

# Agenda

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## Scrutiny Committee

Date: **Monday 23 March 2015**

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Time: **6.15 pm**

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

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For any further information please contact:

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# Scrutiny Committee

## Membership

<b>Chair</b>	Councillor Craig Simmons
<b>Vice Chair</b>	Councillor Tom Hayes Councillor Mohammed Altaf-Khan Councillor Farida Anwar Councillor Van Coulter Councillor Roy Darke Councillor James Fry Councillor Sam Hollick Councillor David Henwood Councillor Ben Lloyd-Shogbesan Councillor Linda Smith Councillor Louise Upton

The quorum for this Committee is four, substitutes are permitted.

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# AGENDA

## Pages

**1 APOLOGIES FOR ABSENCE**

**2 DECLARATIONS OF INTEREST**

**3 UPDATE FROM STANDING PANELS**

Chairs of the Housing and Finance Standing Panels to update the Committee

The next Housing Standing Panel is scheduled for 24 March

The next Finance Standing Panel is scheduled for 25 March

**4 OXFORD CYCLE CITY -UPDATE**

9 - 74

Contact Officer: Mai Jarvis, Environmental Policy Team Leader Tel: 01865 252403 mjarvis@oxford.gov.uk

Background Information
In February 2012, Oxford City Council established a four-year, £300,000 capital programme for realising the objectives of Oxford Cycle City. In 2014, an additional £62,000 was given to the project, supported by an annual £10,000 revenue budget.
Why is it on the agenda?
The Scrutiny Committee requested an update report on the progress of the Oxford Cycle City project
Who has been invited to comment?
Mai Jarvis will present this item and answer the Committee's questions.

**5 FUSION LIFESTYLE - ANNUAL SERVICE PLAN 2015/16**

75 - 98

Contact Officer: Lucy Cherry, City Leisure Tel: 01865 252707 lcherry@oxford.gov.uk

Background Information
The City Executive Board on 2 April will be asked to endorse Fusion Lifestyle's Annual Service Plan for 2015/16.

Why is it on the agenda?
The Scrutiny Committee requested to pre-scrutinise this report.
Who has been invited to comment?
Councillor Rowley and Lucy Cherry will attend to present the service plan and answer the Committee's questions.

## 6 CYCLING PANEL SCOPE

Contact Officer: Andrew Brown, Scrutiny Officer Tel: 01865 252230  
 abrown2@oxford.gov.uk

Background Information
The Scrutiny Committee has established a Cycling Panel which meets for the first time on 16 March 2015.
Why is it on the agenda?
To agree the scope and terms of reference of the Scrutiny Cycling Panel, led by Cllr Upton.  Report to follow.
Who has been invited to comment?
Cllr Upton and Andrew Brown, Scrutiny Officer, can answer the Committee's questions.

## 7 WORK PROGRAMME AND FORWARD PLAN

Contact Officer: Andrew Brown, Scrutiny Officer Tel: 01865 252230  
 abrown2@oxford.gov.uk

Background Information
Indicative agenda schedules are set out in section 5 of the work programme.  The Forward Plan starting May 2015 which outlines decisions to be taken by the City Executive Board or Council will be published as a supplement agenda.
Why is it on the agenda?
Members are asked to select which Forward Plan items they wish to pre-scrutinise at the 29 April Scrutiny Committee meeting, based on the following criteria:  <ul style="list-style-type: none"> <li>- <i>Is the issue controversial / of significant public interest?</i></li> <li>- <i>Is it an area of high expenditure?</i></li> </ul>

<ul style="list-style-type: none"> <li>- <i>Is it an essential service / corporate priority?</i></li> <li>- <i>Can Scrutiny influence and add value?</i></li> </ul> <p>A maximum of three items for pre-scrutiny will normally apply. The Safeguarding Children, Young People and Vulnerable Adult Policy has already been prioritised for pre-scrutiny.</p>
Who has been invited to comment?
Andrew Brown, Scrutiny Officer will present the work programme, answer questions and support the Committee in its decision making.

**8 REPORT BACK ON RECOMMENDATIONS**

109 - 134

Contact Officer: Andrew Brown, Scrutiny Officer Tel: 01865 252230  
 abrown2@oxford.gov.uk

Background Information
The Committee makes a number of recommendations to officers and decision makers. This item allows Committee to see the results of recommendations since the last meeting and the cumulative results of all scrutiny recommendations.
Why is it on the agenda?
<p>Since the last Scrutiny Committee meeting, recommendations on the following items have been added:</p> <p>Oxford Living Wage          Culture Strategy          Discretionary Housing Payments</p>
Who has been invited to comment?
Andrew Brown, Scrutiny Officer

**9 MINUTES**

135 - 140

Minutes from 2 February 2015

**Recommendation:** That the minutes of the meeting held on 2 February 2015 be APPROVED as a true and accurate record.

**10 DATES OF FUTURE MEETINGS**

Meetings are scheduled as followed:  
 29 April 2015

All meetings being at 6.15pm

## **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.

\*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.

**To:** Scrutiny Committee  
**Date:** 23 March 2015  
**Report of:** Interim Head of Environmental Development  
**Title of Report:** Oxford Cycle City -Update

## Summary

**Purpose of report:** To update the Committee on the progress of the Oxford Cycle City project

**Key decision:** *No*

**Executive lead member:** Councillor John Tanner, Board Member for Cleaner, Greener Oxford

**Report author:** Mai Jarvis, Environmental Policy Team Leader

**Policy Framework:** Cleaner, Greener Oxford

### **Recommendations**

The Scrutiny Committee is asked to note the report and the progress made in delivering Cycle City.

The Scrutiny Committee is also asked to note the consultation on OTS and provide comments that inform the response to the County Council.

### **Appendices to report**

Appendix 1 - Oxford Cycle City Plan 2012-16

Appendix 2 - Project overview with RAG rating and cost

Appendix 3 - Draft Oxford Transport Strategy

### **Background**

The Scrutiny Committee requested a report to update them on the progress of the Oxford Cycle City Project.

## Introduction

1. Oxford is acknowledged as one of few true 'Cycling Cities' in the United Kingdom. In 2011, 17% of Oxford residents in employment usually cycled to work, up from 15% in 2001. This is the second highest rate of any local authority (LA) area in England & Wales.
2. However, barriers remain to cycling in Oxford, ranging from the limited availability of secure cycle parking, to the general cycling experience of using heavily-trafficked roads. In response, Oxford City Council initiated the Oxford Cycle City initiative. The initiative, launched in 2012, has the aim of realising the City Council's vision for Oxford to become one of the great cycling cities of Europe, and in particular:
  - To create an environment and culture that encourages cycling at all levels in Oxford, and which in particular encourages new cyclists. This will be achieved through effective promotion of cycling, and by promotion of a fully joined-up dual cycle network that is attractive to use and provides safety, convenience and directness.
3. The objectives of the Oxford Cycle City project are to:
  - Identify a package of cycle improvement and promotional measures
  - For 20% of journeys to work to be made by cycle as the main mode of travel by the time of the 2021 Census.
  - To identify the means of delivering and completing some of these measures over a 4 year period (from 2012).
4. In February 2012, Oxford City Council established a four-year, £300,000 capital programme for realising the objectives of Oxford Cycle City. In 2014, an additional £62,000 was given to the project, supported by an annual £10,000 revenue budget.
5. The project provides a number of benefits that meet the strategic outcomes of the Council:

**Vibrant, sustainable economy:** Improving the cycle network provides new opportunities for people to make work related journeys. It reduces traffic congestion, which has been identified as a barrier to growth in the local area. It also brings benefits for local businesses that provide cycle equipment and repairs services.

**Strong, active communities:** Cycling is an healthy way of travelling, and can provide a gateway for individuals to lead more healthy lifestyles. It is a cost effective form of transport, while improving public spaces and facilities to encourage cycling addresses social inequalities. Cycling also encourages social interaction through regular face-to-face contact and via recreational cycling groups.



**Cleaner, greener Oxford:** Cycling is a pollution-free way of getting swiftly about the City. Its carbon footprint is negligible, unlike motorised forms of transport. It also directly reduces traffic congestion caused by motorised vehicle movements

6. The Cycle City Strategy was approved at City Executive Board on the 4<sup>th</sup> July 2012.
7. The strategy was built upon stakeholder feedback received from two stakeholder meetings held on 22<sup>nd</sup> February 2012 and 26<sup>th</sup> March 2012. These identified a number of small, medium and large scale projects which would significantly improve the cycling experience in Oxford.
8. A further public consultation was carried out from the 15<sup>th</sup> October 2012 to the 27<sup>th</sup> November 2012 to seek views on ways to make simple improvements to existing cycle routes which could be achieved quickly, at modest cost, subject in most cases to the approval of Oxfordshire County Council as local transport authority.

#### **Achievements to date**

9. To ensure prompt and effective delivery of schemes benefitting the residents of Oxford, focus was given to the delivery of projects for which formal County Council approval was not exclusively required. This approach has delivered and identified a range of schemes running up till 2016, and has ensured benefits of the project reach residents of Oxford. These include:
10. Provision of adult cycle training to 29 people totalling 52.5 hours delivered by Broken Spoke, bike co-op, in 2013/14.
11. Support of Bike Oxford in 2014 in order to help raise the profile of cycling in the city.
12. The Oxford Cycle City Plan identified a need for improved signage; signposting of cycle routes using quiet roads and off-road cycling. A signage project was therefore initiated and completed by the City Council, with support and input from the County Council, providing a signed quiet cycle route from Oxford City Centre (South Parks Road) to Risinghurst (The Roundway) via the John Radcliffe Hospital. This is now known as the North East Route (signposted 'NE').
13. In 2014, a joint project with the County Council identified physical barriers such as narrow gates or inconveniently-placed bollards. These were then either removed or adapted in the following locations:

- Folly Bridge East
  - Folly Bridge West
  - Barracks Lane North
  - Barracks Lane South
  - University Parks cycle route Ferry Lane end
  - University Parks cycle route City end
  - Dragon Lane including new post
  - Queens Lane, removal of gate and replacement with bollards
  - Little Clarendon Street Line Painting
14. The path leading through Hinksey Park, from Lake Street to Eastwyke ditch and Meadow Lane path has been upgraded.
15. The towpath from Walton Well Road and Aristotle Lane has been rebuilt and upgraded in a project partnered with the County Council and Canal and Rivers Trust. The total cost of the project is £132,000 with £72,000 paid for by the City Council, £30,000 from the County Council and £30,000 from the Canal and Rivers Trust.
16. A contribution of £50,000 was provided to the County Council for work to improve the Plain roundabout for cyclists. This scheme improves one of the main cycling barriers into and out of Oxford city centre by improving the attractiveness and safety of the roundabout for both cyclists and pedestrians.

### **Future schemes**

17. Schemes have been identified up to the end of the project period in March 2016 which commits all available funding. These include:
- Installation of a cycle ramp on bridge linking the Eastern By-Pass to Old Road., improving access from the edge of the city into the centre.
  - New and improved cycle parking at Redbridge and Seacourt Park & Ride site will encourage cycling on the last leg of the journey. The parking will provide a mix of covered and uncovered parking, as well as police-approved cycle racks. This scheme will benefit people working in parts of the city that Park & Ride buses do not access. It will also provide health benefits to daily commuters who are able to complete the last leg of the journey by bike.
  - Upgrade of the path at Willow Walk linking North Hinksey to the city centre, passing Oatlands Road Recreation Ground. The upgrade to this path will provide a pleasant off-road route between Botley/North Hinksey and the city centre.

18. By the end of the project, Cycle City will have facilitated removal and adaptation of 8 barriers across the city, upgraded 1650m of cycle path, installed over 100 new spaces of cycle parking, and signposted a key cycle route of over 3 miles, linking the City centre with the JR Hospital and Risinghurst via an attractive quiet route.

### **Oxford Transport Strategy**

19. Oxfordshire County Council is currently consulting on the Oxford Transport Strategy (OTS). This sets out the vision for transport in the City up to 2031 and covers all aspects of transport including cycling. The strategy hence presents a unique opportunity to improve the cycling network in Oxford, and develop the city's standing as a true cycle city.
20. The City Council has engaged Alan Baxter and Associates LLP consultant to audit the assumptions behind the County strategy, and present alternative strategic options that support the City Council's objectives. Alan Baxter and Associates LLP have facilitated a number of meetings with Members and they continue to collect evidence to inform the response. The consultation closes on the 2<sup>nd</sup> April 2015.

### **Recommendation**

The Committee is asked to note the report and the progress made in delivering Cycle City.

The Committee is also asked to note the consultation on OTS and provide comments that inform the response to the County Council.

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

Name: Mai Jarvis  
Job title: Environmental Policy Team Leader  
Service Area: Department Environmental Development  
Tel: 01865 252403 e-mail: [mjarvis@oxford.gov.uk](mailto:mjarvis@oxford.gov.uk)

**List of background papers:** *None*

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## Cycle City Projects and Budget 2012-2016

A total of £367,000 has been allocated in Oxford City Councils capital budget until 31 March 2016 for delivery on the Councils Cycle City Project. Below is a summary of the schemes planned and delivered as part of the project.

Cycle City projects 2012-2016		
Project	Status	Budget Approx.
Headington cycle route signage	Completed	£15,000
Barrier removals and street line painting across Oxford	Completed	£8,000
Resurfacing of path through Hinksey Park from Lake Street to Eastwyke ditch	Completed	£27,000
Meadow lane path resurfacing	Completed	£19,000
Headington cycle ramp	To be completed March 2015	£2,500
Contribution to The Plain Roundabout		£50,000
Contribution to Tow path upgrade between Walton Well Road to Aristotle Lane in partnership with the Canal and Rivers Trust and County Council	Completed	£72,000
Willow Walk resurfacing	To be completed summer 2015	Projected £72,500
Redbridge Park and Ride Cycle parking	Awaiting Final Design -to be completed by Summer 2015	Projected £56,000
Seacourt Park and Ride Cycle parking	Awaiting Final Design -to be completed by Summer 2015	Projected £45,000
<b>Total</b>		<b>£367,000</b>

In addition to the above capital sum, the City Council is also likely to contribute £670,000 towards the Frideswide Square redevelopment (total cost £5.5M).

*Note: 'Projected' sums are estimates, subject to finalisation of design.*

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# Oxford Cycle City Plan 2012-16

## Introduction

Oxford is acknowledged as one of few true 'Cycling Cities' in the United Kingdom. In 2001, 15% of journeys made to work were by cycle. This compares with less than 3% for the rest of the England and Wales.<sup>1</sup> Monitoring of trips into the City centre by cycle has shown a consistently high proportion of journeys made by bicycle into the City centre.<sup>2</sup>

However there are still many barriers to cycling in Oxford, from the sometimes limited availability of secure cycle parking, to the poor cycling environment experienced where cyclists have to use heavily-trafficked roads. Oxford City Council has therefore initiated the Oxford Cycle City initiative, which will begin to realise the City Council's vision for Oxford to be one of the truly great cycling cities of Europe.

The strategic vision for Oxford Cycle City is:

- I. To create an environment and culture that encourages cycling at all levels in Oxford, and which in particular encourages new cyclists. This will be achieved through effective promotion of cycling, and by completing a fully joined-up dual cycle network that is attractive to use and provides safety, convenience and directness.
- II. For the total proportion of journeys to work made by cycle as the main mode of travel to be over 20% by the time of the 2021 Census.

The objectives of the Oxford Cycle City Plan are:

- i. To identify a package of cycle improvement and promotional measures, and
- ii. To identify the means of delivering some of these measures over a 4 year period, with early wins and longer-term goals.

To achieve the long-term strategic vision, significant resources will be required which greatly exceed those available in the foreseeable future. This plan sets out a number of key interventions that the City Council believes will, within existing financial constraints, help us to make genuine progress towards these objectives. Some of these could be achieved relatively easily, and within a short timeframe, whilst others could be achieved in the longer term, dependent on funding becoming available.

## Funding

In February 2012, Oxford City Council agreed their budget and corporate plan. The Council has allocated a total of £300,000 in capital funds towards furthering the aims of Oxford Cycle City, to be spent over a four year period. This is supported by £10,000 revenue budget per annum. The allocation is as follows:

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<sup>1</sup> 2001 Census ([www.statistics.gov.uk](http://www.statistics.gov.uk))

<sup>2</sup> Oxfordshire County Council monitoring data ([www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk))

**Table 1 Money allocated to Oxford Cycle City in the Council Budget**

Year	2012-13	2013-14	2014-15	2015-16
Capital	£100,000	£100,000	£50,000	£50,000
Revenue	£10,000	£10,000	£10,000	£10,000

In addition, approximately £500,000 of funding has been identified which has been generated from development in Oxford ('Section 106' money). This money is held by Oxfordshire County Council, and may be used for other transport-related schemes that are not specific to cycling. The locations in which the money to be spent is also limited to relate to the development which generated the funds.

### ***Capital funding***

The capital funding potentially available includes the capital allocations shown in Table 1, and potentially Section 106 money. Tables 2 and 3 below suggest ways of spending this money to achieve the objectives of this Plan.

### ***Revenue funding***

There is also an allocation of £10,000 per year revenue funding. This is not available for spending on implementing specific schemes, but can be used on promotional measures and on detailed scheme design.

The way in which the revenue budget is used depends on further decisions being made on what existing internal resources there are across partner organisations to further the objectives of Oxford Cycle City, and how these resources can be best supported. One option would be to use this money to employ a part-time Oxford Cycle City Officer to coordinate and support the various elements of Oxford Cycle City.

## **Improving the cycle network**

Most people who cycle in Oxford recognise that, whilst there are good routes available, many of these have 'pinch points'.

Main roads are popular with cyclists as they are fast and direct, and bus or cycle lanes are available on certain sections that provide separation from most motor traffic. But busy junctions, car parking, loading areas and narrow sections with no cycle lanes can all deter cyclists from using these routes.

Quieter routes away from busy main roads are also popular, and may be particularly attractive to less confident cyclists or those with children. But these routes are sometimes hard to find for people who do not already know them, and often still involve having to merge with busy main road traffic at certain points. Others can be tortuous and inconvenient due to one-way streets, and frequent 'Give Way' signs (for example where traffic routes are given priority).



Longer term, the City Council wishes to see a comprehensive ‘dual network’ of cycle routes. The main network would see cyclists able to use all main roads with continuous and consistent passage, and given clear priority over motor traffic at all pinch points and road junctions. The quiet network would provide unbroken lightly-trafficked or traffic-free cycle routes linking different neighbourhoods to key services – and in particular local schools – and each other.

The City and County Councils, working with local stakeholders, have identified a number of improvements to the network that we believe will make a real difference for people wanting to cycle but are put off – as well as helping those who already cycle. A full list of these is shown in Appendix A. Improvements that are considered strategically most important, i.e. likely to make the greatest difference, are highlighted. The list also indicates the timescale within which each measure might reasonably be delivered.

### Priority Schemes

Given the funding towards cycle network improvements is limited, it is necessary to agree which specific schemes should take priority. These are thought to be most likely to have an immediate impact on the number of trips made by bike. This is not to say that other schemes on the list are not important, in fact some of the priority schemes may take longer to complete due to the planning and expense involved.

It is expected that ‘quick win’ schemes would be implemented within the 2012-13 financial year (Year 1). Medium-term schemes could be delivered between 2013 and 2016 (Years 2, 3, and 4). The list of priority schemes should be reviewed on at least an annual basis to ensure there is a clear programme available for each financial year.

Stakeholders have broadly agreed that available funds should be focused on the following priority schemes. It is important to note that the allocation of money suggested is based on broad cost estimates, and is only a general indication of the likely scale of money that would need to be spent on implementing (or part implementing) each scheme.

**Table 2 Quick-win schemes (Year 1)**

Scheme	Description	Suggested allocation	Means of delivery
Repaint cycle lanes and markings	Consult stakeholders and local communities on where cycle lanes, junction priority markings and ancillary works need improving. This could include targeted improvements not possible under County Council budgets.	£32,000	City Council Direct Services
Selective removal of obstructive barriers	Consult stakeholders and local communities on where poorly-designed cycle calming barriers should be removed or modified.	£20,000	City Council Direct Services
Targeted signage and route branding	The following routes provide attractive links but require better visibility through signage and branding (routes are indicative): i. <u>East Oxford route</u> : Rymers Lane → Ridgefield Road → Cowley Road → City centre ( <i>with link from Blackbird</i>	£5,000	City Council Direct Services (working with

	<p><i>Leys via Ring Road cycle track);</i></p> <p>ii. <u>Headington route</u>: Thornhill Park &amp; Ride → Barton → Old Headington → John Radcliffe Hospital → Jack Straw's Lane → Marston Road → University Parks → City centre</p> <p>iii. <u>Iffley route</u>: Littlemore → Rose Hill → Iffley → Meadow Lane → Iffley Road → City centre (<i>with alternative route Iffley → Iffley Lock → Thames Towpath → City centre</i>)</p>	£10,000  £10,000	County Council Highways)
Interim improvements at Botley Road rail bridge	Improve the safety and usability of the road under the rail bridge by Oxford Station, by creating more space and visibility for cyclists east-bound, on the approach to and under the bridge, and on the approach to Frideswide Square junction.	£15,000	County Council Highways
Canal towpath improvements	Support Sustrans / British Waterways scheme to improve the Oxford Canal towpath between Walton Well Road and Elizabeth Jennings Way. (Bulk of funding secured through DfT Community Linking Places fund.)	£20,000 (S106)*	British Waterways
Outbound cycle lane, Marston Road	Create an outbound cycle lane from Cherwell Street to Harberton Mead	tbc (S106 or County Council funding)	County Council Highways
Abandoned cycle clearance	Review current arrangements for clearing abandoned bikes from areas suffering cycle parking congestion, in particular the City centre.	n/a (improve existing operations)	Oxford City Council Direct Services
Foliage clearance	Local stakeholders to identify overgrown cycle paths that would benefit from foliage clearance	n/a (improve existing operations)	City Council Direct Services and landowners

\*Depends on formal funding approval from Oxfordshire County Council

**Table 3 Medium term schemes (Years 2, 3, & 4)**

Scheme	Description	Suggested allocation (Cycle City)	Suggested allocation (S106)	Means of delivery
Increase cycle parking	City and County Councils to work together to identify further opportunities for implementing increased cycle parking in the City centre, and improve cycle parking and signage at Park and Ride sites	£15,000	£60,000 (for P+R)	Oxford City Council Direct Services
Scheme design for new Thames crossing at Jackdaw Lane	Initial feasibility report for new cycle and pedestrian bridge to provide an alternative quiet route between East Oxford and the City centre via the Thames Path (avoiding The Plain), and providing a direct link between East Oxford and Grandpont. Longer term	(up to) £10,000	None currently available	Consultancy project or City Council Corporate Assets

	funding would need to be found from other sources to enable detailed design work and implementation. <sup>3</sup>			
Scheme design for new Thames crossing at Oxpens	Initial feasibility report for new pedestrian and cycle bridge as alternative quiet route between West Oxford and Oxford City Centre West End, linking the Thames Towpath at Osney Mead to the Oxpens development site. Longer term funding would need to be found from other sources to enable detailed design work and implementation. <sup>3</sup>	(up to) £10,000	£3,330 + potential West End Stream-line Cont <sup>n</sup>	Consultancy project or City Council Corporate Assets
Cowley centre improvements	Coordinated improvements to improve safety for cyclists: i. Junction improvement at Beachamp Lane, Church Cowley Road and Rymers Lane intersection (e.g. Toucan crossing) ii. Junction and cycle lane improvements on Barns Road, Between Towns Road and at Crowell Road traffic lights iii. Between Towns Road, Oxford Road, Hollow Way double intersection cycle priority measures	nil	£100,000	Stage 1 (design): Consultancy project or City Council Corporate Assets Stage 2 (implement) Oxfordshire Highways
Littlemore to City Centre route signage & branding	Littlemore (Cowley Road) → Littlemore Road → Beauchamp Lane → Rymers Lane: improve signage to provide a clearly visible and branded route as extension of East Oxford route	£5,000		
Improve access to and through the Churchill Hospital area	Work with stakeholders to determine what will achieve most. May be used to part-fund route across Warneford Meadows that respects the Town Green status, or alternatively provide other links to and through the Churchill, Park and Warneford Hospitals and Old Road Campus.	£82,000	£9,500 (further funding opportunity to be sought from hospital trusts e.g. to support future develop <sup>1</sup> )	Stage 1 (design): Consultancy project or City Council Corporate Assets Stage 2 (implement) Direct Services & Hospitals
Inbound cycle lane, Abingdon Road	Pedestrian refuge realignment and paint cycle lanes. Consult on removing or restricting main carriageway parking.	£20,000	None currently available	Oxfordshire Highways
East Oxford to Thames Towpath via Donnington Bridge	Highway improvements to provide a convenient, navigable route from East Oxford to the Thames Towpath route and South Oxford: i. Improve cycle lanes / priority on Donnington	£25,000	£10,000	Stage 1 (design): Consultancy project or City Council

<sup>3</sup> A feasibility study for the two bridge schemes will provide a basis for the City and County Councils to bid for external funding when such opportunities arise.

	<p>Bridge Road</p> <p>ii. Upgrade crossing and its approaches between Fairacres Road and Howard Street to provide option of continuous off-carriageway route</p> <p>iii. Change traffic regulation to allow 2-way cycling in Howard Street</p>			Corporate Assets Stage 2 (implement) City Council Direct Services Oxfordshire Highways
Headington Hill off-road cycle lane	Create an off-road alternative to cycling on the road up/down Headington Hill.	£3,000	£27,000	City Council Direct Services
Oxford City centre cycle hub	Provide a secure alternative to on-street cycle parking in the City centre, with supporting facilities. A cycle hub is a bespoke indoor cycle park that also incorporates locker and changing facilities, and potentially a bicycle repair shop.	nil	Westgate develop <sup>t</sup>	Westgate developers working with City and County Councils
Reserve funding	Capital funds to be available to improve other future proposals	£30,000	-	n/a

**Table 4 Long-term schemes**

Scheme	Description	Approx. cost
New Thames crossing at Jackdaw Lane	Implement cycle and pedestrian bridge to provide an alternative quiet route between East Oxford and the City centre via the Thames Path (avoiding The Plain), and providing a direct link between East Oxford and Grandpont. Longer term funding would be required to implement.	£2,100,000
New Thames crossing at Oxpens	Implement pedestrian and cycle bridge as alternative quiet route between West Oxford and Oxford City Centre West End, linking the Thames Towpath at Osney Mead to the Oxpens development site. Longer term funding would be required to implement.	£2,100,000
New links from Science Park to Blackbird Leys and Littlemore	Construct new link from Falcon Road or Knights Road to and through the Science Park, and improve Cowley Branch Line foot rail crossing for cycle access.	£70,000
Improve lighting along Ring Road Cycle Track	Identify unlit sections of Ring Road cycle track that would most benefit from lighting, and work implement a scheme (City to work jointly with County Council)	To be determined

### ***Headington Local Sustainable Transport Fund***

In 2011, Oxfordshire County Council successfully bid for £5 million of grant funding from the Local Sustainable Transport Fund (LSTF) to expand Thornhill Park and Ride, and improve links from the park and ride site to locations in Headington. A further £2.8 million of funding has also been identified from other sources to support the project.

The package of improvements will include a pilot cycle hire scheme for the Headington area, to encourage more people to travel between the park and ride, major Headington employment sites, and central Headington, by bike. The pilot is due to begin in Spring/Summer 2013.

To support the pilot, the County Council is also using some of the money to improve cycle routes around Headington. Improvements to both main road corridors and quieter routes are being considered, including, potentially, bespoke route branding to aid promotion and navigation. Opportunities for improving the following routes are currently being investigated:

- Thornhill Park and Ride to and under Green Road Roundabout;
- Green Road roundabout to John Radcliffe Hospital via Barton Lane;
- John Radcliffe Hospital to Marston Road via Jack Straw's Lane.

At the time of writing this plan, further details were not available. The County and City Councils will continue to work together with stakeholders to provide appropriate improvements in Headington, and to ensure they are integrated with Oxford Cycle City.

### ***Link to National Cycle Campaign***

The City Council has committed to work towards recommendations set out in the Times Newspaper 'Cycling Manifesto'. The eight-point manifesto is reproduced in Appendix C, and is exclusively focused on improving 'life and limb' safety for cyclists in cities and urban areas.

In parallel with Oxford Cycle City, the City Council is seeking to implement as many elements of the Times Manifesto as is realistically achievable. These improvements will complement the Oxford Cycle City programme.

### ***Barton Area Action Plan***

The City Council has produced the Barton Area Action Plan (BAAP) to guide planned major development of land at Barton. The BAAP is currently undergoing independent examination, and is likely to be adopted in December 2012. An important theme included in the BAAP is the integration of the new development with the rest of Oxford, including the improvement of cycle access to and around the site. It is expected that off-site improvements that are needed for the new development will be funded by the developers through planning obligations.

Key cycle improvements proposed in the BAAP are:

- New crossing facilities for cyclists as part of a larger junction on the A40 connecting the new development with Northway estate;
- A further new crossing connecting the new development to the Ring Road cycle track, Old Headington and the John Radcliffe Hospital, via Stoke Place;
- Enhancement of the existing crossing (currently via a subway) between the existing Barton estate and Headington;
- The new development to be designed with a cycle-friendly layout, with connections to the new routes described above, allowing safe and convenient journeys by bike through Barton and the surrounding areas.

### ***Opportunities for further cycle network development***

The Community Infrastructure Levy (CIL) is a local levy on development, which seeks to provide money to address the pressures on community infrastructure that arises from new development. The City Council expect to adopt a CIL tariff in 2013, from which point most types of new development will provide a CIL contribution. It is anticipated that a proportion of the money raised from CIL may be allocated for improving the local cycle network.

The County Council have produced a map giving an overview of strategic cycle routes to be developed, that they consider would best meet the aims of both the Oxford Core Strategy and the Oxford Area Strategy of the Local Transport Plan. This is attached as Appendix B. The main elements of the strategy are listed in Table 5 below.

**Table 5 Oxfordshire County Council 'CIL Routes' summary**

<b>Scheme Name</b>	<b>Scheme Description (summary)</b>
Redbridge to Churchill Hospital	Improvements around Donnington Bridge, upgrade footpath between Iffley Road and Marsh Road, new links across Cowley Marsh Park and Southfield Golf Course and improvements on Churchill Hospital site.
Rose Hill to Summertown	Creation of a continuous high quality route following the 'Eastern Arc' along the B4495 corridor. Upgrade Henley Avenue to Ellesmere Road bridleway, improvements to B4495 including major improvements through Cowley centre, and improvements to Hollow Way, The Slade, Windmill Road, Headington centre, Headley Way/Cherwell Drive and Marston Ferry Road.
Inner East Oxford to Churchill Hospital	Improvements to Bartlemas Close, and new links across Warneford Meadows from Hill Top Road to the Churchill Hospital and to the Little Oxford area.
Blackbird Leys and Oxford Science Park to Donnington Bridge Road	New cycle track linking Greater Leys to the Science Park via Kassam Stadium site. Improvements through Minchery Farm including Cowley Branch Line crossing, through Littlemore and Rose Hill, widening of Iffley Lock footpaths and bridges from Iffley Village to towpath.
Thornhill Park & Ride to St Clements	Improve A40 cycle track east of Ring Road from Thornhill, improvements through Headington Quarry, Windmill Road (Gaythorn Road to Old Road), Old Road and Morrell Avenue. Complementary improvements to Cheney Lane. New crossings to complement these.
Thornhill Park & Ride to South Parks Road	Improvements from Ring Road cycle track at Old Headington leading to improved routes around and through John Radcliffe Hospital, continuing down Jack Straw's Lane, Marston Road and linking to University Parks route. Complementary improvements to Stoke Place and Cuckoo Lane. Various new crossings to complement these.

Some priority schemes set out in this Plan seek to implement key parts of these routes, or complement them by providing additional links or improvements. The County proposed routes are expected to be developed over the longer term, as CIL funds become available.

## Promoting cycling

Oxford City Council believes that to achieve the objective of getting more people cycling, more needs to be done than just improving cycle routes. There is already work being done to encourage more people to make regular trips by bike, however with the right targeted support, more could be achieved.

The City Council, together with stakeholders, has come up with a package of measures that it believes will encourage more people to cycle. These are listed in Table 6. The list is not exhaustive, and can be updated to reflect the work done by different organisations. Implementation will depend on funding being found. The Oxford Cycle City revenue funding may be used to support this.

