

Agenda

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Scrutiny Committee

Date: **Monday 7 September 2015**

Time: **6.15 pm**

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

For any further information please contact:

Catherine Phythian, Committee Services Officer

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As a matter of courtesy, if you intend to record the meeting please let the Contact Officer know how you wish to do this before the start of the meeting.

Scrutiny Committee

Membership

Chair	Councillor Craig Simmons
	Councillor Tom Hayes
	Councillor Van Coulter
	Councillor Roy Darke
	Councillor James Fry
	Councillor Andrew Gant
	Councillor Sam Hollick
	Councillor David Henwood
	Councillor Ben Lloyd-Shogbesan
	Councillor Linda Smith
	Councillor Sian Taylor
	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 LEISURE & WELLBEING STRATEGY 2015-20

Contact Officer: Ian Brooke, Head of Community Services,
Tel: 01865 252705 e-mail: ibrooke@oxford.gov.uk

11 - 60

Background Information
The Scrutiny Committee has asked for this item to be included on the agenda for pre decision scrutiny.
Why is it on the agenda?
The City Executive Board will be asked to approve the Leisure & Wellbeing Strategy, 2015-20 at the meeting on 10 September 2015. This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.
Who has been invited to comment?
Ian Brooke, Head of Community Services, Lucy Cherry, Leisure and Performance Manager.

4 OXFORDSHIRE GROWTH BOARD

61 - 82

Background Information
The Scrutiny Committee has asked to monitor the work of the Oxfordshire Growth Board. In January 2015 the Committee made three recommendations which were relayed to the Growth Board.
Why is it on the agenda?
For the Scrutiny Committee to review the following: <ul style="list-style-type: none">- The Board's responses to the Scrutiny Committee's recommendations,- The agenda pack and draft minutes of the Growth Board meeting held on 30 July 2015.-
Who has been invited to comment?
Bob Price, Leader of the Council and Board Member for Corporate Strategy & Economic Development, David Edwards, Executive Director of Regeneration & Housing, Paul Staines, Oxford Growth Board Programme Manager.

5 OXFORD GROWTH STRATEGY

Contact Officer: Matt Bates, Principal Planning Officer,
Tel: 01865 252277, e-mail: mbates@oxford.gov.uk

83 - 114

Background Information
The Chair of Scrutiny asked for this item to be included on the agendas of the Housing Panel on 3 September and the Scrutiny Committee on 7 September for pre-decision scrutiny.
Why is it on the agenda?
This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board. The Chair of the Housing Panel will brief the Committee on the Housing Panel discussion on this report. The Scrutiny Committee may wish to cover any aspects not already considered by the Housing Panel.
Who has been invited to comment?
David Edwards, Executive Director of Regeneration & Housing.

6 INTEGRATED PERFORMANCE REPORT QUARTER 1 2015/16

115 - 118

Background Information
This report contains outcomes at the end of June 2015 (2015/16 quarter 1) for a set of corporate performance indicators previously chosen by the Committee.
Why is it on the agenda?
The Scrutiny Committee has a role in monitoring Council performance against targets. The Committee is asked to note this report and may wish to ask questions or request further information.
Who has been invited to comment?
No officers have been invited specifically for this item but the Scrutiny Officer will follow up on any requests after the meeting, if required.

7 REPORT OF THE CYCLING REVIEW GROUP

Contact Officer: Andrew Brown on behalf of the Scrutiny Committee
Tel: 01865 252230 e-mail: abrown2@oxford.gov.uk

119 - 150

Background Information
The Scrutiny Committee commissioned the Cycling Review Group to identify how the City Council could make best use of its unallocated

cycling investments.
Why is it on the agenda?
For the Scrutiny Committee to review and comment on the report of the Cycling Review Group before it is submitted to the City Executive Board on 10 September 2015. Please note that there is limited scope for changes to be made before the report is published for the City Executive Board.
Who has been invited to comment?
Councillor Louise Upton, Chair of the Cycling Review Group

8 REPORT OF THE WASTE WATER FLOODING PANEL

151 - 154

Contact Officer: Andrew Brown on behalf of the Scrutiny Committee
Tel: 01865 252230 e-mail: abrown2@oxford.gov.uk

Background Information
The Scrutiny Committee commissioned the Waste Water Flooding Panel to engage with Thames Water Utilities on the progress of the Oxford Catchment Study.
Why is it on the agenda?
For the Scrutiny Committee to review and comment on the report of the Waste Water Flooding Panel before it is submitted to the City Executive Board on 10 September 2015.
Who has been invited to comment?
Councillor Roy Darke, Chair of the Waste Water Flooding Panel

9 REPORT OF THE FINANCE PANEL - MUNICIPAL BONDS

155 - 160

Contact Officer: Andrew Brown on behalf of the Scrutiny Committee
Tel: 01865 252230 e-mail: abrown2@oxford.gov.uk

Background Information
The Finance Panel convened a discussion on municipal bonds at its public meeting on 2 July 2015.
Why is it on the agenda?
For the Scrutiny Committee to review and comment on the report of the Finance Panel before it is submitted to the City Executive Board on 10 September 2015.
Who has been invited to comment?
Councillor Craig Simmons, Chair of the Finance Panel

10 2014-15 ANNUAL REPORT OF OXFORD CITY COUNCIL'S SCRUTINY COMMITTEE

161 - 174

Contact officer: Andrew Brown on behalf of the Scrutiny Committee
Tel: 01865 252230 e-mail: abrown2@oxford.gov.uk

Background Information
The Scrutiny Committee commissioned the Scrutiny Officer to draft the Annual Report for 2014-15.
Why is it on the agenda?
For the Scrutiny Committee to review and approve the draft Annual Report before it is submitted to Council on 23 September 2015.
Who has been invited to comment?
Councillor Simmons, Chair of the Scrutiny Committee

11 WORK PROGRAMME AND FORWARD PLAN

175 - 214

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

Background Information
The Scrutiny Committee operates within a work programme which has been set for the 2015/16 council year. This programme will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Committee and take account of any changes to the latest Forward Plan (which outlines decisions to be taken by the City Executive Board or Council).
Why is it on the agenda?
The Scrutiny Committee is asked to: <ol style="list-style-type: none">1. Review its work programme for the 2015/16 council year,2. Approve the scope for the Guest Houses Review Group,3. Decide which review topic to scope next and appoint a lead member (this review is likely to take place in early 2016, after the annual budget review),4. Select Forward Plan items for pre-scrutiny based on the following criteria:<ul style="list-style-type: none">• Is the issue controversial / of significant public interest?• Is it an area of high expenditure?• Is it an essential service / corporate priority?• Can Scrutiny influence and add value? A maximum of three items for pre-scrutiny will normally apply.
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.

