

# Agenda

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## Communities and Partnership Scrutiny Committee

Date: **Thursday 4 April 2013**

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Time: **6.00 pm**

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

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For any further information please contact:

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# Communities and Partnership Scrutiny Committee

## Membership

|                   |                                       |                               |
|-------------------|---------------------------------------|-------------------------------|
| <b>Chair</b>      | <b>Councillor Mohammed Altaf-Khan</b> | Headington Hill and Northway; |
| <b>Vice-Chair</b> | <b>Councillor Ben Lloyd-Shogbesan</b> | Lye Valley;                   |
|                   | <b>Councillor Jim Campbell</b>        | St. Margaret's;               |
|                   | <b>Councillor Bev Clack</b>           | St. Clement's;                |
|                   | <b>Councillor Roy Darke</b>           | Headington Hill and Northway; |
|                   | <b>Councillor Mick Haines</b>         | Marston;                      |
|                   | <b>Councillor Rae Humberstone</b>     | Blackbird Leys;               |
|                   | <b>Councillor Graham Jones</b>        | St. Clement's;                |
|                   | <b>Councillor Pat Kennedy</b>         | Lye Valley;                   |
|                   | <b>Councillor Helen O'Hara</b>        | Cowley;                       |
|                   | <b>Councillor Gill Sanders</b>        | Littlemore;                   |
|                   | <b>Councillor Ruth Wilkinson</b>      | Headington;                   |
|                   | <b>Councillor Dick Wolff</b>          | St. Mary's;                   |

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## AGENDA

Pages

1 **APOLOGIES FOR ABSENCE**

2 **DECLARATIONS OF INTEREST**

Members are asked to declare any disclosable pecuniary interests they may have on items contained in this agenda.

3 **WORK PROGRAMME END OF YEAR REPORT, AND FORWARD PLAN.**

1 - 34

Contact Officer: Pat Jones (Principal Scrutiny Officer), Tel 01865 252191, [phjones@oxford.gov.uk](mailto:phjones@oxford.gov.uk)

|   |
|---|
| Background Information  |
| The Committee agreed a work programme to pursue during the year 2012-2013. Members have been updated on progress as the year has advanced, and this report represents the end of year position.   |
| Why is it on the agenda?  |
| <p>This report highlights:-</p> <ul style="list-style-type: none"><li>• The end of year position on the work programme;</li><li>• The progress on all recommendations made;</li><li>• Statistics and comparative data;</li><li>• Issues that have arisen and new challenges.</li></ul> <p>The Committee is asked to consider the information presented and set a further informal meeting to discuss the issues in more details.</p> <p>Attached alongside the work programme is the latest version of the Forward plan to allow the Committee to express interest in any of the issues listed.</p> |
| Who has been invited to comment?  |
| Pat Jones, Principal Scrutiny Officer, will present the report and the Chair will give his view on the year.  |
| What will happen after the meeting?   |
| An informal meeting will be set to discuss issues further. Any proposals or comments for the coming work programme will be presented for discussion by the Committee membership appointed in May.   |

#### 4 ECONOMIC GROWTH STRATEGY REFRESH - ACTION PLAN

35 - 58

Contact Officer: Michael Crofton Briggs (Head of City Development) 01865 252360, [mcrofton-briggs@oxford.gov.uk](mailto:mcrofton-briggs@oxford.gov.uk)

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| Background Information   |
| <p>The Oxford Strategic Partnership (OSP – a partnership of key public sector, universities, private sector and voluntary bodies in the City co-ordinated by the City Council) commissioned the development of a new Economic Growth Strategy in May 2012.</p> <p>The refreshed document was presented for pre-scrutiny by the Committee at its meeting on 30<sup>th</sup> January 2013.</p> |
| Why is it on the agenda?   |
| <p>The Committee asked to see any Action Plan before it was presented to City Executive Board. The report will be presented at CEB on 10<sup>th</sup> April 2013.</p> <p>A draft Action Plan for the City Council is attached as requested.</p>  |
| Who has been invited to comment?   |
| <p>Michael Crofton Briggs has been invited to the meeting to present the plan and answer questions.</p>  |
| What will happen after the meeting?  |
| <p>Any recommendations will be passed to the relevant Board Member and/or CEB for comment.</p>   |

#### 5 LOCAL CELEBRATORY EVENTS

59 - 64

Contact Officer: Ceri Gorton (Cultural Development Manager) 01865 252829, [cgorton@oxford.gov.uk](mailto:cgorton@oxford.gov.uk)

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| Background Information   |
| <p>A number of celebratory events are held in Oxford each year, including the Cowley Road Carnival and the Barton Bash. These events play an important role in community cohesion and add to the vibrancy and diversity of the City.</p> <p>The Council uses some of these events in its promotional work and examples of partnership working with local communities. Over the years, the Council's role has changed, particularly in relation to the staging and funding of events.</p> |
| Why is it on the agenda?   |

The Committee decided to hold a select committee enquiry at which the following aspects of the Council's role would be considered:-

- The importance the Council places on these events within the cultural calendar;
- Do officers and the Board Member believe we have the correct relationships and support mechanisms to sustain these events for the future (the committee have noted the use of events such as these in Council literature to exemplify Oxford as a vibrant and exciting place)?
- What role does the Council have in sustaining events such as these, and growing new community based activities for the future (they have noted the change in role over the last years and want to understand why the change and what have been the effects of this)?
- What support is given to communities and groups organising this type of event?
- How much money and resources do we put into this type of activity and how has this changed over the last few years?

Who has been invited to comment?

Ceri Gorton (Cultural Development Manager) and Peter McQuitty (Head of Policy, Culture and Communications) have been invited to the meeting.

What will happen after the meeting?

Any recommendations will be passed to the relevant Board Member and/or CEB for comment.

## 6 EDUCATIONAL ATTAINMENTS PANEL - UPDATE

65 - 68

Contact Officer: Pat Jones (Principal Scrutiny Officer), Tel 01865 252191, [phjones@oxford.gov.uk](mailto:phjones@oxford.gov.uk)

Background Information

The Committee agreed to establish a Panel to work with, and scrutinise, the focus and outcomes from the City Council's investment in primary education. This Panel consists of Councillors Clack, Campbell, Jones, Kennedy and Khan.

The Panel has established an active partnership with a school, and has visited it.

Why is it on the agenda?

The attached report is presented to update the Committee on work and progress so far.

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| Who has been invited to comment?  |
| Councillors Campbell, Clack, Kennedy, Khan and Jones (Panel Members) and Pat Jones (Principal Scrutiny Officer) will present their update to the Committee. |
| What will happen after the meeting?   |
| The Committee is asked to recommend continuation of the Panel's work into the next Scrutiny work programme.   |

## 7 HELPING THE HIGH STREET - PANEL UPDATE

69 - 72

Contact Officer: Lois Stock (Democratic and Electoral Services Officer), 01865 252275, [lstock@oxford.gov.uk](mailto:lstock@oxford.gov.uk)

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| Background Information  |
| <p>The Panel has now agreed to focus upon Headington and Cowley Road District Centres.</p> <p>Their first step will be to talk to traders' groups within these areas about their view of the health and vitality of their local shopping area. The Panel has drawn up a brief questionnaire for traders in both areas, which is explained in the attached report.</p> |
| Why is it on the agenda?  |
| To provide a brief update for the Committee concerning the current status of the Panel.   |
| Who has been invited to comment?  |
| The Panel, Councillors Clack, Wolff and Wilkinson will give an update to the Committee and invite comments.   |
| What will happen after the meeting?   |
| The Panel seeks to continue its work, and will report back to the Committee.  |

## 8 ENFRANCHISEMENT AND EMPOWERMENT - PANEL UPDATE

73 - 76

Contact Officers: Lois Stock (Democratic and Electoral Services Officer), 01865 252275, [lstock@oxford.gov.uk](mailto:lstock@oxford.gov.uk); and Mathew Metcalfe (Democratic and Electoral Services Officer), 01865 252214, [mmetcalfe@oxford.gov.uk](mailto:mmetcalfe@oxford.gov.uk)

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| <b>Background Information</b>   |
| <p>At its last meeting, the Committee noted the work of the Panel so far, and agreed that the next step was to focus on empowerment; using data to select a few communities in order to discuss with them their views of empowerment.</p> <p>The Panel has held a further meeting at which Martin Tudge (Communities and Neighbourhoods) was able to assist the Panel to narrow down the issues and decide which communities to focus upon.</p> |
| <b>Why is it on the agenda?</b>   |
| <p>The item is presented here to give the Committee a update on progress to date.</p> <p>Martin Tudge has kindly offered to arrange some informal focus group meetings with representatives from the Pakistani, Somali and Polish communities, starting in April.</p>   |
| <b>Who has been invited to comment?</b>   |
| <p>The Panel, Councillors Jones, Darke and O'Hara will present the item to the Committee.</p>   |
| <b>What will happen after the meeting?</b>  |
| <p>The Panel will continue its work, will attend the planned focus group meetings and will report back to a future meeting.</p>   |

## 9 MINUTES

77 - 86

Minutes of the meeting held on 30<sup>th</sup> January 2013 are attached.

## 10 DATES AND TIMES OF FUTURE MEETINGS

To be confirmed at the start of the new Council Year

## **DECLARING INTERESTS**

### **General duty**

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

### **What is a disclosable pecuniary interest?**

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

### **Declaring an interest**

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

### **Members' Code of Conduct and public perception**

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

<sup>1</sup> Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those of the member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.





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**To: Communities and Partnership Scrutiny Committee.**

**Date: 4<sup>th</sup>. April 2013.**

**Report of: Head of Law and Governance.**

**Title of Report: Scrutiny Work Programme 2012 – 2013 outcomes.**

## **Summary and Recommendations**

**Purpose of report:** To present the outcomes from the scrutiny work programme for 2012 – 2013.

**Key decision? No**

**Scrutiny Lead Member: Councillor Altaf-Khan (Committee Chair)  
Councillor Lloyd-Shogbesan (Committee Vice-Chair)**

**Recommendations:**

- 1. Note the progress in the current programme and recommend which items should continue and be carried forward to the 13/14 programme. Programme attached at Appendix 2.**
- 2. To consider and comment on the issues related to the progress in the current programme outlined at paragraph 5.**
- 3. To set a meeting of this committee, or of as many members who are interested, to consider:**
  - The links or partnerships that should exist between the Scrutiny Committee and the Independent Tenant Scrutiny Panel and the Police and Crime Panel.**
  - How scrutiny has operated this year and what process changes you would like to see.**
  - Any issues related to the non completion of the current programme.**
  - What a “Great” scrutiny function would look like.**

**4. Note and make any comments on the outcomes of this years programme attached at Appendix 1.**

**5. Note and comment on the comparative data presented in tables 1 – 3.**

**6. Suggest any new items to the committee for 13/14 which item (members will have a further opportunity to do this at a later date).**

### **Foreword from the Chair – Councillor Altaf-Khan**

We have chosen very good topics such as education attainment, NEETs, local shopping districts etc.. All of these topics have a lot of public interest. My only concern is that we didn't have enough meetings to progress some of these topics in more detail, otherwise I can say that we have made good progress in the time available.

For the coming year I would like to see more public committee meetings to allow more detailed discussion.

### **Introduction**

1. In May each year scrutiny sets a work programme selected from "long lists" of items posed for scrutiny from various sources. The selected items are split between the broad remits of the Council's 2 scrutiny committees.
2. In placing items in the programme officers and members consider the national values set for scrutiny and the most appropriate setting within which to tackle the subject matter. The aim is to fill about 75% of the programme allowing time for items arising in the year to be accommodated.
3. The programme is rolling which allows items under consideration by one committee to move forward into the next year and for items of significance over a longer period of time than 1 year to span committees. There is, however, a reasonable expectation that items agreed for inclusion and scheduling will be largely completed within the year.
4. The resources available to committees to deliver their programme are a mixture of:
  - Scrutiny Officer time
  - Democratic Services Officer time.
  - Councillor time through committee meetings and contributions to review groups, panels and inquiries.
  - Time from the Chair and Vice-Chair of each committee to guide the management of the programme, agendas and generally highlight and promulgate the work of their committees.

- Service officer time in attending meetings and providing information.

### **Outcomes for the year 2012/13**

5. This year members focused most of their time outside of committees programming only 4 full meetings. They remain engaged in 4 varied panel inquiries which are ongoing and likely to carry forward into the next programme (subject to member agreement). The most visible effects of the non-completion of inquiries are:

- The number of recommendations made by the committee is low.
- The work programme is largely incomplete.
- Some members have expressed frustration at the lack of progress in some areas.

Members may want to discuss the reasons for this either now or at some other time and for particular highlight is:

- The time taken to come to an agreed scope and focus for some inquiries.
- The “ambition” of the concept(s) matched to the amount of member time available.
- The committee drive collectively to deliver.

6. The committee set a Housing Panel again this year and by the end of the programme will have met 4 times. The Panel appointed a tenant, Linda Hill, to join them using a competitive process. Linda has been appointed for 2 terms so if the committee do not set a Housing Panel in 2013/14 she will be invited to join the full committee as a co-opted member. The Panel has been involved in a wide range of housing issues. An Independent Tenant Scrutiny Panel is in the process of being set with the aim of becoming operational during 2013 and the committee needs to decide how it wishes to engage with this new group.

7. 2012 saw the election of Police and Crime Commissioners and the establishment of a Police and Crime Panel (PCP) in each Force area. Oxford's Police Commissioner governs the Thames Valley Force and the Council has one seat on the Police and Crime Panel which undertakes the “scrutiny” role. It is early days in the operation of these new relationships and discussions are taking place nationally and locally on how best to focus scrutiny actions, particularly over a large area such as the Thames Valley. The Communities and Partnership Scrutiny Committee is designated as the Local Crime and Disorder Scrutiny Committee and so takes any scrutiny issues or councillor calls for action broadly or narrowly related to crime and disorder. Members may want to consider, as part of the development of the coming work programme, what relationship should exist between this committee, our PCP member and the PCP.

8. As part of the Council's ambition for continuous improvement officers are challenged to consider how the service they either run or are involved in can move to be considered excellent. This is known as "Good to Great". The scrutiny function, whilst supported by officers, is shaped and led by members. It would be good to understand how members might want to respond to this "Good to Great" challenge.
9. The outcomes from the committee can be seen at Appendix 1 and the items that remain incomplete within the committees work are highlighted in the work programme attached at Appendix 2. Committee is asked if it wishes to recommend continuation with the work started or recommend any new items to the committee appointed for 2013/14.
10. The tables below show the number and success rate of recommendations for the year alongside comparisons to previous years.

**Table 1 – Recommendations for 2012/2013**

|            | Accepted  | Accepted & Amended | Noted    | Refused | Pending | Total |
|------------|-----------|--------------------|----------|---------|---------|-------|
| <b>CAP</b> | 10<br>66% | 0<br>0%            | 3<br>20% | 1<br>7% | 1<br>7% | 15    |

**Table 2 - Percentage Comparisons to previous years**

Accepted and implemented recommendations

|   | 04/05<br>All | 05/06<br>All | 06/07<br>All | 07/08<br>All | 08/09<br>CAP | 9/10<br>CAP | 10/11<br>CAP | 11/12<br>CAP | 12/13<br>CAP |
|---|--------------|--------------|--------------|--------------|--------------|-------------|--------------|--------------|--------------|
| <b>*% accepted</b>                          | 77%          | 76%          | 64%          | 45%          | 65%          | 89%         | 80%          | 81%          | 86%          |
| <b>**% implemented</b>                      | n/a          | n/a          | n/a          | 51%          | 21%          | 12%         | 31%          | 74%          | 15%          |
| <b>**% in the process of implementation</b> | n/a          | n/a          | n/a          | n/a          | 79%          | 52%         | 67%          | 21%          | 62%          |
| <b>Total recs. made</b>                     |              |              |              |              | 29           | 84          | 40           | 23           | 15           |

\* Count of all accepted/accepted with amendment and noted recommendations.

\*\*Comparison done at the same time of year.

Figure is a percentage of all accepted, accepted with amendment and noted recommendations.

## Member Input

11. As ever members have shown support and enthusiasm for the scrutiny process and have worked inside the committee and outside on review groups and panels. This work adds significantly to the value of outcomes from the scrutiny function and is to be commended.
12. The table below shows data kept on attendance at committees and details of the number of substantive items appearing on committee agendas. It is often the view expressed by committee members and committee Chairs that agendas are too large to allow for good quality scrutiny. Conversely scrutiny members will want to see and comment on more items than limited agendas would allow. The general rule is that no more than 3 or 4 substantive items will appear on any agenda thus allowing for a good quality and focused 2 hour meeting. As members will see this has, on average, been achieved this year.
13. As mentioned above and in addition to attendance at committees, 11 of the 13 members of the committee have worked on issues outside of the committee with about half of those members giving a substantial amount of their time. It is important to recognise this contribution as it demonstrates the “democratic health” of the scrutiny function.