**Table 6 Promotional measures package**

Measure	What is happening and what more needs to be done	Lead organisation and scale of funding required (where known)	Suggested timescale
The Oxford Cycle Challenge and workplace champions	<p>The Challenge involves a number of businesses and organisations who compete to see who can log the greatest number, and length, of journeys. It has previously taken place in the summers of 2010 and 2011. There is an aspiration to again run the challenge as an ongoing initiative, although funding constraints mean this is likely to be scaled down compared with previous years. Part of this process is the encouragement of workplace cycling champions.</p> <p>Oxford Cycle City could provide funding, together with other partners, towards the cost of running the Oxford Cycle Challenge.</p>	GO Active, Oxfordshire Sports Partnership	Sep 2012
School cycle skills training	<p>Some schools work with partners to provide skills training for young cyclists.</p> <p>Partnership working to encourage and support primary &amp; secondary schools to provide cycle training for their students to support the Oxford Cycle City Agenda.</p>	Oxfordshire County Council with appropriate partners	Sep/Oct 2012 & ongoing
Community cycle skills training	<p>Organisations such as the Cyclists' Touring Club and British Cycling offer leader training to run community adult cycling skills training. Oxford Cycle City partners will encourage uptake of this offer by actively recruiting, and working with local councillors and communities to provide effective promotion. This would complement activities that already happens in some schools.</p>	<p>British Cycling, CTC.</p> <p>Where leader training is initiated by the local authority, cost is from around £110 per volunteer leader.</p>	tbc / ongoing

	Oxford Cycle City could provide funding towards leader training of volunteers, who can pass on these skills to the community at schools and community centres.		
	Provide a bike pool to use for volunteer leader training and providing volunteer-led cycle taster sessions for beginners and non-bike owners	GO Active  Per 2 bikes: c. £525 for bike purchase plus c. £120 maintenance/ servicing costs p.a. thereafter	tbc with GO Active
Encouraging academic student and staff cycling	Oxford Cycle City partners will work with Oxford University, Oxford Brookes University and, where appropriate, the language schools to establish cycling policies, provide information & set up practical training if resources permit.	Oxford Brookes University, University of Oxford	Sep/Oct 2012 & ongoing
Promotion of cycle route map	TransportParadise and Cyclox have recently produced an updated Oxford Cycle Map.  Oxford Cycle City could be used as a platform to highlight the map, and potentially contribute to printing and publishing costs.	TransportParadise/Cyclox (as map 'owner')  Cost of 50p per map. £500 would allow initial run of copies for stock in Visitor Centre, Leisure Centres and other community venues.	Summer 2012 and at regular intervals thereafter
Dedicated City Council web page on cycling	City Council website to include bespoke area to provide a 'one-stop shop' providing links to route planners and route maps; link to report problems such as potholes, and promote cycle training opportunities. Link to partner websites, to provide advice on safe cycling, 'troubleshooting' common problems and barriers to cycling.	Oxford City Council, working with various partners	Summer 2012
Promotion of health benefits of cycling	Oxford City Council owns four multi-purpose sports and leisure centres that are managed by Fusion Lifestyle.  These centres could host publicity and promotional measures such as route maps, cycling event promotion and the general health benefits of cycling.	GO Active, Oxfordshire Sports Partnership  Cyclox charge £1 per map. £1,000 would allow initial run of copies for stock in Leisure Centres plus other community venues (see above).	tbc
Mobile cycle / sustainable transport advice hub	Under the LSTF programme there is likely to be a mobile 'roadshow' style manned exhibition promoting sustainable development in the Headington area. This could be extended to other parts of Oxford with support from Oxford Cycle City.	Oxfordshire County Council Travel Choices	tbc
Promote cycle	Work with Thames Valley Police and Police	Thames Valley Police	tbc



security	Community Support Officers to promote more cycle tagging		
Attract major cycling events	<p>Oxford City Council and Oxfordshire County Council have arranged for the Halfords Cycle Tour, a televised national pro-cycling event, to come to Oxford in May 2012. It is hoped that this will set a precedent for further high-profile cycling events.</p> <p>Oxford also hosts the annual London-Oxford and Birmingham-Oxford charity cycle rides.</p> <p>Such events provide opportunity to promote cycling to the population of Oxford, as part of the Oxford Cycle City campaign.</p>	Oxford City Council, Oxfordshire County Council	As opportunities arise

### **Summary of plan**

Oxford Cycle City is an ongoing initiative that aims to bring together a package of cycle network improvements and promotional measures to encourage more people to cycle in Oxford.

The Oxford Cycle Plan puts forward a number of potential cycle route improvements, and signposts existing and future funding opportunities. The schemes proposed as priorities, over the next four years and longer term, are listed in this plan. A more comprehensive list of improvements is attached as Appendix A. These are grouped according to how they relate to the main road network, or to quieter routes, or links

It is hoped that this plan, and future revisions to it, will form a basis for focusing resources and minds to practical means of encouraging cycling in Oxford.

## Appendix A Full list of schemes

Note 1: subject to revision. All financial sums are indicative and subject to update.

Note 2: nearly all S106 sums shown may be spent on non-cycling schemes, subject to County Council

City-wide improvements							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments	Scheme type	High Strategic priority?	L/M/S term
C1	Repaint cycle lane markings where they have worn away	Could use stakeholder and ward councillor input to identify locations where cycle markings have worn away and need repainting.	Not known - depends on how much work needed.	Commission Oxfordshire Highways or City Works to make good.	Main route	Priority	S
C2	Provide contra-flow permission for cyclists in 25 one-way streets (see also scheme TCF/R12)	Requires TRO and signage	£125,000	CycloX suggestion	General improvement		M
C3	Selective removal of obstructive barriers	Use stakeholder knowledge to identify poorly designed cycle-calming barriers for removal or modification. Improvements will need to be balanced with any local concerns about encouraging illegal moped entry etc.	Not known - depends on how much work needed	City Works could carry out work with permission of County Council	General improvement	Priority	S
C4	Improve/formalise links to Ring Road cycle track from adjacent areas	Conduct audit of poorly maintained links to Ring Road cycle track e.g. dirt tracks. Identify and carry out improvements e.g. hard surfacing.	Not known ahead of investigative work	Sustrans suggested.	General improvement		M
Littlemore and Rose Hill schemes							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?	

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LRH/S1	Route branding / signage: Iffley route to City centre from Cowley, Littlemore, & Leys	Route from Cowley, Littlemore, & the Leys via Rose Hill and Iffley to Meadow Lane for accessing City centre, and alternative route via Iffley Lock and Thames towpath	£10,000		Branding	Priority	S
LRH/S2	Route branding / signage: Leys / Littlemore to City centre direct (southern segment) (linked to TCF/S5)	Leys route to Colwey centre and City centre via Sandy Lane West, Littlemore Road & Cowley Road, plus signage from Littlemore to Littlemore Road	£5,000		Branding	Priority	S
LRH/S3	Route branding / signage: better signage to Oxford Science Park	Locations would need to be investigated	£3,000		Branding		S
LRH/F1	Improve Sandy Lane West underpass & Littlemore Road	General improvements to be determined	£450,000		Large		M
LRH/F2	Improve quality of Rose Hill underpass for cyclists	General improvement to lighting and surfacing	£30,000	Type of surfaces available would need to be investigated.	Quiet		M
LRH/F3	Upgrade Cottesmore Road footbridge and approaches	Ensure footbridge is welcoming to and useable by cyclists.	£100,000	Perspex windbreak along one side/parapet. Minor works on approaches e.g. drop kerbs.	Quiet		M
LRH/R1	Improve access to Oxford Science Park from The Leys and Littlemore	New link from Falcon Road or Knights Road, and improved Minchery Farm rail crossing	£70,000	New link from Knight Road to Littlemore including new bridge over Northfield Brook. CIL COUNTY SCHEME	Quiet		L
		<b>Total all</b>	<b>£668,000</b>				
		<b>Total priorities</b>	<b>£70,000</b>				
<b>Cowley and Blackbird Leys schemes</b>							
<b>Scheme ref</b>	<b>Scheme name</b>	<b>Scheme details</b>	<b>Estimated cost</b>	<b>Comments</b>		<b>High Strategic Priority?</b>	

Appendix A Full list of schemes

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CBL/S4	Route branding / signage: better signage to Oxford Business Park	(locations to be investigated)	£3,000				S
CBL/R2	Improve direct route between the Leys and Cowley	Clearer / coloured cycle paths on Barnes Rd / Blackbird Leys Rd / Between Towns Rd and junction priority at Barnes Rd / Between Towns Rd junction	£30,000	Cyclo support improvements to Barnes Road (moving cycle lane away from parked cars, and infill gaps) and Between Towns Road.	Main	Priority	M
CBL/F4	Junction priority at Beauchamp Lane / Between Towns Road / Rymers Lane	Toucan crossing or wide central island with feeder lanes	£30,000		Quiet	Priority	M
CBL/R3	Improve Leys / Tesco / Business Park South route	Underpass from Tesco to Sandy Lane	£450,000		Large		L
CBL/R4	Improve attractiveness of Watlington Road corridor	Colour surface on-carriageway cycle lanes from Pegasus Rd to Grenoble Road Roundabout	£18,000		Main		M
CBL/R22	Improvements to Cowley Rd / Oxford Rd between Magdalen Rd and Oxford Business Park	Options and feasibility being investigated	£600,000	County Council are investigating (Victoria Butterworth)	Main		M
CBL/F14	Improve double intersection for cyclists at Between towns Rd / Oxford Rd / Hollow Way			? Cyclo suggested	Main	Priority	M
		<b>Total all</b>	<b>£1,131,000</b>				
		<b>Total priorities</b>	<b>£60,000</b>				
<b>Temple Cowley and Florence Park schemes</b>							
<b>Scheme ref</b>	<b>Scheme name</b>	<b>Scheme details</b>	<b>Estimated cost</b>	<b>Comments</b>		<b>High Strategic Priority?</b>	
TCF/S5	Route branding / signage: Leys / Littermore to City centre direct (northern segment) (linked to LRH/S2)	Continuation of signage at Rymers Lane, Cricket Road and Ridgefield Road	£5,000		Branding	Priority	S

Appendix A Full list of schemes

TCF/R5	Quiet route between Temple Cowley and Meadow Lane	Upgrade Footpaths 320/28 and 320/29 and open new section alongside Cavell Road recreation ground	£80,000	COUNTY CIL ROUTE	Quiet		L
TCF/R10	Iffley Road improvements south of Donnington Bridge road	Reorganise parking (TRO) and incorporate cycle link from Boundary Brook to Cavell Road - 350m	£25,000	CycloX suggestion.	Main		M
TCF/R11	Improve Church Cowley Road for cyclists	1100m of coloured cycle lane surfacing both sides.	£40,000	CycloX suggestion. COUNTY CIL ROUTE	Main		S
TCF/R12	Introduce 2-way for cyclists in Magdalen Road and Howard Street	Requires TRO and signage	£5,000	Sustrans suggestion		Priority	M
		<b>Total all</b>	<b>£155,000</b>				
		<b>Total priorities</b>	<b>£8,000</b>				
<b>East Oxford schemes</b>							
<b>Scheme ref</b>	<b>Scheme name</b>	<b>Scheme details</b>	<b>Estimated cost</b>	<b>Comments</b>		<b>High Strategic Priority?</b>	
EO/F5	Thames crossing at Jackdaw Lane	Provide an alternative quiet route between East Oxford and the City centre via the Thames Path (avoiding The Plain), and providing a direct link between East Oxford and Grandpont. New bridge construction linking Aston's Eyot to the towpath at Eastwyck Farm.	£10,000	Initial feasibility work funding only (Total cost of scheme = £2,100,000)	Large	Priority	L
EO/R13a	Donnington Bridge Road improvements to cycle lanes	TRO to remove pavement parking.	£2,000	Pavement parking removal = CycloX suggestion. Cycle lanes have already been painted.	Main	Priority	M
EO/R13b	Donnington Bridge Road crossing improvements	Iffley Rd crossing to link Addison Crescent with Howard St	£25,000		Quiet	Priority	M

Appendix A Full list of schemes

		Total all	£37,000				
		Total priorities	£12,000				
<b>Churchill Hospital area schemes</b>							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?	
CH/A1	Improve or create routes to and through the Churchill Hospital site	Link from Churchill Drive to Coverley Rd.	£450,000	COUNTY CIL ROUTES	Quiet	Priority	M
CH/R6	Implement proposed Bartlemas Close - Roosevelt Drive link via Warneford Meadows (Churchill Hospital access)	Construct route across the Meadows that is sensitive to the Town Green status to provide links to the Churchill Hospital and Old Road Campus	£200,000	COUNTY CIL ROUTE	Large	Priority	M
CH/R14	Northbound cycle lane, The Slade	Paint cycle lanes in parallel with planned resurfacing. TRO to remove pavement parking.	£2,000	Cycloz suggestion. Resurfacing works, and cycle lanes on the rest of The Slade, are planned for summer 2012	Main		S
		Total all	£652,000				
		Total priorities	£200,000				
<b>Nuffield Orthopaedic Hospital area schemes</b>							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?	
NOH/A2	Improve or create routes to or through the Nuffield Orthopaedic Centre	From Gardiner St to Churchill Drive	£60,000	PART COUNTY CIL ROUTES	Quiet		M
		Total all	£60,000				
		Total priorities	£0				
<b>John Radcliffe Hospital and Marston area schemes</b>							

Appendix A Full list of schemes

Scheme ref	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?	
JRM/A3	Improve or create routes to or through the John Radcliffe Hospital	Link from Osler Rd Ivy Lane into JR.	£50,000	PART COUNTY CIL ROUTES			M
JRM/S6	Route branding / signage: Barton link with City centre via JR	Thornhill P+R - Barton - JR - Cuckoo Lane - John Garne Way 'Quiet Route' to link with Parks Route (or alternative via Jack Straw's Lane)	£10,000		Branding	Priority	S
JRM/R7	Outbound cycle lane Marston Road		£30,000	COUNTY CIL ROUTE. Cyclox support	Main	Priority	S
JRM/R15	Headley Way/Cherwell Drive cycle lanes	Mark advisory cycle lanes (both sides) between Woodlands Rd and Stanton Rd., and on Cherwell Drive. Rebuild roundabouts at JR access and Marston Rd/Marsh Lane/Cherwell Drive junction to continental geometry.	£75,000	COUNTY CIL ROUTE. Cyclox suggestion.	Main		M
JRM/F11	Marston Ferry Road cycle lanes	Cycle lanes should be added from the allotments to the approach to Banbury Road.	£2,000	Cyclox suggestion	Main		S
		<b>Total all</b>	<b>£167,000</b>				
		<b>Total priorities</b>	<b>£4,000</b>				
<b>St Clements and The Plain schemes</b>							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?	

Appendix A Full list of schemes

SCP/R8a	Improvements to The Plain	Improve Cowley Place junction to give cycle lane Iffley Road - Magdalen Bridge [RM]. Improve approach to roundabout from St Clements [MB]	£35,000	Cyclox support	Main	Priority	M
SCP/R8b	Improvements to St Clements Street	Greater cycle priority in St Clements & London Place	£35,000	Cyclox support and additionally suggest creation of parking and loading bays in St Clements.	Main		M
SCP/R21	Headington Hill off-road cycle lane	Create an off-road alternative to the Headington Hill cycle lane (either share with footway or route through Headington Hill Park).	£30,000	Cyclox suggestion. Future contribution from Oxford Brookes development?	Quiet	High	M
		<b>Total all</b>	<b>£65,000</b>				
		<b>Total priorities</b>	<b>£65,000</b>				
<b>City centre schemes</b>							
<b>Scheme ref</b>	<b>Scheme name</b>	<b>Scheme details</b>	<b>Estimated cost</b>	<b>Comments</b>		<b>High Strategic Priority?</b>	
CC/F6	Botley Road Rail Bridge improvements	Improvements to the safety and useability of the road under the rail bridge by the station. Priority is to improve space for cyclists on the approach to, and passing under the bridge and on the approach to Frideswide Square, City centre-bound.	£15,000	Cyclox support.	Main	Priority	S



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CC/P1	Oxford City centre cycle hub	Provide a secure alternative to on-street cycle parking in the City centre, with supporting facilities. A cycle hub is a a bespoke indoor cycle park that also incorporates locker and changing facilities, and potentially a bicycle repair shop.	£300,000	There may be opportunity to develop such a facility as part of the future development of the Westgate centre.	General improvement	Priority	M
CC/F7	Bridge across River Isis between Oxpens and Osney Mead	Provide an attractive quiet route between West Oxford and Oxford City Centre West End, an important missing link for the West Oxford Cycle route and alternative to Botley Road at the railway bridge. Would require the construction of a new cycle and footbridge linking the Thames Towpath at Osney Mead to the Oxpens development site.	£10,000	initial feasibility work funding only (Total cost of scheme = £2,100,000)	Large	Priority	L
CC/R16	Introduce 2-way cycling in Pembroke Street	Requires TRO and signage	£2,000		General improvement		S
CC/F12	Improve Woodstock Rd/Banbury Rd junction for cyclists	Would need to consider an appropriate redesign	£3,000	Cllr Graham Jones suggested. Could be challenging due to historic generous width of St Giles.	Main		M
CC/F13	Relax restrictions on daytime cycling in Queen Steet	To provide a direct daytime link from High Street to the station & West Oxford	£0	County Council are investigating and would cover any cost	General improvement		S
		<b>Total all</b>	<b>£330,000</b>				
		<b>Total priorities</b>	<b>£325,000</b>				
<b>Jericho and canal area schemes</b>							

Appendix A Full list of schemes

	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?	
JC/F8	Rewley Swingbridge footpath upgrade	Upgrade footpath 320/10 passing under the railway at Rewley Swingbridge to link . This would involve lowering the footpath and providing protection from the river channel, involving significant engineering work.	£200,000	(scheme already being developed?)	Quiet		M
JC/F9	New canal crossing to connect Oxford Station / Frideswide Square with Jericho via the Jericho Boatyard development site		£300,000	Sites & Housing DPD Policy SP7 requires any development of Canalside Land here to provide a new bridge over the Oxford Canal for pedestrians and cyclists	Quiet		M
JC/A5	Radcliffe Infirmary Quarter area improvements (Woodstock Rd)	Scheme being developed by County Council	£0	Would be funded by ROQ development	General improvement		M
		<b>Total all</b>	<b>£500,000</b>				
		<b>Total priorities</b>	<b>0</b>				
<b>St Margarets &amp; Walton Manor area schemes</b>							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?	
PT/R9	Improve existing Woodstock Road cycle path	Replace gully gratings with cycle friendly gratings	£6,000		Quiet		S
PT/R19	Improvements to Woodstock Rd route south of Frenchay Road e.g. extend Woodstock Road main corridor cycle path	Extend pavement cycle track south of Frenchay Road and create southbound cycle track / address narrow sections	£80,000	Cllr Graham Jones suggested. Option of shared 2-way pavement/cycleway between Bainton Rd and Little Clarendon St (approx 1.7km)	Quiet		M

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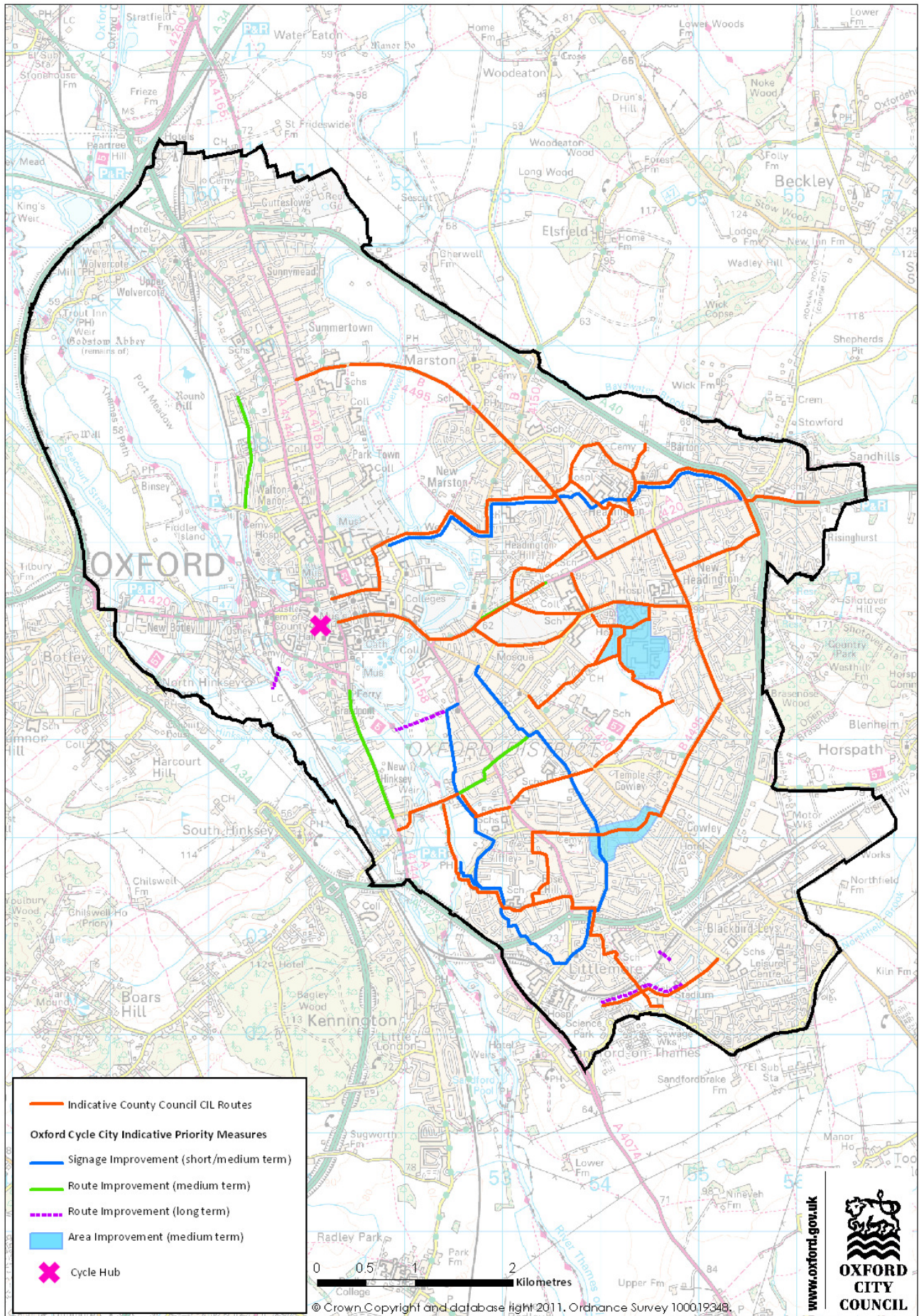
PT/R20a	Improve canal towpath Walton Well Road to Elizabeth Jennings Way	To be determined	£0	To be implemented under DfT Linking Places fund (DfT funded with potential additional funding from S106)	Quiet	Priority	M
PT/R20b	Improve canal towpath to Peartree for cyclists	To be determined	£200,000	To link with improvements to southern segment of canal proposed under DfT Linking Places fund	Quiet		L
		<b>Total all</b>	<b>£286,000</b>				
		<b>Total priorities</b>	<b>£0</b>				
<b>Peartree area schemes</b>							
<b>Scheme ref</b>	<b>Scheme name</b>	<b>Scheme details</b>	<b>Estimated cost</b>	<b>Comments</b>		<b>High Strategic Priority?</b>	
PT/A4	Improved cycle paths and crossings at Peartree interchange	Pelican crossings on Sunderland Av & A40	£70,000		Quiet	Priority	M
		<b>Total all</b>	<b>£70,000</b>				
		<b>Total priorities</b>	<b>£70,000</b>				
<b>Cuttleslowe area schemes</b>							
<b>Scheme ref</b>	<b>Scheme name</b>	<b>Scheme details</b>	<b>Estimated cost</b>	<b>Comments</b>		<b>High Strategic Priority?</b>	
PT/F10	Cuttleslowe Roundabout cycle priority improvements	Pelican crossing near Banbury Road junction	£35,000		General improvement		M

Appendix A Full list of schemes

		<b>Total all</b>	<b>£35,000</b>				
		<b>Total priorities</b>	<b>£0</b>				
<b>Grandpont &amp; New Hinksey schemes</b>							
<b>Scheme ref</b>	<b>Scheme name</b>	<b>Scheme details</b>	<b>Estimated cost</b>	<b>Comments</b>		<b>High Strategic Priority?</b>	
GNH/R17	Inbound cycle lane, Abingdon Road	Paint cycle lane, rebuild 2 refuges, TRO to remove/restrict parking where currently permitted. Could be extended as far as Old Abingdon Rd if feasible to rebuild traffic island in this area.	£20,000	Cyclox proposal	Main	High	M
		<b>Total all</b>	<b>£20,000.00</b>				
		<b>Total priorities</b>	<b>£20,000.00</b>				
<b>West Oxford schemes</b>							
<b>Scheme ref</b>	<b>Scheme name</b>	<b>Scheme details</b>	<b>Estimated cost</b>	<b>Comments</b>		<b>High Strategic Priority?</b>	
WO/R18	Botley Road improvements	No specific suggestions but may involve relatively minor improvements to improve priority over side roads (particularly outbound) and addressing conflict points	£2,000	Cllr Graham Jones suggested	Main		S
		<b>Total all</b>	<b>£2,000.00</b>				
		<b>Total priorities</b>	<b>£0.00</b>				



# Appendix B Map of proposed Oxford Cycle City priority improvements and 'CIL' routes



## **Appendix C**

### The Times Newspaper Cycling Manifesto

- 1 Lorries entering the city centre should be required to fit sensors, audible turning alarms, extra mirrors and safety bars to stop cyclists being thrown under the wheels.
- 2 The 500 most dangerous road junctions must be identified, redesigned or fitted with priority traffic lights for cyclists and Trixi mirrors that allow lorry drivers to see cyclists on their near side.
- 3 A national audit of cycling to find out how many people cycle and how they are killed or injured should be held to underpin effective cycle safety.
- 4 The Highways Agency should earmark 2 per cent of its budget for next-generation cycle routes, providing £100 million a year towards world-class cycling infrastructure. Cities should be graded on the quality of cycling provision.
- 5 The training of cyclists and drivers must improve and cycle safety should become a core part of the driving test.
- 6 The default speed limit in residential areas where there are no cycle lanes should be 20mph.
- 7 Businesses should be invited to sponsor cycleways and cycling super-highways, mirroring the Barclays-backed bicycle hire scheme in London.
- 8 Every city, even those without an elected mayor, should appoint a cycling commissioner to push home reforms.



# Oxford Transport Strategy

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# 1. The Oxford Transport Strategy

## The purpose of the strategy

The Oxford Transport Strategy (OTS) sets out Oxfordshire County Council's transport vision and strategy for Oxford over the next 20 years, as part of our fourth Local Transport Plan. It identifies the current and future challenges for transport in the city and sets out a strategy based on a combination of infrastructure projects and supporting measures to enable economic and housing growth.

This strategy builds on a legacy of success in tackling Oxford's transport challenges through pioneering and innovative approaches which have enabled the city to grow and develop without year on year rises in traffic levels. For instance, our world first Park & Ride system, which began in the 1970s, has not only proven successful in containing traffic in the city, it has gone on to become a model subsequently adopted by cities around the world to address their own congestion problems.

This strategy builds on the successes of the past, quantifies the scale of the future challenges and proposes bold and innovative solutions.

Place

The future economic growth and attractiveness of Oxford is dependent on improving the quality of the entire city as a place

High quality and sustainable transport access is essential to accommodating growth and changing travel demand within the city's physical and environmental constraints

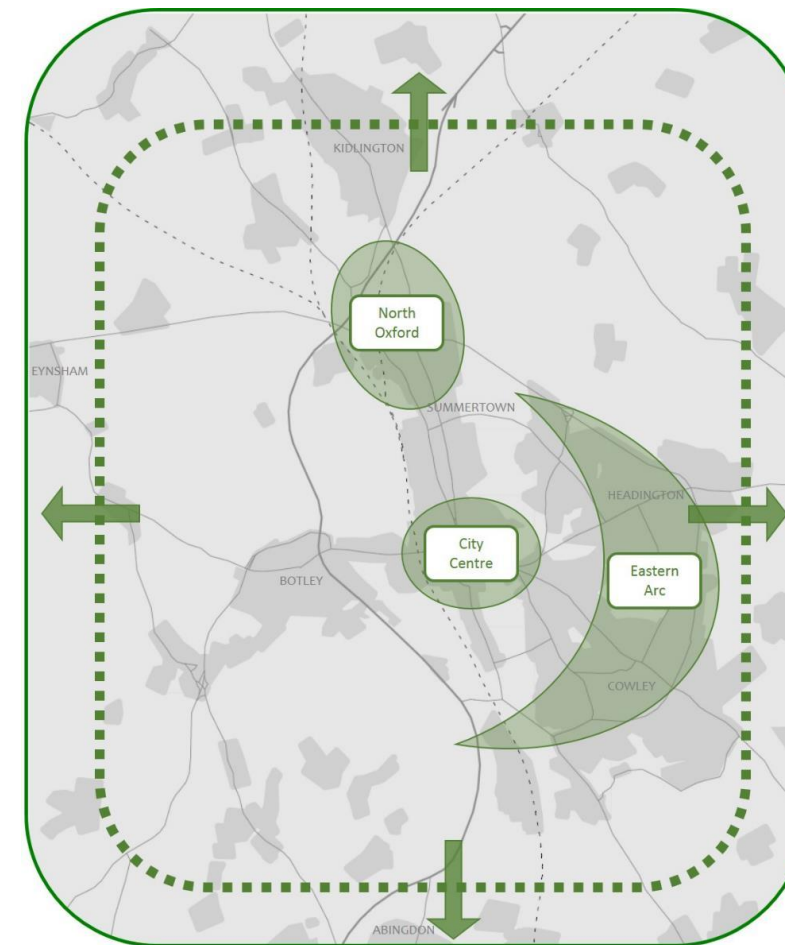
Access

## The area it covers

Oxford's influence on transport does not stop at the city boundary. The OTS has been developed to cover the urban area of Oxford as well as the main transport corridors to and from the city.

There are three locations which will be the focus for future employment, housing and regeneration. These are:

- the **City Centre** – the cultural and historic heart of Oxford;
- the **Eastern Arc** – the largest employment area and most populated part of the city (which includes Marston, Headington, Cowley and Littlemore); and
- **North Oxford** – which includes Cutteslowe and Wolvercote and major corridors into Oxford from north of the outer ring road.



## 2. The Scale of the Challenge

### Transport impacts of growth

Oxford is an attractive, enterprising and dynamic city – a place that people from around the world want to visit and increasingly want to live and work in.

Oxford’s population has grown at an unprecedented rate in recent years, with the number of residents rising by 14% between 2001 and 2013 (from 135,500 to 154,800 people). Despite the sizeable impacts of recession, overall job growth has been equally impressive, with 118,000 jobs in 2012, compared to 99,000 in 2001. Oxford has 33% more jobs per head of working age population (aged 16-64) than the South East as a whole.<sup>1</sup>

The additional travel demand generated by this growth has been well-contained in Oxford: overall, rises in traffic within the city have been avoided or minimised by the local authorities’ transport and planning policies and schemes.

But despite these successes, the trend of sustained growth has brought challenges.

As a medieval city, Oxford’s often narrow streets are, in many areas, unsuited to motorised vehicles. Peak period congestion is a persistent problem, with traffic building at bottlenecks which cannot realistically be entirely removed. Within the centre, cars, buses and delivery vehicles compete for limited space with pedestrians and cyclists. These create an uneasy tension between the demands for movement and access, and the desire to ensure the centre offers a highly attractive and vibrant environment for people.

As more people have moved to Oxford, pressure has been added to the city’s housing stock, helping to drive up house prices at a faster rate than other areas and intensifying population density. Limited space for new development has contributed to a significant shortfall in affordable housing (particularly around the centre), resulting in changes to where people are able to live and accordingly how far and how they travel.

Oxfordshire has ambitious plans for growth, with proposals for 100,000 new homes and 85,000 new jobs to be created by 2031. The county has evolved into one of the UK’s major hubs for knowledge-based industries, with Oxford at its heart. The recent Strategic Housing Market

Assessment (SHMA) identifies that, within the city, there will be a need for up to 24,300 jobs and 28,000 new homes.