12 REPORT BACK ON RECOMMENDATIONS

215 - 224

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, who are obliged to respond in writing.
Why is it on the agenda?
<p>This item allows Committee to see the results of recommendations made in the 2015/16 municipal year.</p> <p>Since the last meeting the following items have resulted in recommendations to the City Executive Board:</p> <ul style="list-style-type: none">• Adoption of the Statement of Community Involvement in Planning (2015)• Grant Monitoring Information for 2014/15• Debt Management Policy• Integrated Performance Report for Quarter 4 2014/15• Municipal Bonds
Who has been invited to comment?
Andrew Brown, Scrutiny Officer will present the report.

13 UPDATES SINCE THE LAST MEETING

For scrutiny members to update the Committee on any developments since the last meeting.

The Committee will wish to note that the Housing Panel has appointed a tenant co-optee

The Chair will brief the Committee on the status of the CEB response to the recommendations of the Scrutiny Committee Inequalities Panel.

The next Housing Standing Panel is scheduled for 8 October 2015
The next Finance Standing Panel is scheduled for 29 October 2015

14 MINUTES

225 - 230

Minutes from 30 June 2015

Recommendation: That the minutes of the meeting held on 30 June 2015 be APPROVED as a true and accurate record.

15 DATES OF FUTURE MEETINGS

Meetings are scheduled as followed:

6 October 2015
2 November 2015
8 December 2015 – see note below
12 January 2016
2 February 2016
7 March 2016
5 April 2016

All meetings being at 6.15 pm.

The Committee is asked to decide whether to change the date of its December meeting as it clashes with a civic reception which members may wish to attend. The Scrutiny Officer will table alternative dates at the meeting.

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.

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To: City Executive Board
Date: 10 September 2015
Report of: Head of Community Services
Title of Report: Leisure & Wellbeing Strategy, 2015 to 2020

Summary and Recommendations

Purpose of report: To approve the Leisure & Wellbeing Strategy 2015-2020 that has been updated to reflect responses from public consultation.

Key decision? Yes

Executive lead member: Councillor Mike Rowley

Policy Framework: Strong & Active Communities

Recommendation(s): That the City Executive Board resolves to:

1. APPROVE the Leisure & Wellbeing Strategy, 2015-20.

Appendix 1: Risk Register
Appendix 2: Equalities Impact Assessment
Appendix 3: Leisure & Wellbeing Strategy, 2015-2020
Appendix 4: Summary of consultation results

Introduction

1. The draft Leisure & Wellbeing Strategy, 2015-2020 was approved for public consultation by the City Executive Board on the 17 December 2014. The consultation generated some very useful feedback which has helped to further improve the strategy.
2. The strategy details our plans, acts as a framework of influence for partners and includes good practice case studies. In the context of this strategy, leisure encompasses physical activity, sport and all activities that take place in leisure and outdoor sports facilities.

3. The Leisure & Wellbeing Strategy outlines the Council's approach to
 - Continuing to improve the city's leisure centres
 - Creating a world class leisure offer
 - How we will get more people physically active
 - Sports Development
 - How we will work with partners
4. The Leisure Facilities and Sport and Physical Activity Strategies were implemented in 2009 and expired in 2014. This strategy builds on the progress that has been made by our Leisure Facilities and Sport and Physical Activity Strategies 2009-2014 and details how we will channel our resources over the next five years.

Relationships to other Strategies

5. The delivery of the Leisure & Wellbeing Strategy, 2015-2020 is supported by the Green Spaces Strategy, Culture Strategy, Playing Pitches Strategy and the Youth Ambition Strategy.

A summary of the work we have undertaken on needs

6. An extensive needs analysis has been undertaken which confirms that the Council's target groups were still appropriate. These being:
 - Younger People
 - Older People
 - BME Communities
 - Disability Groups
 - People from areas of deprivation.

This was also verified with the online consultation and in the focus groups.

Summary of the consultation process

7. The main consultation period was undertaken from the 20 February to 24 April 2015, a total of 102 people giving their views.
8. The consultation was launched by a press release. 61 stakeholders and organisations – such as National Governing Bodies, education providers, Oxfordshire County Council, Oxfordshire Clinical Commissioning Group and public health – were emailed directly and people were asked in our leisure centres to fill in the questionnaires.
9. The draft strategy was available for comment on Oxford City Council's online consultation system, eConsult, and the consultation was promoted in the council's internal newsletter, Council Matters.
10. The views of senior managers in public health and the Managing Director of the County Sports Partnership were initially sought to help to scope the strategy.

11. A full review of needs was undertaken in 2013-14 and the report was displayed in each political party's group room.
12. The strategies objectives were talked through with the Leisure Partnership Board which comprises representatives from; young people, older people, public health, leisure centre users, officers and councillors.
13. The Council's Inclusion Officer led a piece of work to understand barriers to taking part from a range of minority groups. Further focus groups with groups of young people, older people and people from minority groups were undertake to obtain a more in-depth understating.
14. We also held a planning and licencing focus group to join up the strategies across these areas to improve public health.
15. The focus group sessions were particularly useful as they gave us the views from our target groups who would not usually engage in such a process. The main finding from the target group sessions was that we need to improve how we communicate what is available and for some minority groups there was a barrier in relation to integrating with other community groups who were seen as having differing values.

Summary of consultation results

16. The consultation has shown strong support for all aspects of strategy. Common themes from the consultation:
 - **Closer working with schools and secondary education sites**
The main project underway is the council funded new gym at the Oxford Spires Academy. We are also exploring areas where we can work with schools and the colleges to further improve the city's offer.
 - **Improved communication of what's available**
We will continue to build on the work in our focus groups to find and implement ways to communicate with target groups. For young people we will continue to promote the usage of our App Bungee.
 - **Improvement to make it easier for more people to use cycling as a mode of transport**
Cycling is now a focus sport in the city which is shown in the action plan. We will look to feed into transport strategies and review cycle travel plans at our sites.
 - **The importance of the strategy to help to address health issues**
The strategy has increased its emphasise on health outcomes.
17. The feedback from the consultation along with the Council's response is summarised in Appendix 4.

18. Resourcing of subsequent actions from consultation results are demonstrated in tables seven, eight and nine of the Leisure and Wellbeing Strategy, 2015-2020, Appendix 3.

Level of Risk

19. The level of risk is low. The Risk Register is shown in Appendix 1.

Climate Change

20. Current and future projects will continue to place a high priority on ensuring low carbon technology is implemented. The strategy includes an increased emphasis on green transport.

Equalities Impact

21. An Equalities Impact Assessment is shown in Appendix 2.

Financial Implications

22. The action plan included within Appendix 2 shows the financial position for each strand of the strategy.

23. The strategy will form an evidence base that will help support applications for external funding, bids to Council for additional resources and the application of leisure related developer contributions.