**Table 3 – Committee attendance and management**

| <b>Meeting Date</b>               | <b>No. Seats</b> | <b>No. Substitutes</b> | <b>No. of vacant seats</b> | <b>No. of substantive items on agenda</b> | <b>% of seats vacant</b> | <b>% of seats substituted</b> |
|-----------------------------------|------------------|------------------------|----------------------------|---|--------------------------|-------------------------------|
| <b>18<sup>th</sup>. June 2012</b> | 13               | 0                      | 1                          | 2   | 8                        | 0                             |
| <b>28<sup>th</sup>. Nov. 2012</b> | 13               | 0                      | 1                          | 3   | 8                        | 0                             |
| <b>30<sup>th</sup>. Jan. 2013</b> | 13               | 0                      | 0                          | 6   | 0                        | 0                             |
| <b>4<sup>th</sup>. April 2013</b> | 13               |                        |                            | 5   |                          |                               |
| <b>Averages so far</b>            |                  | 0                      |                            | 4   | 5                        | 0                             |

## Looking forward to 2013/2014

14. Officers will be talking to current Chairs and Vice-Chairs in April about the shape of the programme for 13/14. Also all members of Council will be asked if they wish to make issue/topic suggestions for committees to consider for scrutiny. The outcome from this work will come to the first meeting of committees after Annual Council a programme will formed for the coming year.
15. The same principles will be applied as those in the introduction to this report with new topic/issue suggestions being matched against a range of criteria including:
  - Is the issue contained and focused
  - Does it link to an objective of the organisation
  - Will it have an impact within communities
  - Is it clear what might be a measure of success
  - Does broad member support exist
  - Can it reasonably be delivered within the resources available

In addition it is important to understand the views of the current committee and in this report members have been asked to give their views on a range of issues. Immediate comments would be welcome but it is suggested that a meeting is set of interested members to explore issues in more detail.

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| <b>Name and contact details of author:</b> |
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| Pat Jones |
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| Principal Scrutiny Officer |
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| Tel: 01865 252191 e-mail:phjones@oxford.gov.uk |
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### List of background papers:

**Version number: 1**



## Scrutiny Recommendations 2012/2013 work programme

## Communities and Partnership Scrutiny Committee Recommendations

| <b>Homelessness Strategy Review</b>   |  |                    |
|---|--|--------------------|
| <b>Recommendations from Standing Panel meeting: 8<sup>th</sup>. October 2012</b>  |  |                    |
| <b>Recommendation</b>   | <b>Result</b>  | <b>Implemented</b> |
| That the Board Member provide a brief to the HSP on the planning arrangements currently underway to deliver the cuts in the Supporting People Funding showing current options and the consequences of these along with planning for the future. | Agreed   | On going           |
| To extend campaigns set at increasing the supply of private rented sector accommodation to include encouragement to those who don't currently see themselves as landlords but may be prepared to let accommodation.                             | Agreed - consultation with landlords is ongoing and this suggestion will be taken forwards | On going           |
| The Board Member should ensure that the outcomes from the review of our approach to mediation provides for this services to be delivered by people trained and skilled in this area. The HSP would like to see the outcomes from this review.   | Agreed - the action plan that is to be presented to CEB in February will deal with         | On going           |

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|   | mediation services and monitoring.   |   |
| That the Board Member brings the Action Plan to the HSP for review and monitoring.  | Agreed - the action plan can be presented to the Housing Panel for review and monitoring | Done                                      |
| <b>Area Forum Review</b>  |  |   |
| <b>Recommendations from the Review Group and Committee on the 28<sup>th</sup>. November 2012.</b>   |  |   |
| <b>Recommendation</b>   | <b>Result</b>  | <b>Implemented</b>                        |
| That an informed debate takes place between Councillors in their area grouping and community development officers to agree how Councillors community development role can best be delivered and supported in their area, within the Councillor, officer and likely resident resources available | Agreed   | On going as part of the Governance Review |
| For the various mechanisms already available to Councillors to champion the views of their communities within the organisation to be detailed clearly within protocols and made clear to all.   | Agreed   | On going as part of the Governance Review |
| That the Chief Executive facilitates a cross party debate on the various role played by elected Councillors as ward representatives and members of Council. The aim of these debates would  | Agreed   | On going as part of the                   |

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| <p>be to get broad agreement on the expectations and requirements to allow training and support programmes to be designed, put in place and command the respect and engagement of all.</p>  |  | <p>Governance Review</p>  |
| <p>That the Council considers within its governance structures how the community voice can be heard in a way that allows</p> <ul style="list-style-type: none"> <li>• Ideas, issues and solutions from communities to be heard and considered by decision makers through their ward Councillors in a timely manner;</li> <li>• For service and officer protocols to exist that links community views within service construction and outcomes;</li> <li>• In all circumstances for the views and challenges of communities to be responded to via their local Councillors or decision makes, whichever is more appropriate</li> </ul> | <p>Agreed</p>                                    | <p>On going as part of the Governance Review</p>  |
| <p><b>Green Spaces Strategy</b></p> <p><b>Recommendation from Communities on 30<sup>th</sup> January 2013.</b></p>  |  |   |
| <p style="text-align: center;"><b>Recommendation</b></p>  | <p style="text-align: center;"><b>Result</b></p> | <p style="text-align: center;"><b>Implemented</b></p>   |
| <p>To achieve the excellent ambition of access and use of our green spaces by all we need to prioritise engagement across all sectors and groups within Oxford's communities. Significant learning is required in this area and the committee would like to see, as a priority, a focus on this to allow the beneficial outcomes from green spaces to be enjoyed by all.</p>  | <p>Agreed</p>                                    | <p>Head of Leisure and Parks will be undertaking work to understand the usage and usage needs of Oxford's green spaces by all the</p> |

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|  |   | City's sectors and groups with a view to enabling the beneficial outcomes from green spaces to be enjoyed by all. |
|--|---|---|
| <b>Economic Development and Growth Strategy</b><br><b>Recommendations to the City Executive Board when strategy presented. Recommendations sent to Board Member prior to this. Comments currently included are from the Board Member</b> |   |   |
| Recommendation   | Result  | Implemented   |
| To include the development of District centres as part of the Strategy. Accepting that this strategy is about what makes Oxford "Oxford" these centres are a significant part of what makes Oxford special.                              | Noted.<br>The vitality of the District Centres is addressed very well in the Core Strategy, and will continue to be an important element of the retail and community offer, as such it remains an | Pending   |

|   |  |                |
|---|--|----------------|
|   | important feature of a balanced future economic development strategy.  |                |
| <p>The significant issues around the A34 and A40 are not given much prominence within the strategy. Issues of congestion on these routes are a barrier to economic growth and so solutions are essential.</p> | <p>Noted.<br/>The congestion issues on the A40 at the Wolvercote roundabout will have to be tackled (as set out in the Core Strategy) as part of the development of the Northern Gateway site.<br/>The A34 congestion issues are more diffuse and affect much of central</p> | <p>Pending</p> |

|  |   |         |
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|  | Oxfordshire. Both these highways infrastructure projects are included in the bidding proposals for City Deal.   |         |
| Oxford Clearly cannot resolve issues around housing on its own and the proposals we have for building at the moment whilst welcome will not provide the solution needed. Evidence shows that the availability and price of housing is a barrier to economic growth. All Oxfordshire districts must work together on this for the benefit of all and an emphasis in partnerships must be placed on the "duty to co-operate" which still exists. | Noted. Entirely agree, however, this analysis, whilst apparently shared by the other Oxfordshire authorities, does not manifest itself in any positive support for increasing the affordable housing stock around the fringes of the City. The opposition of SODC and | Pending |

|  |  |                |
|--|--|----------------|
|  | <p>VOWHDC to the urban extension that was approved in the SE Regional Plan (subsequently scrapped by the Coalition Government) remains strong. The “duty to co-operate” appears ineffectual.</p> |                |
| <p>The Committee also wished to see strengthening of the sustainability item. Whilst this is good, the conclusions were felt to be too narrow.</p> | <p>Refused without further detail<br/>Undoubtedly a motherhood and apple pie wish. Specific proposals would be helpful.</p>  | <p>Pending</p> |

| <b>Community Infrastructure Levy</b>   |  |                    |
|--|--|--------------------|
| <b>Recommendation to Board Member from committee 30<sup>th</sup>. January 2013. To Council when proposals are presented for agreement. Comments currently included are from the Head of City Development.</b>                  |  |                    |
| <b>Recommendation</b>  | <b>Result</b>  | <b>Implemented</b> |
| When discussing the list of infrastructure projects and priorities within these to include as key stakeholders those elected councillors who represent wards with significant infrastructure issues or deprivation challenges. | Officers are aware of these comments as they take CIL through a public Inquiry and then report back to Council for final adoption. | Pending            |
| <b>Community Centres</b>   |  |                    |
| <b>Recommendation to the Board Member from the committee meeting 30<sup>th</sup>. January 2013</b>   |  |                    |
| <b>Recommendation</b>  | <b>Result</b>  | <b>Implemented</b> |
| Can local ward members and community associations be involved in deciding upon and programming work on community centres.  | Agreed   | Done               |



## Communities and Partnership Scrutiny Committee

### Work Programme 2012/2013

#### Standing Panels

15

| Topic   | Area(s) for focus  | Progress   | Nominated councillors   |
|---------|--|--|---|
| Housing | <p>All strategic and landlord issues previously contained within the remit of Communities and Partnership and Value and Performance Scrutiny Committees. A separate programme has been agreed for these debates. Inquiries include:</p> <ol style="list-style-type: none"> <li>1. Tenancy Strategy.</li> <li>2. Homelessness Strategy.</li> <li>3. Provision of accommodation for statutory homeless applicants.</li> <li>4. Rent arrears and debt advice. Support and outreach.</li> <li>5. Operation of Governance arrangements in the HRA Business Plan.</li> <li>6. Housing Strategy – Delivery of year 1 action plan.</li> <li>7. Monitoring of the effects of housing and benefit policy changes in the City.</li> <li>8. Supporting People Funding and homeless hostels.</li> <li>9. Mutual Exchanges and Transfers</li> <li>10. Support for the independent Tenant Scrutiny</li> </ol> | <p>Panel to meet in July to:</p> <ul style="list-style-type: none"> <li>• Elect a lead member</li> <li>• Set programme of debate</li> <li>• Take advice on a tenant representative</li> </ul> <p>The Panel has also appointed Linda Hill to be a tenant representative on the Panel. Linda will serve until 2014.</p> <p><b>The following items will not be complete by the end of the programme:</b></p> <p><b>3,4,7,8,9 and 10</b></p> | <p><b>No substitutions allowed.</b></p> <p>Cllrs. Sanders, McCready, Kennedy, Humberstone and Campbell.<br/>Linda Hill (Tenant co-opted member)</p> |

|           | Panel   |   |  |
|-----------|---|---|--|
| Education | <p>To work with and scrutinise the focus and outcomes from the City Council's investment in primary education.</p> <p>A separate programme will be agreed for these debates after discussions with the Council's Education Advisor.</p> | <p>Panel to meet in July to:</p> <ul style="list-style-type: none"> <li>• Elect a lead member</li> <li>• Take Advice from the Council's Education Advisor</li> </ul> <p>A launch conference is planned for this initiative. Provisional date 19<sup>th</sup>. July 2013 places have been requested for scrutiny members at this conference.</p> <p>Partnership agreed with John Henry Newman School. Project underway.</p> <p>Further focus to challenge the County Council on poor attendance at some schools.<br/>Information received from the County.<br/>Panel to review.</p> <p><b>It is expected that this work will continue certainly until the end of the academic year and possibly later.</b></p> | <p><b>No substitutions allowed.</b></p> <p>Cllrs. Campbell, Clack, Kennedy, Khan and Jones</p> |

**Short Term Panels**

| Topic            | Area(s) for focus   | Progress  | Nominated councillors  |
|------------------|---|---|--|
| Customer Contact | To be involved in the development and next steps of the Customer Contact Strategy towards the Customer Excellence Award | <p>Panel to meet with Head of Service and Board Member as soon as possible to be briefed on:</p> <ul style="list-style-type: none"> <li>• Current position</li> <li>• Ambitions for the future (customer excellence)</li> <li>• Challenges and change</li> </ul> <p>To agree how best to engage with process to achieve understanding and influence.</p> <p>Information requested on the current performance position.</p> <p>Cllr. Wilkinson expressed frustration with lack of information. Board Member to be approached to provide data. Update at next meeting.</p> <p><b>Panel has not started.</b></p> | <p><b>No substitutions allowed.</b></p> <p>Cllrs. Wilkinson, Darke and Haines. Committee agreed January that Cllr. Darke should join the Panel</p> |
| Public Health    | To work with the Board Member and Head of Service   | Meeting to be arranged with the Board   | <b>No substitutions</b>  |

|                   |  |   |  |
|-------------------|--|---|--|
| Select Committee. | to produce an implementation plan for the agreed recommendations from the committee Public Health Select Committee | Member as soon as possible.<br><br>Panel Members have met with the Board Member and recommendation on the Tweenager project and activity taster sessions are planned for implementation<br><br>We are still looking for a community group to engage in a community health project.<br><br>Complete. | <b>allowed.</b><br>Cllrs. Jones and Sinclair |
|-------------------|--|---|--|

#### Detailed Review Topic

| Topic  | Area(s) for focus   | Progress  | Nominated councillors   |
|--|---|---|---|
| Supporting young people into education, training and work. | Select Committee run during the 2012 programme which suggested a review engaging young people to decide if initiatives and services offered in support of this theme are focused and directed towards best outcomes. Within this to be particularly mindful of any practical and cultural differences that may affect take up and success by young people.<br><br>Possible carry forward to next programme. | Outline of consultation with young people agreed by members. This needs to be progressed and agreed with the aim of beginning the consultation in September.<br><br><b>Panel not started.</b> | <b>No substitutions allowed.</b><br><br>Cllrs. Lloyd-Shogbesan, Khan and Kennedy. |

**Committee Inquires**

**Appendix 2**

| <b>Topic</b>       | <b>Area(s) for focus</b>  | <b>Progress</b>   | <b>Nominated councillors</b> |
|--------------------|---|---|------------------------------|
| Community Cohesion | <p>To consider how effectively community centres are run to engage and empower communities. In particular to look at processes underway to improve:</p> <ul style="list-style-type: none"> <li>• Management arrangements.</li> <li>• Governance.</li> <li>• Training.</li> <li>• Contribution to community co-hesion</li> </ul> | <p>Work is already underway in the organisation to support and improve outcomes from community associations.</p> <p>To ask officers working in this area to outline to the committee:</p> <ul style="list-style-type: none"> <li>• Improvements made</li> <li>• Focus for on going work</li> <li>• How they see and encourage a link between community centres and community cohesion.</li> </ul> <p>Further information taken on condition survey and maintenance programme.</p> <p>Recommendation to Board Member on Member engagement.</p> | All                          |

|  |   |   |                                     |
|--|---|---|-------------------------------------|
|  |   | Complete.   |                                     |
| What the City Council and its partners do to support local business and the local high street. | <p>The health of local high streets and shopping centres is important to the diversity of the City.</p> <p>National economic difficulties have their part to play in the survival of local businesses that make up local centres but what is or can the City and its partners do to support and encourage diversity.</p>  | <p>Councillors to meet to scope the information required.</p> <p>Information from the Panel considered at the November meeting. Panel to bring forward a scope at the January meeting.</p> <p>Focus agreed as Cowley Road and Headington. Agreed to talk to traders groups in these areas about their view of the Health and vitality of the area and report back to the Committee.</p> <p><b>Late focus so Panel on-going.</b></p> | Cllrs. Clack, Wilkinson and Wolff . |
| Enfranchisement and Empowerment  | <p>The first report on the census is due shortly this will show the proportion of people who did not complete the form without at least 1 reminder. Alongside this there are a number of households with no one registered to vote.</p> <ul style="list-style-type: none"> <li>• Do we have a good understanding of the varied and complex reasons for this?</li> <li>• Do we understand the extent of the demographic deficit created by this?</li> <li>• What does it mean for services, funding and</li> </ul> | <p>Select committee debate on this item.</p> <p>Councillors to meet to scope and decide on witnesses.</p> <p>Data from the census and electoral register is being bought together to give a starting point for discussion.</p> <p>Panel has met and continue to</p>   | Cllrs. Jones, Darke and O'Hara.     |

|   |  |  |  |
|---|--|--|--|
|   | <p>the understanding of our communities.</p> <ul style="list-style-type: none"> <li>• What effects does this have on community cohesion and engagement?</li> </ul> <p>What can we reasonably do to understand and improve the situation?</p> <p><b>Possible carry forward to next programme.</b></p>   | <p>consider data. Waiting for further census data available in January.</p> <p>Update to committee at January meeting including data from the Electoral Register and Census.</p> <p>Agreed that the next action is to focus on empowerment and use the data to select a couple of communities to talk to about their views on empowerment and what influences these.</p> <p><b>Late focus so panel on-going.</b></p> |  |
| <p>What is the role of the Council in local celebratory events?</p> | <p>A number of local celebratory events are held in the City each year. These play an important role in community cohesion and add to the vibrancy and diversity of the City.</p> <p>The City Council uses a number of these events in its literature and promotional work as examples of the community and the Council working together to produce valued events that support and promote cohesion.</p> <p>The role of the Council in the staging and funding of these events has changed over the last few years.</p> <p>How does the Council see its role now? Are the events better or worse because of this change?</p> | <p>Select committee debate on this item.</p> <p>Councillors to meet to scope and decide on witnesses.</p> <p><b>Information to April meeting.</b></p>  | <p>Cllrs. Wolff and Lloyd-Shogbesen.</p> |

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|---|---|--|-----|
| Economic Development and Growth Strategy refresh (former regeneration strategy) | Pre-scrutiny. Consultation period ends at February CEB.<br><br>Called from the Forward Plan by the committee Chair.     | Listed for the January committee meeting.<br><br><b>Recommendations to Board Member and then to CEB when strategy is presented.</b><br><br><b>Committee asked to see action plan for pre-scrutiny when presented to CEB. This is available at the April meeting.</b> | All |
| Community Infrastructure levy – draft charging schedule                         | Pre-scrutiny. Consultation period ends at February Council.<br><br>Called from the Forward Plan by the committee Chair. | Listed for the January committee meeting.<br><br><b>Recommendation made to Council as part of the consultation process.</b><br><br>Complete  | All |
| Green Spaces Strategy   | Called from the Forward plan by the committee. Will be considered at CEB 13 <sup>th</sup> . February                    | Listed for the January meeting.<br><br><b>Recommendations to CEB 13<sup>th</sup>. February.</b><br><br>Complete  | All |

### Ongoing Work

The committee decide to complete the on-going work on Area Forums. – **Agreed at CEB on the 5<sup>th</sup>. December - complete.**





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# FORWARD PLAN FOR THE PERIOD APRIL - JULY 2013

The Forward Plan gives information about all executive decisions (including "key decisions") the City Executive Board and Single Board Members are expected to take over the forthcoming four-month period. It also contains information about all key decisions Council officers are expected to take over the forthcoming four-month period. A "key decision", except in special or urgent circumstances, cannot be taken unless it has appeared in the Forward Plan for 28 days before the key decision is made. The Forward Plan also contains information about matters that are likely to be taken in private.