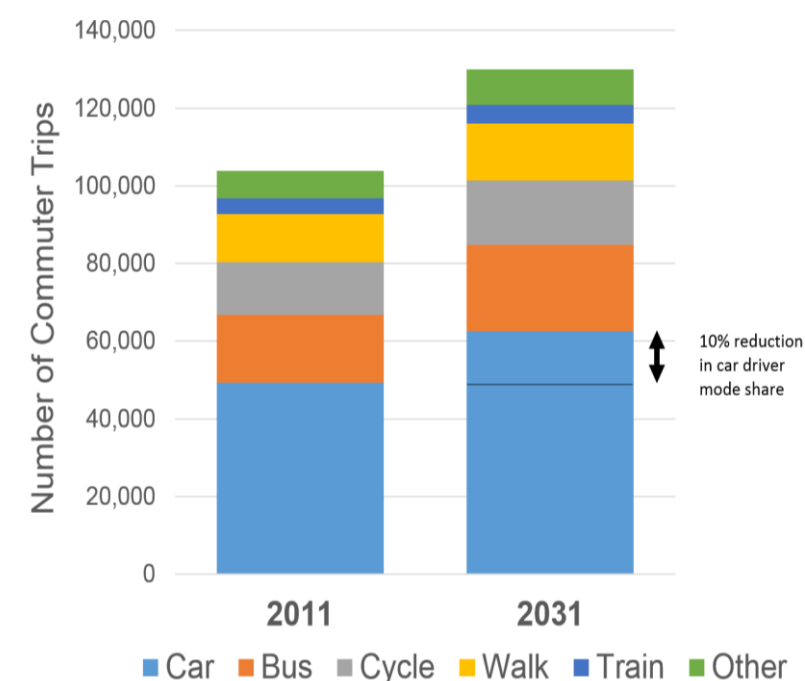
Whilst the modal share for public transport for trips to the city has increased steadily in recent years, travel by car remains the dominant form of transport to all destinations other than the city centre. With existing congestion already requiring extensive engineering solutions to junctions on the ring-road, the predicted growth of homes and jobs in Oxford and throughout the county will only exacerbate the problem.

### What this means in future

Growth on this kind of scale requires a transport strategy of comparable ambition. A continuation of existing travel behaviour amongst new residents would threaten to over-burden the transport network and in turn significantly compromise the character of Oxford and quality of life of those living and working here.

It is estimated that job growth within and outside Oxford, could result in 26,000 additional journeys within the city boundary by 2031 – a 25% increase from 2011. Initial estimates suggest that, without improvements to the transport network and changes of travel behaviour, this could result in approximately 13,000 more commuter car trips each day.

The graph on the right illustrates what the impacts of growth could be on the number of commuter trips into and within Oxford if current preferred modes of travel remain unchanged. A 10% decrease in the car driver mode share is needed to prevent traffic levels rising.



Even the current Local Plans’ pre-SHMA housing allocations in Oxfordshire are forecast to result in a 16% increase in traffic on

<sup>1</sup> Figures provided by the Office for National Statistics

Oxford's radial roads and 21% on the ring road in peak hours. By 2031, the impact of the resulting congestion is forecast to result in a loss of around £150 million from the economy of the city. Car journey times from the surrounding Oxfordshire towns are anticipated to increase on average by 18% to the city centre and 14% to Headington.

This increased demand for movement will also have significant adverse impacts on the environment, quality of life and health of the city's population.

More demand also means more buses, with the number of vehicles entering the city centre set to grow by over 40% if left un-checked, putting substantial strain on the historic core. Increased traffic will impact on local communities, and longer journey times will make it more difficult to reach jobs and services.

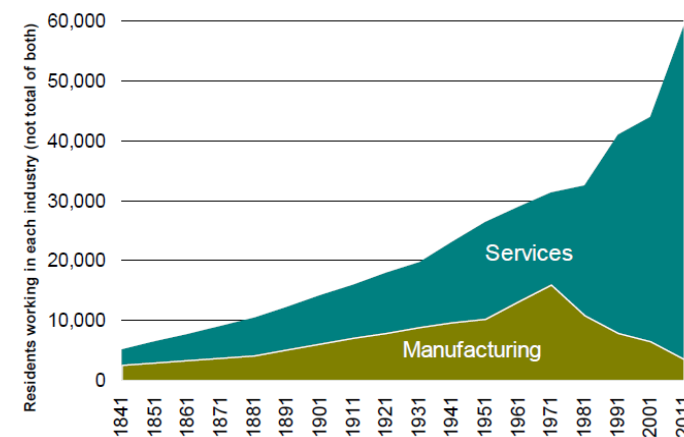
Without a step change in the provision of transport infrastructure and travel options, the city faces serious consequences.

## The key challenges for the OTS

The OTS has therefore been developed to correspond to the eight most crucial challenges for transport in the city.

### Challenge 1: Oxford's economy is growing and changing

Oxford's key economic strength lies in high-skilled, knowledge-intensive industries (including science, research and technology), building on the city's international renown as a centre of excellence in education and research. These sectors now account for the majority of jobs, whilst the relative number of positions within more traditional sectors (such as manufacturing



Employment in service related positions has grown rapidly since 2001

and retail) is declining (see graph).

The city's tourism industry also goes from strength to strength, with 9 million visitors each year, and an estimated worth of £770 million for local businesses.

Oxford's businesses typically function within a global marketplace making strategic transport connections as important as local ones. High-skilled roles also frequently

attract a more mobile and affluent workforce, who are able and prepared to travel greater distances to work. This is likely to be contributing to an increase in commuting into Oxford.

**Key implications for the OTS:** Congestion is a barrier to a competitive economy and future growth requires a well-connected, reliable and efficient transport network. Capacity is needed, but with space a key constraint, **the on-going provision of more road space is not a long-term option.**

### Challenge 2: Economic growth is happening in new locations

Economic growth is bringing changes to the location as well as the nature of development. The Eastern Arc now surpasses the centre as Oxford's main area of employment (with 43,600 jobs compared to 39,800 within central Oxford). As the city develops in future, the largest proportion of new growth will occur outside the centre.



Oxford's transport networks have historically been developed to provide access to the city centre. New areas of growth require appropriate levels of access and strengthened linkages. The growth of the "Knowledge Spine" that includes the Eastern Arc, North Oxford, Science Vale and Bicester will also increase the importance for strengthened connectivity between these locations and good connections to strategic road and rail networks – particularly to maintain access to and from London and Heathrow airport.

**Key implications for the OTS:** High quality and integrated public transport is needed to support good connectivity across the city and to areas beyond traditional boundaries. This needs to be accompanied with measures to manage growth in demand for car travel.

### Challenge 3: Oxford is a tale of two cities

Whilst, overall, Oxford's economy has thrived, not all residents have been able to share in the city's success. Large pockets of inequality exist, with significant areas of economic and social deprivation – particularly within the Eastern Arc.





Persistent issues of unemployment, low income and health inequalities are most concentrated within these locations, with a decline in low-skilled jobs leaving significant numbers of residents mismatched to local employment opportunities. A shortage in housing availability has pushed up the cost of accommodation

relative to income, placing further pressure on the finances of lower-income residents.

With these types of challenges, travel can be a contributing factor. If communities are not well connected to employment or higher education and essential services and amenities, the opportunities and overall quality of life of individuals can be compromised.

**Key implications for the OTS:** The OTS must support initiatives to overcome the inequalities that continue to exist in Oxford. In particular, transport has an important role to play in supporting regeneration by strengthening access and providing opportunities for reaching employment, training, essential services and amenities.

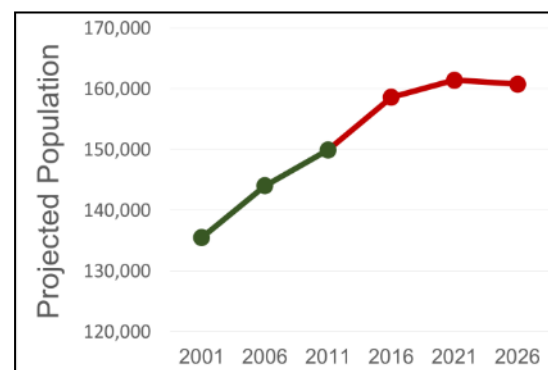
**Challenge 4: Oxford is experiencing rapid population growth and demographic change**

Oxford's rate of population growth is showing no sign of immediately abating as the city's universities and knowledge-based businesses continue to attract new residents.

With population growth comes increased demand for travel, but also opportunity for increased public transport. More densely populated places are more likely to support commercially viable public transport, supporting opportunities to manage traffic growth.

Whilst the majority in Oxford will remain of working age, particular increases are predicted in those aged 14 or younger and 70 or older.

**Key implications for the OTS:** Managing the impacts of an increased population will require a strategy that seeks to encourage trips by walking, cycling or public transport over car travel. Changing demography means the OTS must deliver high quality transport choices which are accessible to all (irrespective of age, mobility level, or ethnic background).



Oxford's population is projected to exceed 161,000 people by 2021

**Challenge 5: More people are travelling into Oxford each day and travel patterns are changing**

The journey to work remains the most significant challenge for the transport network, and increasingly this involves people travelling in from outside the city. More jobs which require a commutable journey in Oxford are now held by those living outside the city (45,750) than those living within it (42,406).

Commuters who travel from outside of Oxford are typically far more car dependent and the total number of car commuting trips rose by 9% between 2001 and 2011. Trips to work by public transport have increased for those travelling from outside, but at far more modest levels.

People's travel is also changing: it is now the Eastern Arc, rather than the centre, which is home to more jobs than anywhere else in the city (43,600 compared to 39,800 within inner Oxford). As the city's growth plans are realised the transport network within the Eastern Arc is set to become even more important to Oxford's economic success.

**Key implications for the OTS:** A continuation of current commuting travel trends would represent a significant challenge to Oxford's growth. Congestion builds significantly at peak periods on the Outer Ring Road and along the A34 and A40 creating delays and unreliability. With more commuters travelling in, the only way that this future problem can be sustainably addressed is through a step change in commuting behaviour towards public transport.

**Challenge 6: Housing demand is not being met and we need new high quality neighbourhoods**

There is a currently a large gap between housing demand and new house completions within the Oxford area, contributing to a growing shortfall in supply. This is especially significant for the availability of affordable homes.

House prices are accordingly rising quickly and the urban population density increasing, as higher costs drive up occupancy levels (with 6.2% of houses considered to be overcrowded in 2013). The impact of increasing population density may be beneficial to making public transport more commercially viable, but the housing gap is also resulting in more people commuting into Oxford from other areas, adding to commuting traffic on the ring road and key radial routes.

Scattered small settlements and dispersed patterns of growth favour car travel and make commercially viable public transport more difficult. Delivering housing at the volume and of the type which is required in locations where travel demand can be largely accommodated through

public transport, walking and cycling will be crucial to managing future traffic growth. This is particularly important in the context of declining budgets for subsidised bus services.

**Key implications for the OTS:** The OTS should be used to help ensure development is located where it can be well served by public transport and where short-distance journeys can be made by walking or cycling.

**Challenge 7: We need to better balance different needs in the city centre**

The historic city centre and its narrow streets are part of the charm of Oxford to millions of visitors from around the world. But these streets also represent a challenge, with a public realm which is not befitting of a global tourist destination. With many major transport routes converging in the city centre, space for movement is at a premium.

Buses, coaches, cars, delivery and other motorised vehicles all need to gain access to the centre. But with large numbers doing so, they increase potential conflict with pedestrians and add traffic which impacts on Oxford's character.

**Key implications for the OTS:** The OTS has to strike the right balance between enabling efficient access to the city centre and providing a high quality place for people to enjoy once they arrive. Dealing with the implications of future growth in bus use is vital. The OTS needs to capitalise on current and committed public realm improvements and create a consistent character and feel that permeates across the city centre.

**Challenge 8: There are major challenges with the urban environment and air quality**

With space at premium, creating spaces for people and public enjoyment without compromising access becomes challenging.

Oxford provides an array of green areas, waterways and historic open spaces for outdoor enjoyment. But the city is affected by notable problems with airborne pollution which are a cause of health problems in some areas. Traffic noise affects some residential areas and certain city centre streets with high traffic or bus flows.

A citywide Air Quality Management Area was declared in 2010, with targets set for keeping Nitrogen Dioxide emissions at safe levels (below 45 µg/m<sup>3</sup> by 2020) and reducing emissions of Carbon Dioxide (by 35% by 2020 from 2005 levels), Nitrogen Oxide and Particulate Matter (a 50% reduction of both).

Motorised vehicles are a key contributor to noise and poor air quality and a lasting solution will require a step-change in emission levels from vehicles within the built area. Without this, an increasing number of residents and visitors may be affected.

**Key implications for the OTS:** The OTS will need to consider how to work towards the targets for reducing transport-related noise and air pollution within the city. This will require measures to reduce traffic and to promote quieter, lower emission vehicles.

# 3. Objectives

## A Vision for Oxford

By 2035 Oxford will have a progressive transport network, providing reliable and sustainable methods of movement, enabling growth and comprehensively linking all communities. This network will support:

- a thriving knowledge-based economy, by enabling businesses to draw on a wide pool of talented people, innovate and collectively grow through strong connections and interactions and trade within global markets;
- an enviable quality of life for Oxford’s people, by providing safe, inclusive, healthy and convenient travel choices providing access for all to employment, services, retail and leisure opportunities; and
- Oxford as a city which best promotes its outstanding heritage through an attractive and vibrant public realm which offers a highly attractive environment to live and work and a visitor experience of global renown.

The OTS has been developed to complement the vision and goals of the Oxfordshire Local Transport Plan. The objectives of the OTS therefore respond to these goals, identifying the specific requirements for Oxford within the context of the LTP.

## The OTS Objectives

LTP Goal	OTS Challenge	OTS objective
To support jobs and housing growth and economic vitality across Oxfordshire	Oxford’s economy is growing and changing	Support the growth of Oxford’s economy by providing access to appropriately skilled employees and key markets.
	Economic growth is happening in new locations and needs effective connectivity	Ensure business sectors are well connected to each other and are provided with effective and reliable access to strategic networks
	More people are travelling into Oxford and travel patterns are changing.	Provide effective travel choices for all movements into and within the city
To support the transition to a low carbon future	Oxford is experiencing rapid population growth and demographic change	Promote modes of travel and behaviours which minimise traffic and congestion
	Housing demand is not being met and we need high quality new neighbourhoods	Focus development in locations which minimise the need to travel and encourage trips by sustainable transport choices
To support social inclusion and equality of opportunity	Oxford is a tale of two cities.	Provide a fully accessible transport network which meets the needs of all users
To protect and, where possible, enhance Oxfordshire’s environment and improve quality of life	We need to better balance different needs in the city centre.	Provide an accessible city centre which offers a world class visitor experience
To improve public health, safety and individual wellbeing	There are major challenges with the urban environment, air quality and obesity in the population.	Tackle the causes of transport-related noise and poor air quality and encourage active travel in the city.

## 4. The strategy components

### An integrated approach

The strategy has three components: **mass transit, walking and cycling and managing traffic and travel demand**. There is no single solution to tackle Oxford's long-term challenges: all three components are needed in combination to deliver the objectives of the OTS.

The OTS draws together these components into a city-wide strategy. A new mass transit network for Oxford will be critical in meeting future connectivity needs in the city. This will deliver a step-change in travel choices for diverse movements within and into the city. A city-wide walking and cycling network will include continuous pedestrian and cycle routes and high quality spaces for pedestrians in areas of high footfall. Mass transit and walking and cycling improvements will be enabled and supported by an ambitious agenda of road space reallocation, and a much stronger focus on reducing traffic demand in the city.

The OTS also includes detailed proposals for the city centre, Eastern Arc and north Oxford. Within these areas, we have considered how each component (mass transit, walking and cycling, and traffic management) can be integrated.

The OTS will not mean "business as usual" for transport in Oxford. The proposals described will require a strong will for change from stakeholders, concerted leadership from the local authorities, and major capital investment. However, the county council considers that the proposals in the OTS could be truly transformational and will provide an effective platform to unlock the future growth of the city.

The OTS provides a "2035 vision" for each of the core components, showing how the continuous, integrated transport networks will look once complete. Rather than detailing the exact specifications of how every link or junction will work, the OTS provides the framework and technical principles from which future studies and programmes and schemes can be developed.

The OTS is an evolving strategy that will be adaptable to future challenges and new technologies. It aims to serve the needs of Oxford's growing population and economy, but also provide a vital influence in decisions about where future housing should be located. It seeks, in particular, to direct growth to places where sustainable travel options are more attractive.



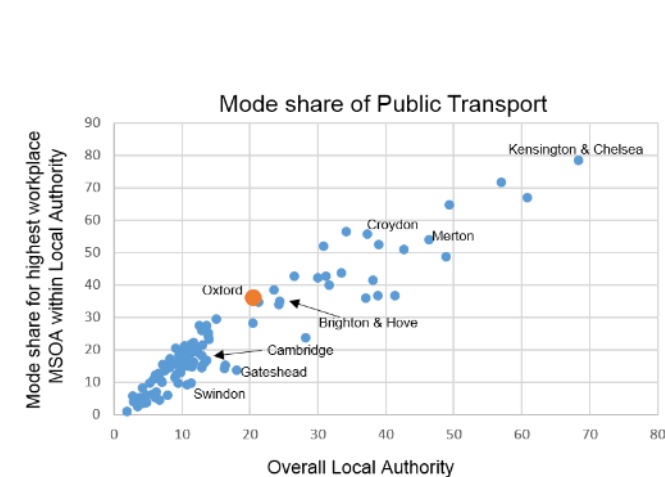
# 4. Mass Transit

Mass transit in Oxford is currently made up of the network of bus and rail services that provides strategic and local access to residents and visitors to the city. The anticipated growth of travel demand in the next 20 years means that the role of mass transit in the city, and throughout the county, will become increasingly important because of its ability to move large numbers of people efficiently, making the best use of available infrastructure and minimising environmental impacts.

## The existing situation

Mass transit in Oxford has been key to containing growth in traffic congestion in the city over the past 10 to 20 years, both enabling movement around the city for residents and for those entering the city from the wider county and beyond for work, education, retail and leisure.

In addition to dedicated city and inter-urban bus routes, the city's five peripheral Park & Ride sites provide excellent alternatives to the use of the private car in reaching the city, while Oxford's mainline rail station provides access for 5% of commuters to the city centre.



Oxford's position relative to other local authorities which have comparative workday populations, shows that the maturity of the public transport market is matched by few authorities outside of London (see the graph to the left showing 2011 Census Data).

## Limitations of the existing provision

Whilst the success of the bus network in the city has led to a continued rise in patronage, over the last decade the proportion of commuters travelling by bus has remained relatively static, particularly to areas such as Cowley and Blackbird Leys in the south-east of the city. At a city

level, this has been partly due to the beneficial increases in walking and cycling as a major mode of travel for the city's residents.

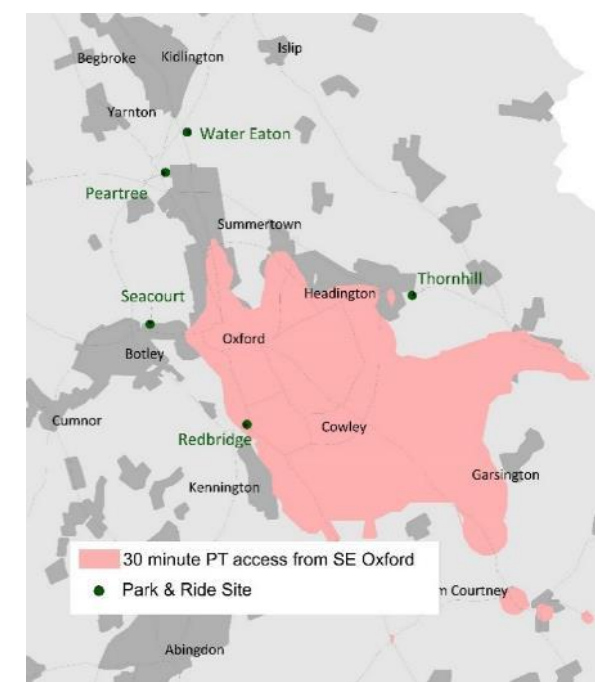
However there are still areas of major employment for which have there have been no significant improvements to services to match the scale of growth. These include the area around Cowley and Blackbird Leys, home to over 18,000 jobs, which has no direct connection to a Park & Ride site and relatively poor connections to anywhere other than the city centre.

A drawback to the excellent bus service frequencies to the centre of Oxford (from a range of destinations both locally and further afield) is that upwards of 190 buses and coaches enter the city centre per hour at peak times, leading to noise, air pollution and substantial use of space in city centre streets.

The experience and movement of shoppers, students, workers and visitors to the city's 'flagship destination' are compromised by high volumes of buses, not just travelling through the centre, but also stopping and laying over. Since mass transit (and buses in particular) will be an even more important element of the city's transport system in future, it is vital that these negative impacts are recognised and addressed.

Oxford opened the world's first Park & Ride site in the 1970s. The Park & Ride system has grown since to provide over 5,000 parking spaces, helping to reduce traffic in the city centre by providing an

easy and attractive option for traffic entering the city. All five sites are located close to the ring road, and are a popular choice for longer-distance commuting movements. However, this is exacerbating congestion on parts of the ring road, particularly around the junctions with the A40 and A34 in north Oxford. This congestion delays all traffic, including buses coming into the city. Traffic congestion is a serious issue affecting journey times and reliability of bus services from all parts of the city and county, particularly when approaching and crossing the





ring road and on the radial routes into the city. Congestion also has a serious impact on public transport within the Eastern Arc, making journeys on the orbital routes longer and less reliable (notably those which use the B4495).

Like many other cities of comparable size, Oxford's rail mode share is limited. The major commuter trip producers of Banbury, Didcot and Bicester are served by two or three direct Oxford services in the peak hours, whilst the position of the city's only station, to the west of the city centre, makes the Eastern Arc relatively inaccessible by rail without interchange onto local buses.

### Future demand

49 Demand forecasting undertaken for Oxfordshire's 2013 Rail Strategy has estimated that the proposed growth in trips to Oxford Station could be as much as 70% by 2026, largely as a result of the improved connections and infrastructure proposed by Network Rail and the operators. Fulfilling this growth estimate will require a marked improvement in access to the station from across the city, as well as major improvements to Oxford Station itself.

The bus network is also predicted to witness substantial increases in demand as a result of growth to 2031. Were travel to work patterns to remain as existing in terms of the main origins and destinations, over 4,500 new two-way bus trips would be made by commuters each day either into, within or out of the city – the equivalent of an additional 70 bus loads. With most services routing through, or terminating within the city centre, the additional congestion and conflict will only be exacerbated without a strategy to address the pressures placed on the city centre.

### Vision for mass transit

The aspiration for 2035 is that Oxford will provide its residents and visitors with a connected, modern mass transit network which provides a cheaper, faster, and more reliable travel option than the private car for the majority of journeys to and between destinations in the city.

Mass transit in Oxford will consist of three modes:

- Rail;
- Bus Rapid Transit (BRT); and
- Buses and coaches.

The rail network serving the city will be modernised and extended. Existing and new stations will be integrated with the city's other transport networks and will provide a first-class passenger experience.

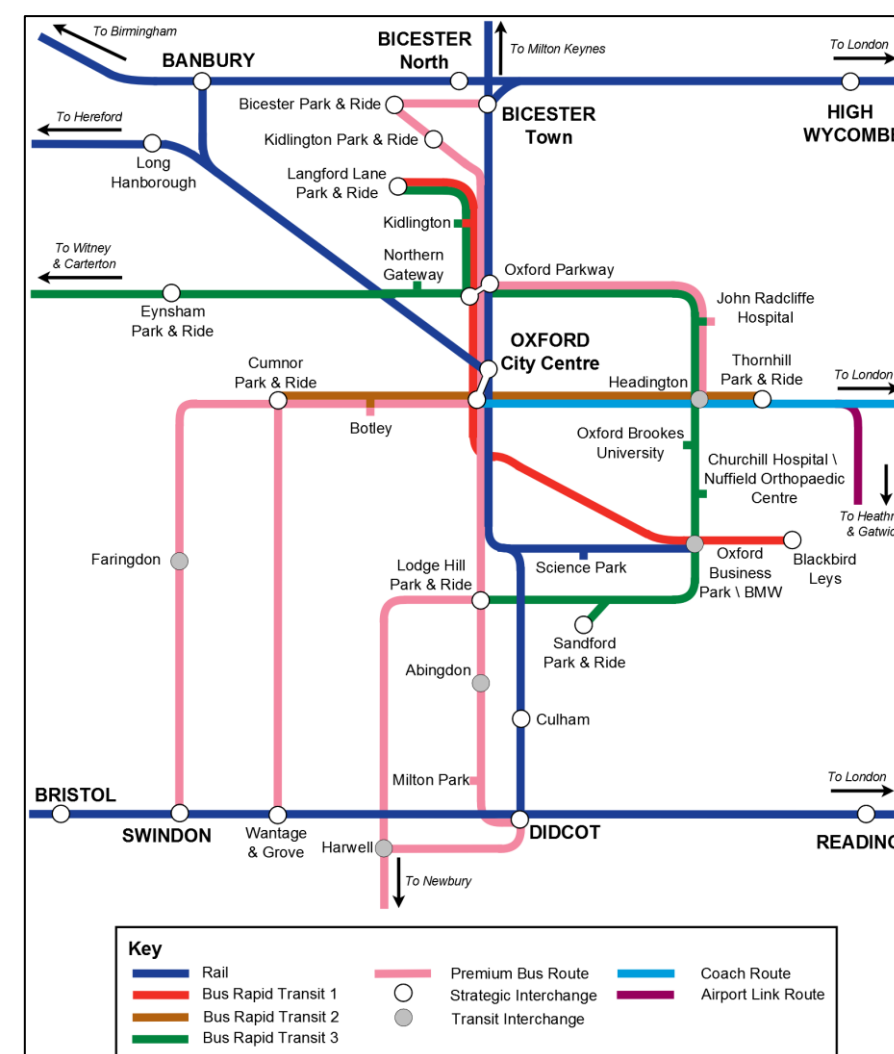
A new Bus Rapid Transit network will provide fast, affordable, high-capacity, zero emission transport on the city's busiest transport corridors, providing a tram-like level of service and passenger experience, but with the flexibility of buses.

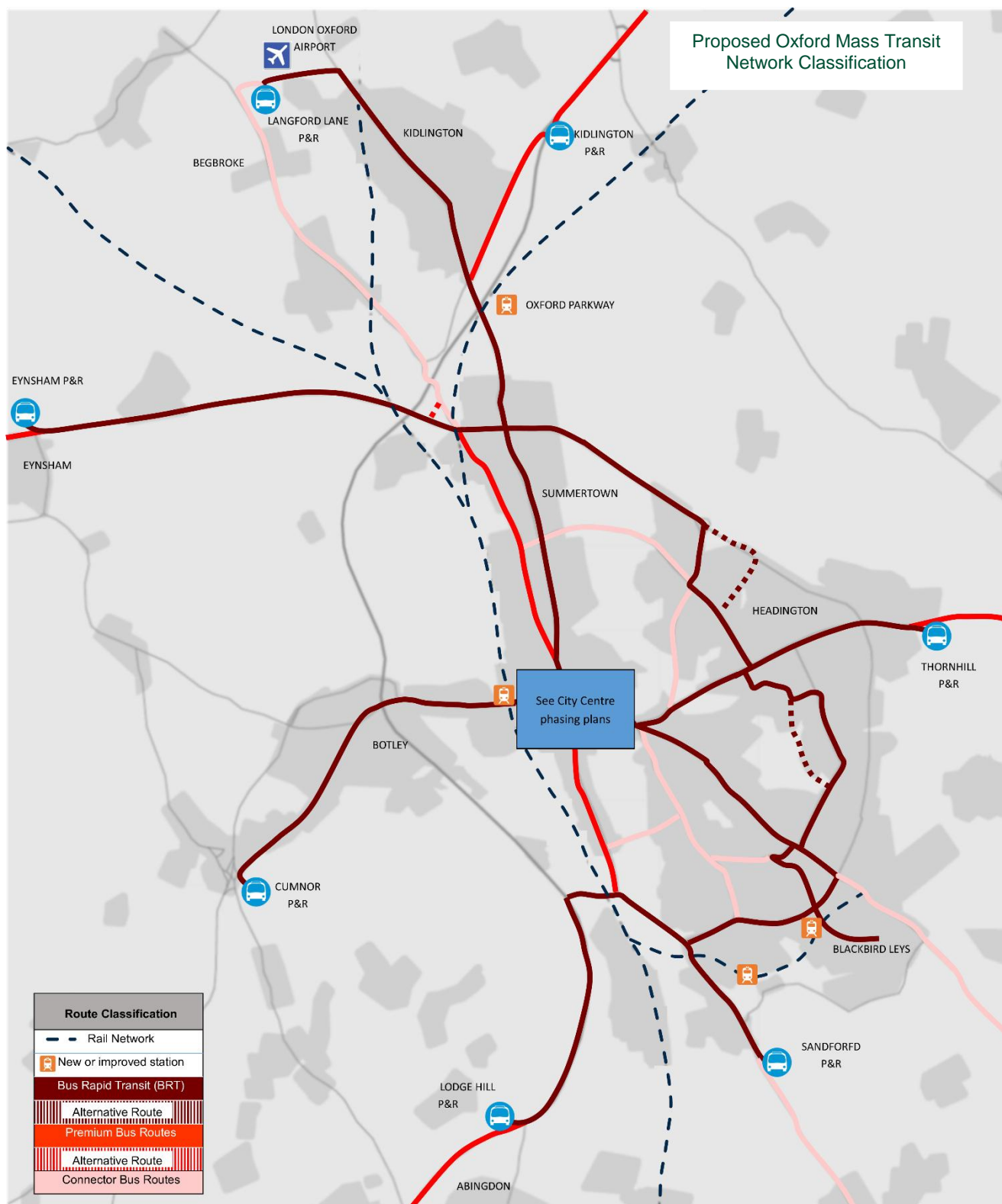
The bus and coach network will continue to grow to complement the BRT and rail network, with more advanced vehicles and better infrastructure to improve journey speeds and reliability.

The problems associated with the predicted high intensity of BRT and bus operation in the city centre will be tackled through a staged approach, culminating in the long term in the creation of transit tunnels under the city centre to fully reconcile the objectives of place-making and accessibility.

### Proposed network

In combination with our work on the Oxfordshire Science Transit and Oxfordshire Bus Strategy, the OTS has helped to define our strategic transit network for the county (shown in the schematic plan below). With Oxford as the central hub, the network will improve Oxfordshire's transport links to the county and beyond; improve access for our residents; and increase the connectivity to our locations of major growth.





The OTS mass transit proposals are shown in more detail below.

### Improvements to rail

Were the *status quo* of travel patterns and services maintained, growth in Oxfordshire’s population would increase patronage amongst commuters by 20% by 2031. However, with the committed schemes being undertaken between now and 2020, forecasting of potential demand which would be attracted by the rail network improvements strategy suggests a 70% increase in patronage at Oxford Station by 2026.



### Oxford Station Masterplan

The city and county councils and Network Rail have produced a joint master plan for Oxford Station (shown right). The master plan provides a bold vision and implementation strategy for the comprehensive redevelopment and improvement of the station, including:

- Major rail capacity and passenger improvements;
- A new transport interchange, including bus station, taxi area and car parking;
- Twice as much cycle parking as now, integrated into the station buildings;
- Widening of Botley Road under the railway bridge to provide wider pavements and segregated cycle lanes; and
- Complementary development to help fund the improvements and make the station a destination in its own right.

### East-West Rail phase 1

From 2016, Chiltern Railways are to provide a new service from Oxford to London Marylebone, operating via Bicester Town and a new Oxford Parkway Station at Water Eaton. These new links will provide Oxfordshire new strategic rail connections (e.g. High Wycombe and Aylesbury) and an alternative route to London.

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## East-West Rail phase 2

The second phase will involve the re-opening and electrification of the line between Bicester Town and Bletchley, enabling passenger and freight trains to connect between the south and west of England and the West Coast and Midland Main Lines. This will place Oxford at the centre of this expanded network.

## Great Western Modernisation

Network Rail are implementing the re-signalling and electrification of the main line from London to Newbury and Oxford by 2016, and then Bristol and South Wales to 2017. This will include the introduction of new Inter-city Express (IEP) trains.

## Cowley Branch Line

The Cowley branch line is currently used only for transporting freight by BMW. However, the line's proximity to the new and expanding employment area of the southern Eastern Arc, suggests that it could play a key role in future increased transportation of both freight and passengers.

The County Council is currently working with Chiltern Railways on their proposal to reopen the Cowley branch for passenger trains, creating stations at Oxford Business Park and Oxford Science Park and served by an extension of the London Marylebone to Oxford East-West Rail Phase 1 service. This would provide a useful new connection to the Eastern Arc, intersecting BRT Line 3 at Oxford Business Park.