24. Bids to Council for additional resources will be incorporated into the Council's medium term financial planning process and the subject of Future reports.

Legal Implications

25. There are no direct legal implications.

Name and contact details of author:

Name: Ian Brooke
Job title: Head of Community Services
Tel: 01865 252705 e-mail: ibrooke@oxford.gov.uk

List of background papers:

The 2013/2104 Needs Analysis can be found here:
[Leisure and Wellbeing Participation needs](#)

Appendix One: Risk Register

Risk			Date raised	Gross Risk		Current Risk		Residual Risk		Controls					
Description	Cause	Consequence		I	P	I	P	I	P	Owner	Comments	Due date	Status (Progress)	Control Description	Action Owner
Progress not made	Lack of resource (time/funding)	Objectives not achieved	10.6.15	2	1	2	1	2	1	Ian Brooke	Low risk	10.9.15	Progressing (10%)	Strategy to the City Executive Board	Ian Brooke
15	Progress not made	Ability of stakeholders to engage with the strategy	20.7.15	2	1	2	1	2	1	Ian Brooke	Low risk	Quarterly Review of the delivery plan/objectives & targets	Progressing (50%)	Quarterly internal reviews.	Leisure & Performance Manager.
													Networking and partner relationship Management.	Active Communities Manager	
														Cross Council/service ownership.	
Partner buy in	Stakeholder/ Partner resource capacity (time, budget, efficiency savings, etc.)	Objectives not achieved	27.07.15	2	1	2	1	2	1	Ian Brooke	Low risk	Quarterly Review of the delivery plan/objectives & targets	Progressing (50%)	Maintain regular, positive relationships with existing partners. Develop new partnership opportunities.	Ian Brooke Active Communities Manager
Organisational change	Service structure changes.	Objectives not achieved	27.7.15	2	1	2	1	2	1	Ian Brooke	Low risk	1.9.15	Progressing (50%)	Consultation Fit for purpose structure. Cross Council/service ownership.	Ian Brooke

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Appendix 2: Leisure & Wellbeing Strategy - Equalities Impact Assessment



Form to be used for the Full Equalities Impact Assessment

Service Area:	CS	Section:	CS	Date of Initial assessment:	Key Person responsible for assessment: Ian Brooke – Head of Service	Date assessment commenced: 16 June 2015	
Name of Policy to be assessed: ✓				Leisure and Wellbeing Strategy 2015 to 2020			
1. In what area are there concerns that the policy could have a differential impact				Race None	Disability None	Age None	
				Gender None	Religion or Belief None	Sexual Orientation None	
Other strategic/ equalities considerations				Safeguarding/ Welfare of Children and vulnerable adults None	Mental Wellbeing/ Community Resilience None	Marriage & Civil Partnership None	
2. Background: Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.				This strategy is ambitious and goes beyond our approach to the Council's leisure assets to how we create an environment that encourages people to become active and how we work with partners to create a world class leisure offer for everyone. While the strategy focuses on the needs of the city's residents, the leisure offer goes beyond the city's boundary. The strategy details our plans, acts as a framework of influence for partners and includes good practice case studies. In the context of this strategy, leisure encompasses physical activity, sport and all activities that take place in leisure and outdoor sports facilities.			

3. Methodology and Sources of Data:

The methods used to collect data and what sources of data

Methodology

The views of Senior Managers in public health and the Managing Director of the County Sports Partnership were initially sought to help to scope the strategy.

A cross party steering group was then set up to oversee key milestones A full review of needs was undertaken in 2013/14 and the report was left in each political party's group room with an email sent to encourage comments.

The strategies objectives were then talked through with the Leisure Partnership Board which comprises representatives from young people, older people, public health, leisure centre users, officers and councillors.

The Council's inclusion officer led a piece of work to understand barriers to taking part from a range of minority groups.

Sport England's Facilities Planning Model (FPM) was used to bring up to date the findings from the 2009 Leisure Strategy and to model demand up to 2025. The model is a computer-based supply/demand tool that assesses the strategic need for certain community sports facilities.

The model takes into account location, price, condition, facility mix and club use. Based on these factors the city is very well served for community accessible swimming pools compared with national comparators.

A two month consultation period was then undertaken. This was complemented by focus group sessions with young people, old people and minority group.

4. Consultation

This section should outline all the consultation that has taken place on the EIA. It should include the following.

- Why you carried out the consultation.
- Details about how you went about it.
- A summary of the replies you received from people you consulted.
- An assessment of your proposed policy (or policy options) in the light of the responses you received.
- A statement of what you plan to do next

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Plan for Public Involvement

The strategy's project scope has been developed with a cross party group of councillors. The needs data has been developed and presented to the same group, displayed in each of the councillor's group rooms with an accompanying email sent to all Councillors and presented to the Leisure Partnership Board.

Consultation has been city wide through a representative sample of the whole community and with focus groups to ensure that we obtained feedback from a broad range of people.

A summary of the strategy will be developed with support from the services Equality & Diversity Service Improvement Group.

The strategy was also promoted through the following groups and venues.

- Sports Clubs and Teams
- National Governing Bodies of Sport
- Sport England
- Friends / Voluntary Groups / Neighbourhood Action Groups
- Oxfordshire County Council
- Parish Councils
- Education Sector: Primary and Secondary Schools; Oxford
- University and Colleges; Language Schools
- Health Sector: NHS Oxfordshire.
- Community Centres
- Other City Council departments
- Oxfordshire Sports Partnership
- A press release was used to promote the start of the consultation
- Leisure providers
- Leisure Partnership Board

Throughout the consultation period the draft strategy was available on the Council website and available for comment through the on-line consultation page.

No surveys were planned as the needs analysis data provides a thorough evidence base.

The next step is now to implement the strategy.