## Key decisions

A key decision as defined in Regulations means an executive decision which is likely:-

“(a) To result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council’s budget for the service or function to which the decision relates; or

(b) To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the council’s area.

The guidance figures for significant items in financial terms as far as the City Council is concerned is £500,000.

## Private meetings

Part or the whole or some or all of the items in this Forward Plan may be taken at a meeting not open in part or in whole to the press or public one of the grounds in the Local Government (Access to Information) (Variation) Order 2006.

## Making representations on matters or objections to taking matters in private

If you wish to make representations about any matter listed in the Forward Plan, or about taking any part of a matter in private then you must contact us at least 7 working days before the decision is due to be made. This can be done:-

- by email to [forwardplan@oxford.gov.uk](mailto:forwardplan@oxford.gov.uk)
- in writing to

William Reed  
Democratic Services Manager  
Town Hall  
St Aldate’s Street  
Oxford  
OX1 1BX  
Email: [wreed@oxford.gov.uk](mailto:wreed@oxford.gov.uk)  
Tel.: 01865 252230

## Inspection of documents

Reports to be submitted to the decision-maker together with background papers to those reports as listed in the reports are available for inspection at the offices of the Council and appear on our website [www.oxford.gov.uk](http://www.oxford.gov.uk) 5 working days prior to the date on which the decision is due to be made.

## The Council's decision-making process

Further information about the Council's decision making process (including key decisions) can be found in the Council's Constitution, which can be inspected at the Council's offices or online at [www.oxford.gov.uk](http://www.oxford.gov.uk)

## CITY EXECUTIVE BOARD MEMBERSHIP AND RESPONSIBILITIES

|                                  |  |
|----------------------------------|--|
| <i>Bob Price (Leader)</i>        | <i>Corporate Governance and Strategic Partnerships</i>   |
| <i>Ed Turner (Deputy Leader)</i> | <i>Finance and Efficiency</i>                            |
| <i>Colin Cook</i>                | <i>City Development</i>                                  |
| <i>Van Coulter</i>               | <i>Leisure Services</i>                                  |
| <i>Steve Curran</i>              | <i>Young People, Education and Community Development</i> |
| <i>Mark Lygo</i>                 | <i>Parks and Sports</i>                                  |
| <i>Scott Seamons</i>             | <i>Housing</i>   |
| <i>Dee Sinclair</i>              | <i>Crime and Community Safety</i>                        |
| <i>Val Smith</i>                 | <i>Customer Services and Regeneration</i>                |
| <i>John Tanner</i>               | <i>Cleaner Greener Oxford</i>                            |

NOTE: Key decisions can also be taken by Council officers.

## APRIL

|  |  |
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| <b>ITEM 1:</b>   | <b>GOVERNANCE REVIEW</b>   |
| This report will propose changes to the Council's governance arrangements and improvements to procedures followed at Council meetings. |  |
| <b>Target Date:</b>  | 10 Apr 2013  |
| <b>Decision Taker</b>  | City Executive Board   |
| <b>Is this a Key Decision?:</b>  | Not Key  |
| <b>Executive lead member:</b>  | Executive Board Member for Corporate Governance and Strategic Partnerships |
| <b>Is this item to be taken in public?</b>   | Yes  |
| <b>Report of:</b>  | Head of Law and Governance   |
| <b>Contact:</b>  | William Reed Tel: 01865 252230<br>wreed@oxford.gov.uk                      |
| <b>Consultation:</b>   | To be confirmed.   |
| <b>Scrutiny Committee Responsibility:</b>  | Value and Performance  |

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|--|---|
| <b>ITEM 2:</b>   | <b>LONG TERM AFFORDABLE HOUSING FOR HOMELESSNESS PREVENTION</b> |
| This report will seek approval to enter into contractual arrangements for the purpose of procuring property to which the Council can nominate for homelessness prevention. |   |
| <b>Target Date:</b>  | 10 Apr 2013   |
| <b>Decision Taker</b>  | City Executive Board  |
| <b>Is this a Key Decision?:</b>  | Yes   |
| <b>Executive lead member:</b>  | Executive Board Member for Housing                              |
| <b>Is this item to be taken in public?</b>   | Yes   |
| <b>Report of:</b>  | Head of Housing   |
| <b>Contact:</b>  | Dave Scholes Tel: 01865 252636<br>dscholes@oxford.gov.uk        |
| <b>Consultation:</b>   | Not applicable  |
| <b>Scrutiny Committee Responsibility:</b>  | Value and Performance   |

|  |   |
|--|---|
| <b>ITEM 3:</b>   | <b>FUSION LIFESTYLE ANNUAL SERVICE PLAN 2013/14</b>   |
| This report will ask the Board to endorse Fusion Lifestyle's Annual Service Plan for the management of the Council's leisure facilities for 2013/14. |   |
| <b>Target Date:</b>  | 10 Apr 2013   |
| <b>Decision Taker</b>  | City Executive Board                                  |
| <b>Is this a Key Decision?:</b>  | Yes   |
| <b>Executive lead member:</b>  | Executive Board Member for Leisure Services           |
| <b>Is this item to be taken in public?</b>   | Yes   |
| <b>Report of:</b>  | Head of Leisure and Parks                             |
| <b>Contact:</b>  | Ian Brooke Tel: 01865 252705<br>ibrooke@oxford.gov.uk |
| <b>Consultation:</b>   | Not applicable.                                       |
| <b>Scrutiny Committee Responsibility:</b>  | Value and Performance                                 |

|  |   |
|--|---|
| <b>ITEM 4:</b>   | <b>DEBT MANAGEMENT POLICY</b>                             |
| This report will propose the adoption of a debt management policy. |   |
| <b>Target Date:</b>  | 10 Apr 2013   |
| <b>Decision Taker</b>  | City Executive Board                                      |
| <b>Is this a Key Decision?:</b>                                    | Not Key   |
| <b>Executive lead member:</b>                                      | Executive Board Member for Finance and Efficiency         |
| <b>Is this item to be taken in public?</b>                         | Yes   |
| <b>Report of:</b>  | Head of Finance   |
| <b>Contact:</b>  | Nigel Kennedy Tel: 01865 252708<br>nkennedy@oxford.gov.uk |
| <b>Consultation:</b>   |   |
| <b>Scrutiny Committee Responsibility:</b>                          | Value and Performance                                     |

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| <b>ITEM 5:</b>   | <b>ECONOMIC GROWTH STRATEGY REFRESH - CONSULTATION</b> |
| This report will present, for consultation, a revised and refreshed Regeneration Framework for Oxford (now styled the Economic Development and Growth Strategy). |  |
| <b>Target Date:</b>  | 10 Apr 2013  |
| <b>Decision Taker</b>  | City Executive Board                                   |
| <b>Is this a Key Decision?:</b>  | Not Key  |
| <b>Executive lead member:</b>  | Councillor Ed Turner                                   |
| <b>Is this item to be taken in public?</b>   | Yes  |
| <b>Report of:</b>  | Head of City Development                               |

|   |   |
|---|---|
| <b>Contact:</b>                           | Michael Crofton-Briggs<br>mcrofton-briggs@oxford.gov.uk |
| <b>Consultation:</b>                      | Consultation will follow                                |
| <b>Scrutiny Committee Responsibility:</b> | Communities and Partnerships                            |

|   |   |
|---|---|
| <b>ITEM 6:</b>  | <b>ANNUAL LETTINGS PLAN - ALLOCATION OF PERCENTAGES 2013/14</b> |
| This report will Housing Register waiting lists and the recommended new percentage targets for the allocation of social housing in 2013/14. |   |
| <b>Target Date:</b>   | 10 Apr 2013   |
| <b>Decision Taker</b>   | City Executive Board  |
| <b>Is this a Key Decision?:</b>   | Not Key   |
| <b>Executive lead member:</b>   | Councillor Scott Seamons  |
| <b>Is this item to be taken in public?</b>  | Yes   |
| <b>Report of:</b>   | Head of Housing   |
| <b>Contact:</b>   | Tom Porter Tel: 01865 252713<br>tporter@oxford.gov.uk           |
| <b>Consultation:</b>  | Not applicable  |
| <b>Scrutiny Committee Responsibility:</b>   | Communities and Partnerships                                    |

|  |  |
|--|--|
| <b>ITEM 7:</b>   | <b>ROUGH SLEEPING AND HOMELESSNESS GRANT ALLOCATIONS</b> |
| This report will recommend Communities and Local Government and Oxford City grant allocations for rough sleeping and homelessness support. |  |
| <b>Target Date:</b>  | 10 Apr 2013  |
| <b>Decision Taker</b>  | City Executive Board                                     |
| <b>Is this a Key Decision?:</b>  | Yes  |
| <b>Executive lead member:</b>  | Executive Board Member for Housing                       |
| <b>Is this item to be taken in public?</b>   | Yes  |
| <b>Report of:</b>  | Head of Housing  |
| <b>Contact:</b>  | Nerys Parry nparry@oxford.gov.uk                         |
| <b>Consultation:</b>   | Not applicable   |
| <b>Scrutiny Committee Responsibility:</b>  | Communities and Partnerships                             |

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| <b>ITEM 8:</b>                             | <b>YOUTH AMBITION STRATEGY</b>   |
|  |  |
| <b>Target Date:</b>                        | 10 Apr 2013  |
| <b>Decision Taker</b>                      | City Executive Board   |
| <b>Is this a Key Decision?:</b>            | Yes  |
| <b>Executive lead member:</b>              | Executive Board Member for Young People, Education and Community Development |
| <b>Is this item to be taken in public?</b> | Yes  |
| <b>Report of:</b>                          | Head of Leisure and Parks  |
| <b>Contact:</b>                            | Ian Brooke Tel: 01865 252705<br>ibrooke@oxford.gov.uk                        |
| <b>Consultation:</b>                       | Key stakeholders.  |
| <b>Scrutiny Committee Responsibility:</b>  | Value and Performance  |

|   |  |
|---|--|
| <b>ITEM 9:</b>  | <b>DRAFT AFFORDABLE HOUSING AND PLANNING OBLIGATIONS SUPPLEMENTARY PLANNING DOCUMENT</b> |
| This report will present a draft affordable housing and planning obligations supplementary planning document to the Board for approval. |  |
| <b>Target Date:</b>   | 10 Apr 2013  |
| <b>Decision Taker</b>   | City Executive Board   |
| <b>Is this a Key Decision?:</b>   | Not Key  |

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| <b>Executive lead member:</b>              | Executive Board Member for City Development                  |
| <b>Is this item to be taken in public?</b> | Yes  |
| <b>Report of:</b>                          | Head of City Development                                     |
| <b>Contact:</b>                            | Rachel Williams rwilliams@oxford.gov.uk                      |
| <b>Consultation:</b>                       | This report seeks approval to go out to public consultation. |
| <b>Scrutiny Committee Responsibility:</b>  | Communities and Partnerships                                 |

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| <b>ITEM 10:</b>   | <b>INDEPENDENT HOUSING ADVICE SERVICE - TENDER SELECTION - DELEGATION TO OFFICERS</b> |
| This report will seek delegated authority for officers to select the tender most economically advantageous to the Council for the provision of an independent housing advice service. |   |
| <b>Target Date:</b>   | 10 Apr 2013   |
| <b>Decision Taker</b>   | City Executive Board  |
| <b>Is this a Key Decision?:</b>   | Not Key   |
| <b>Executive lead member:</b>   | Executive Board Member for Housing  |
| <b>Is this item to be taken in public?</b>  | Yes   |
| <b>Report of:</b>   | Head of Housing   |
| <b>Contact:</b>   | Kevin O'Malley ko'malley@oxford.gov.uk  |
| <b>Consultation:</b>  | Not applicable  |
| <b>Scrutiny Committee Responsibility:</b>   | Communities and Partnerships  |

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| <b>ITEM 11:</b>  | <b>AFFORDABLE HOMES PROGRAMME - AWARD OF MAIN CONTRACT</b> |
| This report relates to the award or delegation of the award of the main contract for the affordable homes programme. |  |
| <b>Target Date:</b>  | 10 Apr 2013  |
| <b>Decision Taker</b>  | City Executive Board                                       |
| <b>Is this a Key Decision?:</b>  | Not Key  |
| <b>Executive lead member:</b>  | Executive Board Member for Finance and Efficiency          |
| <b>Is this item to be taken in public?</b>   | Yes  |
| <b>Report of:</b>  | Head of Corporate Property                                 |
| <b>Contact:</b>  | Richard Hawkes   |
| <b>Consultation:</b>   | Not applicable   |
| <b>Scrutiny Committee Responsibility:</b>  | Value and Performance                                      |

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| <b>ITEM 12:</b>  | <b>BUILDING MAINTENANCE AND REPAIR SERVICES - TENDER</b>                   |
| This report will seek authorisation to submit a tender to provide building maintenance and repair services to a local housing association. The report will contain not for publication appendices. |  |
| <b>Target Date:</b>  | 22 Apr 2013  |
| <b>Decision Taker</b>  | City Executive Board   |
| <b>Is this a Key Decision?:</b>  | Yes  |
| <b>Executive lead member:</b>  | Executive Board Member for Corporate Governance and Strategic Partnerships |
| <b>Is this item to be taken in public?</b>   | Yes  |
| <b>Report of:</b>  | Head of Direct Services  |
| <b>Contact:</b>  | Jeff Ridgley jridgley@oxford.gov.uk  |
| <b>Consultation:</b>   | Not applicable   |
| <b>Scrutiny Committee Responsibility:</b>  | Value and Performance  |

|   |                          |
|---|--------------------------|
| <b>ITEM 13:</b>   | <b>GOVERNANCE REVIEW</b> |
| This report will recommend changes to the Council's governance arrangements and |                          |

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| improvements to the procedures followed at Council meetings. |  |
| <b>Target Date:</b>  | 22 Apr 2013  |
| <b>Decision Taker</b>  | Council  |
| <b>Is this a Key Decision?:</b>                              | Not Key  |
| <b>Executive lead member:</b>                                | Executive Board Member for Corporate Governance and Strategic Partnerships |
| <b>Is this item to be taken in public?</b>                   | Yes  |
| <b>Report of:</b>  | Head of Law and Governance   |
| <b>Contact:</b>  | William Reed Tel: 01865 252230<br>wreed@oxford.gov.uk                      |
| <b>Consultation:</b>   | To be confirmed.   |
| <b>Scrutiny Committee Responsibility:</b>                    | Value and Performance  |