## Bus Rapid Transit

Where rail provides a strategic connection to the city for longer distance trips, at a more local level, the ease of movement within the city and from the nearby towns of central Oxfordshire will be transformed by developing a level of prioritised road-based travel over and above the standard bus services.

In considering the available options for road based mass transit solutions, we have recognised a number of major constraints to delivery caused by the geography and urban form of the city including:

- narrow road widths;
- limited scope for dedication of entire corridors to mass transit due to the need for access via all transport modes and a lack of diversion routes for alternative means of access;

- the need to ensure a quality of place in district centres on the radial routes; and
- Environmental constraints such as the flood-plain.

The above constraints make the possibility of delivering a mass transit system that requires major infrastructure and segregation extremely difficult without having a substantial disbenefit to all other modes of transport.

For these reasons (in addition to factors such as cost, demand and network resilience) Bus Rapid Transit (BRT) is considered the optimum solution for Oxford, as it has been in many other cities and towns throughout the world.

The table below, provides a comparison of the modes of mass transit based on a SWOT (strength, weakness, opportunity, threat) analysis.

System	Conventional bus	Guided Bus	Bus Rapid Transit	Light Rail Transit/ Tram
<b>Strengths</b>	Lowest cost of infrastructure and vehicle technology. Increases in capacity deliverable immediately. Vehicle size enables access throughout the road network.	High degree of priority on bus way sections. Can divert off the guided bus way if necessary. Outside of the city, space is available for widening and providing dedicated lanes.	Greater operating flexibility. Mixed running with traffic. Significantly lower capital and operating costs than LRT. Suited to disperse urban form.	Permanence of infrastructure, vehicles and operations create confidence and aid long term locational decisions. High capacity services.
<b>Weakness</b>	High volumes of buses already add to congestion issues in the city centre and along the radial routes. The status quo is unlikely to encourage mode shift.	Sections of parallel guided kerb limit the scope for other traffic to cross the corridor. Width constraints make delivery within the ring road unfeasible. Shared use with cyclists not possible	Opportunities for additional priority over existing situation limited. Construction cost (£2m to £5m per km) is higher than standard bus prioritisation methods; Vehicles and technology are more expensive than conventional buses.	Space unavailable to allow complete segregation within ring road. On road operation with other traffic or roads would be closed to traffic. Inability to divert should problems be experienced on the road network.
<b>Opportunity</b>	Timed slot booking at stops will reduce bunching. Bus stop departure charges could raise revenue. Operators already implementing low emission technology.	High existing demand on radial routes within the city. Higher speeds from neighbouring towns would encourage modal shift.	Can be incrementally implemented - priority/stops/vehicles. Higher capacity vehicles to be introduced to reduce total volume of buses and deal with additional demand.	Connecting denser urban areas. High existing demand of corridors will be increased with growth.
<b>Threat</b>	Population and patronage growth are expected to be so high that excessive numbers of buses will add to congestion, noise and pollution	High construction cost. Ineffectual without BRT-type solutions on most of the route (where guided track cannot be provided)	Increases in traffic flow caused by growth creates so much congestion that BRT is not effective where road space is shared.	Very high construction cost (£20m+ per km of route), vehicle and operating cost. Failure to deliver necessary patronage will require subsidies. Technological advances could render scheme obsolete.

## The BRT concept

Bus Rapid Transit systems are an increasingly popular response, adopted in successful cities and city regions around the world, to high volumes of traffic and ensuing congestion along

specific transport corridors. They can make the public transport offer significantly more attractive and expand its capacity to move very high volumes of passengers.

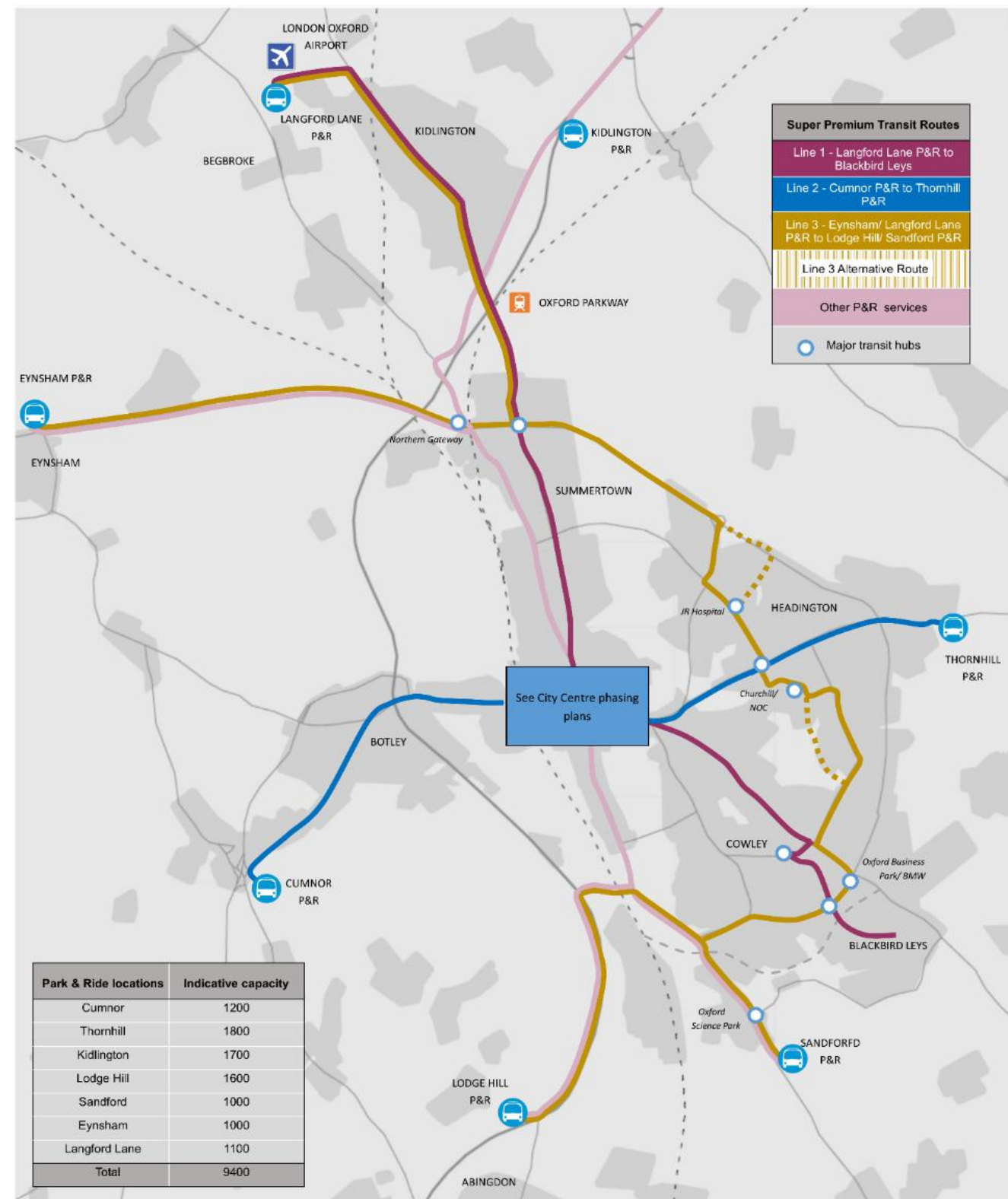
Compared to conventional bus services the key characteristic of Bus Rapid Transit (BRT) is that it is significantly faster, however it is not simply a bus route with a higher level of priority over other traffic – it is a whole integrated system of facilities, services and amenities that collectively improve the speed, reliability, comfort and image of bus transport.

Typical features of BRT may include: a high level of road priority up to full segregation; larger, modern-looking, higher quality buses; off-board ticket purchasing systems; faster methods of passenger boarding and fare collection; high quality passenger waiting facilities; real-time information systems; the extensive use of ‘Intelligent Transportation Systems’ in the operating control system; and a unique and attractive public image and identity. In many respects BRT is a more cost effective and flexible alternative (i.e. some bus services may deviate off-route) to mass light rail transit systems, that delivers very similar benefits. With the large population growth in Oxford and in its wider catchment area over the next 20 years BRT will be a vital component of Oxford’s transport network.

### Oxford BRT routes

As shown on the plan opposite, three BRT routes have been identified for the city, linking a network of new Park & Ride sites with the major employment and housing growth areas of the city centre, North Oxford and the Eastern Arc. All lines have significant resident and workplace populations (see table below). Lines 1 and 2 are centred on existing corridors of significant bus patronage, serving as they do, the city centre, key radial routes and three of the city’s Park & Ride sites.

Line	Length (km)	Catchment within 400m of proposed route	
		Resident Population	Workplace Population
1	18.435	64,251	54,499
2	13.289	38,916	35,567
3a	23.248	45,022	32,091
3b	25.547	53,473	37,418



Line 3, separated into two branches to the north and south of the city, delivers an orbital service, which has the potential to transform attitudes to travel both within and to the Eastern Arc. This is likely to be the most challenging line to deliver since existing bus use on this orbital



route is relatively low, traffic congestion is substantial, and there are few existing bus priority measures in place.

### The bus network

In addition to the proposed BRT routes serving the city, the use of conventional buses, particularly as inter-urban connections will remain a vital part of Oxford's mass transit network.

Whilst there will be clear benefits to many existing bus services as a result of partial sharing of routes with the BRT services, we are committed to improving journey times and reliability through prioritisation on the network whilst working with operators to ensure that customer experience is maximised.

In line with the Oxfordshire Bus Strategy, bus corridors outside of the BRT routes have been divided into 'Premium' and 'Connector' routes.

Within the city, routes which continue to provide services to the Park & Ride sites (but which do not follow the BRT routes) will be classified as Premium routes, as will those which have service frequencies higher than two per hour. All other routes are classified as Connector.

Proposed Oxford BRT and Park & Ride network



### The future of Park & Ride

Oxford's Park & Ride sites have been hugely successful in reducing traffic in the city centre by providing an easy and attractive option for visitors entering the city.

However, in order to reduce congestion on the approaches to the city it is now necessary to 'intercept' car trips further away from the city. Substantial link and junction delays (as shown opposite) occur on all approaches to the ring road, with particular hotspots located to the west (A420, A40), north-west (A44) and south (A34, A4074).

Arrivals in the AM peak hour at the Peartree, Water Eaton, Redbridge and Seacourt P&R sites result in a combined 460 car trips at the three A34 interchanges to the west of the city. Removing this demand through capturing those users

further from the city would have an immediate positive impact on the operation of the A34 and the other roads that it intersects with at junctions.

We propose that the following broad locations should be considered for the new Park & Ride sites:

Location	Corridor(s)	Replaces	Main Catchment	Proposed car park capacity
Eynsham	A40	Peartree, Botley	Witney, Carterton, Cheltenham, Gloucester	1,000
Langford Lane	A44, A4260	Water Eaton, Peartree	Chipping Norton, Banbury, Worcestershire, Warwickshire,	1,100
East of Kidlington	A34 (north)	Water Eaton, Peartree	Bicester, Banbury, Milton Keynes, Bedfordshire	1,700
Cumnor	A420	Seacourt	Cumnor, Farringdon, Swindon, Wiltshire	1,200
Lodge Hill	A34 (south)	Redbridge	Abingdon, Didcot, Science Vale, Newbury, Hampshire	1,600
Sandford	A4074	Redbridge	Wallingford, Didcot, Henley, Reading, Berkshire	1,000

Eynsham, Langford Land and Kidlington would serve as the replacements to Park & Ride at Peartree and Water Eaton. Cumnor will replace the existing site at Seacourt and Abingdon and north of Sandford the site at Redbridge. Oxford Parkway will retain its Park & Rail facilities

These new sites will be particularly important in providing attractive points for drivers to transfer from their cars to mass transit services across the city: either making use of direct services or being able to seamlessly transfer between services at key interchanges across the network.

In order to build upon the success of Park & Ride, attract new users and cater for the new demand generated by growth, the new sites will provide almost double the existing capacity. This increased capacity will be essential as more of Oxford's visitors and workforce originate from outside the city.

Facilities at the Park & Ride sites will fulfil the criteria required at high quality interchange hubs, and include significant provision for those wishing to cycle for part of the journey, whether that is from their point of origin to the bus service (Cycle & Ride), or from the Park & Ride site to their destination (Park & Cycle).

The closure of the Park & Ride car parks at Water Eaton, Peartree, Seacourt and Redbridge (which will be phased to coincide with the opening of the alternative proposed sites) presents the opportunity for redevelopment. Given their size and accessibility, these sites on the periphery of the city have the potential to accommodate various land uses, including other transport uses such as freight consolidation centres.

## Supporting infrastructure

Central to the vision for road-based mass transit, and the scope of infrastructure work that will be implemented, is the classification of the route network, based on not just the existing strategic value of buses on corridors throughout the city, but also on future demand and enabling economic growth.

Bus corridor classification
<p><b>BRT</b></p> <p>BRT services will be prioritised through the application of the standard principles for Bus Rapid Transit design. Services will be frequent, utilising higher-capacity and more advanced vehicles. BRT corridors are those which form the most strategic level network, connecting key destinations, business clusters and providing access for skilled employees and key markets. BRT corridors are those which have the highest levels of existing bus patronage or are expected to play critical roles in linking growth areas. The interchange between standard bus services and modes of transport to allow ease of movement to all destinations will be a core element of a BRT.</p>
<p><b>Premium Bus Route</b></p> <p>Premium routes will be applied to corridors on which there are high levels of existing inter-urban or local patronage and which connect workers to employment destinations, and visitors to city centre. Premium routes will interchange with BRT at key destinations along their routes, providing users with an increased level of flexibility for how they complete their journeys.</p>
<p><b>Connector Bus Route</b></p> <p>Connector routes will link local destinations within Oxford. Service frequencies will be lower than on other routes.</p>

## Corridor prioritisation

BRT and buses will be prioritised to enable smooth, fast and reliable progress through:

- Segregation (e.g. bus lanes);
- Selective vehicle detection and prioritisation at traffic signals;
- Traffic reduction;
- Traffic management (e.g. queue relocation); and

- Removal of obstacles such as loading and parking.

In turn this will help to attract new users and, by reducing numbers of cars, this will also help to tackle congestion on these corridors.

For the BRT lines in particular, the aim of the above measures will be to create a continuous part-physical, part- virtual “track” for vehicles to make unimpeded progress. However, within the ring road, existing road space is at a premium along all corridors, particularly in the district centres where speed of movement will be secondary to the quality of place. In these instances it will be necessary to have a greater emphasis on ensuring that public realm provides excellent opportunities for stop and interchange facilities, and managing traffic, loading and parking to minimise delays to mass transit

Bus corridor prioritisation
<p><b>BRT</b></p> <p>Full bus detection and prioritisation at traffic signals. Dedicated or fully segregated lanes included where achievable. Bus lanes extended to junction stop-lines. Bus gates and access restrictions to reduce traffic levels. Uncluttered low-traffic or traffic free streets in the city centre. Strict kerbside controls and daytime loading bans.</p>
<p><b>Premium bus routes</b></p> <p>Stricter kerbside control/ urban clearways. Kerbside parking removed at pinch points. Bus detection included at key junctions. Bus lanes where achievable.</p>
<p><b>Connector bus routes</b></p> <p>Some bus detection at signals. Kerbside parking removed at pinch points.</p>

The level and type of prioritisation will therefore vary significantly by corridor. For example:

- on the ring road and the approaches to the city, land is often available for widening to include dedicated or segregated bus lanes, possibly including tidal bus lanes;
- on Botley Road west of Osney there is sufficient highway land to provide a continuous outbound bus lane whilst improving the quality of cycle infrastructure;
- on Cowley Road, limited road width would be better allocated to improving the public realm in the district centre and the prioritisation of buses will be provided by relocating or rationalising kerbside parking and reducing traffic;
- along much of the inner ring road, widening to provide segregation will not be an option; instead, general traffic will be controlled through metering at traffic signals or restricted through the implementation of access controls such as bus gates, and parking and loading will be restricted.

- along each corridor the potential to alter priority at junctions, include or improve bus priority at traffic signals, and to extend bus lanes to stop lines will be assessed against the related expense to general traffic.

## Stops

Bus stops along the BRT routes will be located and designed to create the best possible access and environment for all users. Design features will include:

- sufficient length to accommodate multiple services at once, and for higher capacity multi-door vehicles in future which will enable free-flow boarding through multiple doors and fixed, short dwell times at stops as at tram or light rail stops;
- provision for level boarding - initially for existing low-floored vehicles but future proofed to ensure that all boarding points on higher capacity vehicles are equally accessible;
- off-board fare recognition;
- real-time arrival and onward journey displays;
- battery charging infrastructure for electric buses;
- being safe and convenient, minimising conflict between those waiting and other road users by allocating sufficient shelter capacity; and
- being inset from the main carriageway and offset to stops for services in the opposite direction to minimise the opportunity for services blocking other vehicles.

Buses using BRT corridors will also benefit from many of these facilities.

## Transit hubs

At strategic locations along the routes, such as the Park & Ride sites, rail stations and district centres, high quality interchange hubs will facilitate seamless interchange between bus services or onto an onward mode. Proposed hub locations are shown on the network diagram on page 12. Whilst hubs will differ in scale from one location to another they will offer all or most of the following elements:

- waiting and off-board payment facilities will be well sheltered or enclosed;
- accommodate high frequency services, and large flows of people, at peak times;
- facilitate seamless, stress-free transfer across multiple modes of travel;

- be situated in locations that are close to the strategic highway network, providing maximum opportunity for park and ride and mode-shift from private car use;
- maintain safe walk and cycle access by keeping people segregated from public transport and vehicle movements;
- have appropriate levels of convenient and secure cycle parking; and
- become an integral part of the land-use mix to create vibrant centres of activity that reduce 'dead-time' commonly associated with interchange between travel modes.

## City centre

In the city centre, the key challenge is to provide capacity for bus and BRT patronage to grow substantially over the next 20 years, whilst also improving the visitor experience. This requires some radical thinking about how mass transit is accommodated in the city centre, in terms of terminals, stops and routeing.

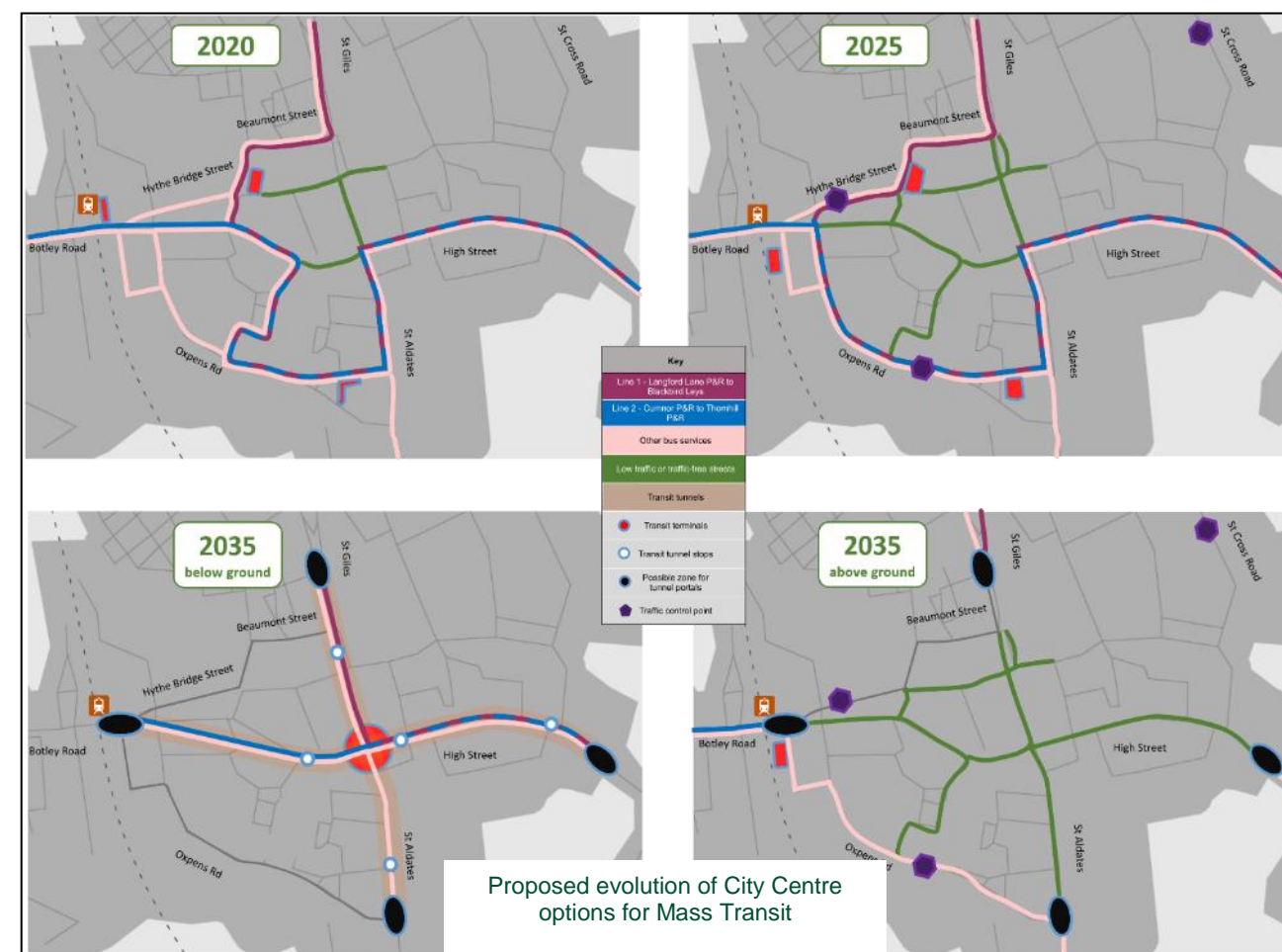
The proposals for transit terminals in the city centre build up in phases (detailed in the table and plans overleaf).

These will act as terminal points for many of the existing services which currently require access and layover facilities in the central core. Increasing the overall capacity of off-highway terminal points, initially by developing surface level sites, will enable a better operating and passenger environment and reduce conflicts with other road users in busy city centre streets.

The measures identified for 2020 and 2025 will lead to a significant reduction in the number of buses in several key city centre streets. However, even with the 2025 proposals in place three issues remain: very intensive mass transit operation in High Street and St Aldate's; the ambition for mass transit to have *direct* access through the city centre (only possible via the pedestrianised Cornmarket Street and proposed pedestrianised Queen Street); and walking distances between transit terminals and destinations (such as those experienced due to the pedestrianisation of Cornmarket Street).



Phasing of city centre bus terminals and access			
Terminal	2020	2025	2035
Oxford Rail station	The continued use of the existing stops and stands in the station forecourt and Frideswide Square prior to the completion of the Oxford Station Masterplan	Relocated bus facility to the south of Botley Road to include 13 stands on site and a further 5 on Becket Street.	Continued operation of station interchange, linked to transit tunnel stop(s) nearby
Gloucester Green	Refurbishment of the existing facility to improve passenger experience and operation	Complete refurbishment and expansion of the site to increase the capacity make better use of space including passenger facilities	Closure of the bus facility and the opportunity to redevelopment the site. All stops relocated to transit tunnels nearby.
Speedwell Street	Continued use and extension of existing bus stands at the Butterwyke Turn.	Closure of the on-street stands and change of use of an identified development site on Speedwell Street such as the Telephone Exchange.	
Transit tunnels	-	-	Terminals and stops within the tunnels for the majority of services
Access	<b>2020</b>	<b>2025</b>	<b>2035</b>
	Queen Street and George Street closed to buses.	Magdalen Street, Park End Street, New Road, Castle Street and Norfolk Street closed to buses. Services will route through Hythe Bridge Street and Oxpens Rd/ Thames St/ Speedwell Street with the benefit of traffic restrictions.	Majority of bus services in the city centre will operate within the tunnels, with limited surface running only.



We have not yet considered in detail the technical or environmental feasibility of constructing transit tunnels. Clearly, there would be very substantial construction works (and construction risks) and environmental impacts. Within the central core, parts of commercial properties may need to be purchased to allow for street-level entrances to the tunnel stations.

If this option were to be explored further, the business case would need to be developed in more detail. This would need to consider the benefits to passengers and reduced operating costs for the service operator(s). Innovative sources of financing would need to be considered, including financing of borrowing costs through departure charges for all services (such as those often used to pay for maintenance or renewal of bus stations).

5 A longer-term option which would address all these problems would be to tunnel under the city centre, removing the majority of the mass transit operation from street level. New ‘stations’ would be constructed underground, close to the main attractions in the city centre. BRT and bus services could run with ease directly across the city centre, without being impeded by other road users or using indirect routes. Interchanges between north-south and east-west routes would be provided, solving several issues faced by passengers and operators in the existing situation.

Whilst the construction cost would be very high (benchmarked costs for similar schemes suggest a capital cost in excess of £500 million), the resulting positive impacts on the public realm, conservation, safety and accessibility would be substantial.



## Vehicle technology

As the resident and workforce populations of the city grow, there will be additional impetus on providing capacity for bus passengers. To meet this challenge on the BRT routes, we propose to cater for the additional demand whilst mitigating the impacts of additional vehicles on the network. Vehicles on the BRT Lines will be:

- higher capacity than existing double-deckers;
- capable of allowing free-flow boarding and alighting from multiple entrance points;
- fitted with on-board technology to facilitate fare recognition; and
- fully accessible from all stops along routes.



As BRT becomes a standard convention in the provision of mass transit in cities, technology is improving to provide high-capacity, zero-emission vehicles. A fleet of vehicles (similar in style to the articulated Citea recently introduced in Cologne (pictured) are envisaged to provide short/medium distance trips along all BRT lines.

Through the application of a Traffic Regulation Condition, Oxford city centre is already a Low Emission Zone and operators have made great efforts in delivering vehicles which met Euro V emission standards, and are working on introducing even cleaner technologies in the near future.

However, the ambition of the OTS is to start a city centre zero-emission zone for all vehicles by 2020, with the zone being gradually expanded over time as the required infrastructure and technology develops. This will require further private sector investment from operators on all

routes, not just the short to medium range services, and be achieved through the deployment of electric buses, advanced electric-diesel hybrid vehicles with an electric drive mode, and routing changes as outlined above.

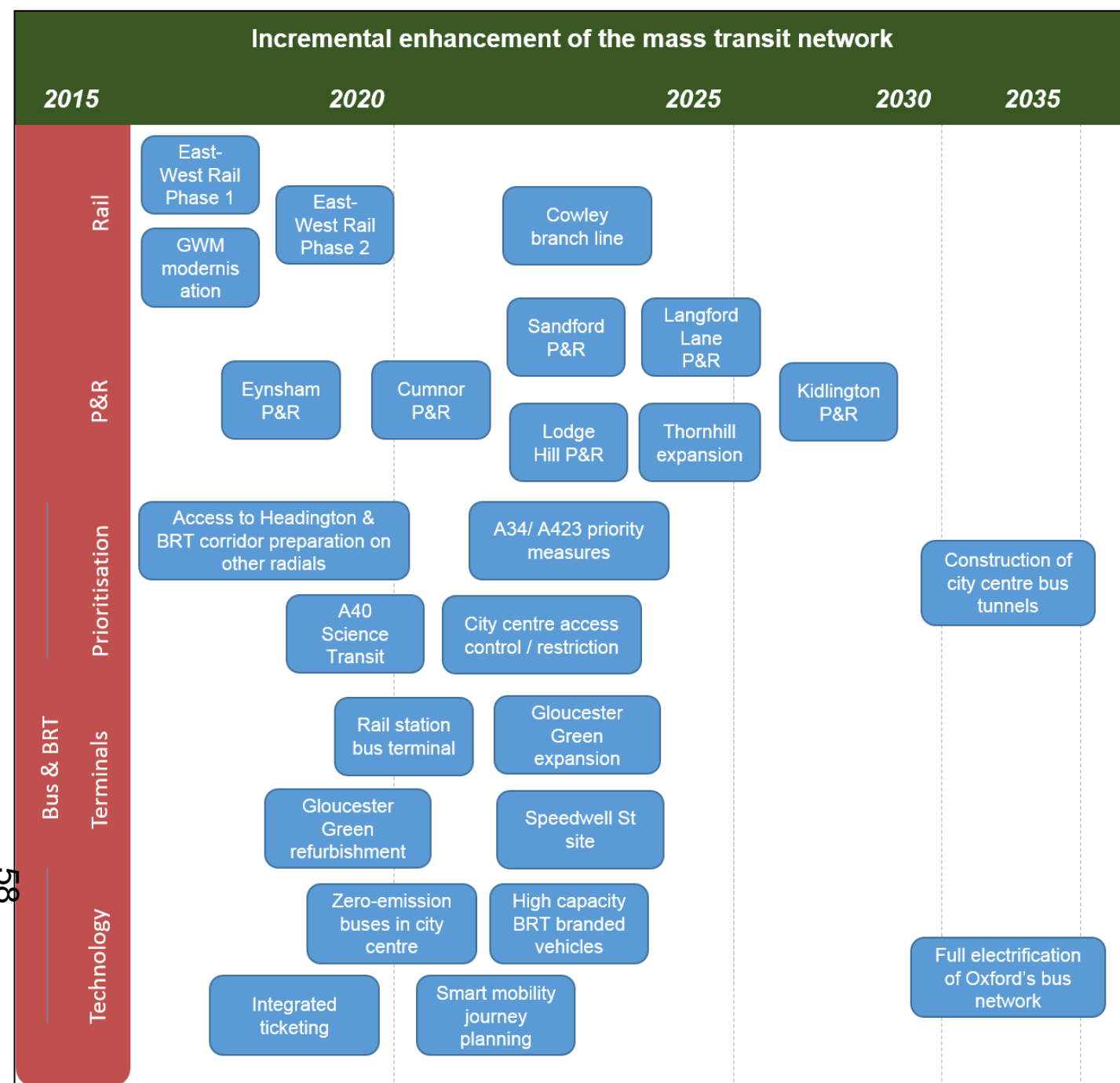
As battery and induction charging technology improves, vehicles will be able to cross the whole city whilst on full electric power, enabling the creation of a city-wide zero-emission zone by 2030. Vehicles which cannot comply with specific emission standards will be required to terminate at Park & Ride sites outside of the city.

## Smart mobility

The Science Transit Strategy is leading initiatives for public and private sector partnership in the county to deliver cutting edge Smart Mobility Information in the form of digital data sources that will be:

- relevant to different user contexts and journey purposes at all journey stages;
- available via multiple sources (web, smartphone app, digital TV);
- updated in real-time, to provide the latest insights and intelligence; and
- capable of providing comparative travel time and cost information for an individual's options.

For those without access to personalised digital data sources, all information will be linked to displays at stops, hubs and on-board services.



### Implementation

### Phasing of capital investment

### Future evolution of operator partnerships

From providing direct services from the Park & Ride initiative in the 1970s, the signing of a voluntary Quality Bus Partnership in 2006 to provide a policy framework for improvements to routes and corridors, to the creation of the city centre Low Emission Zone through the introduction of a Traffic Regulation Condition, and a Qualifying Agreement to coordinate bus timetables signed in 2011; OCC has a long tradition of working in partnership with bus operators. This has been a key element in achieving a significant level of bus patronage amongst residents and visitors of the city.

The Oxfordshire Bus Strategy, completed in tandem with LTP4, proposes the renewal of county-wide and area specific QBPs, in association with the operators and with particular focus within Oxford being on ensuring a quality of service and establishing the principles of BRT operation:

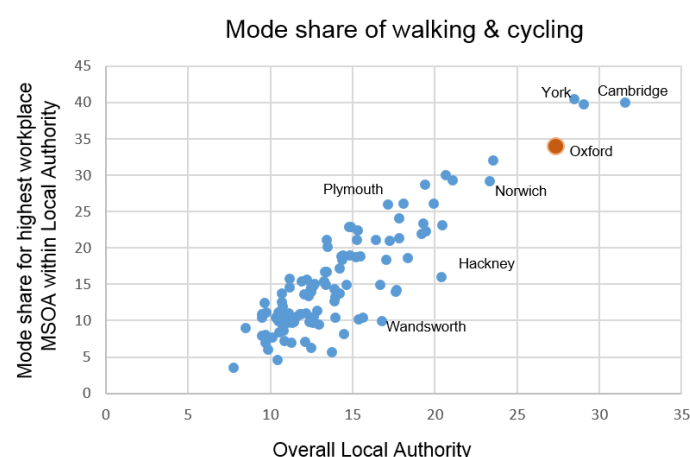
- Greater time-based and geographic coverage of bus services based on evidence of when and where people want to travel;
- Punctuality and reliability improvements through identifying the source of delays to bus services and jointly developing evidence-based solutions;
- Operation on busy radials and within the city centre to be managed through techniques such as Departure Slot Booking;
- Commercially appropriate consolidation and joint operation of services to further reduce the number of buses entering the city centre;
- Further availability of inter-operator (and multi-modal) smart ticketing building on the work in Oxford;
- Quality, capacity and environmental performance of vehicles; and;
- Interchange with other modes such as the rail services and facilities for improving onward journeys by foot and bicycle and for those with mobility impairments.

