan. The plan represented a significant increase in the Council's ambition, seeking to reduce carbon emissions by 10% per annum compared with the current target of 5%. The previous week's Zero Carbon Summit mentioned earlier in the meeting had demonstrated the Council's capacity to influence and lead by example. The Council was responsible for just 1% of carbon emissions in the City but that was too much and the plan was the response to that.

The Chair welcomed the report which addressed such a significant issue of relevance to everyone.

Cabinet resolved to:

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

## **145. Programme approval and allocation for Public Sector Decarbonisation Funding**

The Transition Director had submitted a report to seek programme approval and delegations to enable capital grant spend of Public Sector Decarbonisation Funding for provision of heat pumps, thermal storage and battery storage at Oxford City Council sites and development of renewable energy to power to reduce council carbon emissions. To delegate officers to enter into funding and other necessary agreement for the purpose of delivery of decarbonisation projects through this programme.

Councillor Tom Hayes, Cabinet Member for Green Transport and Zero Carbon Oxford, introduced the report. The Government had, at very short notice, given authorities the opportunity to bid for funding to assist with decarbonisation programmes. The Council's successful bid for nearly £11m to assist with specific projects was very welcome, and began to address the funding gap mentioned in relation to the previous item. There would be regular updates on progress. The Transition Director noted that Heat Pumps would be central to the success of these projects and an eye was being kept on their availability as there were suggestions that they might be in short supply. The projects would be overseen and delivered by a multi-disciplinary team.

The Chair noted that the recommendation should be amended to include reference, also, to the Cabinet Member for Leisure and Parks, given the nature of the projects proposed.

Cabinet resolved to:

1. **Give programme approval** to the development of the decarbonisation proposals, to accept and ratify funding agreements to further reduce the Council's carbon emissions; and any other necessary agreements or contract, as set out in this report for prospective sites at Hinksey Pool, Town Hall, Ice Rink, Leys Leisure Centre, Barton Leisure Centre and Rose Hill Community Centre;
2. **Delegate authority** to the Transition Director, in consultation with the Cabinet Member for Zero Carbon Oxford; the Cabinet Member for Leisure and Parks; the Head of Financial Services/Section 151 Officer; and the Councils Monitoring Officer, to commence expenditure to carry out the work to develop proposals for funding and subject to their satisfactory conclusion, enter into funding and other necessary agreements, including construction contracts, for the purpose of development and delivery of decarbonisation projects across Oxford City Council estate;
3. **Recommend to Council** the allocation of a capital budget of £10.923 million;
4. **Note:** the programme management arrangements as set out in the report and the workload prioritisation implications for the Carbon Reduction Team; and
5. **Note** that a further report on the arrangements for securing the local renewable energy source and the developed proposals will follow in due course.

## **146. Housing and Asset Management System Project Update and Funding Position**

The Head of Housing Services and Head of Financial Services have submitted a report to present the current status of the Housing and Asset Management System, to describe the plan for completion, and to seek additional funds to achieve project go-live.

Councillor Mike Rowley, Cabinet Member for Affordable Housing, introduced the report which rehearsed the history of a contract with a supplier for a new housing asset management system which would bring together a range of databases critical to the effectiveness of the Council and Oxford Direct Services. There had been a succession of delays to the go live date, the first being May 2019, the last being October 2020 when it was decided to wait further until completion of ongoing testing of the system. The delays were attributable for the most part to the contractor. The delay in implementation had resulted in additional costs to the Council of £264,000. He confirmed that while there was ongoing work for the recovery of costs, Cabinet was being asked to confirm provision of the additional sum in case needed. Despite the

difficulties experienced it was clear that a system such as this was needed, and that the one being provided remained the best option. Lessons had been learnt from this project, particularly the importance of robust project management and the need for the appropriate skills when procuring IT systems.

Cabinet resolved to:

1. **Endorse** the revised go-live plan for the Housing Asset Management System project;
2. **Recommend to Council** the approval of a capital budget for the additional expenditure of £264,296 required to complete the project; and
3. **Note** the appendices supplied with this report.

### **147. Project proposal and delegated authority to award a hybrid print and post contract.**

The Head of Business Improvement had submitted a report to seek project approval and delegated authority for the Executive Director for Communities and Customers to award a contract for the supply of a hybrid print and post solution.

Councillor Nigel Chapman, Cabinet Member for Customer Focused Services, introduced the report which sought approval for procurement of a hybrid print and post solution to replace the existing contract, which would end on 25 April 2021. He suggested that there would be scope with a new contract for some efficiencies when compared with the current one.

Cabinet resolved to:

1. **Give project approval for** the procurement of a hybrid print and post solution to replace the existing contract, which is ending 25<sup>th</sup> April 2021; and
2. **Delegate to** the Executive Director of Communities and Customer Services, authority to award a contract for the Supply of a hybrid print and post solution for the Council.

### **148. Minutes**

**Cabinet resolved to approve** the minutes of the meeting held on 20 January 2021 as a true and accurate record.

### **149. Decisions taken under Part 9.3 (b) of the Constitution**

The Head of Paid Service (Chief Executive) had submitted a report asking Cabinet to note the decisions taken by the Head of Paid Service (Chief Executive) using the urgency powers delegated in Part 9.3(b) of the Constitution.

Cabinet resolved to:

1. **Note** the decisions taken as set out in the report.

### **150. Dates of Future Meetings**

Meetings are scheduled for the following dates:

- 10 March
- 14 April

All meetings start at 6pm unless otherwise stated

### **151. Matters Exempt from Publication**

There was no discussion of items in confidential session.

### **152. Housing and Asset Management System Project Update and Funding Position - Appendix 2**

The meeting started at 6.00 pm and ended at 7.20 pm

Chair .....

Date: Wednesday 10 March 2021