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| <b>ITEM 14:</b>  | <b>PAY POLICY STATEMENT AND EMPLOYMENT POLICIES</b>                        |
| This report will set out the Council's Pay Policy Statement and will also address certain other employment policies. |  |
| <b>Target Date:</b>  | 22 Apr 2013  |
| <b>Decision Taker</b>  | Council  |
| <b>Is this a Key Decision?:</b>  | Not Key  |
| <b>Executive lead member:</b>  | Executive Board Member for Corporate Governance and Strategic Partnerships |
| <b>Is this item to be taken in public?</b>   | Yes  |
| <b>Report of:</b>  | Head of Human Resources and Facilities                                     |
| <b>Contact:</b>  | Simon Howick Tel: 01865 252547<br>showick@oxford.gov.uk                    |
| <b>Consultation:</b>   |  |
| <b>Scrutiny Committee Responsibility:</b>  | Value and Performance  |

|   |   |
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| <b>ITEM 15:</b>   | <b>GAMBLING POLICY - UPDATE</b>             |
| This report will propose adjustments to the Council's Statement of Gambling Licensing Policy. |   |
| <b>Target Date:</b>   | 22 Apr 2013                                 |
| <b>Decision Taker</b>   | Council                                     |
| <b>Is this a Key Decision?:</b>   | Not Key                                     |
| <b>Executive lead member:</b>   | Executive Board Member for City Development |
| <b>Is this item to be taken in public?</b>  | Yes   |
| <b>Report of:</b>   | Head of Environmental Development           |
| <b>Contact:</b>   | Julian Alison jalison@oxford.gov.uk         |
| <b>Consultation:</b>  |   |
| <b>Scrutiny Committee Responsibility:</b>   | Communities and Partnerships                |

## MAY

|  |   |
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| <b>ITEM 16:</b>  | <b>LEISURE PROVISION IN THE SOUTH OF THE CITY</b> |
| This report will look at future leisure provision in the south of the City depending on forthcoming occurrences. |   |
| <b>Target Date:</b>  | May 2013  |
| <b>Decision Taker</b>  | City Executive Board                              |
| <b>Is this a Key Decision?:</b>  | Yes   |
| <b>Executive lead member:</b>  | Councillor Van Coulter                            |
| <b>Is this item to be taken in public?</b>   | Yes   |
| <b>Report of:</b>  | Head of Leisure and Parks                         |



|   |   |
|---|---|
| <b>Contact:</b>                           | Ian Brooke Tel: 01865 252705<br>ibrooke@oxford.gov.uk |
| <b>Consultation:</b>                      |   |
| <b>Scrutiny Committee Responsibility:</b> | Communities and Partnerships                          |

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| <b>ITEM 17:</b>                            | <b>BARTON - ACQUISITION OF AFFORDABLE PROPERTY</b>                         |
| <b>Target Date:</b>                        | May 2013   |
| <b>Decision Taker</b>                      | City Executive Board   |
| <b>Is this a Key Decision?:</b>            | Yes  |
| <b>Executive lead member:</b>              | Executive Board Member for Housing   |
| <b>Is this item to be taken in public?</b> | Yes  |
| <b>Report of:</b>                          | Head of Corporate Property   |
| <b>Contact:</b>                            | Stephen Clarke sclarke@oxford.gov.uk, Steve Sprason ssprason@oxford.gov.uk |
| <b>Consultation:</b>                       |  |
| <b>Scrutiny Committee Responsibility:</b>  | Communities and Partnerships   |

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| <b>ITEM 18:</b>   | <b>15 - 19 GEORGE STREET - LEASE RESTRUCTURE</b>  |
| This report will seek authority for a lease restructuring for 15 – 19 George Street. The report will contain a not for publication appendix that will contain information in respect of the restructure that is commercially sensitive. |   |
| <b>Target Date:</b>   | May 2013  |
| <b>Decision Taker</b>   | City Executive Board                              |
| <b>Is this a Key Decision?:</b>   | Yes   |
| <b>Executive lead member:</b>   | Executive Board Member for Finance and Efficiency |
| <b>Is this item to be taken in public?</b>  | Yes   |
| <b>Report of:</b>   | Head of Corporate Property                        |
| <b>Contact:</b>   | Lucy Darnell ldarnell@oxford.gov.uk               |
| <b>Consultation:</b>  |   |
| <b>Scrutiny Committee Responsibility:</b>   | Value and Performance                             |

## JUNE

|  |                                  |
|--|----------------------------------|
| <b>ITEM 19:</b>  | <b>CUSTOMER CONTACT STRATEGY</b> |
| <p>Oxford City Council has an aspiration to be a world-class city for everyone, delivering world-class customer service. The Council's Customer Contact Strategy was originally agreed in October 2009. It has been revised following the successful implementation of the Customer Service Centre, Shared Contact Centre and the simultaneous development of the web. The strategy is focused on putting customers' needs at the forefront, improving customer service and joining up its work across all service areas, offering a consistent quality service across the most relevant access channels for our customers. The Customer Contact Strategy sets out where we are now, where we want to be in 2015 and what the key milestones are in our journey.</p> <p>To ensure we deliver a relevant strategy for Oxford City Council, we have pulled together a strong picture of who our communities are, and used proven customer insight to inform how our customers can most easily access the services they need.</p> |                                  |
| <b>Target Date:</b>  | June 2013                        |
| <b>Decision Taker</b>  | City Executive Board             |
| <b>Is this a Key Decision?:</b>  | Yes                              |

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| <b>Executive lead member:</b>              | Councillor Val Smith                                    |
| <b>Is this item to be taken in public?</b> | Yes   |
| <b>Report of:</b>                          | Head of Customer Services                               |
| <b>Contact:</b>                            | Helen Bishop Tel: 01865 252233<br>hbishop@oxford.gov.uk |
| <b>Consultation:</b>                       | To be undertaken as part of the drafting strategy.      |
| <b>Scrutiny Committee Responsibility:</b>  | Communities and Partnerships                            |

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| <b>ITEM 20:</b>   | <b>RIVERSIDE LAND - ACQUISITION</b>               |
| This report will deal with the acquisition of strips of riverside land to facilitate enforcement of unlawful boat mooring. It will contain a confidential appendix. |   |
| <b>Target Date:</b>   | June 2013   |
| <b>Decision Taker</b>   | City Executive Board                              |
| <b>Is this a Key Decision?:</b>   | Not Key   |
| <b>Executive lead member:</b>   | Executive Board Member for Finance and Efficiency |
| <b>Is this item to be taken in public?</b>  | Yes   |
| <b>Report of:</b>   | Head of Environmental Development                 |
| <b>Contact:</b>   |   |
| <b>Consultation:</b>  | To be advised.                                    |
| <b>Scrutiny Committee Responsibility:</b>   | Communities and Partnerships                      |

## JULY

|   |   |
|---|---|
| <b>ITEM 21:</b>   | <b>HOUSING STRATEGY ACTION PLAN 2012-16 - PERIODIC REVIEW</b> |
| This report will advise on progress against the targets in the Action Plan and any changes necessary. |   |
| <b>Target Date:</b>   | July 2013   |
| <b>Decision Taker</b>   | City Executive Board  |
| <b>Is this a Key Decision?:</b>   | Not Key   |
| <b>Executive lead member:</b>   | Executive Board Member for Housing                            |
| <b>Is this item to be taken in public?</b>  | Yes   |
| <b>Report of:</b>   | Head of Housing   |
| <b>Contact:</b>   | Sheila Farley Tel: 01865 252449<br>sfarley@oxford.gov.uk      |
| <b>Consultation:</b>  | Not applicable.   |
| <b>Scrutiny Committee Responsibility:</b>   | Communities and Partnerships                                  |

## BEYOND THE LIFE OF THIS PLAN

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| <b>ITEM 22:</b>                            | <b>HOUSING STRATEGY REFRESH</b>                          |
|  |  |
| <b>Target Date:</b>                        | September 2013   |
| <b>Decision Taker</b>                      | City Executive Board                                     |
| <b>Is this a Key Decision?:</b>            | Yes  |
| <b>Executive lead member:</b>              | Executive Board Member for Housing                       |
| <b>Is this item to be taken in public?</b> | Yes  |
| <b>Report of:</b>                          | Head of Housing  |
| <b>Contact:</b>                            | Sheila Farley Tel: 01865 252449<br>sfarley@oxford.gov.uk |
| <b>Consultation:</b>                       |  |



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**To: City Executive Board**

**Date: 10<sup>th</sup> April 2013**

**Report of: Head of City Development**

**Title of Report: ECONOMIC GROWTH STRATEGY ACTION PLAN**

## **Summary and Recommendations**

**Purpose of report:** This report presents the recommendations from the Oxford Economic Growth Strategy recently agreed and adopted by the Oxford Strategic Partnership and outlines those proposed actions, to assist the OSP, to be led and delivered by Oxford City Council

**Key decision;** Yes

**Executive lead member:** Cllr Bob Price

**Policy Framework:** A vibrant and sustainable economy

**Background papers:** Oxford Economic Growth Strategy 2013.  
Oxford Economic Narrative (July 2012)

**Recommendation(s):**

**Approval of the City Council Action Plan in response to the Oxford Economic Growth Strategy, commissioned and agreed by the Oxford Strategic Partnership.**

## **Introduction**

1. The Oxford Strategic Partnership (OSP – a partnership of key public sector, universities, private sector and voluntary bodies in the City co-ordinated by the City Council) commissioned the development of a new Economic Growth Strategy in May 2012.
2. The purpose of the new Strategy was to update and replace the economic development action plan that formed part of the Regeneration Framework that was adopted by the OSP and the City Council in 2009.

3. Economic development, growth and regeneration is one of the OSP's key priority areas of work in the recently revised and adopted vision statement, aims and priorities.

### **Development of the Economic Growth Strategy**

4. Consultants Shared Intelligence were contracted to work with and on behalf of the OSP to develop the Strategy. A small Steering Group oversaw the project chaired by Cllr Bob Price, Leader of Oxford City Council. Other members of the Steering Group are:
  - Phil Clare, University of Oxford City Council
  - Richard Venables, VSL and Partners
  - Tom Flanagan, Oxfordshire County Council
  - David Edwards and Michael Crofton-Briggs, Oxford City Council
  - Sebastian Johnson, Oxford Strategic Partnership
  - Lee Shostak and Patrick McVeigh, Shared Intelligence
5. As part of the development of the Growth Strategy an Oxford Economic Narrative was produced and shared with partners in July 2012. The narrative sets out the state of Oxford's economy as of early 2012. It is intended to support the development of the Economic Growth Strategy. The narrative builds on the wealth of existing work that has been carried out previously, and uses up-to-date statistics to provide a complete understanding of Oxford's economy as at 2012.
6. As part of the development of the Growth Strategy a wide-ranging series of interviews, focus groups and workshops took place – the participants are listed in appendix one of the Oxford Economic Growth Strategy.
7. Draft versions of the Economic Growth Strategy were presented to the OSP in the summer and autumn of 2012. In November 2012 comments on the draft Strategy were invited from all who were informed at the outset of the process to develop the Strategy and invited to participate in interviews, focus groups and workshops. This included businesses, business and professional groups, universities and colleges, Local Enterprise Partnership Board and other partnerships, public sector organisations/partners (including Leaders, Chief Executives and Economic Development Officers of all Oxfordshire local authorities).
8. Comments were received from a number of respondents including businesses, County Council, adjoining district councils, University of Oxford and others.
9. The Steering Group met on 20th December 2012 to consider all comments and noted how the overwhelming response to the draft Strategy at meetings and presentations has been welcoming and positive.

### **Agreement and Adoption of the Strategy by the Oxford Strategic Partnership**

10. Following the Steering Group's review of all comments, a further revised draft version of the Strategy was presented to the Oxford Strategic Partnership on 17<sup>th</sup> January 2013 where a few minor amendments were agreed.
11. The OSP has now agreed and adopted the Oxford Economic Growth Strategy and has also invited the Oxfordshire LEP to use the Economic Growth Strategy, evidence and recommendations as part of the county wide growth plan.
12. The OSP has asked the Steering Group to continue to oversee the development of the Action Plan and that agreed that the OSP will continue to act as the governance body for this work.

### **Summary of recommendations in the Strategy**

12. In summary, the Strategy identifies 11 main elements and recommendations for growth (see section 4) which are as follows:
  1. Expand Oxford's knowledge economy using Oxford's universities and major large employers to attract new companies and to promote new start-ups.
  2. Support the growth of existing employers.
  3. Ensure sufficient supply of employment land.
  4. Strengthen Oxford city centre's retailing offer.
  5. Expand the value of Oxford's tourism across the region.
  6. Improve educational and skills attainment
  7. Increase housing development in locations easily accessible to the city centre.
  8. Investment in broadband infrastructure.
  9. Address environmental challenges and opportunities
  10. Invest in physical and transport infrastructure.
  11. Secure an effective partnership for implementation and 'single team' delivery

### **Next Steps**

13. The next steps to be led by the OSP are for the Economic Growth Strategy Action Plan to be developed by partners and to build stakeholder commitment to delivery of the action plan
14. As part of this, an officers group at Oxford City Council have been developing the City Council's support for the Strategy through the preparation of a list of the actions that need to be undertaken by the City Council. This draft Action Plan is presented to CEB for approval and is appended to the report. .

## **Comments from Communities and Partnership Scrutiny Committee on 30<sup>th</sup> January**

15. At its meeting on 30<sup>th</sup> January 2013, the CP Scrutiny Committee considered the Economic Growth Strategy. The Committee highlighted the following issues as recommendations to CEB when the Strategy is presented:-
1. To include the development of District centres as part of the Strategy. Accepting that this strategy is about what makes Oxford "Oxford" ; these centres are a significant part of what makes Oxford special.
  2. The significant issues around the A34 and A40 are not given much prevalence with in the strategy. Issues of congestion on these routes are a barrier to economic growth and so solutions are essential.
  3. Oxford clearly cannot resolve issues around housing on its own and the proposals we have for building at the moment whilst welcome will not provide the solution needed. Evidence shows that the availability and price of housing is a barrier to economic growth. All Oxfordshire districts must work together on this for the benefit of all and an emphasis in partnerships must be placed on the "duty to co-operate" which still exists
  4. The Committee also wished to see strengthening of the sustainability item. Whilst this is good, the conclusions were felt to be too narrow.

### **Response to scrutiny:**

1. District Centres: vitality is addressed well in the Core Strategy and will continue to be an important element of the retail and community 'offer'. As such it remains an important feature of a balanced future economic growth strategy.
2. A34/A40: This is already covered by Action 10. Both A40 at Northern Gateway and more diffuse A34 congestion issues are included in the City Deal
3. Housing: This is already covered by Action 7 and Action 11 and housing is a key role for the Oxfordshire Strategic Planning and Infrastructure Partnership. Oxford cannot resolve the issues around housing on its own hence all Oxfordshire Districts must work together for benefit of all.
4. Sustainability: There is scope in Action 9 to revisit this.

### **Draft Action Plan**

16. The draft Action Plan is appended. This seeks to focus on those actions in particular that the City Council is able to deliver on behalf of the OSP, together with how the City Council will seek to work with the OSP partners on other actions. For each action information has been set out in the draft, to explain the key stages into which each action is



being sub-divided, who is to deliver each key stage and by when together with what resources are available for each action. More work is underway to refine further each City Council action identified to clarify milestones, outcomes sought and measurable outputs. A meeting is to be held soon with the OSP Economic Growth Strategy Steering Group to clarify where partners can work alongside the city Council, prior to reporting back to the OSP in May.

### **Level of risk**

17. A Risk register has been prepared and is appended, to address: challenges of partnership; need to achieve better dialogue with Business; challenge of attracting funds to deliver 'open ready' projects.

### **Climate change / environmental impact**

18. Important and covered by Action 9 in the Action Plan

### **Equalities impact**

19. Important and covered by Action 6 in the Action Plan

### **Financial implications**

20. £150k has been included in the 2013/14 budget. Work still in hand to decide how best to use budget for delivery of the Economic Growth Strategy and City Deal. Current proposals are that part will be used to appoint an Economic Development Manager and two existing officers will be seconded to a new economic development team (with some backfilling).

### **Legal Implications.**

21. None aware of at this time

Appendices to report: *Oxford Economic Growth Strategy Action Plan Risk Register*

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

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Job title: Head of City Development  
Service Area / Department: City Development  
Telephone: 01865 252360  
e-mail: [mcrofton-briggs@oxford.gov.uk](mailto:mcrofton-briggs@oxford.gov.uk)

**Version number: 5**

## Oxford Economic Growth Strategy Draft Action Plan

### Economic Growth Strategy element One

1. Expanding Oxford's knowledge economy: frameworks for key sector growth using the global connections of Oxford's universities and major /large employers to attract new companies and promote new start-ups

### Recommended action

1. Delivery strategy
2. Delivery Plan for major city employment sites

### Plan for delivery

#### Develop a delivery strategy for growth sectors

**Key stage:** To discuss with the University the wish to sit on the Steering Group that manages the work coming out of the Oxford Phenomenon Report (SQW).

**Who/when:** City Council with key partner (University) (April 2013)

**Resource:** Staff time from Senior Managers to attend and contribute to these meetings.

**Key stage:** To set up a 'brain-storming' event with key partners, such as University, Brookes, LEP to discuss the key elements of the delivery plan that are required to develop this strategy.

**Who/when:** City Council with key partners (May 2013)

**Resource:** Staff time to organise and facilitate.

**Key stage:** To develop a clear assessment of the growth potential for the key existing and emerging knowledge sectors for Oxford and sub-region together with a robust marketing assessment.