## 4. Walking and Cycling

Walking and cycling are extremely efficient forms of movement over short distances in terms of road space and impact on the highway network. Oxford is already one of the leading UK cities in terms of mode share of walking and cycling, however the ambition is to continue enhancing this position. To do so will require influencing further mode shift through encouraging people to walk and cycle by making their journeys easier, safer and more cost and time efficient in comparison to other modes.

### The existing situation

A significant proportion of trips within Oxford are made by walking or cycling and account for 50% of commuter trips made by residents of the city. Investment in the transport network, including local public realm and cycle schemes, has contributed to a 30% increase in walking and cycling to work by residents in the city between 2001 and 2011. Oxford now has one of the highest mode shares for walking and cycling when compared to other local authorities (see graph of 2011 TTW Census data) with similar sized workforces, and is of a similar maturity to many inner London authorities. Walking and cycling are also the favoured modes of the 30,000 full time students in the city.



### Limitations of the current network

Given the size of the city (with no two points within the ring road being more than 11 km apart), Oxford should be able to challenge Cambridge as the city with the highest proportion of residents walking or cycling to work.

In consultation for the OTS, cycling interest groups have suggested the biggest barriers to further improving the cycling mode share are related to the lack of high quality routes which provide continuous facilities, conforming to a specific standard. The piecemeal, location

specific approach is seen as discouraging new, inexperienced and safety-concerned cyclists from choosing to cycle as a preferred mode of transport.

Public realm improvements and pedestrian route enhancements have been made, particularly in the city centre and district centres. However, there is much more to do to make walking in Oxford a better experience.

The severance of walking and cycling routes is also a common issue at the edges of the city. As Oxford has expanded to include significant residential and workplace populations on the outside of the ring road, the dominance of motor vehicles in the transport hierarchy at junctions has not been challenged. With the committed developments at Northern Gateway and Barton Park likely to be added to in future, the issue of severance caused by the ring road will become even more critical, even for short journeys between homes and workplaces.

### Future demand

The main commercial streets within the city centre already experience very high footfalls. In peak hours, Queen Street has an hourly footfall of between 3,000 and 4,000 – comparable to that of the wider and fully pedestrianised Cornmarket. Elsewhere in the centre, Broad Street and High Street can see footfalls of up to 2,300 people per hour at peak times.

The redevelopment of the Westgate Centre is expected to result in a 54% increase in retail space in the entire city centre and an increase in visitors to the Westgate Centre from 5 million to 16 million per year.

Were travel to work patterns to remain as existing, over 5,500 new two-way commuter trips would be made by walking or cycling as the main mode each day within the city. It is also expected that they will feature as the critical modes for onward journeys for the additional 5,400 commuters arriving by bus or train.

### Vision for walking & cycling

By 2035 Oxford will be a world-class cycling city that will be accessible to everyone, regardless of age, background or cycling experience.

Walking in the city will be a pleasant, comfortable experience, with an outstanding public realm in the city centre and district centres.



Cycling and walking will be at the heart of continued and sustainable growth and contribute to a higher quality of life for its residents and workers while maintaining its visitor appeal as a world renowned city of culture and history.

## Enhancing the cycle network

Cycle route enhancements are needed to provide safe and direct access to employment, educational and commercial destinations, but also to extend coverage across residential areas. Achieving this will require a combination of high quality routes providing access to key destinations, better cycle parking and other measures which make cycling easier and more

attractive for short and medium-distance trips.

We propose a network based on a hierarchy of Cycle Super Routes, Cycle Premium Routes (shown in the figure opposite) and Connector Routes linking major origins and destinations. As with mass transit, particularly improvements are needed in the Eastern Arc, where 69% of journeys to work are 5km or less, but only 44% of trips (made by Eastern Arc residents within the city) are made by walking or cycling. The routes shown represent corridors - where possible, the actual route will follow the main road highlighted, but in some cases a direct parallel alternative may be necessary or more desirable.



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Cycle corridor classification	
<b>Cycle Super Route</b>	<ul style="list-style-type: none"> <li>As a minimum requirement, there will be a high level of continuous and uniform provision for cyclists travelling in both directions;</li> <li>On some corridors, cyclists will share wide bus lanes in at least one direction;</li> <li>Complete or semi-segregation will be provided wherever possible (otherwise mandatory cycle lane markings will be used);</li> <li>Cycle lanes will be designed for a minimum width of 1.5m; however 2m will be considered the default width for the busiest sections;</li> <li>Advanced Stop Lines, already present at many signalised junctions in Oxford, will be the default standard and will include 1.5m feed-in lanes. Cycle lanes will continue through junctions to reaffirm the position of the cyclist in the view of other road users;</li> <li>Loading and parking bans or timed restrictions will be in place and enforced during peak times or throughout the day;</li> <li>Where segregation is not possible or desirable (e.g. parts of the city centre or the narrow part of Hollow Way), traffic levels and speeds will be reduced to create shared-use low or traffic free streets.</li> </ul>
<b>Cycle Premium Route</b>	<ul style="list-style-type: none"> <li>Premium routes will also provide cyclists with uniform cycle lane provision in both directions. However these are likely to be shared with bus lanes, and will in many cases be standard width;</li> <li>Dedicated cycle lanes will be mandatory in places and should continue through junctions to reaffirm priority;</li> <li>As a minimum requirement, premium routes will be free from obstruction;</li> <li>Advanced Stop Lines will have at least some form of feed-in lane;</li> <li>In future development sites, design guidance for internal roads should meet the premium route criteria.</li> </ul>
<b>Connector Routes</b>	<ul style="list-style-type: none"> <li>Connector routes will be strategic quiet ways with a particular role in connecting Cycle Super Routes and Premium Routes to residential areas;</li> <li>It will not always be possible or necessary to provide a continuous physical features on a connector route because of the need to balance road space for other users, however clear and consistent signage will be present along the routes and will be accompanied by wayfinding totems at decision points;</li> <li>One-way streets will, where possible, be upgraded to include marked or segregated contraflow cycle lanes.</li> </ul>

Particular priorities for cycle route improvements are:

- Links to the city centre, especially radial routes;
- Orbital routes in the Eastern Arc; and
- Links to and between Northern Gateway and Oxford Parkway.

Whilst it would be desirable to provide Cycle Super Routes on all major routes in the city, this is not likely to be possible on all corridors, particularly where Bus Rapid Transit facilities are proposed (e.g. Banbury Road), or where there are busy shopping areas (e.g. Cowley Road).

In these cases a Cycle Super Route will be provided on a near-to-parallel alternative if possible (in the above cases, on Woodstock Road and Iffley Road). Those corridors considered appropriate for classification as Cycle Super Routes are:

- The B4495 from Summertown in the north through to Abingdon Road in the south;
- Woodstock Road and through the Science Area;
- Abingdon Road;
- Marston Road;
- Iffley Road;
- Botley Road; and
- Routes within the city centre.

Other routes may be added to this list, but based on known constraints and the need to provide BRT infrastructure in other corridors this is considered a realistic starting point.

This long term blueprint for cycling in Oxford can be implemented on a phased basis.

Measures will be designed to enable them to be enhanced to accommodate a significant increase in future levels of cycling in the city.

## Route treatment

The constraints of narrow highway boundaries, mature trees and street furniture are a challenge to providing continuous fully segregated cycle lanes or paths on most of the roads in the city. In many cases where full segregation is feasible, those schemes have already been implemented, albeit that in some cases improvements are still required to those schemes to bring them up to a higher standard. Where possible, every effort will be made to provide a

similar level of segregation, however in most instances the most achievable (and best) form of high quality cycle provision on Cycle Super and Premium Routes will be on the carriageway.

In all cases, the reallocation of road space must consider other roads users and the built environment, but providing cycle lanes - whether mandatory, semi-segregated or advisory - will enable a far greater degree of continuity and uniform design than seen at present. As detailed in the cycle corridor classification table, on-street lanes will be designed to an absolute minimum width of 1.5m, with a recommended width of 2m on Cycle Super Routes. To achieve these widths it will often be necessary to undertake reallocation measures such as removing on-street parking, reducing footways to a minimum 1.8m width (in areas with a low footfall) and removing road centre lines.

To improve safety for cyclists, when placed into shared lanes with buses and BRT vehicles, lane widths of 4m to 4.5m will be provided unless total road widths do not allow this.

Oxford already has a good network of recommended quiet routes for cyclists but a lack of signage and wayfinding information means they can be difficult to find or navigate. Essential to the success of the network will be improvements to those roads and paths which serve the purpose of connecting Super and Premium cycle routes to homes, workplaces and services which do not fall on the main corridors. In most cases it will not be necessary to provide any physical infrastructure beyond navigational aids, however we will work to provide contraflow cycle facilities on one-way streets, and will progress opportunities to create additional crossings between the eastern and western halves of the city such as the Jackdaw Lane Bridge.

## Junction treatment

In the 5 years between 2009 and 2014, 75% of all cycle casualties occurring within Oxford as a result of traffic collisions, took place at or within 20m of a junction. Whilst improving the continuity of the network will encourage more people to take up cycling, without improvements to junction safety the casualty rate at junctions is likely to rise as flows increase.

A central concept of the Oxford Cycle Strategy is therefore to address key junctions with segregation, priority or safer treatments for cyclists.

Many of the signalised junctions within the city have had Advanced Stop-Lines (ASLs) added in recent years to provide priority for cyclists. It is proposed that these are added to the remaining junctions, or to new signalised junctions as standard. In all instances cycle lanes should be continuous providing a feed-in lane to the ASL. Where necessary this will require narrowing or

reducing vehicle lanes on the approaches to junctions. Other, innovative treatments such as pre-signals for cyclist, two-stage right-turns, or cycle bypass-tracks will be considered in improving safety at large signalised junctions.

A significant barrier to cycling to and from the communities and workplaces outside of the ring-road is the lack of sufficient safe crossing opportunities. To reduce the severance caused by the ring-road, crossings, both at street-level or grade-separated will be provided. The signalisation plans for the Wolvercote and Cutteslowe roundabouts include toucan crossings for this purpose, for example

Cycle lanes on Super or Premium cycle routes will be continued through junctions, emphasising cyclists' priority at side road junctions. Side road entry treatments with raised tables and reduced corner radii to reduce vehicle speeds will further improve safety. On the Connector network, contraflow routes will be designed with physical protection for cyclists at entry points.

### Cycle parking and signage

A significant increase in cycle use will require a substantial increase in secure cycle parking. The demand for cycle parking in the city and district centres considerably exceeds the formal provision in places and, at present, there is very little opportunity for substantial on-street expansion in the locations where it is needed most. Public realm schemes, which include rationalisation of on-street vehicle parking such as those for St Giles and Broad Street, will provide opportunities for increasing cycle parking. However they are still unlikely to meet demand as street level space is still scarce.

Throughout the city, innovative short-term approaches such as renting commercial premises and conversion to cycle parking facilities will provide additional parking supply, however these are likely to be expensive due to the limited supply of sites at the very centre of the city.

A longer term solution to providing significant quantities of cycle parking will be to provide underground or basement cycle hubs. The Oxford Station masterplan includes 1000 spaces within two such facilities on either side of Botley Road. Another example, which could be delivered in the short to medium term, is the conversion of the existing Gloucester Green underground car park to a dedicated cycle hub. These could become commercially operated cycle hubs which are run in partnership with private operators, providing bike hire and bike maintenance facilities.

Signing to all primary and secondary destinations will be provided throughout the city. This will be comprehensive and immediately recognisable along whole routes, and as a minimum each sign will show Destination, Direction and Distance. Further information such as named or branded routes, and whether a route is lit or unlit could also be provided. In conservation areas signing will need to be sensitive to the surroundings, whereas on busier routes, such as Super or Premium cycle routes, advanced and at junction signing will be required to enable cyclists to adopt the correct road position. Consideration will also be given to the use of road markings and other measures to avoid sign clutter.

### Encouraging walking

Walking is the most sustainable travel option: it is feasible for the vast majority of the population, it is relatively quick for short distances, and it is a practical way of introducing physical activity into day-to-day life. Walking is already popular for many journeys in Oxford, particularly for relatively short distance journeys to work; approximately 25% of journeys to work for people who both live and work in the city are made on foot. However, 39% (over 17,500 trips) of all journeys to work within the city are under 2km in length, suggesting an opportunity to improve the mode share.

The key challenge is to improve the quality of the walking experience in the city – not just for existing pedestrians, but also to encourage more people to walk as a logical choice for short trips in the city.

As part of the proposed mass transit and cycle enhancements, pedestrian improvements will be implemented. There is a clear opportunity for local walking networks to integrate with the city-wide cycling network, to ensure a coherent approach to the roles of walking and cycling on quiet streets, and ensuring that pedestrians and cyclists can co-exist in the busier corridors, sharing space where appropriate.

There is also a clear role for public realm improvements to be integrated with measures to improve access on foot and transit stops and interchange hubs. The mass transit programme should, in particular, be considered as an important opportunity to improve public realm and simplify the local streetscape in Cowley, Headington and the Cowley Road. Public realm improvements should be integrated into multi-modal access improvements in the centres of Cowley and Headington, to improve pedestrian footfall, promote local shopping and stimulate local regeneration.



There is a need for major improvements to public realm and ‘sense of place’ in the city centre. In the short term, the pedestrianisation of George Street and Queen Street, as well as public realm improvements to St Giles, Magdalen Street and Frideswide Square will greatly improve the quality of public place within the city centre. By 2025, the establishment of the city periphery transit terminals and traffic control measures will allow Park End Street, New Road, Castle Street and Norfolk Street to become an extension of the low trafficked central core and will provide an almost uninterrupted walking route from the station to the centre. In the longer term, the ambitions for shifting bus movements underground will allow for more radical public realm improvements on High Street and St Aldates where opportunities are currently limited due to their key role as the only access to the centre from the east.



The walking improvements can be implemented on a phased basis, building on the interventions that have already been identified. The reduction in traffic in the city centre and, over the longer term, transformation of mass transit will enable an ambitious approach to walking and public realm improvements.

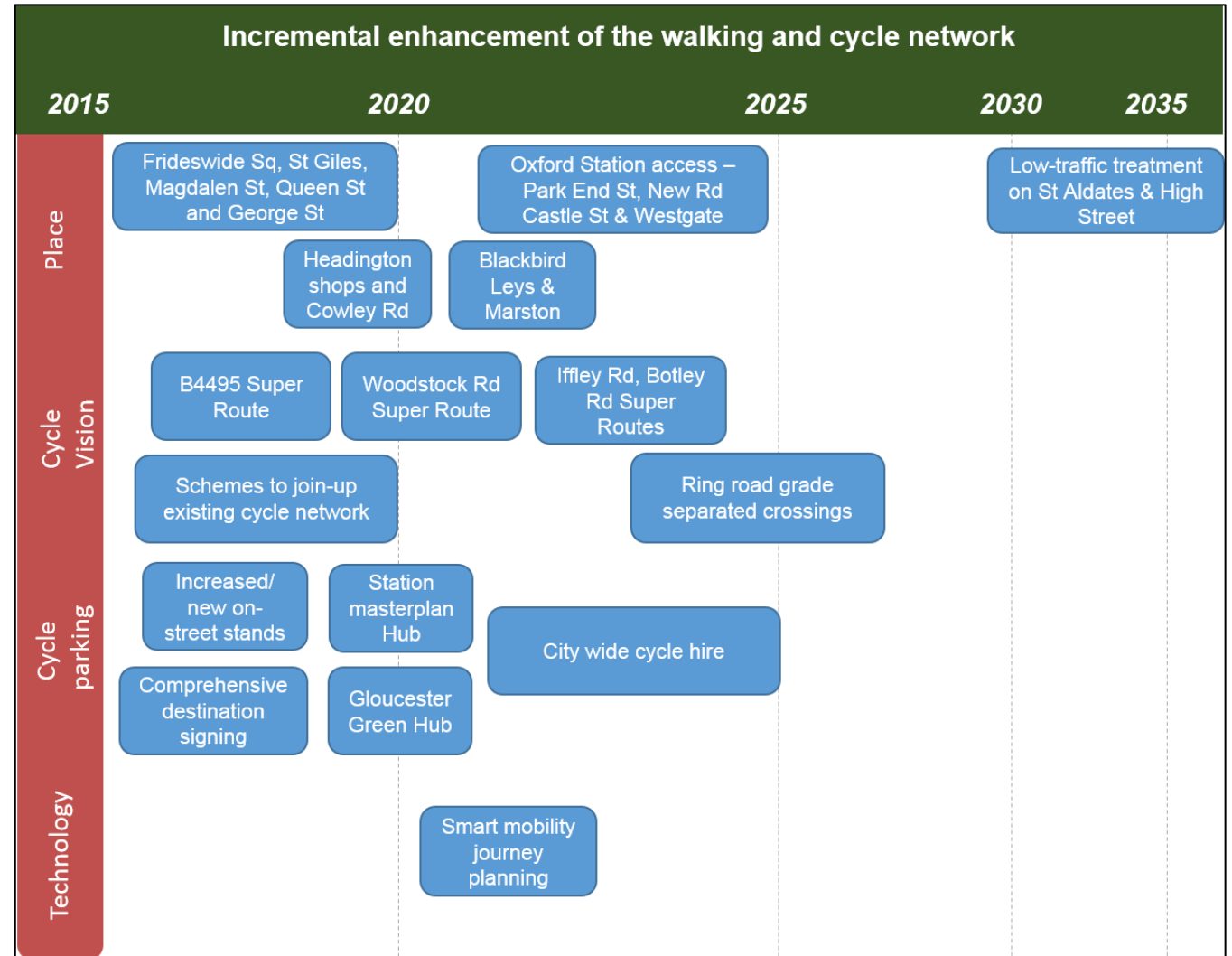


### Technology

Journey planning information for walking and cycling, and the benefits to health and the environment will be prioritised within the future intelligent mobility technology which is being progressed as part of our Science Transit project. This will include real-time comparative information for trips made by walking or cycling against other modes.

## Implementation

### Phasing of capital investment



## 4. Managing Traffic and Travel Demand

### Why manage demand?

Demand for travel arises from – in very broad terms – economic and social activity. Densely populated, thriving and prosperous places have the highest levels of travel demand (though not necessarily the highest levels of *traffic* demand).

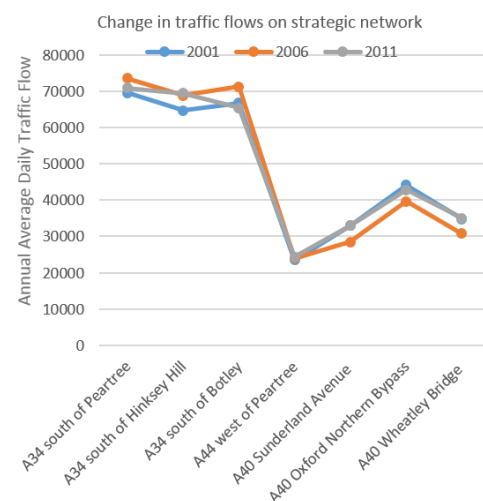
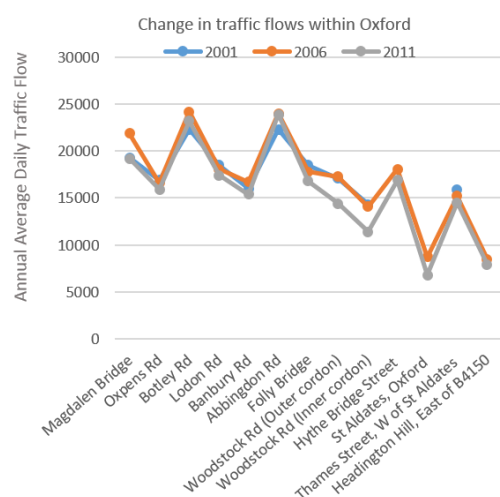
Transport planning tends to be focused on accommodating ever increasing travel demands by providing more capacity for travel, whether in the form of mass transit capacity, new pedestrian and cycle routes, or more road space for car traffic. We need to increase total transport capacity to enable growth in housing and employment. However we know that providing extra capacity (for any mode) also generates additional demand.

For road improvement schemes, for example, this sometimes means congestion relief is temporary because new capacity is quickly used up by new trips. Similarly, schemes that reduce car traffic through mode shift create new capacity in the road network, which then re-fills with new car trips. Neither case is a zero-benefit outcome, since the network is carrying more people, but congestion has not necessarily been reduced.

For this reason, in Oxford we need to combine schemes that increase transport capacity (for example the mass transit, walking and cycling schemes outlined in the previous two sections) with measures to manage car traffic and total travel demand.

### Existing situation

In the ten years between the national census surveys of 2001 and 2011, Oxford's population grew by over 16,000



people (a change of 13%) whilst the number of jobs in the city increased by around 14,000 (16%).

Despite this, traffic flows on most key roads within the city (shown in the left-hand graph below) have actually dropped over the same period. On the ring-road and the strategic network outside of the city (shown on the right-hand graph), traffic flows have increased, albeit marginally, or remained relatively constant. Looking even further back, traffic flows into Oxford city centre have reduce by 24% since 1993.

- This has been achieved through a combination of measures, including city centre traffic restrictions (e.g. the bus gate in High Street);
- High public parking charges;
- Planning policies that restrict parking supply in new developments;
- Controlled parking zones to remove free on-street visitor and commuter parking;
- Public transport, walking and cycling improvements, including Park & Ride expansion; and
- Targeted road capacity improvements – largely on the ring road

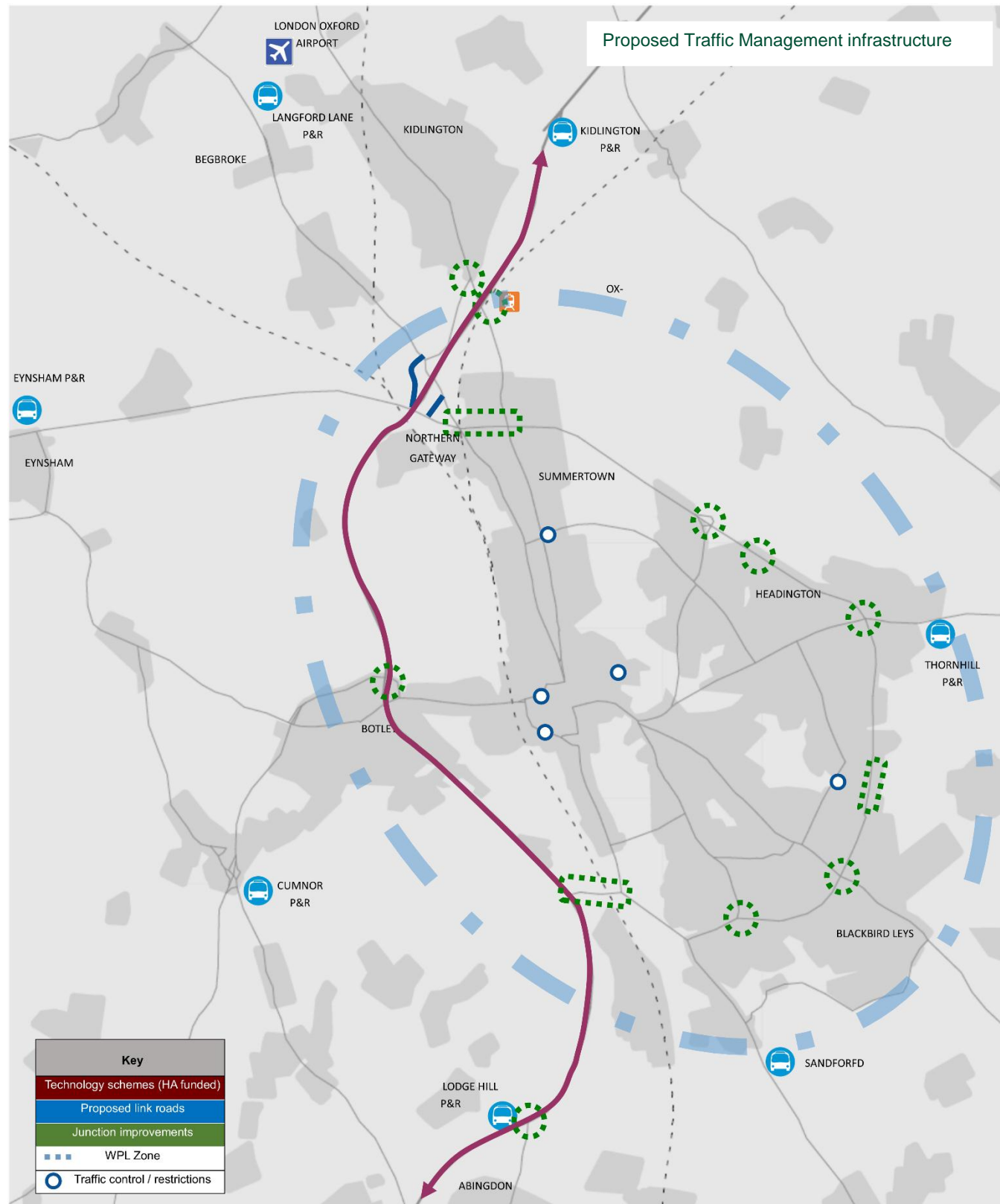
### Vision for managing traffic and travel demand

By 2035, mass transit, walking and cycling will be seen by residents and visitors alike as the best and cheapest way to travel around the city. The wealth of information on travel conditions and options will enable people to make an informed choice of how best to access their chosen destination by any mode.

Driving alone to places of work will be significantly less desirable than other travel options, and there will be a general presumption against movement by car in favour of other more space-efficient modes within the urban area.

Learning from Oxford's past successes, this will be achieved through a combination of charging, traffic restrictions, planning policies, and targeted capacity improvements. We will also use current and emerging network management and journey planning technology.





## Future demand for travel

Despite the relatively stable level of traffic flow since 2001, the DfT's prediction for traffic change for the period between 2011 and 2035 (taken from the National Trip End Model forecast) predicts a 37% increase in vehicle trips in peak hours in Oxford based on the development growth outlined in the Local Plans.

Were travel to work patterns to remain as existing, over 13,000 new two-way commuter trips with an origin or destination within the city would be made by car as a result of the SHMA related housing growth by 2035 (an increase of 27% against 2011).

With existing levels of congestion in and around the city already resulting in significant delays, any increase in traffic, let alone at the levels predicted above, will present serious challenges to enabling economic growth in Oxford.

## Highway capacity improvements

The implementation of access restrictions in the city centre and Eastern Arc and reallocation of road space to other modes will support the goals and objectives of the LTP4 and the OTS by providing excellent sustainable movement networks. This fundamental principle relies on the general presumption against travel by car within the urban area.

However, it is acknowledged that access by car is still a necessity in a dynamic city, and the outer ring road will be promoted as the primary route for all short-distance car trips.

The outer ring road will be increasingly important for cross-city movements because the OTS proposes to reallocate road space and introduce traffic restrictions on some of the roads within the city to enable mass transit, walking and cycling improvements,

The existing policy of improving the key ring road interchanges is therefore consistent with the proposal to remove trips from the 'inner ring road' (the B4495) and other inner city routes. This will be continued in the short-term with the schemes at Cutteslowe and Wolvercote Roundabouts; whilst longer term plans at the A34 Botley and Peartree interchanges are being considered by the Highways Agency, along with Intelligent Transport Systems (ITS) such as Variable Message Signs and variable speed limits to be applied along the A34 corridor. The proposed ring road improvements are shown on the plan opposite.

## Workplace Parking Levy

### Workplace parking in Oxford

Whilst the package of OTS measures already examined will provide their own contributions to increase mode share of non-car modes, the abundance of free workplace parking within the city is a significant threat to achieving the step-change required to avoid the considerable negative impacts of growth. Results of the 2011 Census, indicate that over 39,000 employees within the city use the private car as their main mode of travel to work, with a quarter being residents of the city. In common with most other towns and cities, parking charges levied by the local authorities in Oxford currently target public parking – i.e. on-street parking and parking in public car parks. This has been a useful tool in managing traffic, but given that a) there are many times more workplace parking spaces in the city than public parking spaces and b) car trips to workplace parking spaces are generally made at peak times, there would be clear benefits in being able to influence the use of these spaces.

### An Oxford WPL

In order to gain much needed control over the use of the private car as a means of travelling to work within Oxford we propose – subject to further work and consultation – the introduction of a city-wide Workplace Parking Levy (WPL).

We believe that a WPL would have three significant benefits for the city, which will be critical to ensure growth is not limited by the constraints of traffic related congestion:

- Mode shift – Those staff who have parking charges passed down by their employer will be incentivised to seek alternative methods of getting to work.
- Funds generated through the application of a WPL would be ring-fenced solely for the reinvestment into the transport network (including operation of the WPL), improving alternatives to the private car and thus further influencing mode choice; and
- A charge on spaces - regardless of whether they are used - will encourage employers to reduce their supply of private parking; saving the employer money spent on maintenance but also presenting the opportunity to redevelop land previously used for parking for employment or housing.

We propose to follow a similar overall approach to that used in Nottingham, but adapted for Oxford and its employers, some of whom (e.g. the University of Oxford) already charge staff to

park at work. With minimal exceptions, the levy would apply to all employers with a provision of employee parking over a certain threshold. Whilst the OTS proposes that the whole city is subject to a WPL, the city centre could be charged at a premium rate, and we will consider a pricing strategy depending on the levels of accessibility throughout the city.

### Traffic control points

The implementation of the five city centre bus gates in 1999 marked a considerable improvement in the control of traffic volumes within the city centre. During peak hours, vehicles passing directly through the city centre only account for 15% to 20% of all trips entering the area, with the majority of people accessing workplace, education or retail destinations. Most users of the road network therefore already expect to use orbital traffic routes further out: either the B4495 route through the Eastern Arc connecting Summertown with Abingdon Road, or the A34/A40/A4144 ring road as the means of moving around the city.

### Reducing city centre through trips

The ambition of maximising the city centre's value as a shopping and tourist destination depends on being able to vastly improve the public realm for pedestrians. There is also a risk that a WPL could, by reducing traffic into the city centre, release capacity which would be filled by through traffic. Therefore we are proposing to reduce traffic levels in the longer term by placing further restrictions on through traffic (whilst allowing unimpeded bus movements) by implementing access controls:

- On Thames Street – allowing access to Westgate from the south or west only but preventing or discouraging any through trips.
- In the vicinity of Worcester Street or Frideswide Square – thus preventing or discouraging trips from west to north but maintaining access close to the Oxford Rail station; and
- On St Cross Road, preventing or discouraging traffic from using the Science Area as a city centre ring road.

These are shown on the map on the previous page.

These restriction points could be full or part-time closures – similar to the existing bus gates – or road user charging points (see below).

A permit based system for those requiring access (residents, blue badge holders etc) will be investigated.

### Inner ring road

To provide the necessary service journey time improvement for BRT Line 3, it will be necessary to reduce the impact of congestion caused by high vehicle flows on the B4995. This will be achieved in part through junction improvements and priorities, as described in the mass transit section. In addition, traffic restrictions in the form of access restrictions (e.g. bus gates) or charging points will be used to redistribute traffic to the outer-ring road. Two measures already identified include:

- A timed access restriction (e.g. bus gate) or road user charging point, on Hollow Way
- Turning restrictions onto Banbury Road from Marston Ferry Road.

### Road user charging

Road user charging could be a potential option, in conjunction with a workplace parking levy, for reducing traffic levels on certain routes without a complete closure. Some examples of where this could be applied are listed above.

Despite the successful implementation of the London (2003) Congestion Charge schemes, no other UK city has since implemented a similar scheme, and there are relatively few examples in other European countries. This can be attributed to a lack of political will, but also as such schemes require large capital investment costs for the infrastructure, payment mechanisms and back-office equipment as well as significant operating costs - the 21km<sup>2</sup> London CC zone cost over £200m to implement and requires an operating budget of £120m per year.

Charging only for use of very specific “premium” road links in the city centre and Eastern Arc, would enable start-up and operating costs to be minimised. Nevertheless, a road user charge is unlikely to raise significant revenue and is best seen as a network and traffic management tool rather than a means of generating funding for transport improvements.