<p>5. Assessment of Impact:</p> <p>Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults</p>	<p>Officers consider that there is no adverse impact on safeguarding and / or the welfare of children and vulnerable adults with this strategy.</p> <p>An extensive needs analysis was undertaken in 2013/14 that provided the evidence base, this included using Sport England's Facilities Planning Model to understand current and future needs.</p> <p>The demographic research confirmed our target groups and reinforced that deprivation is integrally correlated with lower levels of activity and the negative health impacts of inactivity. Work has also been undertaken to improve our understanding of which groups are underrepresented, what the barriers are and how we can better target our resources into creating a world class leisure offer for everyone.</p> <p>Before the consultation the Council's inclusion officer led a piece of work to understand barriers to taking part from a range of minority groups. We then also tested the strategy with focus groups at the end of the consultation.</p>
<p>6. Consideration of Measures:</p> <p>20 This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>Inclusion is at the heart of the strategy. The leisure offer takes a city wide view and incorporates cross sector provision to enable the best possible provision for the community.</p>
<p>6a. Monitoring Arrangements:</p> <p>Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any</p>	<ul style="list-style-type: none"> • CorVu periodic reporting against key performance indicators • Project Board support (i.e. Sport & Youth Board, Leisure Partnership Board, Community Partnerships, Leisure Delivery Board) • Service Management Team periodic key agenda item • Sportworks – Sported ¹ • Sport England Active people Survey • Healthy Lifestyle Behaviours: Model Based Estimates (NHS Information Centre for health and social care) • Public England Health profile – Oxford District

¹ Sportworks is a shared measurement system specifically designed for sports development organisations who deliver projects, fund programmes and make policy decisions.

evidence of discrimination.						
7. 12. Date reported and signed off by City Executive Board:		Pre consultation draft to CEB – December 2014 Final strategy to CEB for approval September 2015				
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		That we need to improve the communication of the leisure offer to our target groups and test this for other council services.				
9. Are there implications for the Service Plans?	YES	NO	10. Date the Service Plans will be updated	March/ April 2015	11. Date copy sent to Equalities Officer in HR & Facilities	16 June 2015
13. Date reported to Scrutiny and Executive Board:	N/A	N/A	14. Date reported to City Executive Board:	Pre consultation draft to CEB – December 2014 Final strategy to CEB for approval July 2015	12. The date the report on EqIA will be published	TBC

Signed (completing officer) Lucy Cherry – Leisure & Performance Manager

Signed (Lead Officer) Ian Brooke – Head of Service

Please list the team members and service areas that were involved in this process:

Organisational Development & Learning Advisor/ Equalities: (completing officer) Jarlath Brine.

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Leisure & Wellbeing Strategy 2015-2020



World-class leisure for everyone...

Executive summary

Oxford City Council recognises the value of leisure. It is not only enjoyable in its own right, but supports community cohesion –cutting across social divides and improves physical and mental health. By ensuring our leisure facilities are maximising low carbon technology and by increasing green transport, leisure also plays a key role in reducing the city's carbon footprint.

This strategy is ambitious and goes beyond our approach to the Council's leisure assets to explore how we can create a physical environment that encourages people to become active, and develop how we work with partners to create a world-class leisure offer for everyone. While the strategy focuses on the needs of the city's residents, the leisure offer goes beyond the city's boundary. The strategy details our plans, acts as a framework of influence for partners and includes good practice case studies. In the context of this strategy, leisure encompasses physical activity, sport and all activities that take place in leisure and outdoor sports facilities.

An extensive needs analysis was undertaken in 2013/14 that provided the evidence base; this included using Sport England's Facilities Planning Model to understand current and future needs. The demographic research confirmed our target groups and reinforced that deprivation is integrally correlated with lower levels of activity and the negative health impacts of inactivity.

The strategy demonstrates an improved understanding of the city's communities, barriers to under-represented groups and how we will better target our resources into creating a world-class leisure offer for everyone.

1 Why do we need a Leisure & Wellbeing Strategy?

The Leisure Facilities and Sport and Physical Activity Strategies were implemented in 2009 and expired in 2014. This strategy builds on the progress that has been made and details how we will channel our resources over the next five years.

Oxford has a highly performing sport and leisure service compared with national Comparators; there is, however, a long way to go until we are achieving world-class outcomes. A good example is the increase in adult participation in sport from 20.6% to 31.3% which has moved the city from one of the worst to one of the best performing authorities, but 69% of people are still not achieving the three times a week target. While satisfaction with Council leisure centres is high, satisfaction with sports facilities remains low.

2 What the strategy covers

- Our plans for the city's leisure centres
- Our approach to creating a world-class leisure offer
- How we will get more people physically active
- Sport and health development
- A framework to influence partners.

3 Where does the strategy fit?

The Corporate Plan is the over-arching plan for the Council; this strategy supports the following areas of the Corporate Plan:

Strong, Active Communities

The Corporate Plan has a target of increasing adult participation in sport by 1% each year. Since 2005 this has been overachieved, with 12,000 more people in Oxford now exercising three times a week.

The Council has an excellent concessionary access scheme supporting its ambition of a world class city for everyone. Concessionary membership holders pay reduced rates for activities at Council leisure centres. In January to March 2015 the approximate average concessionary membership uptake was 40%.

The Council has continued to offer free swimming for those under 17 years of age living in the city even after the government cut the funding of the initiative. In 2014/15 there were more than 25,000 visits to free swimming sessions. People engaged in sports at a national level also get free access in exchange for undertaking an advocacy role.

The consultation has focused upon understanding which groups are underrepresented within the leisure offer and to see what changes we can make to reduce barriers. We have found that although facilities and activities are well advertised, these messages struggle to reach some community groups. This is due to a number of reasons – the wrong form of publicity and barriers stopping people being receptive. A number of communities perceive leisure facilities as expensive and are often not aware what concessions they are entitled to.

We will increasingly offer employment opportunities to these target groups so our workforce better reflects the communities we serve which will also improve our understanding of needs.

Vibrant, Sustainable Economy

Oxford is a thriving city and in 2014 was awarded City Deal status. This will lead to further investment into roads and public transport, specifically tailored to link universities with the city's major industrial and research areas. Within all such developments, ensuring access to leisure pursuits is a key ingredient.

Leisure is a key component for thriving communities. Leisure is being used to drive regeneration with the best example being the new pool and transformation of Blackbird Leys Park. The new pool, fitness trails, sports pavilions and play areas are acting as a catalyst for a broader regeneration programme.