**Who/when:** City Council in partnership with consultants and County Inward investment team (Summer 2013)

**Resource:** Consultant specialist advice required to collect and analyse the detailed evidence base for each particular sector / cluster in Oxford.

**Key stage:** To develop the key elements of the City Deal to show how the 'new alignment' will work in practise; bringing greater benefits to knowledge networks, increase and improve access to accommodation facilities, together with the alignment of strategic infrastructure plans that will improve connectivity between sites within the 'knowledge-spine'. A phased delivery plan should be developed to show what needs to be done to achieve success.

**Who / when:** City Council with key partners and support from consultants. (Summer 2013)

**Resource:** Consultant support helpful.

**Key stage:** To work with key partners, the business community and providers within the knowledge economy to ensure that technical skills shortages are targeted to meet existing and future demands. Need to establish clearly what assistance is required and funding required.

**Who / when:** City Council in partnership with the Oxfordshire Skills Board and key

partners. (Summer 2013)  
**Resource:** Skills Board should be encouraged to lead, with some funding if required provided by SPIP, LEP and key partners.

**Delivery plan for major city employment sites**

**Key stage:** To undertake a strategic review of the employment land requirements for Oxford in the context of a Green Belt review to identify opportunities for employment growth.

**Who / when:** City Council to carry out initial assessment but update of Employment Land Study would provide useful supporting evidence. (Summer 2013)

**Resource:** Could be undertaken in-house but critical assessment from consultant would be useful.

**Key stage:** To use the Sites and Housing DPD, West End AAP and Core Strategy to identify key employment sites then align key transport and infrastructure projects to individual sites. (Autumn 2013)

**Who / when:** City Council to carry out this assessment

**Resource:** Staff time to be allocated

**Key stage:** To undertake regular reviews of these key sites involving discussions with landowners and agents to provide support for future appropriate development schemes to come forward

**Who / when:** City Council initiative (Autumn 2013)

**Resource:** Staff time to be allocated

**Key stage:** To identify opportunities to improve existing employment sites used for starter units, such as Cave Street, Cowley Bus Depot and to work up schemes that would add benefit and or unlock more space or better conditions. These would be priced and ready for 'funding opportunities' to be aligned with these schemes to fit RGF or GP funding bids.

**Who / when:** City Council to undertake this work (Autumn 2013)

**Resource:** Staff time to be allocated

**Economic Growth Strategy element Two**

2. Supporting the growth of existing employers including large, global companies, high value small and medium sized enterprises, the universities, and the health sector

**Recommended action**

- 1. Review supply and choice of start-up businesses
- 2. Set up an account management function for existing businesses

**Plan for delivery**

**Review supply and choice of start-up businesses**

**Key stage:** To research and fully understand the diverse needs of start-up businesses in Oxford and seek to match need with supply. This should include an assessment of the size, location and affordability of premises to ensure that there is a range throughout the City. This should include the specific needs of social entrepreneurs and or those within Regeneration Areas where the cost of accommodation could be a significant factor.

**Who / when:** City Council working with partners such as the local estate agents and other organisations including the University social enterprise hub who work with students wishing to set up businesses in Oxford both from the University and some from the wider community. (Summer 2013)

**Resource:** Staff time to be allocated.

**Key stage:** Undertake an assessment of the amount and choice of start-up business accommodation available within Oxford and their spatial locations throughout the City to provide a clear picture of the supply.

**Who / when:** City Council

**Resource:** Staff time to be allocated

**Key stage:** Review the condition of existing start-up accommodation, such as Cave Street and Bus Depot site and explore options for potential improvements through funding opportunities.

**Who / when:** City Council (City Development and Property Team)

**Resource:** Staff time to be allocated

**Key stage:** Review employment sites and identify potential opportunities to bring forward new developments and or changes of use, with a focus on scope within established industrial areas, City and District centres and Regeneration Areas; that could add to the supply of small / grow on business units. Highlight any existing barriers and show what measures could be employed to unlock these sites. The City centre already appears under-provided and even temporary solutions should be explored.

**Who / when:** City Council

**Resource:** Staff time to be allocated

### **Establish an account management function to support existing businesses**

**Key stage:** To map business accommodation by location and type and then to create a new list of the Top 100 businesses in Oxford with key contacts identified for each company. This should include a range of businesses from some of the key firms, those from important sectors / clusters and representative networks for SME's.

**Who / when:** City Council (Spring 2013)

**Resource:** Staff time to be allocated

**Key stage:** To set out a programme for carrying out regular visits to these Top 100 businesses. This should comprise arranged visits to individual companies, together with sector / cluster meetings with a small groups. This would be serviced by a pool of Senior Managers together with a secretariat role to organise meetings and attend to record actions arising and responses required. For individual visits need to assign the same officers to visit particular companies to build relationship.

**Who / when:** City Council (Summer 2013 onwards)

**Resource:** Senior Managers and Economic Development Portfolio Holder (Cllr. Bob Price)

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| <p><b>Key stage:</b> To use these meetings to actively engage with the business community and provide an important two-way channel of communication between the public and private sector.</p> <p><b>Who / when:</b> City Council</p> <p><b>Resource:</b> Senior Managers time allocated together with</p>   |
| <p><b>Key stage:</b> To use information from the analysis of key sectors undertaken for inward investment work to clearly highlight sector opportunities and identify opportunities for strengthening the supply chains.</p> <p><b>Who / when:</b> City Council working with consultants.</p> <p><b>Resource:</b> Staff time together with some funding for consultants (but same piece of work as for key stages for Recommendation 1).</p> |
| <p><b>Key stage:</b> To work with partners to develop a co-ordinated approach to growing key clusters in the Oxford economy.</p> <p><b>Who / when:</b> City Council</p> <p><b>Resource:</b> Staff time to be allocated.</p>  |

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| <p><b>Economic Growth Strategy element Three</b></p> <p>3. Ensuring a sufficient supply of employment land</p>  |
| <p><b>Recommended action</b></p> <p>1. County-wide review of employment sites<br/>2. Delivery Plan for major employment sites</p>   |
| <p><b>Plan for delivery</b></p> <p><b>County-wide review of employment sites</b></p> <p><b>Key stage:</b> Complete work on the Strategic Employment Land Availability Assessment (SELAA) and use as the starting point for the City's review of employment land supply.</p> <p><b>Who / when:</b> City Council work already underway (Spring 2013)</p> <p><b>Resource:</b> Staff time already allocated</p> <p><b>Key stage:</b> To carry out an update of Oxford's Employment Land Study, which is now some 7 years old, to assess future need and the availability of land within the City to be able to meet the long-term need.</p> <p><b>Who / when:</b> Commission consultants to undertake a refresh of their study and the potential implications of changes to PD rights to allow offices to go to residential. Could have a significant impact on supply of offices available. Await Gvt decision on City Council request for 'exemption' of Protected Employment sites in (Summer 2013)</p> <p><b>Resource:</b> Funding required for consultants estimated 20K.</p> <p><b>Key stage:</b> Undertake initial exploratory work on a partial Green Belt review of sites around Oxford, such as the Oxford Science Park (Grenoble Road) and Begbrooke to see what potential opportunities are considered suitable</p> |

to meet future employment needs.  
**Who / when:** City Council (Summer 2013)  
**Resource:** Staff time (Senior Management) to carry out review

**Key stage:** To work with partners to carry out a county-wide assessment through SPIP to complete a strategic review of the employment land requirements for Oxford in the context of a Green Belt review to identify opportunities for employment growth as part of the County-wide review through SPIP. The focus should include Northern Gateway, Begbroke Science Park, Park Hospital, Oxpens, City centre sites, Summertown and the Oxford Science Park Village at Grenoble Road.

**Who / when:** City Council to carry out initial assessment but update of Employment Land Study would provide useful supporting evidence.  
**Resource:** Could be undertaken in-house but critical assessment from consultant would be useful.

### Delivery plan for major city employment sites

**Key stage:** To use the Sites and Housing DPD, West End AAP and Core Strategy to identify all major employment sites then align key transport and infrastructure projects to individual sites.

**Who / when:** City Council to carry out this assessment

**Resource:** Staff time to be allocated

**Key stage:** To undertake regular reviews of these key sites involving discussions with landowners and agents to provide support for future appropriate development schemes to come forward.

**Who / when:** City Council initiative

**Resource:** Staff time to be allocated

**Key stage:** To identify opportunities to improve existing employment sites used for starter units, such as Cave Street, Cowley Bus Depot and to work up schemes that would add benefit and or unlock more space or better conditions. These would be priced and ready for 'funding opportunities' to be aligned with these schemes to fit RGF or GP funding bids.

**Who / when:** City Council to undertake this work

**Resource:** Staff time to be allocated

### Economic Growth Strategy element Four

4. Strengthening Oxford's city centre retailing offer

#### Recommended action

1. Use the proposed **Westgate** redevelopment as a catalyst to raise the quality and range of the retail offer, including investment in **public spaces**, transport and environment.
2. Support and revitalise the independent retail offer where this is practical.

## Plan for delivery

### Westgate as a catalyst to improve retail offer and public realm

**Key stage:** Retail Needs Study Update to revise the capacity figures for the amount of floorspace that can be supported for food and non-food provision in Oxford based on recent surveys of the patterns of shopping behaviour, together with updated forecasts of population and expenditure levels. The Study should also consider the potential impacts of the Westgate development on the existing City centre provision and the wider public realm benefits that could flow from the redevelopment of Westgate.

**Who / when:** Specialist retail consultants

**Resource:** Funding required

**Key stage:** To review the emerging Westgate proposals, together with the master planning work from Oxpens and the Station site to see what potential there is for improving the retail offer in the West End.

**Who / when:**

**Resource:**

**Key stage:** Identify proposed public realm improvements and their relationship to key infrastructure and transport projects in the West End that will require investment.

**Who / when:**

**Resource:**

**Key stage:** Review 'Transform Oxford' programme and other potential projects that would support retail performance and regeneration opportunities.

**Who / when:** County/City/private sector to develop a programme in the context of the Local Transport Plan

**Resource:**

**Key stage:** Improve the quality and distribution of footfall by seeking to attract more 'county/high value' shoppers and by encouraging shoppers/visitors into lower footfall retail areas. This to be done by a high profile and high quality series of events.

**Who / when:** GR; 13-14 and annually

**Resource:** Financial plan being prepared, but achievable at no cost (and potentially profit generating)

**Key stage:** Targeted inward investment programme. Prepare a retailer gap analysis, a list of priority targets, their likely property requirements and a database of properties. Use to proactively approach targets as suitable property becomes available.

**Who / when:** GR; 13-14 and annually

**Resource:** Incidental sums for document production and travel. Gap analysis can be done internally, or bought in.

**Key stage:** Develop the evening economy retail and leisure offer including the promotion of extended retail trading hours and inward investment where appropriate.

**Who / when:** GR via Town Team

**Resource:** Private sector investment

**Key stage:** Facilitating business start-ups and development in the retail sector by providing trading pavilions. These to be leased on favourable short term leases with mentoring.

**Who / when:** City and Town Team in partnership

**Resource:** Capital resource required

**Key stage:** Develop an initiative to address long term vacancies, such as those in Gloucester Green and Cross Keys

**Who / when:** City and private sector (GR, TM, SS)

**Resource:** To be determined

**Key stage:** BID and/or micro BIDs

**Who / when:** Led by Town Team and timescale to be determined by the private sector, but not before 2015

**Resource:** To be determined

### **Support and revitalise the independent retail offer**

**Key stage:** Covered Market strategic review. Consultancy advice commissioned March 13. Due for completion June 13. Investment decisions thereafter.

**Who / when:** City Council

**Resource:** TBC

**Key stage:** 'Oxford Local' initiative to provide direct support to independent retailers, including retail apprenticeships, customer marketing loyalty systems

**Who / when:** City in partnership with Town Team

**Resource:** Town Team

**Key stage:** 'Open Oxford' project to increase customer accessibility and increase retail performance and investment.

**Who / when:** County/City/Town Team/private sector

**Resource:** Initial resources from County and City. Heavy investment by transport operators and retailers in due course

**Key stage:** Provision of sufficient car parking provision during the construction phase of the regeneration of Westgate (quantity and quality) and new pricing policy to generate greater levels of off-peak use. To include review of investment opportunities and signage.

**Who / when:** County/City/Town Team/private sector

**Resource:** County/City/Town Team/private sector



|   |
|---|
| <b>Economic Growth Strategy element Five</b>  |
| 5. Expanding the value of Oxford's tourism across the region  |
| <b>Recommended action</b>   |
| <ol style="list-style-type: none"> <li>1. Extend the tourism and cultural offer</li> <li>2. Extend the range of tourist accommodation</li> </ol>  |
| <b>Plan for delivery</b>  |
| <b>Extend the tourism and cultural offer</b>  |
| <p><b>Key stage:</b> To develop a strategy to extend the tourism and cultural offer across the City and county.</p> <p><b>Who / when:</b> City Council working with Visit Oxfordshire (the Destination Management Organisation – Experience Oxfordshire and partners)</p> <p><b>Resource:</b> City Council Senior management staff</p>  |
| <p><b>Key stage:</b> To set up a 'brain storming' workshop between Visit Oxfordshire, and key partners to review what is already working well and identify where improvements or new ideas could positively improve the tourism and cultural offer. It should specifically explore where greater links could be made between tourism and culture that would bring significant economic benefits. This could take the form of a Forum with presentations from guest speakers in the morning followed by workshop in the afternoon.</p> <p><b>Who / when:</b> Specialist consultants on tourism and culture could facilitate the event and suggest suitable speakers to stimulate discussion on key issues with key partners and business and cultural community.</p> <p><b>Resource:</b> Limited funding for consultants</p> |
| <p><b>Key stage:</b> To prepare a summary report of the outcome of the workshop identifying the main opportunities to improve the growth of tourism and culture. It should use best practise and relevant examples from other similar cities to show the potential opportunities. This should be used as the narrative and the basis for developing a new strategy with clear recommendations for implementation. The report could then be presented to Oxford Strategic Partnership, City and District Councils and the LEP.</p> <p><b>Who / when:</b> Visit Oxfordshire, with City Council co-ordination.</p> <p><b>Resource:</b> City Council and Districts with overseeing role.</p>  |
| <b>Extend the range of tourist accommodation</b>  |
| <p><b>Key stage:</b> To provide a summary fact sheet setting out the over-arching policy within the Core Strategy for the location of new short-stay accommodation in Oxford; together with a complete list of all the key sites within the city that are allocated for further provision. This would act as both an inward investment tool and delivery plan for hotel operators.</p> <p><b>Who / when:</b> City Council</p> <p><b>Resource:</b> Staff time to be allocated.</p>   |

**Key stage:** To review the existing supply of short-stay accommodation in Oxford and provision with the County. Assess the demand for accommodation within the sub-region in parallel with the emerging and future trends to establish the amount and type of provision lacking within the City and the scope for additional provision.

**Who / when:** Visit Oxfordshire to provide information on existing provision within Oxford and sub-region. Consultants could be employed to provide 'market testing' exercise and analysis of future market direction, so that Oxfordshire is positioned to target key sectors and gaps in provision.

**Resource:** Visit Oxfordshire to provide strategic direction and co-ordination of project. Consultants to be joint funded with contributions from City Council, Districts and LEP.

**Key stage:** The findings of this assessment should be reported to Visit Oxfordshire Board any changes made and then action plan with priorities for implementation to be presented to the LEP for their approval of the broad strategic direction of future policy.

**Who / when:** Visit Oxfordshire working with partners, including City Council.

**Resource:** Funding contribution towards joint study.

#### **Economic Growth Strategy element Six**

6. Continuing to improve educational and skills attainment to support future economic growth opportunities

#### **Recommended action**

1. Extend current initiatives to raise school attainment
2. Strengthen apprenticeship and skills programme

#### **Plan for delivery**

##### **Extend current initiatives to raise school attainment**

**Key stage:** To embed the new City Council Educational Attainment KRM and Leadership Programmes and provide support for schools in the programmes. To monitor and evaluate progress. To seek opportunities to further enhance the programme e.g. Arts Funding for Story Telling in schools.

**Who / when:** City Council, the Universities and the OSP partners, working alongside the Oxfordshire County Council Transforming Education Attainment Programme. Sept 2012 – Sept 2016.

**Resource:** City Council Education Attainment Programme £400, 0000 per annum For 5 years.

##### **Strengthen apprenticeship and skills programme**

**Key stage:** Implement Youth Ambition Programme to aid transition from school into

training and employment.

**Who / when:** The City Council working with partners, such as the Early Intervention Hubs, young people's bodies, community and voluntary groups, sports, leisure, cultural groups, schools, advice and support groups. The work will be overseen by a Youth Ambition Steering Group, reporting to the OSP, Stronger Communities Delivery Group.

**Resource:** Restructuring of existing resources. The Youth Ambition Programme Community Grant Scheme £50,000 per annum.

**Key stage:** The City Council, Universal Credit Pilot Scheme, providing support to tenants and residents to get into training and employment. Including the mapping of services provided by Oxford City Council and others

**Who /when:** The City Council working with partners such as DWP, Job Centre Plus, Advice Services, Oxfordshire County Council , Skills UK. The Pilot scheme has started.