### Public parking

Public parking in Oxford is already very limited compared to other cities, particularly in the city centre. In 2013, Oxford city centre had 1670 off-street car parking spaces, compared to 3300 in Cambridge city centre and 5200 in the centre of Reading. Despite this, city centre spaces are rarely fully occupied, though this is likely to change once the Westgate Centre is

redeveloped. Oxford’s economy, including the retail and leisure sectors, is not heavily dependent on people driving into the city centre, largely because the Park & Ride, bus, walking and cycling networks provide convenient alternatives.

In the district centres, which are less well served by alternative modes, public parking is important to maintain the vitality of shops and services located close to residential areas.

### City centre parking

In the city centre, levels of public parking will be maintained at approximately the same levels as in 2014, albeit reorganised to make better use of land. Specific measures include:

- Consolidate public parking into fewer locations, predominantly underground (e.g. new Westgate car park), with existing surface car parks redeveloped for other uses and on-street parking rationalised as part of public realm improvements (for example, St Giles and Broad Street);
- All parking to meet high standards of security and design to provide a welcoming experience;
- Charges to encourage good use of parking capacity throughout the day and year – no half-empty car parks – and to discourage arrivals during network peaks;
- Charges should discourage or prevent long stay or commuter parking;
- Consider discounts for full cars (4 + occupants);
- Provide easy-to-use payment options, linked to retail/leisure discounts or other incentives to encourage off-peak arrivals;
- Provide live parking space information from journey origin to parking space via journey planner, apps, web, electronic signs, GPS devices and in car-park systems;
- All public car park exits to be signal controlled with generous internal queuing space to allow controlled discharge of traffic onto the road network; and
- All car parks to provide for electric vehicle charging.

### District centres

For district centres, our approach is to:

- Support the vitality of district centres (which offer local amenities in sustainable locations close to residential areas) by maintaining a modest level of attractive, low cost and easily accessible short stay parking;



- Maintain current levels of public parking in all district centres, except Cowley primary district centre which currently has substantial over-provision occupying land which could be redeveloped for other uses;
- Deck or build above car parks to make efficient use of land;
- Discourage or prevent commuter or long stay use through pricing or fines.

## Zone-based parking charges

We will adopt a zonal parking charge system across the city, including Park & Ride car parks. Classification of charging zones will be based partly on their level of accessibility by other modes, so may change as and when the other OTS measures (such as a BRT or cycle super route connection) are introduced. The zonal system will be designed to encourage alternatives, in priority order:



Parking charges will therefore be lowest at Park & Ride sites, but are unlikely to be free because a) this could create an incentive to use Park & Ride even when another alternative is available and b) the operators of Park & Ride car parks will need to cover their costs.

## Freight/ deliveries

Demand forecasting for 2031 indicates that around 2,500 HGV trips will be made to, from and within the city between 8am and 6pm per day, over a third of which would occur during the AM peak hour. To reduce the impact of freight on congestion, noise and air quality, the following measures will be developed:

- Delivery & Servicing Plans;
- Construction Logistics Plans;
- Out of hours deliveries;
- Freight will be expected to comply with increasing emissions requirements.
- Local consolidation points; and
- Freight Consolidation Centres for business, retail and construction.

## Role of taxis

Taxis and private hire vehicles will continue to be an important part of Oxford's integrated transport network; perhaps even more so as further traffic controls and restrictions reduce the attractiveness of the private car as a means of accessing the city centre. As the nature of the city centre streetscape changes, with more streets becoming access only or closed to vehicles at certain times, so will route management for taxis.

Given the importance of taxis throughout the city, it will be vital to ensure that a high level of interchange is provided with the proposed BRT routes at Park & Ride and major hubs, plus also at Oxford and Oxford Parkway stations.

As part of the objective for a zero-emission Oxford city centre by 2020 (and city-wide by 2030), taxi operators are being encouraged by Oxford City Council to invest in electric vehicles for their fleets. Oxfordshire County Council will work in partnership with taxi and private hire business to ensure that designs for BRT transit hubs, Park & Ride sites, and other council run public locations with taxi stands will have facilities for electric vehicle charging.

## Development management policy

The evolution of policy will have a critical role to play in delivering growth without adding unnecessary traffic.

Existing policy will therefore be reviewed to ensure that parking standards throughout the city are seen as an absolute maximum, which are to be applied only in exceptional circumstances. This will include the use of a formula to determine a development's parking standard based on the assessment of future public transport and walking and cycling access.

In planning new development, there is increasing evidence that neighbourhood design – including housing density and layout of routes for public transport, walking and cycling – is a strong influence on use of these modes by residents. Traditional densely populated areas have lower overall travel demand and car ownership and higher use of sustainable modes than newer suburban developments.

In addition the strategy will need to “nudge” people towards travelling less or choosing sustainable modes, by promoting neighbourhood design that is based on research and best practice from other cities. Developers of homes and workplaces will also be required to apply vastly enhanced requirements to provide access and facilities for cyclists. Any new commercial operation will be required to adhere to standards for the management of logistics.

## The role of the OTS in planning new development

The Strategic Housing Market Assessment for Oxfordshire has presented a highly ambitious growth target of 28,000 houses for Oxford. Research undertaken by the city council suggests that a maximum allocation of 10,228 houses will be achievable within the city boundary, made up of committed developments and other sites identified in the local plan plus an element of ‘windfall’ housing.

It is anticipated that Oxford’s remaining unmet demand could, with agreement from the other Oxfordshire District Councils, be accommodated outside of the city boundary. More pressure is therefore likely to be placed on edge of city locations, within the outlying towns / villages and potentially in entirely new locations. There is a danger that a rush to build more houses could favour speculative development of sites that are harder to serve by sustainable transport modes.

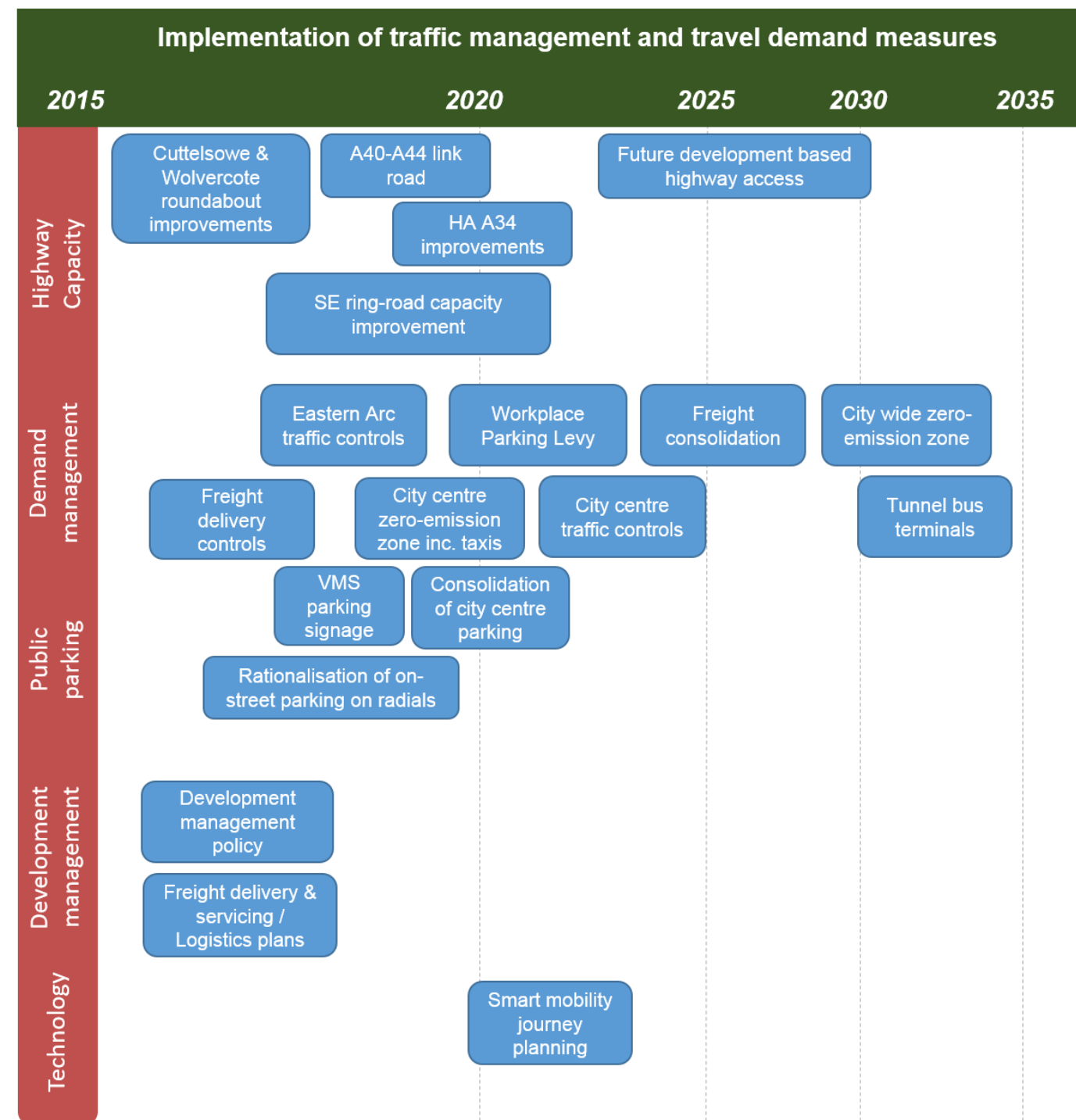
The OTS has defined the optimum corridors for BRT and cycle networks, extensions of which should help to influence decisions about where future housing should be located.

To the south of the city, BRT Lines 1 & 3 will provide a fast, high capacity transit service directly into the City Centre and Eastern Arc, with both having potential to be extended towards Abingdon and south of Grenoble Road.

Similarly, to the north of Oxford, BRT Lines 1 & 3 route through Kidlington and Eynsham, opening up large areas with access to a direct BRT service to Oxford city centre and growth areas in the Eastern Arc.

## Implementation

### Phasing of capital investment



## 5. Implementation of the OTS

### The cost of improvement

The OTS calls for a step change in transport investment within Oxford to preserve the vitality of one of the most important centres to the economy of the South East. Investment needs to reflect the scale of change needed to achieve the city’s vision for growth, but equally must be achievable with a recognition of the need to deliver the best value for money from constrained resources. This consideration is implicit with the principle of the incremental development of mass transit, where networks will be developed on the basis of allowing for future expansion as needed, not precluding this through fixed and inflexible infrastructure or technologies. Should demand in future necessitate greater segregation, the potential cost should be considered now.

Detailed costing will be determined through more in-depth studies into the measures identified within this strategy. However, initial estimates suggest that the implementation of the OTS will require a total capital investment (including funded schemes) of around £1.2 billion. When factored against the level of growth expected within the county in the next 20 years, this equates to an investment of approximately £14,000 per additional job and home.

Approximately half of this figure would be required to fund the city centre transit tunnels alone (which will require the most significant shift in the way our transport infrastructure is funded). The remaining c£600m of capital investment would represent an annual investment of £30 million per year over the next 20 years, roughly double our current annual spend.

### The next steps

The transport improvements detailed within the OTS sets out a framework for progressive transformation of the transport network within the city by 2035. However, many of the more ambitious schemes will be developed incrementally, as and when the need for them to mitigate for the planned growth is established, and when funding is secured.

Our 2 and 5 year capital investment programmes will see us deliver the schemes for which committed funding has been secured, including utilising the £93 million City Deal and Oxfordshire Growth Deal investments; developer funds and Community Infrastructure Levy funding, and local authority funds. The design, consultation and implementation of many of these short-term schemes are already underway.

The OTS provides a framework and context for future funding bids. Each corridor contains a combination of interconnected transit, cycle, place and demand management elements. In many cases, schemes will be developed and implemented on a whole corridor – rather than mode-specific – basis.

The OTS has introduced our ambitions for several high-profile schemes which will enable radical changes in how people move around the city. At present, schemes such as zero-emission BRT and the Workplace Parking Levy are in the feasibility stage, and in the next year we will be looking to develop the optimum solutions and funding programmes through collaborative working with public transport operators, major employers and other stakeholders.

We will look to utilise our position as a home to a truly world-class research and development sector to work with the university, college and science sectors to help take the strategy forward, including the innovative Smart Mobility and technology proposals identified under our Science Transit Strategy.

Crucially, in light of the substantial potential housing and job growth within Oxford and the wider county, we will work closely with the city council and district planning authorities to implement the principles and infrastructure of the OTS.

## Funding the OTS

The delivery of the measures and interventions recommended by the OTS will rely in part on private and private sector funding streams of an appropriate level, phasing and balance between revenue and capital funds.

- The long-term focus of the OTS means uncertainty for future availability of funding. The investment plan must therefore:
  - o Be flexible and scalable to adjust to the value of future funding streams and the timescales for funding availability; and
  - o Provide a business case for securing funding from the private and public sectors.

Central and local government, the private sector and transport operators and users all have a key role in future funding and delivery. Our approach to funding will need to be as ambitious and forward-thinking as the strategy itself. A series of opportunities have been identified which are presented within the table opposite.

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Potential Sources of Funding (£ = modest contribution; ££ = moderate contribution; £££ = significant contribution)		
Private sector	Transport operators	Transport users
<p><b>Developer contributions (££)</b></p> <p>Contributions for new developments to be maximised and prioritised towards public transport wherever possible, over road infrastructure.</p>	<p><b>Freight fees (£)</b></p> <p>To be applicable until companies sign up for the use of a consolidation centre. Revenue can be ring-fenced for use on freight management and air quality improvement schemes.</p>	<p><b>Workplace Parking Levy (£)</b></p> <p>This will likely be a modest but valuable source of income for investment into further Mass Transit, walking and cycling schemes.</p>
<p><b>Local business rates (££)</b></p> <p>To be retained by Oxford City Council to generate funding for infrastructure, including transport.</p> <p>At a countywide level, business rate growth within the Enterprise Zones should be retained for reinvestment.</p>	<p><b>Operator investment (£)</b></p> <p>The roll-out of very low and zero emission vehicles is welcomed and must continue. Further support to schemes which will provide more reliable services should be sought.</p>	<p><b>Parking charges (££)</b></p> <p>Increases in public car parking charges outside of the city centre should be used to support the implementation of the Mass Transit lines.</p>
<p><b>Tax Increment Financing (£££)</b></p> <p>An increasingly used financing tool which uses future business rate income from new development to provide backing for infrastructure, including transport.</p>	<p><b>Bus stop / bus stand departure fees (£)</b></p> <p>Bus stop or bus stand departure fees should be implemented to help fund city centre revisions to the transit network. This may also encourage operators to consolidate services.</p>	<p><b>City centre cordon / entry charges (£)</b></p> <p>Given the limited existing through trips in the centre it is assumed that only a limited return on investment in operating costs would be gained.</p>
<p><b>Tourism business levy (£)</b></p> <p>Local business leaders should be encouraged to establish an Oxford Tourism Business Improvement Districts (TBIDs) which draws together private sector funding based on a scalable business rate levy to collectively invest in local improvements, including transport.</p>	<p><b>Rail station use charges (£)</b></p> <p>Rail station use charges on Train Operating Companies</p>	
	<p><b>Tourist coach entry fee (£)</b></p> <p>Charge to be applied to companies for city entry (payable on parking within designated coach bays) will be used to pay towards Mass Transit prioritisation schemes.</p>	

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**To:** City Executive Board

**Date:** 2 April 2015

**Report of:** Head of Leisure, Parks and Communities

**Title of Report:** Fusion Lifestyle's 2015/ 2016 Annual Service Plan for the management of the Council's leisure facilities

## Summary and Recommendations

**Purpose of report:** The report recommends that the City Executive Board endorse Fusion Lifestyle's Annual Service Plan for the management of the Council's leisure facilities for 2015/16.

**Key decision:** Yes

**Executive lead member:** Councillor Mike Rowley, Executive Member for Leisure Contract and Community Partnership Grants

**Policy Framework:** Leisure and Wellbeing Strategy, 2015 to 2020  
Strong and Active Communities

Vibrant, Sustainable Economy  
Cleaner, Greener Oxford

**Recommendation:** That the City Executive Board endorses Fusion Lifestyle's Annual Service Plan for 2015/16.

## Appendices

Appendix One Fusion Lifestyle's Annual Service Plan summary 2014/2015

Appendix Two – Risk register

Appendix Three – Initial Equality Impact Assessment

## Background

1. In March 2009 the Council entered into a contract with Fusion Lifestyle (Fusion) a social enterprise with charitable status to manage the Council's Leisure Facilities. The contract was for ten years, with a five year extension clause.

2. The contract with a social enterprise whose sole focus and extensive expertise is operating leisure facilities has greatly improved the user experience, alongside achieving savings of around £660,000 per year. Over this period facilities have been greatly improved with around £13.5 million of investment, which has in the main been funded by the contract savings.
3. In February 2014 the City Executive Board agreed to extend the contract to for the development, management and operation of the City's leisure centres for a five year period to April 2024.
4. Fusion's 2015/16 Annual Service Plan (Plan) builds on the Council's approach to delivering world class leisure provision to Oxford residents. The plan is available on the City Council's website.
5. Leisure provision in the city is continuously improving since the collaboration with Fusion in 2009 and supports the Council's strategic aims. The achievements to date can be summarised as:
  - Usage has increased by 40<sup>1</sup> per cent on pre contract levels, now totalling around 1.3million visits a year.
  - The main increase in usage is in our target groups (people from areas of deprivation, BAME people, older people, disabled people, women and girls and under-17s) which have increased by 82 per cent.
  - The net subsidy per user has reduced from over £2.14 to £0.47 and is on target to reduce to £0.08 per user subsidy by 2016, and break even by 2017.
  - Additional increases in the Oxford Living Wage and energy costs have been absorbed.
  - Very high customer satisfaction levels - 98 per cent satisfied and 55 per cent rate the centres as excellent.
  - Quest (the sport and leisure industries quality and customer assurance scheme) has been achieved and maintained at all the centres.
  - Development on time and within budget of the Leys Pool and Leisure Centre.
6. The 2015/16 Plan is focused on delivering the Council's priorities in the most effective and efficient way and places significant focus upon:
  - Accessible and affordable leisure opportunities through pricing structures at appropriate and inclusive levels.
  - Improving health and well-being by positively promoting and delivering the benefits of healthy living and active lifestyles.
  - Supporting the council's Youth Ambition Programme
  - Tackling climate change and promote sustainable environmental resource management providing quality through continuous improvement.
  - Driving value for money by ensuring that the leisure offering is of a high standard and innovative.
  - Delivering Service Excellence by striving to achieve an excellent customer satisfaction rating of at least 60%. (Satisfaction targets were based on at least satisfactory, the plan strives to measure delivery of excellence).

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<sup>1</sup> Based on April 2014 to January 2015 visits

7. This plan is presented following the successful enactment of the 2009 Leisure Facilities Strategy. The final part of the strategy was the completion of the Leys Pools and Leisure Centre which is proving to be a huge success with 50,000 visits taking place in the first month of opening.

### Development of the Annual Service Plan

8. The 2015/16 Plan was developed between Fusion and council officers and agreed by the Leisure Partnership Board. The Board consists of representatives from the following groups:

- Customers
- Older people
- Young people
- Executive and opposition member for leisure
- Senior Council and Fusion Officers

The function of the Board is to oversee the delivery of the city's corporate objectives through the leisure contract. An effort has been made to broaden input into the Board and over the last year there has been more attendance and contribution from service users.

9. Preparation of the 2015/16 Plan has incorporated:

- Review of performance from contract commencement
- Review of achievements in respect of national and industry relevant benchmarks
- Commitments and intentions set out in Fusion Lifestyles tender submission
- Liaison with stakeholders
- Linkage to the Council's corporate plan

10. A summary document will clearly set out the Plan headlines and be available to customers, staff and other key stakeholders. The document will be printed in a format consistent to previous contract years. (Appendix Two, Fusion's 2014/15 Summary Plan).

### 2015/16 Performance Targets<sup>2</sup>

11. Key targets committed to in the 2015 /16 Plan include:

Key 2013/ 2014 objectives	2014/15 target	2015/16 forecast target
To reduce the subsidy per user in leisure facilities	£0.47	£0.08
Year-on-year increase in participation by users resident in the most deprived wards in the city	110,000 visits	114,000 visits
Year-on-year increase in participation by	91,000 visits	94,000

<sup>2</sup> Based on April 2014 to January 2015 visits

users aged over 50 years of age		
Year-on-year increase in participation by Women and girls.	452,000 visits	466,000 visits
Year-on-year increase in participation by users aged under 17 years.	139,000 visits	143,000 visits
Year-on-year increase in participation by users from Black, Minority and Ethnic groups.	85,000 visits	88,000 visits
Year-on-year increase in participation by disabled users.	15,000 visits	16,000 visits
To maintain customer satisfaction levels at leisure facilities above 95% (Good, Satisfactory, Excellent).	98%	At least 95%
Striving for excellence with the aim on achieving an excellent customer satisfaction rating. <sup>3</sup>	New	60%
To retain Quest accreditation at five facilities at least "good" level	5 facilities	5 facilities
Reduce utility consumption against the 2013/14 baseline.	2 per cent	2 per cent

(Note: 2014/15 usage from Temple Cowley Pool and Blackbird Leys Pool will be added to the target for Leys Pools and Leisure Centre, 2015/16).

### **Performance management**

12. There will be an on-going review and monitoring process for the plan. This will incorporate management scrutiny, monthly client performance reports, monthly meetings between key representatives of the Council and Fusion, quarterly Leisure Partnership Board meetings and a formal review in advance of the 2015/16 planning process.

### **Legal Issues**

13. The Council has a contractual relationship under which the council's leisure facilities are managed by Fusion. The Leisure Management Agreement sets out the range of contractual requirements with which Fusion must comply. Fusion's delivery of the Service Plan is a contractual commitment.

### **Financial Issues**

14. Savings from the contract with Fusion are already reflected in the council's budget and the risk for achieving these is Fusions. The management agreement also contains provisions to share profits that are made above those agreed when the contract was agreed.

### **Environmental Impact**

<sup>3</sup> Satisfaction targets were based on at least satisfactory, the plan strives to measure delivery of excellence. This is a new objective, but represents an improvement from 55% excellent this year.

15. The Plan has targets and actions that will have a positive environmental impact. These contribute to the Council's commitment for tackling climate change, promoting sustainable environmental resources, and to the reduction of carbon and water. Actions within the Plan support the Council's Carbon Management Plan.

### **Level of Risk**

16. There is a medium level of risk to service provision. Descriptions and mitigation for this level of risk are demonstrated in the Risk Register, (Appendix Two).

### **Equalities Impact**

17. Targets and actions within the Plan ensure equitable access to improved facilities and encourage increased usage for underrepresented and concessionary groups. , in accordance with the equalities impact assessments and action plan, (Appendix Three).

Name and contact details of author:-

Name Ian Brooke

Job title Head of Leisure, Parks & Communities

Service Area / Department: Leisure, Parks and Communities

Tel: 01865 252705 e-mail: [ibrooke@oxford.gov.uk](mailto:ibrooke@oxford.gov.uk)

### **List of background papers:**

Fusion Lifestyle's 2015/ 2016 Annual Service Plan



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# Annual Service Plan 2014/15

www.oxford.gov.uk



[www.oxford.gov.uk/leisure](http://www.oxford.gov.uk/leisure)

Fusion Lifestyle is a registered charity working in partnership with Oxford City Council to manage your local leisure facilities.

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## Annual Service Plan

Oxford City Council and Fusion Lifestyle have a clear vision for a world class leisure service for everyone in the City. We aspire to ensure that the City's leisure facilities are available to everyone and offer the highest possible standards.

In March 2009, Fusion Lifestyle commenced the management of the City Council's seven leisure facilities - **Barton Leisure Centre, Blackbird Leys Leisure Centre, Blackbird Leys Pool, Ferry Leisure Centre, Hinksey Outdoor Pool, Oxford Ice Rink and Temple Cowley Pools.**

Fusion has developed an Annual Service Plan that describes the organisation's performance against 2013/14 objectives and sets out Fusion's targets for the delivery of leisure services in the year from April 2014 - March 2015.

This leaflet summarises Fusion's Annual Service Plan and gives our customers, staff and stakeholders a clear idea of our objectives for the year ahead.

## Performance Review 2013/14

The Performance Review element of the Annual Service Plan is a review of performance against the 2013/14 Annual Service Plan.

### Financial:

- Subsidy per user has reduced from £2.14 in 2009 to £0.62 in 2014
- Bonus concessionary membership offer was held for a fifth consecutive year

### Participation:

- Since starting the contract with Fusion the overall number of visits to leisure facilities has increased 42 per cent. Just less than 354,100 more visits when compared with the period prior to the transfer to Fusion.
- Overall participation has increased year on year by 5,432 to 1,203,667
- 12% increase in users aged over 50
- The delay in the new competition pool and the challenges in maintaining Temple Cowley Pools and Fitness Centre and Blackbird Leys Pool resulted in small (less than 10%) falls in participation of disabled, under 16, black, minority & ethnic users.

## Performance Review 2013/14

- 13% increase in 60+ swim participation
- 10% increase in women and girls participation
- 19% increase in under 17 swim participation

### Customer Satisfaction:

- Overall customer satisfaction of 96%
- User groups, customer forums and management forums embedded at each site

### Health and Safety:

- Compliance scores: Barton Leisure Centre 99%, Blackbird Leys Leisure Centre 89%, Blackbird Leys Pool 93%, Ferry Leisure Centre 93%, Hinksey Outdoor Pool 99%, Oxford Ice Rink 83%, Temple Cowley Pools 90%
- All Oxford sites fully compliant with Occupational Health and Safety Advisory services audit of health and safety management.

### Facility Management:

- Maintained International Standards ISO 14001, 14002 and 9001 following external audit assessment
- 99% of Planned Preventative Maintenance undertaken
- Leisure industry quality standard Quest accreditation maintained at Barton Leisure Centre, Blackbird Leys Leisure Centre, Oxford Ice Rink and Ferry Leisure Centre at a rating of 'Good', and at Hinksey Outdoor Pool, a rating of 'Satisfactory'

### Staffing:

- Appraisals undertaken for all staff within Oxford leisure facilities
- Training plans in place for all staff
- Over 1,899 hours training delivered in all centres

## Performance Review 2013/14

### Marketing:

- Total website visits over 300,000 and visits up across all centres, Ferry Leisure Centre up 40%, Barton Leisure Centre up 41%, Oxford Ice Rink up 63%, Temple Cowley up 47%, Hinksey Heated Outdoor Pool up 52%, Blackbird Leys Leisure Centre up 40% and Blackbird Leys Pool 73%
- Successfully delivered communication and promotion plans for new first stage of redevelopment of Blackbird Leys Leisure Centre
- Reward Card holders (Pay As You Go loyalty card) holders now over 14,000 for the first time
- Social media continues to grow rapidly with 9,600 Facebook likes
- New external signage installed at Oxford Ice Rink
- New Swim School direct debit membership introduced

### Sports And Community Development:

- Positive and proactive partnerships developed with key stakeholders including; Badminton England, Amateur Swimming Association, Oxford Sports Partnership, local sports clubs and schools
- Exercise and pool programmes reviewed, refreshed and implemented
- Healthy living and active lifestyles promoted through; GP exercise referral action plan, Cardiac Rehabilitation at Blackbird Leys, Active Women and GO Active Get Healthy projects and support of the council 'Youth Ambition Programme'

### Facility Developments:

- First stage of redevelopment at Blackbird Leys completed with new studio, crèche and soft play area officially opened



## 2014/15 Objectives and Targets

### Partnership Development:

- Full liaison and support with Oxford City Council in respect of the new competition pool development at Blackbird Leys Leisure Centre
- Agreed partnership funding to maintain Go Active programme in Oxford
- Supported many partnerships including; GO Active, Get Healthy, get into Sport, Active Women, Youth Ambition, Sportivate

### Financial:

- to deliver a 10% year-on-year reduction in subsidy per user
- to ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive to support target groups

### Participation:

- to deliver a 3% year-on-year increase in participation by target groups:
  - users from black, minority and ethnic groups
  - users resident in the more deprived wards in the City
  - users aged over 50
  - users aged under 16 with increased emphasis on encouraging educational attainment
  - users with disabilities
- to deliver a 5% year-on-year increase in participation by target groups women and girls
- to deliver a 3% year on year increase in U17 swimming
- to deliver a 3% year on year increase in over 60 swimming
- to improve general access to all sites

### Customer Satisfaction:

- to maintain customer satisfaction levels at leisure facilities above 95%
- to fully undertake Fusion's customer relations programmes
- to deliver a reduction of at least 5% in annual cancellation of memberships

### Health and Safety:

- to ensure 100% compliance with Fusion health and safety policies and procedures

## 2014/15 Objectives and Targets

### Facility Management:

- to achieve average facility inspection scores of at least 95% across all facilities
- to engage fully with the Council's priority, "to tackle climate change and promote sustainable environmental resource management," and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year
- to reduce general refuse by 25% and to increase recycling waste by 25%
- to ensure high standards of cleaning at all times
- to ensure high standards of repair and maintenance at all times
- to maintain Quest accreditation at a minimum 'Good' at Ferry Leisure Centre, Blackbird Leys Leisure Centre, Oxford Ice Rink, Barton Leisure Centre and Hinskey Outdoor Pool
- to maintain quality 'Integrated Management Systems' procedures across all sites

### Staffing:

- to ensure that the right people are in the right place at the right time
- to achieve over a 72% staff satisfaction level
- to ensure that the Fusion workforce in Oxford is as representative as possible of the local community

### Marketing:

- to deliver a proactive and positive approach to Public Relations, such that facility and service successes are communicated and celebrated
- to deliver a 5% increase in total memberships
- to establish and maintain the highest standards of web and social media promotion
- to develop connections and outreach with local schools, youth clubs and under 18's with Sports & Community Development teams
- to launch new collateral designs and reduce print wastage
- launch of the new competition pool at Blackbird Leys

## 2014/15 Objectives and Targets

### Sports and Community Development:

- to maintain positive and productive partnerships with key local stakeholders and welcome stakeholder opportunities
- to develop and maintain positive and proactive closer relationships with local sports clubs, community centres and groups
- to ensure that all facility programmes are exciting, innovative and attractive to users and potential users
- to maximise the benefits of sport participation following the 2014 Winter Olympics/ Paralympics and the Commonwealth Games
- to explore relevant opportunities for external funding
- to positively promote the benefits of healthy living and active lifestyles
- develop and maintain relationships with schools and educational groups

### Facility Developments:

- produce a programme of leisure facility development proposals and where agreed deliver these developments
- new competition pool at Blackbird Leys

### Partnership Development:

- to ensure 100% compliance with all meeting, reporting and performance monitoring requirements
- to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford
- to support the council in the delivery of a new competition pool
- to optimise the benefits of the partnership between Fusion and Oxford City Council





In presenting this summary of the Annual Service Plan for 2014/15, we are keen to gain as much feedback as possible from customers, staff and other key stakeholders.

We want to know if you think we are trying to do the right things, whether or not we are achieving our objectives and what key targets we should be considering when we start to prepare our next Annual Service Plan for 2015/16.

**All feedback is gratefully received and there is a range of ways in which you can tell us what you think:**

- talk to our staff
- complete one of our "Please Tell Us What You Think" comment cards, available at each of the leisure facilities
- attend one of the Customer Forums that will be organised across the facilities through the course of the year
- pass your comments to a representative of the User Groups that meet at each facility
- attend one of our regular management surgeries that will be held through the course of the year
- contact us by e-mail at [blackbird@fusion-lifestyle.com](mailto:blackbird@fusion-lifestyle.com)
- write to Fusion's Divisional Business Manager, c/o Blackbird Leys Leisure Centre, Pegasus Road, Blackbird Leys, Oxford, OX4 6JL

Thank you for taking the time to read this leaflet. Your opinion is valued and we look forward to hearing from you.

If you need a translation, a **LARGE PRINT** version or a copy of this publication in another format, please contact us.

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## Appendix Two: Fusion Lifestyle 2015/ 2016 Annual Service Plan for the management of the Council's leisure facilities.