Cleaner, Greener Oxford

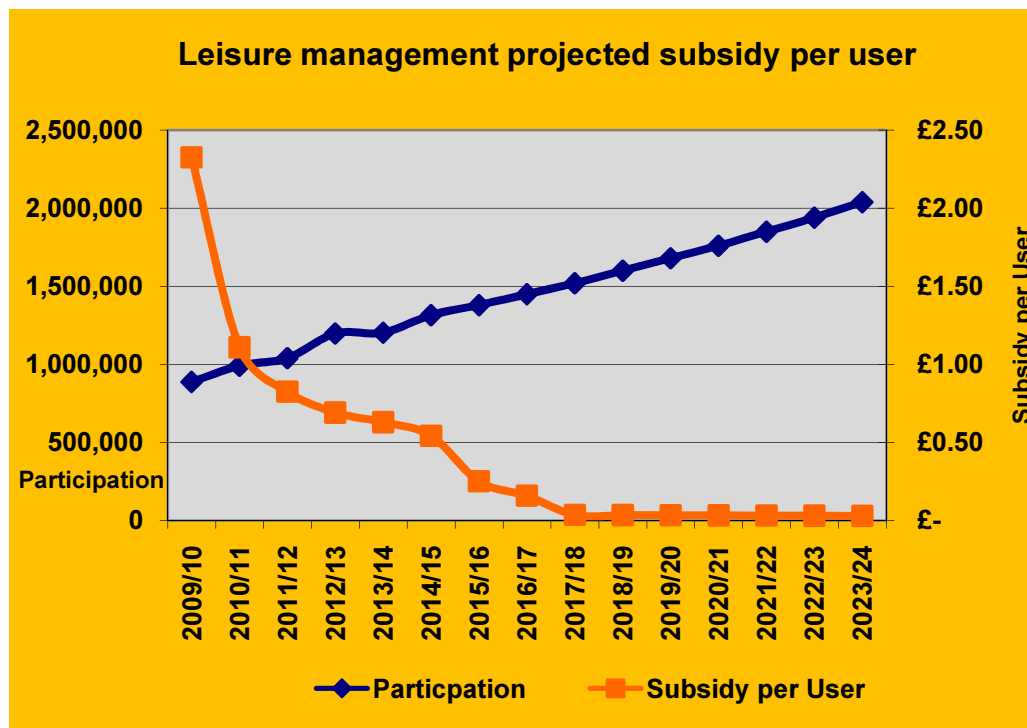
The Council's leisure centres have been extensively modernised, including numerous low carbon adaptations. This can be seen most evidently in the new pool at Blackbird Leys that replaced two facilities that had come to the end of their economic life. The new pool has a biomass boiler, a combined heat and power unit, photovoltaic panels and low energy lighting. The net effect of the new pool is a saving of over 600 tonnes of carbon each year. Barton and Ferry Leisure Centres also have photovoltaic panels and we will continue to explore how we can further reduce the centre's carbon footprint.

Getting more people cycling, walking and running rather than using the car has a profound benefit on reducing carbon which is one reason why cycling is now prioritised within the strategy as a *Focus sport*.

Efficient, Effective Council

The leisure contract with Fusion Lifestyle, a social enterprise with charitable status, has greatly improved the user experience at our leisure centres, alongside achieving cumulative revenue savings of £1,360,000 per year. Over this period, facilities have been greatly improved with around £14.4 million of capital investment.

Alongside these savings, leisure delivers immense social value. As such our approach continues to be to ensure our physical assets are well managed and invested in to ensure they deliver their optimum value.



4 The Oxford context

Demography

In common with many cities there are major inequalities in Oxford. The Index of Deprivation 2010 ranks Oxford 131 out of 354, placing it in the top half of the most deprived local authority areas in England. People living in the least deprived areas of the city can expect to live around six years longer than people living in the most deprived areas.

Of 85 areas in Oxford, 12 are amongst the 20% most deprived areas in England, with one area in the Northfield Brook ward among the 10% most deprived. These areas, which are in the Leys, Littlemore, Rose Hill and Barton areas of the city, experience multiple levels of deprivation – low skills, low incomes and relatively high levels of crime.

Around 23% of Oxford's under16s live in low-income households and child poverty is a key concern in eight neighbourhoods which feature among the 10% worst affected in England.

In 2013, Oxford's 'usual resident population' was estimated to be 155,000. The city's population grew by 12% over the decade 2003-2013 and is projected to continue growing rapidly, reaching 165,000 by 2023.

Oxford is ethnically and internationally diverse. In 2013, 29% of Oxford's residents had been born outside the UK and an estimated 4,000 short-term international migrants were visiting the city. These factors, combined with large student numbers, create an incredibly transient population.

Health

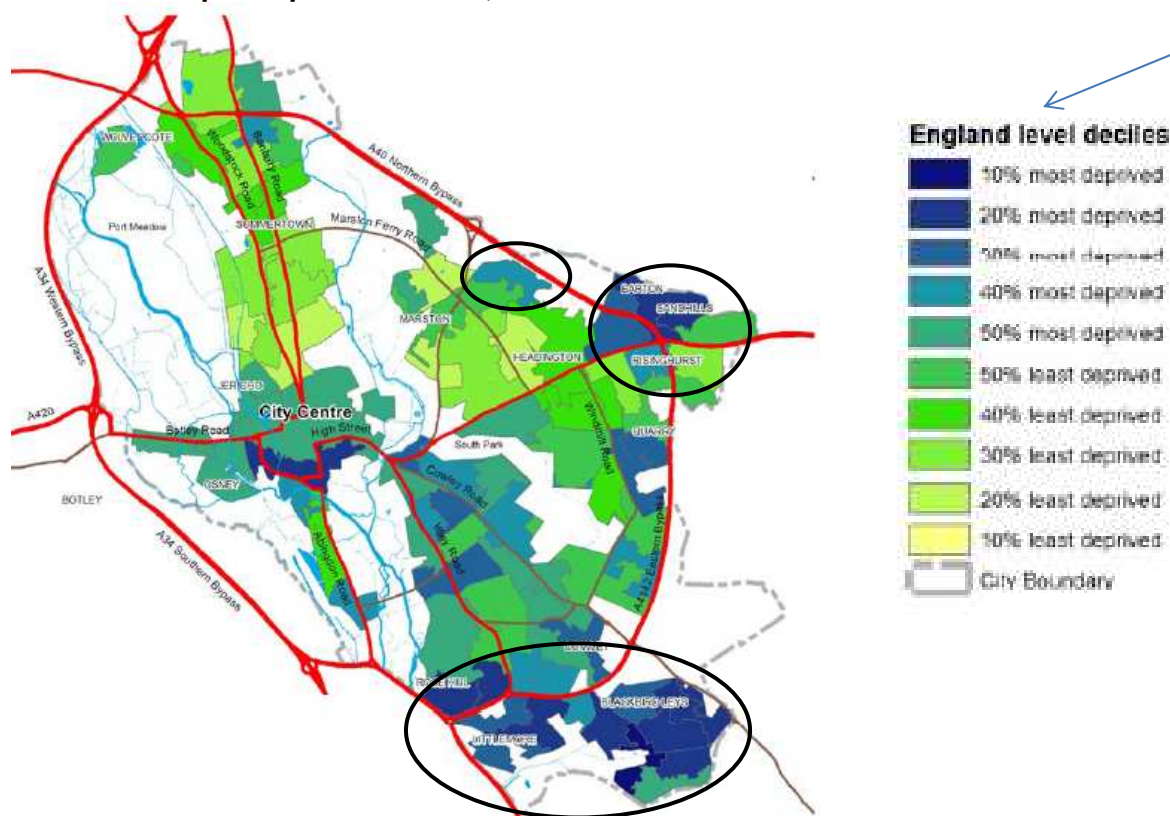
Local context

Oxford exhibits a range of health inequalities, with the headline challenges being:

- The majority of Oxford's population remain inactive
- Obesity levels in Oxford continue to rise: 21.3% of Year 6 children in the city are classified as obese¹
- Life expectancy is 8.8 years lower for men in the most deprived areas of Oxford compared with the least deprived areas²
- The health cost of inactivity in Oxford is £2.1 million per year.³

The following maps show activity levels across the city and how the areas of low activity correlate with obesity and deprivation.