**Resource:** Within existing services plus 2 FTE funded by DWP for 1 year.

**Key stage:** The City Council is working with partners, such as the Thriving Families Programme, the Early Intervention Hubs, the back to Work Group, the Central NEETs Group and the Central Area Positive Activities Group, to map and coordinate services that provide support to young people. For example apprenticeships, work experience placements and working with NEETs. This work informs the development of the Breaking the Cycle of Deprivation, Employment and Skills Action Plan.

**Who / when:** The City Council working with the Breaking the Cycle of Deprivation Group of the OSP.

**Resource:** Within existing services.

**Key stage:** Oxford City Council is working with the Economy and Skills team at the County Council to support the work of the Oxfordshire Skills Board and to promote the learning and skills needs within the city. The Leader of the Council is the District member representative on the Board.

**Who / when:** The City Council working with the Breaking the Cycle of Deprivation Group of the OS.

**Resource:** Within existing services.

### **Strengthening the Youth Voice**

**Key stage:** The City Council to develop a credible voice for young people in the city and to encourage agencies working with young people in the city to develop a coproduction method of delivering services and to improve services for young people.

**Who / when:** The City Council working in partnership with the OSP partners.

**Resource:** We are intending to change a current port so it is focused on youth voice, they will have a delivery budget of circa £15,000.

### **Economic Growth Strategy element Seven**

7. Increasing the annual rate of housing development in locations which are easily accessible to the City centre, and other main employment areas by cycle, bus, and rail.

#### **Recommended action**

1. Review City housing requirement within County-wide assessment
2. Develop a set of compacts, through SPIP, to share the costs and benefits to support economic growth

**Plan for delivery**

**Review City housing within County-wide assessment**

**Key stage:** Strategic Housing Market Assessment (SHMA) brief now agreed and tenders to go out to prospective consultants.

**Who / when:** West Oxfordshire co-ordinating project but working with City Council and Districts. Briefs to go out in March / April with completion late Summer / Autumn.

**Resource:** Funded by LAA reward grant.

**Key stage:** Discussion at SPIP and through 'duty to co-operate' requirement to take forward the findings of the SHMA in a 'joined up' way.

**Who / when:** City Council together with Districts at SPIP

**Resource:** Senior staff time to attend and contribute to discussion.

**Key stage:** Following discussion on the findings of the SHMA likely to lead to a wider review of the Green Belt to explore potential opportunities to accommodate further housing and or employment growth.

**Who / when:** City Council, Districts and County through SPIP (Autumn / Winter

**Resource:** Staff time to be allocated, with potential for some consultant involvement.

**Develop set of compacts**

**Key stage:** Need to explore how the findings of the background research (SHMA) and the wider review of the Green Belt will impact on the future transport and infrastructure priorities that need to be taken forward in partnership with SPIP and the City Deal.

**Who / when:** City Council with partners in SPIP (Winter)

**Resource:** Staff time to be allocated with potential for some consultant involvement.

**Economic Growth Strategy element Eight**

8. Ensuring continued investment in broadband infrastructure

**Recommended action**

1. Work with OxOnline to enhance broadband provision across County and links to

**Plan for delivery****Finalise Revised Bid to Government**

**Key stage:** Revised bid in form of PID submitted to Govt

**Who / when:** Oxford City Council leading with County as partners. Working version of PID to be submitted by 1/3/13.

**Resource:** From existing resource internally (SJ) with consultancy support

**Key stage:** Govt announces funding amounts for each city and confirms spend timeframe

**Who / when:** BDUK, mid March 2013

**Resource:** Internal resource point of contact with BDUK (SJ)  
Programme Broad set up with partners (City, County, Universities, Business and BDUK) – Chair and project management provide by Oxford CC (DE and SJ)

**Voucher Scheme to support Fibre to the Premise (SMEs and Public Sector Service Providers)**

**Key stage:** Voucher Scheme to support fibre to the premise in white and grey areas agreed by Government (DCMS, BDUK)

**Who / when:** Discussions currently taking place at DCMS (BDUK) about the development of a voucher scheme – this could be a nationally developed scheme administered either locally or nationally – yet to be decided.

Timescale is scheme likely to be agreed in Spring 2013 with immediate roll out and likely to run through to March 2015

**Resource:** BDUK leading the development – Oxford City Council one of four cities on the Voucher Scheme Working Group, therefore small resource required from SJ

**Key stage:** Voucher Scheme to support fibre to the premise in white and grey areas rolls out in Oxford (with total value of vouchers for Oxford agreed)

**Who / when:** this could be a scheme administered either locally or nationally – yet to be decided.

Timescale is scheme likely to be agreed in Spring 2013 with immediate roll out and likely to run through to March 2015

Business stimulation will fall to mix of contracted providers and partners (with Oxford City Council and Oxfordshire County Council [as part of County Plan] leading)

**Resource:** Staff time to undertake necessary administration of scheme and demand stimulation to be allocated out of existing Oxford City Council resource – no additional revenue funding available. (SEE OVERALL RESOURCING TABLE BELOW)

**Wireless Concession**

**Key stage:** When Govt confirms funding we will start process of provider engagement, procurement and asset upgrade (asset upgrade - using

Urban Broadband Fund (UBF) money)

**Who / when:** Lead by Oxford City Council (major procurement project)

**Resource:** SEE OVERALL RESOURCING TABLE BELOW

### Fixed Infrastructure Project

**Key stage:** Awaiting Govt guidance on two options –

i) Ducting project where UBF money used to create a network of ducting in the city – open to use by any provider on lease or concessionary basis

ii) Fixed broadband infrastructure – if state aid issues resolved and time permits we will undertake fibre to the premises funded by UBF

**Who / when:** Lead by Oxford City Council (major procurement project)

**Resource:** SEE OVERALL RESOURCING TABLE BELOW

### OVERALL RESOURCING

The details provided in the PID on the Project Management Team are as follows (signed off by David Edwards)

In addition to this external advice will be sought to assist with state aid, procurement, legal and technical advice and evaluation.

| Position                      | Name              | % of FTE resource |
|-------------------------------|-------------------|-------------------|
| SRO                           | Dave Edwards      | 5%                |
| Project Manager               | Sebastian Johnson | 40%               |
| Project Support - County Lead | Llewelyn Morgan   | 20%               |
| Procurement                   | Nicky Atkin       | 40%               |
| Finance                       | Nigel Kennedy     | 10%               |
| Technical Support             | Gary Thomas       | 10%               |
| Business Support              | Tom Morris        | 15%               |
| M&E                           | Jane Lubbock      | 10%               |
| Legal Support                 | Lindsay Cane      | 5%                |
| Administration                | Rachel Walker     | 20%               |
| Commercial Support            | Jane Lubbock      | 5%                |

It should be noted that the time commitments are an indication and there will be peaks and troughs depending on stage and activity (e.g. procurement). Resource commitments also depend on the voucher scheme and whether it is a centrally or locally administered scheme.

### Economic Growth Strategy element Nine

9. Addressing the environment challenges and opportunities presented by economic growth

#### Recommended action

1. Develop a more strategic framework to link projects and increase involvement of private sector
2. Identify with the Universities, LEP and partners applied research projects to deliver low carbon solutions

## Develop a strategic framework

**Key stage:** Consolidate and develop the Low Carbon Oxford partnership to meet the 40% carbon reduction by 2020 target adopted by Oxford City Council, (Climate change is a priority of OSP - LCO was set up out of OSP to deliver against this target. Pathfinders represent more than 50% of Oxford's carbon footprint)

**Who / when:** Oxford City Council/LCO Governance. Timescale -2020

**Resource:** Low Carbon Hub contracted by City Council, Pathfinder input. Successful funding bids such as from DECC EU

**Key stage: Oxford** Green Deal Plus task force established to network supply chain, community and commercial actors and promote joined up delivery of building retrofit for carbon reduction in Oxford, including the Green Deal.

**Who / when:** Oxford City Council - first phase funded by DECC by end financial year 12-13, then ongoing

**Resource:** Low Carbon Hub contracted by City Council, in partnership with Energy Saving Coop

**Key stage:** Establish the OxFutures Fund to mobilise private and public sector investment in renewable energy and retrofitting projects.

**Who / when:** Oxfordshire County Council in partnership with Oxford City Council. Established by November 2013 with first round investments in early 2014

**Resource:** Oxfordshire County Council staff plus consultancy funded by the Oxfordshire Total Refit project

## Identify new projects for low carbon solutions

**Key stage:** Create a prioritised pipeline of public estate projects for the first round of OxFutures funding

**Who / when:** Oxfordshire County Council in partnership with Oxford City Council. November 2013.

**Resource:** Oxfordshire County Council and Oxford City Council staff funded by the Oxfordshire Total Refit project

**Key stage:** Develop a pipeline of commercial renewable energy projects through the Low Carbon Oxford partnership and the Low Carbon Hub.

**Who / when:** Oxford City Council by November 2013 and on-going until November 2015

**Resource:** Low Carbon Hub contracted by City Council funded by the Oxfordshire Total Refit project

**Key stage:** Develop and implement approach for heritage building to play their role in local carbon reduction

**Who / when:** Oxford City Council, approach will be developed and piloted by early 13/14.

**Resource:** BRE contracted to develop and pilot approach by Oxford City Council

using funding from DECC

**Key stage:** District heating potential. eg West End – Arup study; Regeneration areas eg. BBL area (pool, school, tower blocks low rise, BMW, Unipart etc), eg. Barton existing, new development?; University town centre buildings- study with City Development; Brookes have plans for fuel cell chp for Gypsy Lane site and surround; 5 x Tower block refurb – block heating systems, overcladding

**Who / when:**

**Resource:**

### Economic Growth Strategy element Ten

10 Investing in the Physical Infrastructure and Transport required to enable Economic Growth

#### Recommended action

1. Ensure comprehensive infrastructure & transport strategies that are supported by investment and delivery plans.
2. Use strategic enhancements to the rail infrastructure and services and the possibilities of station redevelopment as a catalyst for central area regeneration and mixed use development to create employment and residential opportunities.

#### Plan for delivery

#### Ensure comprehensive infrastructure & transport strategies that are supported by investment and delivery plans.

**Key stage:** Agree the priorities, phasing and timescales for the key pieces of refresh work on the Oxford Transport Strategy. This should include agreeing the high level economic objectives that will influence the selection of work priority areas.

**Who / when:** City working with County who are responsible for the Oxford Transport Strategy and provision of other infrastructure such as schools. Participation in County Infrastructure Leadership Meetings to support matrix based workload management. Ongoing.

**Resource:** Staff time to be agreed.

**Key stage:** Refresh Oxford Transport Strategy to agreed timetable. Ensure management of interfaces with city centre accessibility work led by GR.

**Who / when:** Oxfordshire County Council to carry out/commission the work. City Centre Stage 1 (Westgate) already completed. City Centre (Wider) Stage 2 planned for summer 2013. Headington area work underway. Northern Gateway work currently being scoped. Exact Timeframes to be agreed with County. Management of interfaces by City in collaboration with County localities manager.

**Resource:** County staff time to be negotiated. City staff time to be agreed.

**Key Stage:** Prepare cost, investment and delivery plans for transport and infrastructure in Oxford with relevant input from SPIP and LEP and



fundern.

**Who/When:** Oxfordshire County Council to prepare plans. City to have ongoing support role to help craft the plans and broker investment agreements. Timetable to be agreed.

**Resource:** County staff time to be negotiated. City staff time to be agreed. Capital investment/funding opportunities to be identified.

**Use strategic enhancements to the rail infrastructure and services and the possibilities of station redevelopment as a catalyst for central area regeneration and mixed use development to create employment and residential opportunities.**

**Key Stage:** Creation of a Board for strategic oversight of Oxford Station Infrastructure and rail enhancements to include City, County, Network Rail, DfT, LCR and TOC.

**Who/When:** Ongoing. MOU & Scope of work agreed.

**Resource:** Staff time: DE/MCB/FP.

**Key Stage:** Develop a gateway vision, masterplan (inc. architectural competition) and delivery strategy for Oxford Station & its environs including links with Botley Road Bridge, Frideswide Square and Oxpens site.

**Who/When:** City and County in collaboration with Network Rail (and TOCs) and masterplanning consultants. Estimated completion of masterplan summer/late summer 2013.

**Resource:** FP/MCB. County and NR internal resources. External consultants. Required Budget £55K.

**Key Stage:** Develop SPD for station and bridge.

**Who/When:** City council. Timetable to suit masterplanning activities above.

**Resource:** FP/other internal staff time to be agreed, funding required.

**Economic Growth Strategy element Eleven**

11. Securing an effective partnership for implementation and 'single team' delivery

**Recommended action**

1. Create a single City-County-Universities executive – with LEP resources as appropriate -- to take responsibility for ensuring the delivery of each of the elements of this Economic Growth Strategy. This would result in a visible 'step change' in partnership working.
2. Develop a clear proposition for a single executive serving the LEP and SPIP to implement a measurable 'step change' in integrated partnership working across the city and regional partnerships and institutions, which if successful, will move towards a 'single team' delivery in driving employment and growth.

**Plan for delivery**

**Single City/County/University Executive**

**Key stage:** The City Council to build stronger working relationship between its new Economic Development Team and the County Council Economy and Skills Section, sharing information and knowledge and agreeing how to work together on joint projects as appropriate

**Who / when:** embryonic Economic Development Team/ immediately.

**Resource:**

**Key stage:** The City Council to work with the OSP Steering Group to oversee the preparation of a wider based Economic Growth Strategy Action Plan

**Who / when:** embryonic Economic Development Team/ immediately

**Resource:**

**Key stage:** *The City and County Councils and the Universities should establish a dedicated delivery team to lead efforts for growing the knowledge based economy in Oxford and across the wider region. This will formulate – and if successful proceed to deliver - the Oxford narrative for raising the profile of the location for inward investment and growth*

**Who / when:**

**Resource:**

### **Clear Proposition for a single Executive**

**Key Stage:** . A clear proposition needs to be developed for a single independent executive for the LEP and SPIP to improve efficiency, capacity and transparency, supported by seconded staff on a project basis.

**Who/When:**

**Resource:**



| No. | Risk Description<br>Link to Corporate Obj                       | Gross Risk |   | Cause of Risk   | Mitigation   | Net Risk |   | Further Management of Risk:<br>Transfer/Accept/Reduce/Avoid   |  | Monitoring Effectiveness |                    |                    |                    | Current Risk |   |
|-----|---|------------|---|---|--|----------|---|---|--|--------------------------|--------------------|--------------------|--------------------|--------------|---|
|     |   | I          | P |   |  | I        | P | Action:<br>Action Owner:  | Outcome required:<br>Milestone Date:               | Q 1                      | Q 2                | Q 3                | Q 4                | I            | P |
|     |   |            |   |   | Mitigating Control:<br>Level of Effectiveness:<br>(HML)  |          |   | Action:<br>Action Owner:<br><br>Mitigating Control:<br>Control Owner:   | Outcome required:<br>Milestone Date:               | Q 1<br>⊗<br>☹<br>☺       | Q 2<br>⊗<br>☹<br>☺ | Q 3<br>⊗<br>☹<br>☺ | Q 4<br>⊗<br>☹<br>☺ |              |   |
| 1   | Challenges of partnership                                       | 3          | 3 | Progress with delivery of EGS Action Plan dependencies on partnership working       | <b>Mitigating control:</b><br>Active role in cross partner boards and groups.<br>1.2.1 dialogue outside formal meetings<br><br><b>Level of Effectiveness: M</b>                            | 2        | 2 | <b>Action:</b> Director to monitor risk level and agree action.<br><b>Action Owner:</b> Economic Growth Team leader<br><b>Mitigating Control:</b> Head of Service<br><b>Control owner:</b> Director | <b>Outcome required:</b><br><b>Milestone Date:</b> |                          |                    |                    |                    |              |   |
| 2   | Poor dialogue with Business                                     | 3          | 3 | Unable to improve meaningful debate with local businesses to understand their needs | <b>Mitigating control:</b><br>Active 'account management' and 1.2.1 meetings, to listen and engage with business<br><br><b>Level of Effectiveness: M</b>                                   | 2        | 1 | <b>Action:</b> Director to monitor risk level and agree action.<br><b>Action Owner:</b> Economic Growth Team leader<br><b>Mitigating Control:</b> Head of Service<br><b>Control owner:</b> Director |  |                          |                    |                    |                    |              |   |
| 3   | Challenge of attracting funds to deliver 'open ready' projects. | 3          | 4 | Actions require funding from external sources.                                      | <b>Mitigating control:</b><br>Active to prepare good quality bids for funds, and learning from each submission. Active lobbying of decision makers<br><br><b>Level of Effectiveness: M</b> | 3        | 3 | <b>Action:</b> Director to monitor risk level and agree action.<br><b>Action Owner:</b> Economic Growth Team leader<br><b>Mitigating Control:</b> Head of Service<br><b>Control owner:</b> Director |  |                          |                    |                    |                    |              |   |

**To: Communities and Partnerships Scrutiny Committee**

**Date: 22 March 2013**

**Report of: Head of Policy, Culture and Communications**

**Title of Report: Celebratory Events in Oxford**

## **Summary and Recommendations**

**Purpose of report:** To respond to questions from the Communities and Partnerships Scrutiny Committee about the City Council's role in supporting and delivering events in Oxford.