### Risk Implications

Risk				Gross Risk		Current Risk		Residual Risk		Owner	Control Description
Description	Cause	Consequence	Date raised	I	P	I	P	I	P		
Dissatisfaction with delivery of leisure provision	Lack of intrinsic linkage within the Plan to enable delivery of the Council's Corporate Plan; Poor development of objectives and targets in respect of achieving the council's aspirations and vision	Stakeholder dissatisfaction, loss of income, reputation damage, loss of future opportunity	09 Feb 15	2	2	2	2	1	1	Head of Service	Establishment of a detailed Annual Service Plan that sets out the strategic objectives and required actions; with a comprehensive on-going monitoring of performance in respect of key service criteria.
The 2015/ 2016 Annual Service Plan strategic aims do not reflect corporate priorities	Lack of assimilation with the Council's Corporate Plan	Value for money not achieved; failure to provide the aspiration of a World-Class leisure service.	09 Feb 15	3	3	3	3	2	1	Head of Service	Strategic direction from the Leisure Partnership Board and Council Leisure Delivery Board; Effective engagement with representatives of the Leisure Partnership Board and other internal and external officers; Robust development process for the delivery of the 2015/ 2016 Fusion Lifestyle Annual Service Plan.
Failure to achieve the commitment to accessible savings	Lack of financial consideration and planning within the delivery strands of the 2015/ 2016 Annual Service Plan.	Value for money not achieved.	09 Feb 15	3	3	3	3	3	1	Head of Service	Robust performance and financial monitoring procedures to detect variations and put in mitigating actions.
Business Continuity Planning	Failure to maintain an up to date Business Continuity Plan.	Leisure centres being unable to operate for a period of time.	09 Feb 15	3	2	2	2	2	2		Regular review of current Business Continuity Plan and annual testing of plan.
Reputational Risk	Failure to manage repercussions following a serious event at a centre	Reputation loss of Oxford City Council	09 Feb 15	2	3	1	2	1	2		Emergency Plan for control of media exposure.  Health & Safety monitoring and reporting regime in place and externally audited.

**Appendix Three: Fusion Lifestyle 2015/ 2016 Annual Service Plan for the management of the Council's leisure facilities.**

**Initial Equalities Impact Assessment**

<p><b>Service Area:</b> Leisure, Parks and Communities</p>	<p><b>Section:</b> Leisure management contract</p>	<p><b>Key person responsible for the assessment:</b> Leisure and Performance Manager</p>	<p><b>Date of Assessment:</b> 9 February 2015</p>
<p><b>Is this assessment in the Corporate Equality Impact assessment Timetable for 2013-2015?</b></p>	<p>Yes</p>	<p>No</p>	
<p><b>Name of the Policy to be assessed:</b></p> <ul style="list-style-type: none"> <li>• Leisure and Wellbeing Strategy 2015 to 2020</li> </ul> <p>Fusion Lifestyle's 2015/ 2016 Annual Service Plan for the management of the Council's leisure facilities.</p>	<p><b>Is this a new or existing policy</b></p>		<p>New</p>

**1. Briefly describe the aims, objectives and purpose of the policy**

The overriding objectives of the leisure management contract are:

- To develop world-class leisure facilities and to improve the value for money they offer;
- To reduce the overall subsidy for leisure services, prior to 2009 the subsidy per user was one of the most expensive in the country;
- Alongside the benefits of a successful contract such as increased participation, an upward cycle of continued improvement, and an improved public realm, there is also a surplus share arrangement that encourages the Council to support Fusion Lifestyle to exceed their contractual financial targets and provide further leisure investment.

The quality and service standards are high and facilities will be accessible with diverse and with inclusive programmes.

- Charging at market rate for those that can afford and running a highly cost effective service so that a surplus is created to fund a progressive concessions programme.
- Central part of the Corporate Plan for 2015-2020

The vision for delivery of leisure facility provision is to:

- Continuously improve the service for all users
- Reduce the subsidy per user
- Have greater energy efficiency from the leisure facilities
- Provide modern world-class leisure facilities to enhance the quality of life for everyone.



<p><b>2. Are there any associated objectives of the policy, please explain</b></p>	<p>The Leisure Facility Review (May 2009) detailed the Councils strategic approach to developing a city wide leisure offer that includes all facilities irrespective of ownership across the city. The review detailed a sustainable way forward for our leisure facilities.</p> <p>The Leisure &amp; Wellbeing Strategy 2015 to 2020 is the services overarching strategy; the delivery of the strategy is supported by the Green Space Strategy, the Playing Pitches Strategy and the Youth Ambition Strategy. The strategy has three priorities:</p> <p><b>Objective 1 – A world class leisure offer</b> The leisure offer is anywhere sport and physical activity can take place. Alongside traditional facilities such as leisure centres it includes parks, community centres, waterways, children’s centres, business premises and community buildings such as churches and village halls.</p> <p><b>Objective 2 – Our focus sports</b> This strategy continues to designate <i>focus sports</i>. The Sport Team will remain focused on creating innovative and inclusive sporting pathways that drive up participation through a joined up leisure offer.</p> <p><b>Objective 3 – Partnership working</b> <b>Much of the progress in recent years has been achieved through effective partnership working and taking a place leadership approach to increasing physical activity levels. The Council’s Sport and Leisure team have an excellent reputation; this has helped bring in external funding and resulted in far greater outcomes being achieved and this approach needs to be built on.</b></p>
<p><b>3. Who is intended to benefit from the policy and in what way</b></p>	<ul style="list-style-type: none"> <li>• Users of all leisure facilities in Oxford;</li> <li>• Local tax payers;</li> <li>• Target Groups: Those under the age of 17 and over the age of 50 years; Black, Minority and Ethnic groups; those with disability; Women and girls; Those resident in the most deprived areas of the City; those on a low income (and their dependants).</li> <li>• City communities.</li> </ul>

<p><b>4. What outcomes are wanted from this policy?</b></p> <p>The policy is intrinsically linked to enabling the delivery of the Council’s Corporate Plan, and has been developed to clearly set the objectives and targets in respect of achieving the council’s aspirations and vision for delivering modern world-class leisure services.</p> <p>The vision for delivery of leisure facility provision is to:</p> <ul style="list-style-type: none"> <li>• Continuously improve the service for all users</li> <li>• Reduce the subsidy per user</li> <li>• Provide greater energy efficiency from the leisure facilities</li> <li>• Offer modern world-class leisure facilities to enhance the quality of life for everyone.</li> <li>• Targeted improvements in use by under-represented groups, women, older people, BME.</li> </ul>			
<p><b>5. What factors/forces could contribute/detract from</b></p>		<ul style="list-style-type: none"> <li>• The general economic climate.</li> <li>• Competition from the wider leisure industry.</li> </ul>	
<p><b>6. Who are the main stakeholders in relation to the policy</b></p>		<p><b>7. Who implements the policy and who is responsible for the policy?</b></p>	<p>Leisure, Parks and Communities; Executive Director Community Services</p>
<p><b>8. Are there concerns that the policy <i>could</i> have a differential impact on racial groups?</b></p>		<p>¥</p>	<p>No</p>

<b>What existing evidence (either presumed or otherwise) do you have for this?</b>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"><li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li></ul> <p>There is no pricing differentiation due to racial group.</p>
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<p><b>9. Are there concerns that the policy <i>could</i> have a differential impact due to gender?</b></p>	<p>¥</p>	<p><b>No</b></p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> <li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li> </ul> <p>There is no pricing differentiation due to gender.</p> <p>Active Women is a project being driven by Sport England to get more women from disadvantaged communities, and more women caring for children, playing sport. The sessions are specifically designed for local women and aim to make it as easy as possible to participate and provision includes tennis, jogging, football, netball, badminton, trampolining, basketball and swimming.</p>	

<p><b>10. Are there concerns that the policy could have a differential impact due to disability?</b></p>	<p>¥</p>	<p><b>No</b></p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> <li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li> </ul> <p>Those entitled to disability benefits, and their dependants are entitled to excellent discounts through the Bonus concessionary membership scheme.</p> <p>Fusion Lifestyle has an active partnership with disability swimming group 'Oxford Swans' who hold sessions at Ferry Leisure Centre and Leys Pools and Leisure Centre.</p> <p>Facilities comply with DDA legislation and development schemes progressed in partnership with Fusion Lifestyle give full consideration to needs of this target group.</p>	



<p><b>11. Are there concerns that the policy <u>could</u> have a differential impact on people due to sexual orientation?</b></p>	<p>¥</p>	<p><b>No</b></p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> <li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li> </ul> <p>There is no pricing differentiation due to sexual orientation.</p>	

<p><b>12. Are there concerns that the policy <u>could</u> have a differential impact on people due to their age?</b></p>	<p>Yes</p>	<p>No</p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> <li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li> </ul> <p>Concessionary fees and charges are available to these targeted groups. Additionally the Council continues to provide targeted free swimming and free swimming lessons for those aged under 17 years of age and resident in the City.</p> <p>Fusion offer Primetime sessions for those aged 50 years and over.</p>	

<p><b>13. Are there concerns that the policy <u>could</u> have a differential impact on people due to their religious belief?</b></p>	<p>Yes</p>	<p>No</p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> <li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li> </ul> <p>There is no pricing differentiation due to religious belief.</p> <p>Fusion activity programming includes ladies only sessions and swimming lessons (i.e. Barton Leisure Centre, Ferry Leisure Centre and Leys Pools and Leisure Centre).</p>	

<b>17. Are there implications for the Service Plans?</b>			YES	No	<b>18. Date the Service Plan will be updated</b>	April 2015	<b>19. Date copy sent to Equalities Officer</b>	9 February 2015
<b>20. Date reported to Equalities Board:</b>			n/a		<b>Date to Scrutiny and CEB</b>	2 April 2015	<b>21. Date published</b>	TBC
<b>14. Could the differential impact identified in 8-13 amount to there being the potential for adverse impact in this policy?</b>	Y	No	<b>15. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason</b>				Y	No
<b>16. Should the policy proceed to a partial impact assessment?</b>	Y	No	<b>If Yes, is there enough evidence to proceed to a full EIA:</b>				No	
			<b>Date on which Partial or Full impact assessment to be completed by</b>				n/a	

Signed (completing officer): Lucy Cherry

Signed (Lead Officer) Ian Brooke

**Team members and service areas that were involved in this process:**

**Leisure, Parks & Communities:**

Head of Service

Leisure and Performance Manager

**People & Equalities:**

Organisational Development & Learning Advisor/ Equalities & Apprenticeships

## Scrutiny Work Programme 2014 - 2015

This programme represents the work of Scrutiny, including panel work and Committee items. The work programme is divided under the following headings:

1. Standing Panels
2. Review Panels and Ad hoc Panels in progress
3. Potential Review Panels (to be established if and when resources allow)
4. Items for Scrutiny Committee meetings
5. Draft Scrutiny Committee agenda schedule
6. Items called in and Councillor calls for action
7. Items referred to Scrutiny by Council

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### 1. Standing Panels

Topic	Area(s) for focus	Nominated councillors (no substitutions allowed)
Finance Panel – All finance issues considered within the Scrutiny Function.	See appendix 1	Councillors Simmons (Chair), Darke, Fooks and Fry
Housing – All strategic and landlord issues considered within the Scrutiny Function.	See appendix 2	Councillors Hollick (Chair), Sanders, Smith and Wade Co-opted Member – Linda Hill

## 2. Review panels and ad hoc panels in progress

Topic	Scope	Progress	Next steps	Nominated councillors
Thames Water investment to improve flooding	To continue engagement with Thames Water Utilities (TWU) at a senior level to ensure delivery of the agreements reached.	Data gathering is on-going prior to start of study from April 2015. TWU presentation to be circulated to Panel members.	Panel to provide oversight as project progresses.	Councillors Darke (Chair) Pressel, Thomas and Goddard
Inequality	To review how the City Council contributes to combatting harmful inequality in Oxford, and whether there is more that could reasonably be done.	Call for evidence has closed and the 30 responses are being analysed. Meeting held on 9 February with Prof. Danny Dorling and Paul Cann of Age UK.	Panel to meet in private on 19 March to focus on possible outcomes before final evidence gathering in public on 16 April.	Councillor Coulter (Chair), Gant, Lloyd-Shogbesan and Thomas
Recycling rates	To review of recycling and waste data rates, and consider community incentives and other recycling initiatives.	Site visit to Cowley Marsh depot held on 16 February. Bid made for DCLG Recycling Reward Scheme funding.	Awaiting comparison data and outcome of bid for government funding.	Councillor Fry (Chair), Simmons & Hayes
Local economy	1. Mitigate disruption to the city centre economy while major developments are taking place and improve communications. 2. Minimise the time shop units are left empty, and improve the appearance of empty units.	Evidence gathering has started. Written questions are being circulated to officers.	Panel meeting scheduled for 17 March. Panel to meet with Town Team in May.	Councillor Fry (Chair), Darke, Benjamin & Gotch
Cycling	To be agreed.	Scoping meeting scheduled for 16 March.	Panel to agree focus and next steps on 16 March. Scope to Scrutiny Committee on 23 March.	Councillors Upton (Chair), Gant, Hayes, Pressel & Wolff


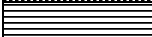



**3. Potential Review Panels – to be established when resources allow**

Topic	Area(s) for focus	Nominated councillors
Neighbourhood working	Scope to be determined. Could to consider how to address feedback provided to the City Council by the peer review group.	TBC

**Indicative scrutiny review timeline 2014-2015 (does not include ad hoc review panels)**

Review	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July
Budget Scrutiny	Scoping	Scoping	Scoping	Evidence gathering and review	Evidence gathering and review	Reporting					
Inequalities		Scoping	Evidence gathering and review	Evidence gathering and review	Evidence gathering and review	Evidence gathering and review	Evidence gathering and review	Evidence gathering and review	Reporting		
Local economy					Scoping	Evidence gathering and review	Evidence gathering and review	Evidence gathering and review	Evidence gathering and review	Reporting	
Cycling							Scoping	Evidence gathering and review	Evidence gathering and review	Evidence gathering and review	Reporting

	Scoping
	Evidence gathering and review
	Reporting

#### 4. Items for Committee meetings (in no particular order)

Topic	Area(s) for focus
Discretionary Housing Payments	Quarterly updates on spending profiles within a framework agreed by the Committee.
Performance monitoring	Quarterly report on a set of Corporate and service measures chosen by the Committee.
Educational attainment investment	To consider the academic progress and key stage results at schools operating the KRM model compared to those not.
Fusion Lifestyle contract performance	Regular yearly item agreed again by the Committee to consider performance against contract conditions.
Research on the effects of welfare reform	To consider research into the impact of welfare reforms in the City.
Clean streets	To receive an update on the City Council's approach to keeping Oxford streets clean from graffiti, detritus, littering and waste.
Living Wage	To review how the living wage is enforced through procurement contracts
New controls over anti-social behaviour	To receive an update on the City Council's changing approach to anti-social behaviour.
Low Carbon Oxford	To receive an update on the progress of this scheme and plans to progress the low carbon agenda in Oxford.
Community and Neighbourhood services	To review aims, activities and outcomes; grant distribution; community centres and associations; volunteering; Neighbourhood plans; how better on-going engagement can be established with different communities.
Activities for older residents and preventing isolation	To receive an update on services and activities for over 50s, with a focus on preventing isolation.
Individual voter registration	To receive an update on changes to electoral registration and to monitor how the City Council is maximising registration.
Taxi Licencing	To review rules and processes; to understand driver issues.
Forward Plan items	To consider issues to be decided by the City Executive Board.

**5. Draft Scrutiny Committee Agenda Schedule**

<b>Date (all 6pm, St. Aldate's Room unless stated)</b>	<b>Agenda Item</b>	<b>Lead Officer(s)</b>
23 March 2015	<ol style="list-style-type: none"> <li>1. Cycle City</li> <li>2. Fusion Lifestyle – Annual Service Plan 2015/16 (pre-scrutiny)</li> <li>3. Cycling Panel scope – to follow</li> </ol>	<p>Jo Colwell</p> <p>Lucy Cherry</p> <p>Cllr Louise Upton / Andrew Brown</p>
29 April 2015	<ol style="list-style-type: none"> <li>1. Safeguarding Children, Young People and Vulnerable Adult Policy (pre-scrutiny)</li> <li>2. Review of Scrutiny work programme</li> <li>3. Results of scrutiny member survey</li> </ol>	<p>Val Johnson</p> <p>Andrew Brown</p> <p>Andrew Brown</p>

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**2015/16 Scrutiny Committee dates:**

***2 June, 30 June, 7 September, 6 October, 2 November, 8 December, 12 January, 2 February, 7 March, 5 April***

**6. Items called in and Councillor calls for action**

None

**7. Items referred to Scrutiny by Council**

None

## Appendix 1 - Finance Panel work programme 2014-15

### Items for Finance Panel meetings

Suggested Topic	Suggested approach / area(s) for focus
Budget Scrutiny	Review of the Council's medium term financial strategy.
Budget monitoring	Regular monitoring of projected budget outturns through the year.
Treasury Management	Scrutiny of the Treasury Management Strategy and regular monitoring of Treasury performance.
Capital process	To receive an update on the implementation of the Capital Gateway process.
Maximising European funding	To consider how the City Council can maximise funding opportunities; invite local MEPs to contribute to the discussion.
Municipal / Local bonds	To receive an update on the establishment of a municipal bonds agency and consider whether there is a case for the City Council to generate capital financing locally through bonds or crowd-funding.
Ethical investment	To monitor the City Council's approach to implementing an ethical investment policy.
Council tax exemptions	To receive an update on the financial implications of different types of exemptions.

**Draft Finance Panel agenda schedule**

<b>Date and room (all 5.30pm, St. Aldate's Room)</b>	<b>Agenda Item</b>	<b>Lead Officer(s)</b>
25 March 2015	<ol style="list-style-type: none"> <li>1. Budget monitoring – quarter 3</li> <li>2. Draft European Funding report</li> </ol>	<p>Nigel Kennedy</p> <p>Cllr Simmons / Andrew Brown</p>
2 July 2015	<ol style="list-style-type: none"> <li>1. <i>Municipal/Local Bonds</i></li> <li>2. <i>Low Carbon Hub</i></li> </ol>	<p><i>Steve Drummond (Low Carbon Hub), Aidan Brady or Christian Wall (Local Capital Finance Company)</i></p> <p><i>Steve Drummond (Low Carbon Hub); Anna Winship</i></p>

## Appendix 2 - Housing Panel work programme 2014-15

### Items for Housing Panel meetings

<b>Suggested Topic</b>	<b>Suggested approach / area(s) for focus</b>
Performance monitoring	Regular monitoring of performance measures for Estates Regeneration, Housing Supply and Welfare Reform and Housing Crisis.
Housing Strategy	Review headline priorities and sought outcomes in Housing Strategy at draft stage, and the action plan post-consultation.
Increasing the provision of affordable housing	Monitoring of performance measures; scrutiny of the Housing Business Plan and the Housing Strategy; consider alternative options e.g. pre-fabs and 'pods'; possible review topic.
Homelessness	Monitoring of performance measures; scrutiny of the Housing Business Plan and Housing Strategy; pre-scrutiny of homelessness grant allocations; possible review topics.
Rent arrears	Monitoring of performance measures; bi-annual update reports.
STAR survey results	Monitoring of results.
Tackling under-occupancy	Report on efforts to tackle under-occupancy; consider in rent arrears reports.
Oxford Standard	To receive a progress update on the delivery of the Oxford Standard through the Asset Management Strategy and Action Plan, including an update on work to improve thermal efficiency in the Council's housing stock.
Private sector licencing	Update report on the scheme; consider views of landlords and PRS tenants.
Unlawful dwellings	A report on the City Council's approach to tackling illegal dwellings e.g. beds in sheds, given that funding ends in April 2015.
Repairs exemptions policy	To scrutinise proposed changes to the current policy.
De-designation of 40+ accommodation	Update report on the final phase of de-designating 40+ accommodation (expected in April 15).
Sheltered Housing	To contribute to and monitor the customer profiling survey of residents in sheltered accommodation and how this data should inform future provision.
Fuel Poverty	To receive an update on the City Council's approach to the issue of Fuel Poverty. Commission/review research; consider during other items; possible review topic.
Supporting people	Verbal updates on the joint commissioning of housing support services.



**Draft Housing Panel Agenda Schedules**

<b>Date, room and time</b>	<b>Agenda Item</b>	<b>Lead Officer(s)</b>
24 March 2015, Judges Room, 5pm	<ol style="list-style-type: none"> <li>1. Non-statutory homelessness services</li> <li>2. Verbal update on joint commissioning of housing support services</li> <li>3. Affordable housing</li> </ol>	<p>Shaibur Rahman</p> <p>Dave Scholes</p> <p>Laura Higgins</p>

***Provisional 2015/16 Housing Panel dates: 4 June, 9 September, 8 October, 9 December & 9 March.***

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<b>Date, room and time</b>	<b>Possible Agenda Items</b>	<b>Lead Officer(s)</b>
4 June 2015, Plowman Room, 5pm (Provisional)	<ol style="list-style-type: none"> <li>1. <i>De-designation review year 4</i></li> <li>2. <i>Asset Management Strategy (including the Oxford Standard) (pre-scrutiny)</i></li> <li>3. <i>Private Sector Housing Policy (pre-scrutiny)</i></li> <li>4. <i>Houses in Multiple Occupation (HMO) Licensing Scheme (pre-scrutiny)</i></li> </ol>	<p><i>Tom Porter</i></p> <p><i>Martin Shaw</i></p> <p><i>Ian Wright</i></p> <p><i>Adrian Chowns</i></p>

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### Scrutiny Recommendation Tracker 2014-15

Living Wage – Scrutiny Committee 2 March				
Recommendations	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. We recommend that the City Council surveys all suppliers to measure compliance with paying the Oxford Living Wage.	Y	We should make every effort to ensure that our contractors are paying the Living Wage, but it may be difficult to achieve a full coverage of the very large number of suppliers, some of which provide very small volumes.	Cllr Bob Price / Simon Howick& Jane Lubbock	Nov 2015
2. We recommend that the City Council reviews whether the Oxford Living Wage should continue to be set at 95% of the London Living Wage.	Y	The original figure was determined on the basis of a comparison of housing and transport costs in Oxford and London. It should be possible to repeat that exercise. The Council motion which committed us to the LW, proposed a £7 OLW against the £7.20 LLW, taking account of the work undertaken by the original research by Loughborough University and the Mayor of London and using Oxford housing and transport data. That relationship was subsequently translated into a 95% figure, in order to ensure that the OLW was maintained in line with a figure for the LLW that was well researched and supported by time series evidence. This percentage link makes the administration of the OLW straightforward and avoids the	Cllr Bob Price / Simon Howick& Jane Lubbock	Nov 2015

		need for complex research to be undertaken locally at regular intervals.		
3. We recommend that the City Council seeks to increase apprentice pay in the next budget round.	N	This issue was considered carefully at the time of the decision on apprentice pay. The current apprenticeship rates are well above the national rates, but a move to the OLW would result in a reduction in the number of apprenticeships.	Cllr Bob Price / Simon Howick & Jane Lubbock	N/A
4. We recommend that the City Council actively explores the merits of incentivising businesses to pay the Oxford Living Wage through offering business rate discounts.	Y	We should consider this, but there are difficult issues of practical implementation as well as a potentially significant cost to the Council's budget.	Cllr Bob Price / Simon Howick & Jane Lubbock	Nov 2015
5. We recommend that the City Council seeks to be more pro-active in engaging with employers and encouraging them to pay the Oxford Living Wage. This could also involve raising the profile of the Oxford Living Wage on the City Council website and listing employers that have committed to paying it.	Y	As the portfolio holder, I have written to all the major employers to encourage them to pay the Living Wage and have engaged with many of them in the course of my visits to them over the past two and a half years. The suggestions about the website and employer listings are very good ones and will be adopted.	Cllr Bob Price / Simon Howick & Jane Lubbock	Nov 2015
<b>Culture Strategy – Scrutiny Committee 2 March</b>				
<b>Recommendations</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. We recommend that there is an objective to extend cultural opportunities to excluded communities under priority for culture 2.	Y	Section 2 of the Strategy states that 'We are committed to providing and supporting opportunities for all of Oxford's residents to engage with arts and cultural events and activities, with a particular focus on work which reaches our young people and diverse	Christine Simm / Peter McQuitty	April 2015

		communities.' and  'Our aim- working with our partners in the cultural sector- is to increase access from all our communities to good quality cultural opportunities and events, at affordable prices, in a range of venues and locations'.  This represents a clear and robust commitment to working with all communities including excluded groups. However, the phrase 'including excluded groups' could be inserted after 'increase access from all our communities' to strengthen the point.		
2. We recommend that the City Council asks Experience Oxfordshire to convene a seminar with elected members.	Y	Excellent suggestion which will be actioned within the next two months, giving the new incumbent a little to time to settle in to her new role.	Christine Simm / Peter McQuitty	May2015
<b>Discretionary Housing Payment Policy – Scrutiny Committee 2 March</b>				
<b>Recommendations</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
We recommend that the City Executive Board approve the revised Discretionary Housing Payment Policy.	Y	<i>An update paper will come to Scrutiny and CEB at the end of quarter 2 at the latest.</i>	Susan Brown / Paul Wilding	Y
<b>Budget Review 2015/16 = Finance Panel 5 February</b>				
<b>Recommendations</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That reserves and balances are reviewed with a view to investing any overstated reserves.	Y	Agree. This is something that we are undertaking anyway, as we want to	Cllr Turner	Sept 2015

		maximise return on investment. It is worth noting that reserves may not be “over-stated” but may still be suitable for investment if they are held against a risk or item of expenditure occurring in a future year.		
2. That the City Council explores new ways of increasing public engagement in its budget setting process.	In part	We can look at the consultation and welcome suggestions. However, it is important to note that the budget is a politically-led process and that it would need to be consistent with the aims and values of the administration setting the budget.	Cllr Turner	Dec 2015
3. That Council Tax is increased by 1.99% (rather than the proposed 1.50%) in 2015/16.	Y	Agreed.	Cllr Turner	Y
4. That the City Council continues to engage constructively with other Oxfordshire Councils in order to optimise any potential benefits available from business rates pooling and distribution arrangements.	Y	Agreed. We already do work with the other councils on this, but at present pooling is not to our advantage.	Cllr Turner	Y
5. That the City Council looks at ways of mitigating the impacts of higher than average rents on those Council tenants who will be most affected.	N	The overall average rent rise for council tenants is 3.49% but the range is -6.58% to 6.25%. If a tenant faces into difficulties, s/he should approach the Council for assistance. For instance, there may be tenants who are not receiving all funds to which they are entitled, or in some cases a claim for Discretionary Housing Payment might be appropriate. However, the far bigger issue is for tenants in privately rented accommodation, rather than those	Cllr Turner	N/A

		paying comparatively low council rents.		
6. That further consideration is given to covering more enforcement costs through higher, related fees and charges. This should include keeping legislation under review and asking the LGA what other local authorities charge for.	Y	We are happy to do this, but it should be noted that some budgets are ring-fenced and there is a limit to what can be charged for.	Cllr Turner	Sept 2015
7. That to protect future Park and Ride incomes, the City Council seeks agreement with the County Council on consistent charging rates across all Oxford Park and Rides.	Y	We want to have common charges with the County Council, to avoid extra journeys being made to visit a cheaper park and ride. Ultimately the charges levied by the County Council are a matter for that authority. Our budget figure is our best estimate of the approach to be taken by the County Council.	Cllr Turner	Dec 2015
8. That the City Council explores mechanisms for the earlier release of land value locked up in the Barton Park development.	N	This does not look feasible or desirable. If the desire is to release waterfall payments earlier, that would not be possible without renegotiating the whole deal, which would not appear to be an endeavour with great prospect of success. Alternatively, if it is to borrow off the back of the deal, this would present the authority with additional risk, and it is not clear what the borrowing would for. We are already providing well over £100 million of investment over the next ten years, and are borrowing around £232 million.	Cllr Turner	N/A
9. That the following efficiency savings are re-rated as high risk:	N	a) We believe this saving is deliverable and the risk rating is appropriate.	Cllr Turner	N/A



<p>a) Shifting services towards community settings and online (£126k from 2017/18 in Customer Services),</p> <p>b) Application portfolio &amp; telephony review (£150k from 2015/16 in Business Improvement &amp; Technology).</p>		<p>b) The applications review should deliver savings through reduced maintenance and reduced staffing resources that's why its medium risk. It doesn't make a difference to the budget since we provide a 40% contingency against unachieved savings for high and medium risks.</p>		
<p>10. That there is a re-energising of attempts to identify new invest-to-save opportunities in future budget rounds (see recommendation 17d).</p>	<p>In part</p>	<p>We are very ambitious here already but will continue to look.</p>	<p>Cllr Turner</p>	<p>Dec 2015</p>
<p>11. That sufficient flexibility is in place to mitigate the risk of the City Council having to repay £7m to the Housing Revenue Account.</p>	<p>Y</p>	<p>We will be in a position to mitigate this, but would be undesirable.</p>	<p>Cllr Turner</p>	<p>Y</p>
<p>12. That the City Council explores how it can become a more agile operator in the housing market to ensure it secures best value for new property acquisitions.</p>	<p>In part</p>	<p>We believe we are appropriate and agile in this area of work, but are always happy to receive suggestions.</p>	<p>Cllr Turner</p>	<p>N/A</p>
<p>13. That half of the additional waste disposal costs pressure is re-instated in the budget from 2016/17.</p>	<p>N</p>	<p>Not agreed. It would not be in the interests of the authority to make this change, and if the budget is not deliverable it will be reviewed next year.</p>	<p>Cllr Turner</p>	<p>N/A</p>
<p>14. That off street parking income is re-modelled in light of the most recent parking data and experience with the temporary Westgate car park.</p>	<p>N</p>	<p>At this stage we do not see any evidence to suggest remodelling is necessary.</p>	<p>Cllr Turner</p>	<p>N/A</p>
<p>15. That any savings achieved through lower than assumed energy prices are invested in energy efficiency improvements.</p>	<p>N</p>	<p>We will continue to prioritise energy efficiency regardless of the movement on energy prices.</p>	<p>Cllr Turner</p>	<p>N/A</p>
<p>16. That HRA void losses are modelled at 1.0% (rather than the proposed 1.2%), at least in the early years of the budget period.</p>	<p>N</p>	<p>It would be prudent to retain potential void losses at 1.2%, in case void levels are higher when the Barton development becomes available. The</p>	<p>Cllr Turner</p>	<p>N/A</p>

<p>17. That the following areas should be priorities for further spending in the event that additional general fund resources become available (we have identified some options for raising revenue in the short to medium term). These suggested priorities are listed in no particular order:</p> <p>a) Staff Training and Wellbeing – continue funding the training budget increase (£100k) and funding for staff wellbeing (£75k) beyond 2016/17,</p> <p>b) Apprenticeships – reinstate £50k from 2015/16 or a sufficient amount to fund no fewer than 25 apprentices in future cohorts,</p> <p>c) Community Development (Social Inclusion) Fund – reinstate £60k from 2015/16,</p> <p>d) Business Improvement staffing reductions – reverse the £110k cut in 2016/17 in full or in part (see recommendation 10),</p> <p>e) Partnership development – new investment,</p> <p>f) Fund raising – new investment,</p> <p>g) Planning enforcement – continue funding the Beds in Sheds project at the post April 2015 level to April 2016. A more detailed review of alternative funding streams should be undertaken during this period,</p> <p>h) Discretionary Housing Payments – continue the current level of funding to April 2016.</p>	<p>In part (N a-f, Y g, in part h)</p>	<p>impact upon the budget is minor.</p> <p>On all of these, they are really matters for councillors and groups to take a view of when it comes to budget setting.</p> <p>On “Beds in Sheds”, we are proposing a carry forward to continue to fund some of this work.</p> <p>Discretionary Housing Payments – continue the current level of funding to April 2016. We will, of course, review the situation with respect to DHP in the light of the coalition government’s dramatic, inappropriate reduction of our budget. We could, if needs be, support it from the homeless contingency, in some circumstances from the HRA, and we may also need to revisit the criteria for the scheme.</p>	<p>Cllr Turner</p>	<p>April 2015</p>
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<b>Treasury Management Strategy 2015/16 – Finance Pane 6 February</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That paragraph 14 in appendix 2 and the title of table 5 are reworded before Council is asked to approve the Treasury Management Strategy.	Y		Cllr Turner	Y
2. That the City Council considers all options for refinancing the £20m repayment of its external debt, which is due to be repaid in 2020/21.	Y		Cllr Turner	July 2015
3. That the City Council pursues 'real asset lettings' at a pace. This could be both a good investment and one which supports the City Council's objectives.	Y		Cllr Turner	July 2015
4. That the City Council obtains independent advice on its liquidity and borrowing potential.	Y		Cllr Turner	July 2015
<b>Grant Allocations to Community and Voluntary Organisations – Scrutiny Committee 3 February</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That the City Council works with OCVA to improve outreach and engagement activities with diverse community and voluntary groups, with a focus on building capacities and supporting bid-writing.	Y	I am happy to accept this recommendation. Given the concerns that were expressed at the meeting about the capacity of overarching support services to reach minority communities, we will also explore other ways of making those communities aware of what we can (and cannot) offer. We will include in the OCVA specification for 15/16 that they must follow up any unsuccessful applicants to any of the grants funding pots to offer them support and guidance. We already offer bid writing workshops for	Cllr Rowley	

		all community groups through OCVA, and this will continue.		
115	2. That consideration is given to providing a greater separation between grants allocated to smaller, localised community groups and those that seek to achieve wider community benefits.	In part I agree that full consideration should be given to the difference between larger voluntary-sector organisations and smaller groups based in local communities, and the need to strike a balance, as well as to ensure Oxford retains a wealth of groups that come from within local communities to achieve collective goals.  The Council awards grants solely on the basis of the proposal's contribution to achieving the Council's local objectives, as well as evaluating applications on the basis of how closely the applicant works with local communities and how well they establish the specific local need. We also offer dedicated support to community groups in preparing bids, both directly and through OCVA, and this will continue.  I am not convinced that a formal separation between different kinds of bidder would help to achieve this. The Council already has different a number of different grants budgets: for commissioning, with no bid limit and divided according to the Council's objectives; open bidding grants up to £10,000, and small grants up to £1,000 both very much aimed at local community-based groups; specific grants budgets for meeting particular needs. I think that considering applications separately	Cllr Rowley	