Index of Multiple Deprivation 2010, Rank



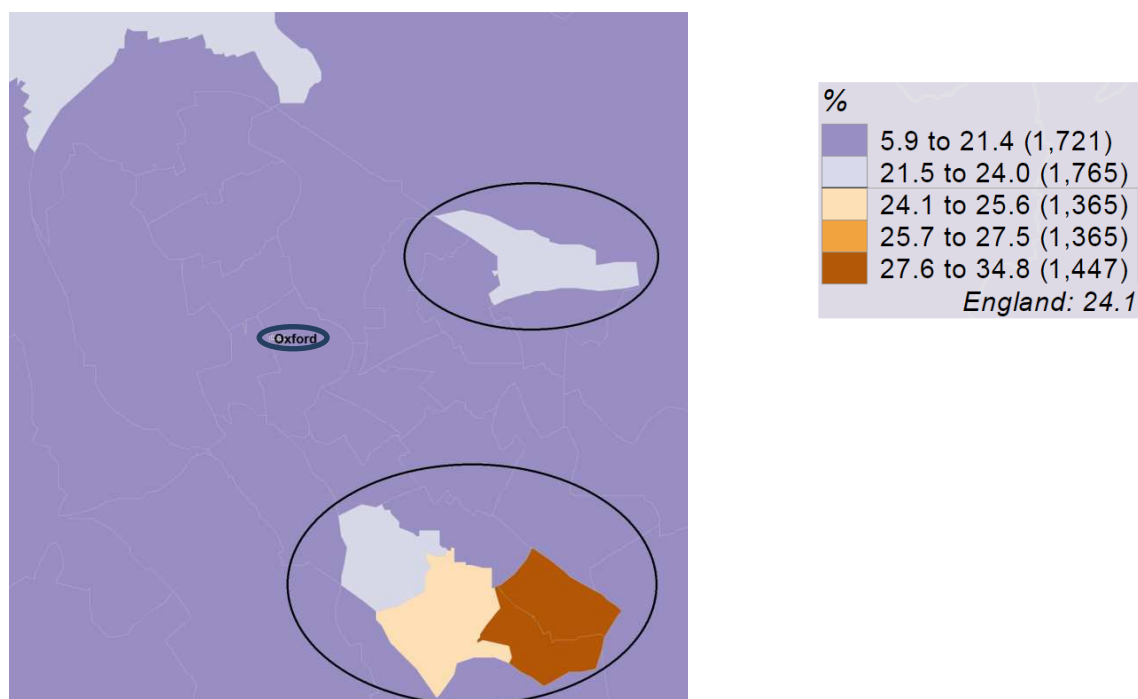
Super Output Areas ranked across England
Source: Department of Communities and Local Government

¹&² Public Health England – Oxford Health Profile

2015 <http://www.apho.org.uk/resource/view.aspx?RID=50215&SEARCH=oxford&SPEAR>

³ Department of Health – Be Active Be Healthy, 2006/07, measure: cost of inactivity.

Adult obesity rates – Oxford City



Percentage of the population aged 16+ with a BMI of 30+, modelled estimate, 2006-08, Public Health England.⁴

National context

12.5 million people in England are currently failing to raise their heart level for more than half an hour per week over a 28-day period.⁵ The Health Survey England reported only 21% of boys and 16% of girls aged five to 15 met the Chief Medical Officer guidelines of 60 minutes per day in 2012. The Chief Medical Officer has warned that soaring obesity levels mean one in 10 deaths in England are caused by excess weight.

The Inactivity Time Bomb (2014), published by national sports charity StreetGames and the Centre for Economics and Business Research, is the first study to quantify the economic and social costs associated with physical inactivity among young people in the UK. Key findings include:

- Physical inactivity among today's 11-25 year-olds will cost the UK economy £53.3 billion over their life-times
- Each physically inactive young person costs the UK economy £12,000 over their life-time
- Lowest-income households are most likely to have the least active children.

A study in *The Lancet* (2012) highlighted how inactivity is responsible for 17% of premature deaths in the UK every year and shortens the lifespan by three to five years.

Mental health problems are among the most common health conditions. One in four people will experience a mental health problem in the course of a year. Numerous studies have shown that exercise has a profound impact upon prevention and recovery.

⁴ These are modelled estimates. This means that they show the level of obesity expected in different areas given the demographic characteristics of the people who live in those areas.

⁵ UKactive in their ["Turning the Tide"](#) report (January 2014).

If everyone in England met the Chief Medical Officer's recommended physical activity levels, 37,000 lives would be saved each year and public health costs drastically reduced.

5 Where we are now

Since 2009 the city's leisure offer has been transformed. From a low base, our sport development function and all five of our leisure centres have achieved QUEST (the UK's quality scheme for sport and leisure) along with significant sport and leisure infrastructure improvements. Since the leisure contract commenced facilities have been greatly improved with around £14.4 million of investment.

The partnership with Fusion Lifestyle has been very successful (see section 3). Participation in the city's leisure centres has increased by over 53% and Oxford has had the third highest increase in adult participation nationally. It has not only helped drive up participation and improve levels of satisfaction, but also saves the Council over £1 million pounds a year.