**Key decision:** No

**Executive Lead member:** Cllr Bob Price

**Policy Framework:** Culture Strategy 2012-15

**Recommendation(s):** The Scrutiny Committee is asked to note the report

## **Types of Events**

1. There are three different types of event organised by the City Council. These are:-

A Events managed by the City Council Culture Team (often with partners):-

- Christmas Light Night / Festival
- Lord Mayor's Celebration
- May Morning
- Bonn Week
- Dancin' Oxford

B Events supported (NOT fully funded) with City Council funding:-

- Alice's Day
- Cowley Road Carnival

- C Other Events taking place on City Council land
- ~100 various events take place in city centre spaces and parks each year (with ~1200 enquiries / year)
- 2 Per year, these events comprise ~30 Commercial / ~20 Sporting / ~30 Charity and Community

**The importance the Council places on these events within the cultural calendar**

- 3 All Events delivered by the City Council have the correct relationships and support mechanisms to sustain them for the future. The City Events and International Links Officer manages these relationships on a day to day basis.
- 4 These are the key partners involved for each event:-
- **Christmas Light Night/Festival**: Ian Nolan Events for production management, Oxfordshire County Council Highways, City Council Licensing, Street Cleaning & Waste Management teams, TVP, Oxfordshire Fire & Rescue Service, University and Colleges, Cultural venues across the city centre, Bus companies, Media partners – BBC, Heart FM and Oxford Mail, 14 Schools from around the City undertaking lantern workshops. Sponsors including MINI Plant Oxford and British Gas, Just Right Marquees;
  - **Lord Mayor’s Celebration**: City Council Licensing, Street Cleaning, Waste Management and Civic teams, Ian Nolan Events for production management, Arts at the Old Fire Station, numerous shops and businesses within Gloucester Green, Oxfordshire County Council Highways, Oxford International Links, Bonn Link Association, Headington Fair Trade Shop, Oxfringe
  - **May Morning**: Oxfordshire County Council Highways, Oxfordshire Fire and Rescue Service, Emergency Planning teams, University and Colleges (in particular Magdalen), Magdalen College School, TVP, South Central Ambulance Services, Bus Companies, Simon Chatterton for production management, Select Security for stewarding and Eve Trakway for Barrier provision;
  - **Bonn Week**: Oxford International Links, Bonn Link Association, Oxford German Network, Oxford Anglo-German Association, Pegasus Theatre & MESH, Oxford Castle, City Council Facilities & Civic Teams, Bonn Square Management Group, Visit Oxford, Lady Margaret Hall, Pembroke College, Cheney School, Catalyst Housing Group, Green Square, Low Carbon Oxford plus a range of Oxford & Bonn based performing groups and sports clubs;
  - **Dancin’ Oxford**: Pegasus Theatre, Oxford Playhouse, Andy Reader (for some Event management), Arthur Stafford (for Strategic and

Project Management support), Tei Williams (press, PR & marketing), Oxford Castle, range of professional dance artists & companies, plus community performing groups, Festival Team (volunteers), Oxford Dance Forum, South East Dance, Oxford Central Library, Visit Oxfordshire, Oxfordshire County Council Highways.

5 These events provide the following:-

- Opportunities to celebrate and engage Oxford's diverse cultural offer and international connections;
- Free community engagement in seasonal and civic cultural activity;
- Volunteering and skills development opportunities for hundreds of young people;
- Safe, managed environments within which to enjoy cultural traditions (for example, the dawn performance by Magdalen College Choir on May Morning);
- Economic impact in the form of sponsorship, secondary spend and employment for local traders, performers and events-related services;
- Boost for cultural tourism.

**What role does the Council have in sustaining events such as these and growing new community based activities for the future?**

6 Events managed and co-ordinated by the Culture team:-

- Provide opportunities for all of the city's residents to engage with / contribute to our cultural offer and heritage;
- Engage at least 56-71,000 people each year (35,000 at Christmas Light Night, 5,000 at Lord Mayor's Parade, 10-25,000 at May Morning, 6,000 at Dancin' Oxford);
- Use City Council's investment to leverage in over £100,000 of funding and in-kind support from other sources each year to enable this activity to reach more people and continually improve in quality.
- Contribute towards the City's Youth Ambition strategy and the following Corporate Priorities;
  - Strong, Active Communities
  - Vibrant, Sustainable Economy
- Engage a high level of first-time engagers leading to longer-term engagement – e.g. active participation in dance activity through a

taster workshop programme. Longer-term engagement brings a range of health benefits (including fit and healthy lifestyle and positive mental health benefits)

- 7 The Culture team is committed to supporting community and charity events bookings in the city in order to celebrate and engage our diverse communities. To enable this, we offer reduced fees and individual advice to community/charity event organisers.

**What support is given to communities and groups organising this type of event?**

- 8 Communities and groups organising events in the city centre are supported by the Events Officer and there is a wealth of information on our website to help. Charities and community groups also pay a reduced rate for city centre spaces and parks compared to commercial bookers.
- 9 The Events Officer sits on steering groups and attends regular planning meetings with community organised events including PlayDay, Headington Festival, Cowley Road Carnival. This ensures that event organisers are fully aware of all relevant legislation and safety guidance advice. Additional support is also provided by the relevant officer from within the Community Development Team. The Council has placed more onus on the community organisations to take a structured lead on their event planning and delivery but support is available at all times to ensure their sustainability.
- 10 We are planning to develop an online portal for Event and Filming Booking which will provide a one-stop-shop to communities and groups wishing to organise events in Oxford. This would improve customer experience while reducing the paperwork and duplicated back office tasks which take up much of the Event Officer and Assistant's time, thus enabling these members of staff to focus on direct support for community groups and strategic development of commercial bookings. We are waiting for our ICT services to prioritise this project and start work on its development.

**How much money and resources do we put into this type of activity and how has this changed over the last few years.**

- 11 Below are details of events managed/co-ordinated by the City Council Culture Team:-
- Christmas Light Night / Festival
    - Total event budget for 2012/13 £66k (total provided by OCC £34k, remainder from earned income and sponsorship)
    - Total event budget for 2013/14 £150k (total to be provided by OCC £34k)



- Lord Mayor's Celebration
  - Total event budget for 2012/13 £12.5k (total provided by OCC £11k)
  - Total event budget for 2013/14 £15k (total to be provided by OCC £10k)
  
- May Morning
  - Total event budget for 2012/13 £45k estimated (total provided by OCC £16.5k)
  - Total event budget for 2013/14 £47k estimated (total to be provided by OCC £17k)
  
- Bonn Week: This event only takes place every 4 years.
  - Total event budget for 2013/14 £9.5k (total £5.65k to be provided by OCC from Civic and Events budgets)
  
- Dancin' Oxford
  - Total event budget for 2012/13 £86,467 (total provided by OCC £6,000)
  - Total event budget for 2013/14 £79,880 (total provided by OCC £6,000)

12 The following events are or will be supported (NOT fully funded) with City Council funding:-

- From April 2013, Alice's Day will receive £20k/year towards its core costs, enabling them to leverage in £10k from other sources in 2013/14, a further £20k in 2014/15 and £40k in 2015/16.
  
- From April 2013, Cowley Road Carnival will receive £30k/year towards its core costs, enabling them to leverage in £40k from other sources in 2013/14, a further £50k in 2014/15 and £60k in 2015/16. Officers' time will also be spent supporting Carnival develop its logistical planning and outreach activity in order to maximise the benefits of this investment and minimise risks associated with it.
  
- The £50k annual support for Alice's Day and Cowley Road Carnival is specifically focused to provide a legacy for the Festive Oxford events which took place in 2012 around the Olympics/Cultural Olympiad. Budget for this was £100k.

13 There are other events that take place on City Council land. We don't pay for these events to take place. Instead, they provide an income stream for the Council. By the end of 2012/13, we will have secured ~£50k from event and filming booking.

14 From 1 April 2012 - 25 January 2013 82 events had taken place. The Income from events totalled £41,590, 21 filming bookings had taken place and the Income from filming totalled £4,100

15 In addition, the Events team will do or does the following:-

- manage ~1200 events enquiries / ~100 filming enquiries each year
- identify and test new income generation opportunities
- manage stakeholder consultation process for all events and filming
- negotiate protocols for city centre spaces with stakeholders
- lead liaison with the Safety Advisory Group. This group contributes to ensuring that the City Council meets the requirements of the Civil Contingencies Act 2004, represents the authority, and acts as a resource in relation to Emergency Planning matters. The core members of the SAG comprises senior officers from all the emergency services (Police, Fire and Rescue Service and the Ambulance NHS Trust) and Council Services (Highways, Traffic Management, Building Control, Environmental Health and Licensing) working in Oxford. The Group is chaired by the Emergency Planning Officer.

**Name and contact details of author:** Cultural Development Manager, Dr Ceri Gorton [cgorton@oxford.gov.uk](mailto:cgorton@oxford.gov.uk) 07825907600

**Version number: 2**

**To: Communities and Partnership Scrutiny Committee**

**Date: 4<sup>th</sup>. April 2013**

**Report of: Scrutiny Panel – Educational Attainment**

**Title of Report: City Council Investment in Educational Attainment**

## **Summary and Recommendations**

**Purpose of report:** To update committee on the work of the Scrutiny Panel on Educational Attainment

**Key decision? No**

**Scrutiny Lead Member: All Panel Members**

**Executive Lead member: Councillor Curran**

**Recommendations:**

- 1. To note and comment on the Panel work so far.**
- 2. To recommend continuation of the work of the Panel into the next programme.**

## **Introduction**

1. The committee set a Panel to consider the benefit being gained from the City Council's investment in primary education. This Panel consists of Councillors Clack, Campbell, Jones, Kennedy and Khan. This report outlines progress made by the Panel so far.

## **Background and Scoping**

2. The City Council in its 2012/2013 budget agreed a 4 year investment in City Primary Schools with the aim of supporting the raising of pupil attainment. This investment amounts to £350k for each of the coming 4 years and was driven by the poor outcomes from many of the Primary Schools in the City and the lack of progress towards improvement. The target for this investment is to raise standards in

Primary Schools to 10% above the national average benchmark for performance at Key Stage 1 (7 year olds) and KS2 (11 year olds).

3. In order to determine the best way of investing this money the City Council employed an Education Advisor, Anna Wright, to engage with key stakeholders in the City and County to identify their views on the key reasons for this underachievement and the best way of raising standards.
4. The results of this consultation led to the agreement that the City should tender 2 contracts to deliver:
  - A world class leadership programme for schools in our deprived areas.
  - A whole class literacy and numeracy programme to support teachers in the classroom.
5. The result of these tendering exercises was:
  - KRM were selected to deliver teaching support.
  - The Oxford Schools and University Consortium were chosen to deliver the leadership programme.
6. These programmes were offered to City Schools focusing on those schools facing the biggest challenges. A programme of seminars and face to face discussions were offered to allow schools to get the information they wanted in order to make the decision if this was the right thing for them. The results of this were very positive with most of the City's worst performing primaries taking on some part of the KRM programme and or the leadership programme. It is still early days with some schools having just started and others planning to start shortly.
7. The Panel considered what it might do to track progress and quickly came to the view that the only way to really see progression and results was to try to partner with one of the participating schools. A local school has agreed to host this partnership and the Panel made its first visit on the 27<sup>th</sup>. February.
8. The school is participating in the literacy programme provided by KRM and started training and implementation just after Christmas 2012. To guide the relationship the Panel have agreed the following lines of inquiry:
  - See the on the ground effect of KRM.
  - Understand the effects for children of all ability types.
  - Hear and see how the school copes with the cultural and professional challenges it throws up.
  - See how school inspectors respond.
  - Understand the targets set by the school management team and the part KRM plays in achieving these.

## Progress

9. The first visit in February allowed Panel Members to understand the school profile, its “journey” to date and ambitions for the future. In addition Members were able to observe the culture and teaching in the school and see “KRM lessons” in practice. Discussions with the Principal and her Management Team allowed members to see the early emerging progress, challenges and changes necessary to drive success.
10. This school along with many others is using many tools to improve outcomes and the KRM programme is only one of these. This of course will make it difficult to separate out the improvement due to KRM or any other tool used. It is likely that the KRM programme will have the most impact on phonics so Panel Members are considering making this their focus.
11. Panel Members will meet on the 22<sup>nd</sup>. March to plan their further visits to the school but early observations are positive.
12. In addition to the school partnership The Panel decided to consider school attendance. The KRM programme is self sustaining and has worked with or without active parental support at home. It does, however, require pupils to be at school to be able to engage. Information gathered by The Panel from the County Council on levels of authorised and unauthorised absence suggests there are some significant issues with City Primary Schools performing poorly against other schools in the County on attendance. The data showed some improvement around absenteeism overall but the unauthorised absence element gave cause for concern. The data collected covered a 3 year period up to the end of the 2011-212. The Panel have asked for any data available for the current academic year plus any national comparisons. When this is received The Panel hope to discuss issues with the County Council.
13. The Panel is focused and engaged and hope Committee will allow the work to continue into the next programme so a full year of the KRM programme can be observed.

**Report Author:**

Name: Patricia Jones on behalf of the Scrutiny Educational Attainment Panel  
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**List of background papers:**

**Version number: 1**

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**To: Communities and Partnership Scrutiny Committee**

**Date: 4<sup>th</sup> April 2013**

**Report of: Head of Law and Governance**

**Title of Report: “Helping the High Street” – what can Oxford City Council do to help and support the retail environment? - Update**

## **Summary and Recommendations**

**Purpose of report:** To update the Communities and Partnership Scrutiny Committee on the work carried out to date by the Scrutiny Panel that is investigating this topic.

**Scrutiny Lead Members:** Councillors Clack, Wilkinson and Wolff

**Executive Lead Member:** Councillor Colin Cook – Board Member for City Development.

### **Recommendations;**

- 1. To note and comment on the work of the Panel to date;**
- 2. To recommend continuation of the Panel’s work into the next work programme.**

## **Introduction**

- 1** The last meeting of the Communities and Partnerships Scrutiny Committee received a briefing note from the High Street Panel concerning its focus.
- 2** The Committee noted the Panel’s proposed scope and that it intended to look at two District centres in more detail – Headington and Cowley Road.
- 3** It was agreed that:-

- (a) The Panel should, as its next step, talk to traders in both centres in order to obtain a sense of what was good and what was bad about each area;
- (b) The issue could be carried forwards into the next Council/Scrutiny year if necessary.

### **Progress to date**

- 4 The Panel has met and agreed that it will, over the next few weeks, contact traders in the 2 District Centres chosen – Cowley Road and Headington. It was decided that it was important to have a framework of questions to be asked to ensure consistency. This could be in the form of a survey/questionnaire, and advice is being sought from the Consultation Officer before any work begins.

### **Initial questions**

- 5 It had been agreed at the last Committee meeting that the Panel would talk to traders to find out “what is good and what is bad about your area”. The Panel felt that it is important to concentrate on the area as this is something over which the Council can have some influence. It wishes to need to narrow down the questions to focus on positives and negatives for each area. So these are the proposed **starting point** questions:-

- (a) Why did you choose to come to this area?
- (b) Has it worked for you and met your expectations?  
If yes, can you say how?  
If no, can you say why not?
- (c) Do you think that the location of your business has an influence over the success (or otherwise) of your venture?
- (d) What do you think are the strong points of your location? What do you gain?
- (e) What do you think are the weak points of your area? What are the drawbacks?
- (f) Is there a business association in your area? Are you a member of it?  
If yes, have you found it useful, and in what way/s?  
If no, can you say why not?
- (g) What do you see as your top three issues for you (1) as traders and (2) in regards to the general area in which you trade?



(h) Any specific comments you would like to make about your District Centre?

- 6 Ideally, members of the Panel (preferably with officer support), would like to go out over the next few weeks and talk to traders within each shopping area (using a traders' association if/where they exist) to gather answers to their questions in order to gain an overall impression of what is happening in each area. This may still be done. However, given the pressure on Member and officer time, and in order to try to gather as broad a range of information and feedback as possible, the Panel would like to send out a very short questionnaire, covering the points identified above, to traders in the areas concerned.
- 7 The Panel will be able to report back to a future Scrutiny Committee when it has gathered in all the comments and answers and analysed them.

**Recommendations;**

1. **To note and comment on the work of the Panel to date;**
2. **To recommend continuation of the Panel's work into the next work programme**

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(On behalf of the Scrutiny Panel.)

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**To: Communities and Partnership Scrutiny Committee**

**Date: 4<sup>th</sup> April 2013**

**Report of: Head of Law and Governance**

**Title of Report: Enfranchisement and Empowerment Panel - Update**

## **Summary and Recommendations**

**Purpose of report:** To update the Communities and Partnership Scrutiny Committee on the work carried out to date by the Scrutiny Panel that is investigating this topic.