		<p>according to the type of organisation they come from, rather than simply always bearing in mind the considerations outlined in my first paragraph above, could add complexity and diminish flexibility in achieving the Council's objectives.</p> <p>However, there could be more we could do to ensure that small community-based groups are fully aware of what we can and cannot offer, and have the capacity to make appropriate applications; and our work on Scrutiny's first recommendation will be structured in order to address this.</p>		
<b>Activities for Older People and Preventing Isolation – Scrutiny Committee 3 February</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
That a high level review takes place to flag up any issues of non-compliance with the Equalities Act.	Y		Cllr Simm	June 15
<b>Communities and Neighbourhood Services – Scrutiny Committee 3 February</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
That the review of priority areas draws on the findings of the Inequalities Scrutiny Panel, as well as the latest social research data.	Y	I am fully in support of work being undertaken to identify areas deprivation throughout the City outwith the seven identified areas. Work is underway to provide an evidence based report to identify demographic change and areas of need drawing upon multiple indices of deprivation. The findings of the Inequalities Scrutiny Panel will inform this undertaking and I expect to be able to present a completed report in the summer	Cllr Simm	June 15

		of this year.		
STAR Survey results – Housing Panel 22 January				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That the City Council reviews the methodology used to measure tenant satisfaction, and aims to make personal contact with tenants in future.	Y	Cllr Seamons, Board member for Housing and Estate Regeneration said the Council needed to set out its response to the STAR survey. He asked that Scrutiny assist in reviewing the methodology used to measure tenant satisfaction and said that once the Oxford standard was implemented - it would raise the standard of peoples' homes.	Cllr Seamons	TBC
2. That the City Council sets out its response to the STAR Survey 2014 results, including any improvement measures taken or planned.	Y		Cllr Seamons	Y
Fuel Poverty – Housing Panel 22 January				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That tenant-facing staff in Direct Services are encouraged to offer appropriate advice on the use of free electricity.	Y	Cllr Seamons, Board member for Housing and Estate Regeneration agreed the two recommendations and would look into both pieces of work. Cllr Turner explained that the consultation budget recommended a free energy efficiency review for every council home.	Cllrs Turner & Seamons	TBC
2. That the City Council explores the possibility of buying energy in bulk.	Y		Cllrs Turner & Seamons	TBC
Banking Services Provider – Finance Panel 21 January				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That the City Council monitors the added social value provided by its new bank.	Y	The Report to Finance Scrutiny Panel gives examples of areas where Barclays bank gave added value in support to local business and communities in Oxford, including : a. Skills based volunteering with schools across Oxfordshire	Cllr Turner	July 2015

		<p>b. Staff volunteering to carry out activities in the local community of Oxford</p> <p>c. Life skills – education programme for 11-19 year olds</p> <p>d. Money skills – supporting disadvantaged people to make financial decisions</p> <p>e. Organising events and workshops for local businesses to help them market their products and service and to educate them in such areas as finance</p> <p>Pending the Bank taking over the Council's banking contract in March, the Council have already set up a meeting with the internal Welfare Reform Group to examine ways in which the bank can help our customers engaged with the Direct Payment Project on managing basic bank accounts. Over the coming months we will engage with the bank on other areas that we believe may be of assistance directly or indirectly to the Council.</p>		
2. That the terms and conditions for all tenders are revisited to ensure that they fully reflect the Council's ethical policies.	Y	<p>In all of our major procurements (over £100k) the Council requires the following commitment from the successful bidder to;</p> <ul style="list-style-type: none"> <li>• Comply with our bribery and corruption policy</li> <li>• Comply with our safeguarding policy</li> <li>• Commit to our Living Wage policy</li> <li>• Identify and report on local jobs and apprenticeships created as a result of the contract</li> <li>• Carbon reduction targets</li> <li>• Arrangement for any prompt payment</li> </ul>	Cllr Turner	Y



		<p>arrangements for SMEs</p> <ul style="list-style-type: none"> <li>• Support the Council in creating opportunities within the Social value act</li> <li>• Evidence of their business commitment to corporate social responsibility</li> </ul> <p>All of the above form part of the final contract conditions.</p>		
3. That the City Council continues to monitor which banks other former Co-op customers are switching to, and whether 'challenger banks' begin taking on local authority customers.	Y	The City Council will continue to monitor which banks other former Co-op customers are switching to, and whether 'challenger banks' begin taking on local authority customers. The Council obtains some information from trade press from time to time on the movement of local authorities from the Co-Op and the activities of challenger banks. Information to date suggests that most ex local authority Co-Op customers are moving to either Barclays or Nat West. Whilst Challenger Banks have submitted a small number of bids for local authority contracts their activities to date have been limited and represent a 'dipping of a toe in the water', although clearly over time this has the potential to change.	Cllr Turner	July 2015
<b>Capital Programme Management – Finance Panel 21 January</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That sustainability is formalised throughout the capital gateway process.	Y	The Executive agrees that sustainability is a key consideration for the delivery of our capital investment programme. Sustainability is already an integral part of the key stages of our Gateway delivery process.	Cllr Turner / David Edwards	May 2015

2. That the City Council continues to develop a more flexible approach to the delivery of its capital programme.	Y	The Executive will continue to look at ways to improve our overall delivery process and will review the impact of the changes we have already made. Decisions on how we package and procure works in order to make the best use of resources and deliver value for money have been strengthened and are again an integral part of our revised processes.	Cllr Turner / David Edwards	May 2015
<b>New Council controls over anti-social behaviour – Scrutiny Committee 19 January</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That a Scrutiny Councillor is included in the membership of the oversight group.	Y	Recommendations are fine. Happy to have one member from Scrutiny on the oversight group. Good idea on the LA Forum input.	Cllr Sinclair / Richard Adams	Y
2. That City Council officers engage with Local Area Forums regarding the application of new anti-social behaviour powers.	Y		Cllr Sinclair / Richard Adams	Y
<b>Educational Attainment – Scrutiny Committee 19 January</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
That any future City Council educational programmes are co-designed with schools and are cohesively focused on achieving long term improvements in educational attainment and reductions in inequalities.	Y	I welcome the comments of the Scrutiny Committee and the acknowledgement that the City Council's Programme has raised achievement in schools.  I agree with the proposals that any future education attainment programme is planned jointly with schools. This is what we did in setting up the programme being scrutinised and its evaluation. An evaluation of the Leadership for Learning	Cllr Kennedy / Tim Sadler	N/A

		Programme is currently taking place with individual visits to every school in the programme. As part of this school leaders are being asked what support they feel would most help them to continue to raise attainment in future.		
<b>Oxfordshire Growth Board – Scrutiny Committee 19 January</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
<p>That the City Council's representative on the Oxfordshire Growth Board conveys the following suggestions to the Board and reports back to Scrutiny:</p> <p>1. That the Growth Board takes a more holistic approach to sustainability, ensuring that it is a key consideration in all planning and development activities.</p> <p>2. That the Growth Board considers whether it can and should have a wider brief in order to achieve greater benefits from collective working. This could include having scope to promote innovative ways of delivering new affordable housing, and further joint lobbying to Government.</p> <p>3. That all reports to the Growth Board are available in document form.</p>	Y	The Committee's proposals are very much in line with Oxford City Council's strategic approach to the role of the Growth Board and I am happy to adopt them in the Board's future deliberations.	Cllr Price	June 2015
<b>15</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That residents are surveyed face to face and that the City Council seeks to involve Oxford Brookes		<i>To follow</i>	Cllr Seamons / Allison Dalton	TBC

University in conducting these surveys. Tenant volunteers should also be closely consulted throughout the review.				
2. That the scope of this review is expanded to include older persons living in their own homes and to those in privately rented housing. Consideration should be given to how best to do this, perhaps using sample surveys.		<i>To follow</i>	Cllr Seamons / Allison Dalton	TBC
3. That the timescale of the review is extended by 6 months (to September 2015). If required, additional resources should be allocated in the current budget round to enable this.		<i>To follow</i>	Cllr Seamons / Allison Dalton	TBC
4. That the review is focused on understanding the future requirements of people at the younger end of the 'Older Persons' category, so that the City Council can plan to best meet their future needs.		<i>To follow</i>	Cllr Seamons / Allison Dalton	TBC
5. That the Board Member prioritises the creation of new social housing for single older people if the review provides evidence that this could reduce under-occupancy or meet the current or future requirements of older tenants.		<i>To follow</i>	Cllr Seamons / Allison Dalton	TBC
6. That a Steering Group is established to oversee the review, and that this group includes at least two elected members.		<i>To follow</i>	Cllr Seamons / Allison Dalton	TBC

#### Asset Management Strategy – Housing Panel 10 December

Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That the City Council reviews whether it is doing all it reasonably can to ensure that tenants leave their homes in good condition before vacating them.	Y	I can agree to all the recommendations for the AMS.	Cllr Seamons / Martin Shaw	June 2015
2. That the City Council strengthens partnership working to ensure that the advice and materials provided to tenants by the City Council and other	Y	Mould would not be covered in detail in a Strategy document but it is important. Information about the National Home	Cllr Seamons / Martin Shaw	June 2015

agencies is joined up and consistent.		Swap Scheme is made available but we can tighten this up.		
3. That the City Council reviews whether mould is a recurring issue in the stock condition survey, and ensures that where mould occurs, it is treated effectively.	Y		Cllr Seamons / Martin Shaw	June 2015
4. That the City Council ensures that information about the National Home Swap scheme is made available to tenants who are under-occupying, in addition to other options.	Y		Cllr Seamons / Martin Shaw	June 2015
<b>Oxford Standard – Scrutiny Committee 8 December</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. To include the Oxford Standard in the developing Asset Management Plan and provide a clear and “action planned” commitment to delivery.	Y	All recommendations are accepted with the exception of some details in recommendation 3. Budgetary constraints ultimately mean the council cannot deliver on all tenant aspirations with regards to bathroom and kitchen specifications, having instead prioritised improvements in energy efficiency.  The extensive summer consultation made clear that tenants see delivering energy efficiency measures as a top priority. The kitchen and bathroom specifications will however be upgraded, including with respect to the following points:  - Renewal cycle for bathrooms to be reduced from 30 to 25 years. The renewal cycle for kitchens will remain at 20 years in accordance with best practice.	Cllr Seamons / Stephen Clarke	June 2015
2. To include the following categories of work within the Oxford Standard: • Bathrooms • Kitchens • Security • Efficiency and Heating • Environment All these categories of works should include some degree of choice for tenants where this is possible.	Y		Cllr Seamons / Stephen Clarke	June 2015
3. That the following works are included in the Oxford Standard across the categories recommended. The Panel recognise that the view they have taken of best practice, within social housing providers, has been limited by time and therefore wish to propose this Standard as a minimum. This work should be carried out to programme regardless of condition... ( <i>detailed proposals</i> )	In part		Cllr Seamons / Stephen Clarke	June 2015
4. The priority for delivering the Oxford Standard	Y		Cllr Seamons /	June 2015

<p>should be decided by a combination of significant pockets of disrepair (identified with the stock condition survey) and the views of residents. The Panel was conscious that respondents to the surveys were not necessarily representative geographically so would recommend that more work is done on an area by area basis to determine local priorities.</p>		<p>- The Council will now provide a shower over bath as standard and only provide a shower instead of a bath where this is required to meet the needs of someone with a disability.</p>	<p>Stephen Clarke</p>	
<p>5. Works should be packaged together so that more efficient outcomes for residents and the Council can be achieved. For example:</p> <ul style="list-style-type: none"> <li>• If we replace windows then doors should be done at the same time (if needed) to give optimum benefits.</li> <li>• If the heating is to be replaced or upgraded we should consider insulation and other connected repairs at the same time.</li> </ul> <p>This should be a fundamental part of the planning process</p>	<p>Y</p>		<p>Cllr Seamons / Stephen Clarke</p>	<p>June 2015</p>
<p>6. Delivery of the Oxford Standard should be on an area by area basis with good communication both within and outside of the area so that all tenants can easily access information on when, where, how and why. The Panel would like to review the proposals for this communication.</p>	<p>Y</p>		<p>Cllr Seamons / Stephen Clarke</p>	<p>June 2015</p>
<p>7. Individual tenants should not be able to “opt out” except in very exceptional circumstances. If there are difficulties these should be recognised and support offered so that the work can take place. Properties should be maintained for both the present and the future.</p>	<p>Y</p>		<p>Cllr Seamons / Stephen Clarke</p>	<p>June 2015</p>
<p>8. As the Panel considered their recommendations a number of principles were voiced that can be found in the recommendations but the Panel wanted to put these in one place for clarity.</p>	<p>Y</p>		<p>Cllr Seamons / Stephen Clarke</p>	<p>June 2015</p>

<ul style="list-style-type: none"> <li>• Homes should be maintained for the present and the future so opt-outs from repairs should not be allowed except in very exceptional circumstances.</li> <li>• Difficulties of individual tenants should be recognised and support offered.</li> <li>• Optimum result for residents for the work commissioned</li> <li>• The “like for like principle” should be removed</li> <li>• Allow “choice” for tenants wherever possible</li> <li>• A joined up approach to delivery</li> <li>• Improved communication plans for tenants on what, where, when and why. Timescale for delivery of the Oxford Standard is available for each area.</li> <li>• The quality of work should be of a high standard judged both by the Council and tenants.</li> </ul>				
<b>Discretionary Rate Relief Policy – Scrutiny Committee 8 December</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That non-profit making organisations are clearly encouraged to contact the City Council for an early assessment of whether they may be entitled to discretionary reliefs.	Y	All rate payers receive an annual bill which contains information about reliefs. Smaller start-ups are more difficult to identify but perhaps Scrutiny could help with this.	Cllr Brown / Tanya Bandekar	Y
<b>Clean Streets – Scrutiny Committee 8 December</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That consideration is given to how street cleaning can be sufficiently resourced whilst the Streetscene Service responds appropriately to future flooding events.	N	As the public understands, at times of emergency such as flooding, it is vital that City Council staff are deployed to safeguard life and property. Sometimes this will mean some street cleaning being postponed until after the emergency is over.	Cllr Tanner / Doug Loveridge	N/A



2. That the street cleaning service standards are circulated to elected members, so that any Member requests for additional work can be costed and considered within the current budget round.	Y	I am very happy to ask officers to circulate streets cleaning standards to be circulated to all councillors.	Cllr Tanner / Doug Loveridge	Y
3. That clarification is provided as to what legal powers the City Council has to ensure the removal of graffiti from privately owned properties. Any guidance provide (e.g. online, written correspondence) should be reviewed and updated accordingly.	Y	This seems timely and Legal colleagues will review what powers (if any) are available. The Council is also planning to invest in a new officer post to encourage graffiti removal from private properties.	Cllr Tanner / Doug Loveridge	Y
<b>Statement of Community Involvement 2014 Review – Scrutiny Committee 10 November</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That the Statement of Community engagement clearly sets out how members of the public can access paper versions of planning documents	Y	Very happy to accept that change to the report	Cllr Price / Lyndsey Beveridge	Y
<b>Towards Mental Health and Wellbeing – Scrutiny Committee 6 October</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That the establishment of the Member Challenge Panel for Mental Health and Wellbeing does not divert officer resources away from other Member Services such as Scrutiny. Consideration should be given to whether a budget bid is required to support this new Member Panel.	Y	I would anticipate this challenge panel being member led, and operating for the most part informally, rather than drawing upon extensive officer support.	Cllr Turner / Val Johnson	Y
2. That the Action Plan is updated and elaborated upon to include progress made against actions that are due.	Y	These are sensible comments on how to develop the action plan, and we had certainly hoped to update and monitor it.	Cllr Turner / Val Johnson	Y
3. That resources required to deliver the Action Plan are fully identified and costed, so that any bids for additional resources can be made as part of the current budget setting process.	Y		Cllr Turner / Val Johnson	Y

4. That consideration is given to the role of ethnic minority groups and faith leaders in supporting mental health and wellbeing in Oxford, and to how these can be included in the action plan.	Y		Cllr Turner / Val Johnson	Y
5. That consideration is given to how the action plan supports the mental health and wellbeing of service personnel and veterans, and to whether more focus on these specific groups is required.	Y		Cllr Turner / Val Johnson	Y
<b>Draft Culture Strategy 2015-18 – Scrutiny Committee 6 October</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That the Culture Strategy presents the fullest picture of Oxford's cultural offering, including cultural experiences that the City Council is not directly involved in.	Y	The Strategy is focused on cultural offerings and experiences that the Council supports (by funding or partnership working) or delivers. There's no reason why we can't explore these links.	Cllr Simm / Peter McQuitty	Y
2. That the Culture Strategy sets out how City Council functions such as licencing and planning can play an important role in supporting culture.	Y	Yes	Cllr Simm / Peter McQuitty	Y
3. That the list of organisations invited to contribute to the Culture Strategy is shared with elected members, so that they can make any further suggestions.	Y	Yes. Happy for this to be shared with anyone else members think would be helpful.	Cllr Simm / Peter McQuitty	Y
4. That consideration is given to how the City Council can encourage visitors to spend more time in Oxford, and to whether increasing visitor length of stay should be made a priority in the Culture Strategy.	Y	This will be considered by Experience Oxfordshire, who are funded by the City Council, and included in their Service Level Agreement. It will also be considered in the action plan under priority one; Support the sustainability of Oxford's cultural sector and improve the skills and diversity of the city's current and future creative workforce.	Cllr Simm / Peter McQuitty	Y

<b>Budget Monitoring 2014/15 – Quarter 1 – Finance Panel 4 September</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That urgent action is taken to avoid a loss of subsidy relating to the overpayment of benefits.	Y	Extra action is already being taken, looking at training and processes. The threshold is more stringent this year due to the removal of Council Tax benefit from this calculation.	Cllr Turner / Helen Bishop	Y
2. If necessary to avoid slippage, a flexible approach should be taken to spending the £2m investment in Homelessness Property Acquisitions in 2014/2015. This could include investing in social housing instead.	In part	Note sentiment but other uses are likely to take longer.	Cllr Turner	N/A
3. The premises for the heavy vehicle testing facility should be flexible enough that it can be used for other purposes in the event that the testing facility is not successful.	Y	The facility is expected to be successful.	Cllr Turner	Y
4. The capital programme should be a red risk in performance reports until the new capital gateway process proven to be effective.	N	Risks are measured using the Risk Management Framework agreed by Council.	Cllr Turner	N/A
<b>Treasury Management – Finance Panel 4 September</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. That consideration is given to how the capital process can be made more flexible so that approved projects can be brought forward to mitigate slippage elsewhere in the programme.	In part	Noted. Where possible a flexible approach will be taken. Changes to the capital programme have to be agreed by Council.	Cllr Turner	N/A
<b>Oxfordshire Growth Board - Scrutiny Committee 23 June</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. For the Terms of Reference to explicitly set out that meeting agendas and minutes will be publicly available and that access to meetings	Y	This suggestion will be referred to the Board	Cllr Price	N

will be possible for Councillors and members of the public.				
<b>Community Engagement Policy Statement - Scrutiny Committee 23 June</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N / due date</b>
1. To provide a clear statement in the principles on the ambition for engagement focusing on depth as well as breadth.	Y	Merged with recommendation 3.	Cllrs Price&Simm; Sadie Paige	N/A
2. To provide information on the engagement ambitions set for all consultations during the last year, what was achieved and how this fits with the principles set within the Policy Statement.	Y	To provide this information for all consultations would be a huge piece of work so a sample will be used instead, together with a forward-looking approach.	Cllrs Price &Simm; Sadie Paige	Y
3. To suggest to the Scrutiny Committee an up and coming engagement/empowerment exercise that can act as a pilot study to demonstrate the effectiveness of the principles within this report.	Y	Two consultations identified as candidates for the pilot as per CEB suggestion. Project brief created for the pilot, which includes the objectives, and a reporting template.	Cllrs Price &Simm; Sadie Paige	Y
4. To provide a table that shows how all comments received during the consultation on this Policy Statement have been handled.	Y	Expected at 10 November Scrutiny Committee meeting.	Cllrs Price &Simm; Sadie Paige	Y
<b>End of Year Integrated Report – 2013-2014 - Scrutiny Committee 23 June</b>				
<b>Recommendation</b>	<b>Agreed Y/N</b>	<b>Executive response</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N</b>
1. The Committee supports the purchase of the Iffley Road building as an asset of value to the community and recognises that negotiations are on-going. There is a gap between the asking price and the money available and the City Executive Board is asked to do what it can within reasonable value for money criteria to secure the purchase of this property.	Y	Noted (£250k has been earmarked for acquisition of property).	Cllr Turner; Nigel Kennedy; Jane Lubbock	N
2. To consider the contingency available to	N	Current level of contingency considered to	Cllr Turner;	N/A

support homelessness in light of county proposals for implementing cuts in the Supporting People and if underspends from 13/14 should be maintained within this budget.		be sufficient.	Nigel Kennedy; Jane Lubbock	
<b>Fusion Lifestyle Performance 2013-2014 - Scrutiny Committee 23 June</b>				
<b>Additional information requested</b>	<b>Agreed Y/N</b>	<b>Outcome</b>	<b>Lead Member &amp; Officer</b>	<b>Implemented Y/N</b>
<p><b>Facility running costs</b> It was agreed at the June meeting in 2013 that the running costs of the facilities would be shown including all capital investment and loan cost in the next report. This hadn't been done.</p> <p><b>Performance outside of expectations</b> Members asked how poor performance was addressed and asked to see the issues raised and the actions/penalties taken over the last year.</p> <p><b>Publicity Campaign</b> An issue was raised concerning literature used to highlight the Active Women Campaign. The images used were considered to be too stereotypical and gendered. The Committee asked that this issue be taken up with Sports England who run this national campaign.</p> <p><b>Views of non-card users at facilities</b> The Committee asked to see any information on the views and experiences of non-card users.</p> <p><b>Falling attendance amongst young people</b> The Committee were concerned to see this and wanted some more detailed data and information to understand more fully the reasons behind it and</p>	N/A	<p>Information papers considered by Scrutiny Committee on 2 September.</p> <p>Meeting offered to Chair to discuss finance investment financing.</p>	Cllr Rowley; Lucy Cherry	Y

<p>whether it was a particular set of circumstances or a trend.</p> <p><b>Information excluded from the public</b>          The Committee heard a complaint from a member of the public that the information provided outlining the running costs to the Council of each Leisure Facility should be made public because if the Council was still running these centres then the information would be available publically. The Committee heard that this was commercial information but asked that this exclusion is reconsidered by Fusion.</p> <p><b>Investment financing</b>          Members were interested in why the City Council financed investment spending that Fusion Lifestyle was originally required to finance, and in how much this saved the partnership.</p>				
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## SCRUTINY COMMITTEE

**Monday 2 March 2015**

**COUNCILLORS PRESENT:** Councillors Simmons (Chair), Hayes (Vice-Chair), Anwar, Coulter, Darke, Hollick, Henwood, Lloyd-Shogbesan, Smith and Fooks

**BOARD MEMBERS PRESENT:** Councillor Susan Brown (Customer Services and Social Inclusion)

**OFFICERS PRESENT:** Jane Lubbock (Head of Business Improvement and Technology), Peter McQuitty (Head of Policy, Culture and Communications), Sadie Paige (Policy, Culture and Communication), Paul Wilding (Benefit Operations Manager), Andrew Brown (Scrutiny Officer) and Sarah Claridge (Committee Services Officer)

### **87. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Altaf-Khan (substitute Councillor Fooks), Councillor Fry and Councillor Upton.

### **88. DECLARATIONS OF INTEREST**

There were no declarations of interest made.

### **89. UPDATES SINCE THE LAST MEETING**

Cllr Darke update the Committee on the Thames Water flooding work, he had received two letters of support from MP Kris Hopkins, Under Secretary of State for Communities and Local Government (DCLG) and MP Dan Rogerson, Under Secretary of State for Environment, Food and Rural Affairs (DEFRA) stating that they will engage with Thames Water regarding the on-going flooding issues faced in Oxford.

Cllr Simmons announced that the next Finance Standing Panel organised for 25 March. An item on local financing might have to be re-scheduled as the two planned speakers can't make the date.

The next Housing Standing Panel is scheduled for 24 March.

### **90. LIVING WAGE**

The Head of Business Improvement & Technology and the OD & Learning Advisor presented a report (previously circulated, now appended) which updated the Committee on how the Council's commitment to paying the Oxford Living Wage has been implemented internally and within our supply chain.

The Committee raised the following comments:

- Officers formally monitor agency staff and contactors to make sure they are complying with the Oxford Living Wage requirements set out in their council



contracts. These are recorded monthly. It's more difficult to monitor contract further down the supply chain, officers plan to survey all contractors for compliance.

- Apprenticeships are not currently paid the Oxford Living Wage, raising apprenticeship pay is something that needs further consideration.
- The Oxford Living Wage is calculated at 95% of the London Living Wage, which is reviewed annually in November and any changes are implemented in April the following year. This allows businesses time to adjust their pay scales accordingly and times with the new financial year.
- Promotion of businesses that pay the Oxford Living Wage needs to occur on the Council website to encourage other to pay it.

The Scrutiny Committee recommended to the City Executive Board that:

1. A survey is conducted to monitor OLVW compliance amongst council contractors.
2. The level of the Oxford Living Wage being 95% of the London Living Wage be reviewed.
3. Council be more pro-active at encouraging employers to pay the Oxford Living Wage in the city and employers that do pay the wage are promoted on the Council website.
4. The Apprenticeship hour wage be reviewed.

The City Council considers encouraging the Oxford Living Wage by offering discounted business rates

## **91. CONSULTATION AND ENGAGEMENT**

The Consultation Officer presented a follow up report (previously circulated, now appended) which addressed the recommendations made by the Committee on the Community Engagement Plan 2014/17.

After reviewing the data, the Consultation Officer made the following observations:

1. that a low number of responses does not necessarily mean an unsuccessful consultation, because in some cases the target is also low; and
2. it would appear that better response rates are proportional to the amount of resources allocated to a consultation.

The Consultation Officer explained that because consultations are run on-line or are emailed to groups of people, the exact number of people we invite to consultations cannot always be quantified. The Committee asked for a further explanation which the Consultation Officer said she would provide.

The Committee made the following comments:

- The Council deals with consultation fatigue by having a panel board responsible for approving every consultation that the council runs. To avoid fatigue the panel challenges whether consultation is needed and often merge surveys so that the same groups are not targeted twice.
- The Council benchmarks itself against other authorities but we don't currently compare our consultation methods with what other authorities are doing.
- When a consultation is interested in the views of hard to reach group – the Consultation Officer will flag up this need and request additional support from

relevant officers. They will make sure the process is managed to maximise involvement from these groups.

The Committee thanked the Consultation Officer for all her hard work.

## **92. RESEARCH INTO THE LOCAL IMPACT OF WELFARE REFORM**

The Programme Manager for Revenue & Benefits presented a report (previously circulated, now appended) which set out research on the impacts of welfare reforms in Oxford. He explained that the field work in the report had been done in 2014.

Cllr Brown, Board Member for Customer Services and Social Inclusion explained that the report was the basis of the Council's Financial Inclusion Strategy.

Since the publication of the report, the Council has found that:

- The effects of the changes in disability payment have not been as bad as anticipated
- The cap on the Local Housing Allowance is a huge issue in the city, as there are very few rental properties available for below the cap. Many people have to "top up" the allowance to pay their rent.
- The research in the report was done before conditionality was added to the Discretionary Housing Policy.

The Committee made the following comments:

- The Council is leaning towards more of a caseworker model through the use of JobCentre+ staff.
- In terms of debt to the Council, Cllr Brown explained that she would like to create one system that would show all the different debts that an individual owed to the council in one place. This would allow officers to be fully informed of individuals' financial situations.
- Simplifying the letters sent out to claimants is a service priority for the Housing Benefit department.

The Committee recommended that the report be sent to the Inequalities Panel for further reflection.

They thanked officers for the high quality work.

## **93. DISCRETIONARY HOUSING PAYMENT POLICY**

The Programme Manager for Revenue & Benefits presented a report (previously circulated, now appended) on the revised Discretionary Housing Payment Policy which the City Executive Board will be asked to approve on 12 March.

Cllr Brown, Executive Member for Customer Services and Social Inclusion explained that from 2015/16 Oxford City Council's DHP grant will reduce from £514,496 to £288,092, a reduction of 44%. The government has made it clear that the DHP policy is a temporary funding measure which will continue to be reduced. It has also said that councils cannot give more than double the amount given by government. It is therefore important that individuals not become reliant on DHP funding as they will need to manage without it in the future. The Council

had written conditionality into the policy to prioritise those most in need and has chosen not to contribute the maximum they could.

The Committee discussed whether the Council should contribute more towards funding DHP and whether prioritising individuals was necessary.

The Committee requested an update report on the DHP policy/payments be presented in September 2015.

#### **94. THE CULTURE STRATEGY 2015-18**

The Head of Policy, Culture and Communications presented a report (previously circulated, now appended) on the adoption of the Culture Strategy. The City Executive Board will be asked to approve the strategy on 12 March.

The Head of Policy, Culture and Communications went through the Committee's recommendations made at their meeting in October 2014.

1. That non-council culture offering in the city had been added to the Strategy.
2. That a paragraph had been added to the strategy acknowledging the affects that licencing and planning and Direct Services can play in delivering cultural events.
3. That the list of organisations invited to contribute to the Culture Strategy had been shared with elected members.
4. He explained that in regards to encouraging visitors to spend more time in Oxford, It had been agreed that this was not the primary purpose of the Culture Strategy but was the responsibility of Experience Oxfordshire. Experience Oxfordshire where prepared to brief members on their role.

The Committee recommended that

A briefing from Experience Oxfordshire be arranged for members.

An objective be added to extend cultural opportunities to excluded communities under priority for culture 2.

#### **95. PERFORMANCE MONITORING - QUARTER 3**

The Scrutiny Officer presented the Quarter 3 Performance Monitoring report (previously circulated, now appended) which detailed the list of Council's performance measures chosen by the Scrutiny Committee for monitoring.

The Committee made the following comments/queries:

BV017a - Queried why anonymised shortlisting had ended

BIT022: This measure was red and the £180k savings figure provided was rolled over from the previous month

BV016a: The Committee welcome efforts to make the City Council a supportive environment for staff to declare disabilities but this approach should not be relied upon to deliver

ED002 – would like more information

The Scrutiny Officer will seek more information and report back to the Committee.

The Committee requested that coloured copies be provided of future performance monitoring reports in the public agendas.

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

The Scrutiny Office presented the work programme and Forward Plan (previously circulated, now appended).

The Committee recommended that a survey be sent to all non-committee members to gauge their perception of Scrutiny's work.

#### **97. REPORT BACK ON RECOMMENDATIONS**

The Committee noted the report.

#### **98. MINUTES**

The Committee resolved to APPROVE the minutes of the meetings held on 19 January 2015 and 3 February 2015 as true and accurate records.

#### **99. DATES OF FUTURE MEETINGS**

The Committee noted the next meeting would be held on Monday 23 March 2015.

**The meeting started at 6.15 pm and ended at 8.15 pm**

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