6 Our plans

Objective 1 – A world-class leisure offer

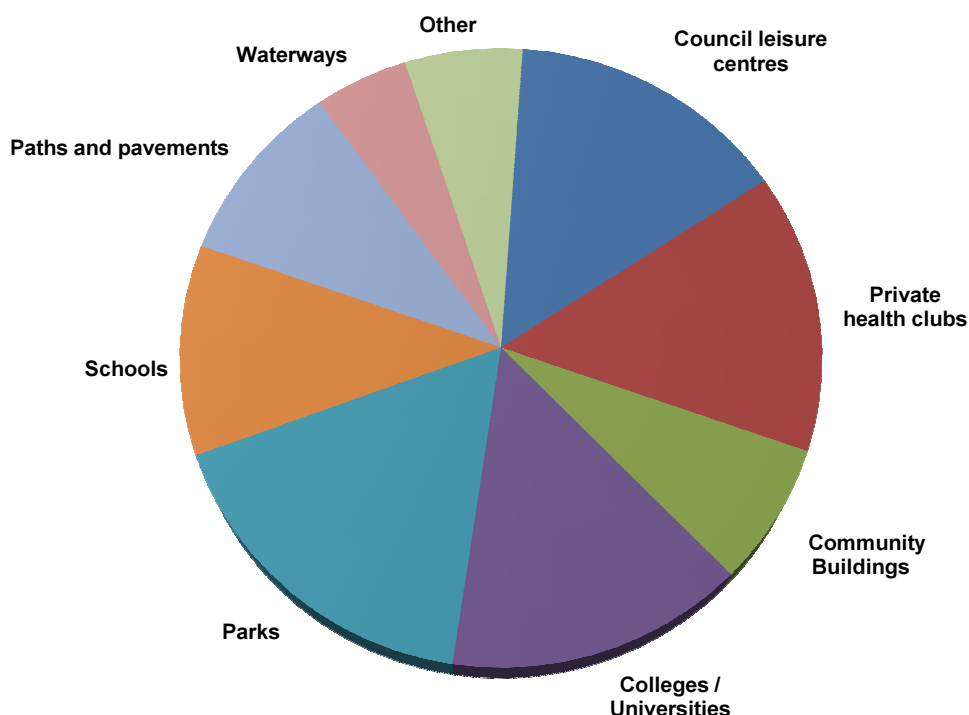
The *leisure offer* is anywhere sport and physical activity can take place. Alongside traditional facilities such as leisure centres it includes parks, community centres, children's centres, business premises and community buildings such as schools, churches and village halls.

Oxford's waterways are another key part of the offer and we will increasingly look for ways to maximise the potential they offer in getting more people active. The city's pavements and paths are essential for running, walking and cycling and their design must increasingly take into account their uses for these purposes.

While the core of the city's leisure offer is five high-quality, well-maintained leisure facilities, the Council will take an increasing leadership role in coordinating a cross sector accessible leisure offer.

The diagram below shows an estimate of split between facilities available in the city, illustrating the vast benefits in effectively knitting together the local offer across partners.

The Leisure Offer



The data below details the current and future needs, shows what the capacity is within the current offer and enables a picture of future needs to be developed.

Number of facilities in comparison with other Oxfordshire Districts and comparable authorities (includes education, private sector and council sites)

Type	Oxford	Cambridge	Cherwell	Exeter	South Oxfordshire	Vale of White Horse	Warwick	Watford	West Oxfordshire	Oxford Rank (highest number =1 and least =9)
Sports Halls										
Sports Hall	27	30	29	31	42	42	27	13	19	6
Swimming Pools (Teaching, Leisure, Outdoor and Main)										
Learner	5	2	0	2	7	2	5	2	6	
Leisure Pool	1	1	1	0	1	0	2	0	0	
Outdoor Pools	3	3	2	5	8	3	1	0	7	
Main	14	10	9	10	7	12	7	4	8	
Total	23	16	12	17	23	17	15	6	21	1
Health and Fitness Suite (Gyms and Studio)										
Health and Fitness Suite	24	26	19	23	23	21	22	13	15	2
Studio	22	23	16	18	25	15	12	13	8	3
Squash Courts										
Courts	21	31	16	23	29	25	24	11	8	6

Table 1 – note the outdoor pools are Hinksey, Virgin Active and Rye St Anthony (source: Sport England Facility Planning Model).

Our leisure centre operator, Fusion Lifestyle, uses sophisticated systems to understand demand. This information is used in conjunction with customer feedback and also feedback from people who do not use the centres to continually improve the activity offering.

Our investment plans

Our investment plans are built on data and local understanding; the following table gives an overview of current plans. Along with the planned improvements, we will also undertake an annual review of opportunities across the centres.

Leisure centres

Centre	Usage 2014/15 (visits)	Additional Capacity	Planned Improvements
Barton Leisure Centre	121,500	At all times	Further health and fitness improvements.
Leys Pools and Leisure Centre *	408,000	At all times	Maximise the potential from the new developments. Create a new multi-use games area at the rear of the centre. Integrate the leisure centre offering with an improved parks activity offering.
Ferry Leisure Centre	551,000	At non-peak times	Further health and fitness improvements.
Oxford Ice Rink	175,000	At all times	Improve ancillary provision.
Hinksey Outdoor Pools	60,300	Weather dependent	Integrate the leisure centre offering with an improved parks activity offering. Landscape the new grassed area and increase outdoor activities.

Table 2* Includes Temple Cowley and Blackbird Leys Pool which closed in December 2014.

The above table shows that we still have capacity at most times in our leisure facilities, with the exception of Ferry Leisure Centre, where at peak times parts of the facility are close to capacity. Based on 2013/14 usage and continuing with the same usage patterns, capacity for around half a million more visits exists across the centres. This would be achieved by improving the off-peak usage.

Sport England's Facilities Planning Model (FPM) is a computer-based supply/demand model to assess the strategic need for certain community sports facilities. The playing pitch strategy assessed all outdoor sporting provision, so this strategy has focused upon sports halls and swimming pools. Gyms are more simplistic and based on a formula of gym stations per population: gym provision in the city far exceeds the minimum standards and there is a good range of providers.

Whilst Table One provides a list of all facilities within Oxford and other local authority areas, Sport England's FPM analyses only those facilities that provide community use and that meet facility specification-related inclusion criteria. For example, the FPM excludes outdoor swimming pools and only includes those main pools that are at least 20m in length and/or more than 160m² in area. The FPM uses a range of information to analyse supply and demand including the location of facilities, their age and subsequent attractiveness to people, the amount of hours available for community use and how the facilities are managed.

Based on the FPM analysis that has been undertaken, the city is well served with community accessible swimming pools compared with national comparators. This remains the case when Sport England has used its FPM to test supply against future demand based on 2025 population growth predictions for the city, with a theoretical excess of supply of 1,029m² when assessing supply against demand.

Encouragingly, the FPM indicates that the supply of swimming pools currently satisfies 95% of the demand generated by the city’s resident population and this is also the case in 2025.

	2014	2025
Supply - Swimming pool provision (sq. m) scaled to take account of hours available for community use.	2,804.83	2,804.83
Demand - Swimming pool provision (sq. m).	1,673.99	1,775.68
Supply / Demand balance - Variation in sq. m of provision available compared with the minimum required to meet demand.	1,130.84	1,029.15

Table 3

AppendixOne illustrates that all residents are within a 20 minute drive time of a pool. The vast majority of the city’s residents are within a 20 minute walk time which is unusual when compared with other areas. The high level of coverage within parts of the city should not be replicated across the city or there would be an oversupply and an unsustainable leisure offer. However, public transport should be improved to increase participation at existing facilities.

The city has 14 sports halls and 51 courts. The FPM found that there is a small under-supply of four courts rising to six courts by 2025. The model demonstrates that a new facility on the west side of the city would be beneficial, while a more central location, with good access to public transport, would have additional potential to reduce pressure on existing facilities.