**Scrutiny Lead Members:** Councillors Darke, Jones and O'Hara

**Executive Lead Member:** Councillor Bob Price, Board Member for Corporate Governance and Strategic Partnerships.

### **Recommendations:**

- 1. To note and comment on the work of the Panel to date;**
- 2. To recommend continuation of the work of the Panel into the next programme.**

## **Introduction**

- 1 The last meeting of the Communities and Partnerships Scrutiny Committee agreed that the Enfranchisement and Empowerment panel could continue its work into the next Council Year.
- 2 It also agreed the following next steps:-

*As a next step, the Panel would like to speak with diverse groups within the community, whether or not they are eligible to go on the electoral register, to find out where they are and what they want from the City Council.*

*The Panel would also like to ascertain their country of origin, why they chose to come to the UK and in particular Oxford, whether they knew what services were offered and by whom, how to access those services, and for those eligible to vote to ask why they did or did not vote.*

*The Panel would also analyse when available the latest census results on nationality (the electoral register did not show this) as this could have an impact on low voter registration and turnout.*

### **Progress to date**

- 3 Following a useful meeting with Martin Tudge (Team Leader, Communities and Neighbourhoods) , it has been decided to speak with the following communities:-

Somali – to meet separately with adult men and women, and young people. The Council has established some relationships with this community, and it is expected that this community will grow over the next 5 to 10 years;

Pakistani – to meet separately with adult men and women, and young people. This is one of the longest established communities in Oxford, with which the Council already has well established relationships;

Polish – to meet with people of all ages. More Eastern Europeans are settling here, and although many register to vote, many assume they cannot vote (on the basis that non-Polish nationals are not able to vote in Poland.)

- 4 This is potentially a huge piece of work, but the Panel felt that three groups was sufficient to provide an initial “snapshot” of what is happening regarding empowerment and enfranchisement in Oxford.
- 5 Martin Tudge has very kindly offered to set up some focus groups with the above communities at which the Panel can talk over the issues it identified with participants. It is hoped that the first one will meet towards the middle of April.
- 6 The Panel is very grateful to Martin for his enthusiasm and help with this project. Further updates will be given as the issue progresses.

### **Recommendations:**

1. To note and comment on the work of the Panel to date;
2. To recommend continuation of the work of the Panel into the next programme

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(On behalf of the Scrutiny Panel.)

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# Agenda Item 9

## COMMUNITIES AND PARTNERSHIP SCRUTINY COMMITTEE

**Wednesday 30 January 2013**

**COUNCILLORS PRESENT:** Councillors Altaf-Khan (Chair), Lloyd-Shogbesan (Vice-Chair), Campbell, Clack, Darke, Haines, Humberstone, Jones, Kennedy, O'Hara, Sanders, Wilkinson and Wolff.

**OFFICERS PRESENT:** Lois Stock (Democratic and Electoral Services Officer), Pat Jones (Principal Scrutiny Officer), Ian Brooke (Head of Leisure and Parks), Michael Crofton-Briggs (Head of City Development), Martin John and Mathew Metcalfe (Democratic and Electoral Services)

### **18. APOLOGIES FOR ABSENCE**

None.

### **19. DECLARATIONS OF INTEREST**

None

### **20. WORK PROGRAMME AND FORWARD PLAN**

Pat Jones (Principal Scrutiny Officer) introduced this item and presented the Work Programme to the Committee and highlighted the following issues:-

1. Housing Panel – this has 4 members of which one is often unable to attend. Does the Committee wish to ask if another member is willing to take this space should the original member wish to stand down? (Councillor Kennedy indicated willingness to do this, however, the original member later indicated that he wished to continue in his role)
2. Educational Attainment Panel – this has now “twinned” with the John Henry Newman Primary School and will be making regular visits to observe progress. The Committee agreed to Councillor Sander’s request to join in visits to the school as it is in her ward.
3. Customer Contact Panel – this has only one active member and its work is progressing very slowly, mainly owing to matters beyond its control. Councillor Darke indicated he would be happy to join this Panel in the short term. It is understood that the Board Member, Councillor Coulter, is investigating why the Customer Contact Strategy is being delayed. It might be necessary to reschedule the proposed report back on this Panel’s work which was originally set for 4<sup>th</sup> April.
4. Enfranchisement and Engagement and “Helping the High Street” are both items on this agenda.

Resolved:-

- (1) To note the current Work Programme;
- (2) That there is nothing in the current Forward Plan that the Committee wishes to take up.

## **21. REPORT BACK ON COMMITTEE RECOMMENDATIONS**

Pat Jones (Principal Scrutiny Officer) introduced this item and presented the report back to the Committee.

There were two items upon which reports back were made; the Homelessness Strategy review and the Area Forum review. On the latter, it was noted that all four recommendations had been agreed, the last one being picked up as part of the review of the Council's Governance structure.

## **22. COMMUNITY INFRASTRUCTURE LEVY - DRAFT CHARGING SCHEDULE**

The Head of City Development submitted a report (previously circulated, now appended) concerning the draft charging schedule for the Community Infrastructure Levy (CIL)

Michael Crofton Briggs (Head of City Development) attended the meeting and presented the report and its background to the Committee. He explained that this was a tax payable by every developer, and that the money would return to the City Council as the planning authority. It would agree with Oxfordshire County Council what the priorities were for its use. The CIL is paid when development starts on site, and it may be in the form of staged payments.

It is expected that the CIL would come before Council for formal adoption in (approximately) October 2013.

The Committee received the following additional information in response to its questions and comments:-

### Infrastructure Project list

The Council has examined its Core Strategy and asked what infrastructure would be needed to support development. The project list is an initial snapshot of development that will take place over a long period of time. It is intended that a priority infrastructure list (a "1,2,3" list), would be prepared annually for members' approval. It was likely that CIL discussions would track the Budget cycle.

### Levy on industrial development

It is believed that industrial developments are capable of bearing the CIL at the suggested rate of £20. Some other local authorities have decided not to levy the CIL on some developments, but by doing so they run the risk of slipping into the



area of state aid, which is not permitted. The Council believes that the level of CIL that it has chosen will not discourage development.

### Flexibility

There is no flexibility in the system. The CIL proposed is set at a level which it is believed can be met by all developers.

There are 2 exemptions: for charities or developments for charitable purposes, and for affordable housing.

### Difference from S106 money

It should be noted that the CIL is a different approach to developer funding. Under S106, there was a correlation between a development and its impact on services around it. With the CIL, there does not have to be a geographical link. It is possible to create a fund that will pay for things across the whole City as and when they are needed. It is not possible to say how much the CIL will raise as it is new. It may be that the priorities for CIL funding will be significant pieces of City infrastructure.

### Cost of introducing the CIL

It is expected that there will not be any additional pressure on resources created by the introduction of the CIL. The Council can, in any case, use up to 5% of the money raised to cover the cost of administering it.

### Involvement of Councillors and local communities

It was intended that Members would have good involvement with discussions about the use of the CIL. It should also be noted that there would be circumstances in which 25% of the CIL is returned to the community that has taken the impact of a development, perhaps via a Parish council. Communities will have a part to play in discussions about spending the CIL./

### Committee comments

The Committee noted the introduction of the CIL. It felt that it was extremely important that Councillors be involved with discussions about the spending of the CIL, particularly Councillors who represented deprived wards. The Scrutiny Committee itself would welcome involvement as appropriate. It was also interested to know more about any protocols for Parish Councils spending CIL funding.

Resolved:

- (1) To note all information provided;
- (2) To ask that Committee views be included as part of the consultation process.

## **23. ECONOMIC DEVELOPMENT AND GROWTH STRATEGY REFRESH**

The Head of City Development and the Strategic Policy and Partnerships Manager submitted a report (previously circulated, now appended) concerning the Economic Development and Growth Strategy Refresh. Michael Crofton Briggs (Head of City Development) attended the meeting and presented the report to the Committee.

He explained that, although Oxford has not fared as badly in the recession as some places, there was no room for complacency. The refreshed Strategy presented 11 recommendations, and the next step for the Oxford Strategic Partnership would be to produce an action plan. In addition, the Council has, following an invitation from Government, submitted an expression of interest in the "City Deal".

The Committee raised the following issues:-

### Students

It noted that Oxford University does not appear to see student numbers contracting, and indeed expects its research sector to grow. Oxford Brookes may experience a contraction of numbers on some courses, but they would like to increase postgraduate numbers; and any contraction may be in their outlying campuses.

### District Centres and the retail offer.

There was some disappointment that there was very little in the document about the district shopping centres. The Committee noted that the focus of the document had been the City's knowledge economy, and that some key (but not all) employment sectors had been looked at, however it still felt that more could be done to develop the distinctive district centres that lay beyond the City centre. To address this, consideration should be given to amending recommendation 4 so that it included the words "across the city" to avoid it being limited to the City centre.

Although the importance of the independent sector is acknowledged, it would be helpful to know who the independents were and why, in the context of this document, they were considered important.

### Growth

The Committee noted that it was believed that growth would come from those businesses already in Oxford. There was a need to grow our own enterprises, as well as attract new business in.

Employment sites needed to be protected, both large and small.

### Transport

Transport links between major employment sites and the district centres could receive greater emphasis.

Although mention is made of rail communications, there is nothing about the impact on the City of the A40 and the A34, and in particular on those commuting in and out of the City and experiencing congestion on these roads. They are important communication arteries which link Oxford to other places.

### Housing

The Committee welcomed the strategic housing market assessment as being accurate and relevant. Was there now a need to meet with our neighbouring local authorities in order to discuss housing sites, especially those which are on or across the border or across with neighbours? The City Council had a huge housing waiting list, and discussion around what we could be doing to help alleviate problems was needed.

There was a big issue in that Oxford was now almost at bursting point, and there was a need to take the pressure off both housing and land.

### Sustainability

The section on sustainability was good, but the conclusions were too narrow.

### Conclusion

The Committee acknowledged that this is only one of a suite of documents and noted that the OSP wished to increase dialogue with the business community.

The Committee also noted that a report outlining the City's response to this strategy and the actions needing to be undertaken by the Council will be prepared for CEB in April. It felt that the following key points needed further exploration and emphasis:-

- District Centres;
- A40 and A34;
- Sustainability;
- Emphasis on the duty to co-operate with our neighbours.

It asked that all its comments made be taken into account when the report for CEB was prepared. In addition, the Committee's comments would be forwarded to Councillor Bob Price, as Lead Member for Corporate Governance and Strategic Partnerships.

## **24. GREEN SPACES STRATEGY**

The Head of Leisure and Parks submitted a report (previously circulated, now appended) concerning the Green Spaces Strategy. Ian Brooke presented the strategy to the Committee and explained its background.

Ian Brooke provided the following additional information and observations in answer to questions from members of the Committee:-

## Biodiversity

The Countryside team had a lot of knowledge in this area. Stuart Fitzsimons had been working with Bucks, Berks and Oxford Wildlife Trust recently and there was always the option of buying in extra support if that was needed. The Tree Team has some very skilled officers who are able to care for and manage trees effectively.

## Allotments

Leisure and Parks was aware that there was a waiting list for allotments and that three sites were no longer in use, however it was not possible at this stage to say whether or not it was possible to re-open the sites to cater for demand. A debate by Council would be needed to determine that.

It was noted that the Trap Ground allotments may possibly close.

## Workforce

Leisure and Parks did employ unpaid interns. It should be recognised that, being in Oxford, a lot of expertise was available to be tapped into; and the Council received regular requests from people who wished to work with it. The interns were unpaid because they gained valuable experience and the Council worked with them to help develop their skills.

The Council also provided apprenticeships and had the target of 10% of the Direct Services workforce to be apprentices. A lot of hard work went into supporting these posts.

## Underrepresented groups

Comments from the Committee about encouraging minority and underrepresented groups to use our green spaces were noted. However, these groups had complex and changing needs and there was not a single answer to the question “how do we encourage them?” It was acknowledged that further work with communities was needed, and that it was desirable to engage with people from an early age. It was also desirable for the Council, as a body, to have more diverse engagement with people because the Council wanted to encourage representative users. Surveys have been undertaken to understand the demographic and geographic need.

## Town Greens and Friends Groups

There are some things that the Council as a body is unable to do in relation to Town Greens, but advice is available. There are 2 Parks Development officers who are available to advise people seeking to set up “friends” groups.

## Value Assessments

Parks have a real value to the community – social, economic, communal – that goes above and beyond being simple open spaces. It was noted that both Sefton and Birmingham Councils have carried out value assessments of their open spaces.

### Open Spaces as a therapeutic environment

Comments about the value of “health walks”, some of which take place in Oxford’s parks and open spaces were noted. It is a useful means by which diversity can be encouraged. Leisure and Parks would like to encourage more volunteers and voluntary schemes into the open spaces.

Also noted were comments from the Committee about the value of sensory gardens for people who were visually impaired. .

### Recommendation to CEB

The Committee welcomed the strategy and RESOLVED to make the following recommendation to CEB:-

“To achieve the excellent ambition of access and use of our green spaces by all we need to prioritise engagement across all sectors and groups within Oxford’s communities. Significant learning is required in this area and the committee would like to see, as a priority, a focus on this to allow the beneficial outcomes from green spaces to be enjoyed by all. “

## **25. ENFRANCHISEMENT AND EMPOWERMENT - UPDATE ON PROGRESS**

The Enfranchisement and Empowerment Panel submitted a report (previously circulated, now appended) that provided an update on its work to date. Councillors Graham Jones and Roy Darke presented this item to the Committee and explained the background.

### Enfranchisement

The Panel had initially concentrated its efforts upon the enfranchisement part of its work. It thanked Martin John (and the Election Team) and Mark Fransham for their work and the useful information that both had provided. Thanks and congratulations were also offered to Lois Stock and Mathew Metcalfe for all their hard work and effort on this topic, which was much appreciated by the Panel. There was much here with which the Council could be pleased. Data showed that the City Council had a high return (96.4%) on electoral registration, especially when compared with similar places (such as Cambridge, which was below 90%). It was felt that it would be difficult and overly expensive to try to improve on this. But it would be useful to know why people, who are registered, do not vote.

The Committee observed that voter apathy was a problem, and perhaps one that would best be tackled at an early stage, in schools, with a focus on first time voters. It was agreed that the Panel should not stray too far into this, area as there was a danger that this could evolve into a huge review, which was not the original intention of the Committee when adding this to the Work programme.

## Empowerment

The Panel felt that it was time to move on to the empowerment aspect, which was a greater challenge. There was a need to understand more the diversity of Oxford, to appreciate the value of it, to help new arrivals to feel accepted and part of the community, and to know how and where they can access services. This goes beyond the BME community and encompasses small groups such as the Kurds and the Azaris. Many new, small groups may not vote, indeed, they may not be eligible to go on the electoral register, but they use services such as education, and many contribute by their work to our economy.

## Next Steps

As a next step, the Panel would like to speak with diverse groups within the community, whether or not they are eligible to go on the electoral register, to find out where they are and what they want from the City Council.

The Panel would also like to ascertain their country of origin, why they chose to come to the UK and in particular Oxford, whether they knew what services were offered and by whom, how to access those services, and for those eligible to vote to ask why they did or did not vote.

The Panel would also analyse when available the latest census results on nationality (the electoral register did not show this) as this could have an impact on low voter registration and turnout.

## **26. "HELPING THE HIGH STREET" - SUGGESTED FOCUS**

The Supporting Local Businesses and the High Street submitted a briefing note (previously circulated, now appended) giving their suggested focus for their work. This had been requested by the Committee at its last meeting. Councillor Bev Clack introduced this item on behalf of the Panel which was considering it.

The Panel thanked Lois Stock for all her help and support for their work.

The Committee noted the Panel's proposed scope and that it intended to look at two District centres in more detail – Headington and Cowley Road. Following further consideration, the Panel felt that it would probably not become too involved in issues around the balance of shops, as it noted that a review would be held in the medium term of district centre frontages which would include examination of the balance of use classes.

It was agreed that:-

- (1) The Panel should, as its next step, talk to traders in both centres in order to obtain a sense of what was good and what was bad about each area;
- (2) The issue could be carried forwards into the next Council/Scrutiny year if necessary.

## **27. COMMUNITY CENTRES**

The Head of Corporate Property submitted a report (previously circulated, now appended) giving the Committee an update concerning the maintenance backlog issues at Community Centres. This information had been requested at the previous meeting.

The Committee noted the information and made the following points:-

- (1) Can the appropriate Ward Members and Community Associations be involved in any discussions about spending money on the maintenance of particular Community centres please? There should be more discussion about how and when this money is spent;
- (2) There does not seem to be much discussion with Community associations about forthcoming work on their buildings. This should be addressed;
- (3) Why are some centres prioritised for spending ahead of others – what are the criteria for this?

Resolved that the above should be forwarded to the appropriate Board Member and a response sought.

## **28. MINUTES**

Resolved to confirm as a correct record the minutes of the meeting held on 28<sup>th</sup> November 2012.

## **29. DATES AND TIMES OF FUTURE MEETINGS**

Resolved to note the following date:-

4<sup>th</sup> April 2013.

**The meeting started at 6.00 pm and ended at 8.35 pm**

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