While small community halls may provide opportunities for informal badminton use and fitness, their ability to offer a balanced programme of formal sporting activities is limited. For this reason, community halls of less than 459sq. m have been excluded from this assessment.

This small under-supply does not mean a new facility is needed, but when new community facilities, such as schools, are built, this should be a key consideration.

Outdoor sports

The Council’s Playing Pitch and Outdoor Sport Strategy (2012-2026) details current and future requirements. The strategy incorporates all sectors, including local authority, education (both schools and universities), private sports grounds and develops its recommendations based on facilities that are accessible to the community.

It shows that there is currently a shortage of playing pitch provision in Oxford that has secured community use; this is especially prevalent in cricket. Given this shortfall, the assessment suggests that all provision within the city should be protected. The strategy does not necessarily suggest that additional new pitches are required, as once you add back in those unsecured pitches that have community use, there appears to be adequate provision for all sports. However, the provision of youth and mini football is an exception, but this shortfall in the main can be addressed by the spare capacity in other pitch provision. The aim of the Council is to continue to look to secure community access against other providers’ playing pitches.

The focus is to bring the rest of the Council’s sport and leisure provision up to standard. A key part of this is the £3 million investment into the city’s sports pavilions and the £500,000 investment into the city’s tennis courts and multi-use games areas.

The Council will also invest in improving the track and pavilion at Horspath Athletics Ground in advance of the London 2017 World Athletics Championships: work will also be undertaken to explore the feasibility of creating a more joined-up offer with the adjacent sports provision.

The broader leisure offer

While the Council's leisure facilities are an important part of the city's leisure offer, the most value to residents comes by knitting together all providers into a coherent offer. It is important to understand the direction and explore opportunities with other providers.

Primary stakeholders – direction and opportunities

Agency	Direction	Opportunities
Schools	<ul style="list-style-type: none"> Increased autonomy with the introduction of academies Oxford City Council is investing around half a million pounds into developing a new community accessible gym at Oxford Spires Academy. 	<ul style="list-style-type: none"> Expand our delivery of sessions in schools Explore opportunities for schools to offer their facilities to the community Support schools to improve their facilities and attain funding.
Universities/ colleges	<ul style="list-style-type: none"> High quality leisure offer with new facilities being created A reasonable level of community access. 	<ul style="list-style-type: none"> Better utilise their expertise in areas such as evaluation Increased community access.
Oxfordshire Sports Partnership	<ul style="list-style-type: none"> Supporting other organisations to get more people active Exploring ways to become less reliant on their grant from Sport England. 	<ul style="list-style-type: none"> Develop and grow our existing joint programmes Further joint bids for national funding.
Community Centres	<ul style="list-style-type: none"> Improving the quality of the offer. The new Community Centre in Rose Hill includes excellent community leisure provision. We will explore how the Rose Hill model can be developed across the city, creating high quality community facilities that enhance the leisure offer. 	<ul style="list-style-type: none"> The Sports Team will continue to work with the Communities Team to develop improved programming and facilities.
Private Health Clubs	<ul style="list-style-type: none"> Increasing trend for low cost 24/7 gyms In 2014 national market penetration rate is at an all-time high of 13.2%. 	<ul style="list-style-type: none"> Look for partnership opportunities with private operators.
Health	<ul style="list-style-type: none"> Public Health part of County Council Oxfordshire Clinical Commissioning Group in process of restructuring Significant budget pressures. 	<ul style="list-style-type: none"> To champion and deliver the preventative health agenda To be commissioned to deliver health outcomes.
Children's Centres and Play	<ul style="list-style-type: none"> Major changes due to significant budget pressures. 	<ul style="list-style-type: none"> Improved promotion of activities and pathways for under-fives and young families Promote pathways at events such as play days. A physical activity pathways sub-group is being established.

Table 4

Our programmes

The Council offers a broad range of inclusive activities.

Programme	Description	Target Groups	Partners
Active Women	Working with women and girls, breaking down barriers to help increase participation in sport.	Women and girls 16+	<ul style="list-style-type: none"> Oxfordshire Sports Partnership Children's centres Fusion Lifestyle
GOActive at Work	Working with local businesses to promote a healthy workplace and get people more active.	Local businesses	<ul style="list-style-type: none"> Oxfordshire Sports Partnership OUHT Various businesses
GOActive Get Healthy	Increase participation in sport by developing and delivering programmes that appeal to inactive people, meeting their expressed needs as well as providing on-going support to help them change their behaviour.	16+ Inactive/ Sedentary	<ul style="list-style-type: none"> Oxfordshire Sports Partnership Local health partners Community associations
Community Sports Events	Over 10 events providing taster sessions in a variety of different sports to provide opportunities for pathways into sports clubs.	All	<ul style="list-style-type: none"> Local community partners Sports clubs National Governing Bodies
Youth Ambition			
StreetSports Programme	Delivering a variety of informal sports opportunities in our regeneration areas.	8-13 year olds	<ul style="list-style-type: none"> Local PCSO's Community associations
Doorstep Sports Clubs	Non-typical activities such as skateboarding, dance or girls night out in a club format.	14-25 year olds	<ul style="list-style-type: none"> StreetGames
Community Sport Activation	A programme of multi-sport activities in Barton, Wood Farm, Rose Hill, Cutteslowe and Blackbird Leys.	15-21 year olds (25 if vulnerable)	<ul style="list-style-type: none"> Sport England NGBs Community associations Fusion Lifestyle.
Sportivate	Six to eight weeks of a sport or activity of their choice, linked to ways they can continue to participate once the initial sessions have finished.	11-25 year olds semi sporty	<ul style="list-style-type: none"> Oxfordshire Sports Partnership Universities National Governing Bodies/ Clubs Fusion
High Sheriff Challenge	10 informal sports clubs and supporting an additional five existing sports clubs in areas of deprivation.	14-25 disability	<ul style="list-style-type: none"> Access Sport Sport England Local businesses
School Sport Programme	Sports opportunities, skill development and pathway building including competition, taster sessions and events for schools.	Schools	<ul style="list-style-type: none"> Primary schools Secondary schools Sports clubs National Governing Bodies

Table 5

Our programmes and the leisure offer is kept up to date on the Council's website – <http://www.oxford.gov.uk/leisureandparks>

A wide range of primary care and community-based interventions are available to increase physical activity. One of these is health walks that help enable organisations to develop and run volunteer-led health walk schemes that meet local needs and help individuals to take charge of their own health and wellbeing. Appendix Two demonstrates the value of health walks compared with other interventions.

Promoting the offer

We will continue to improve how we promote the leisure offer. This will be done by maximising the potential of marketing mediums and targeting messages to under-

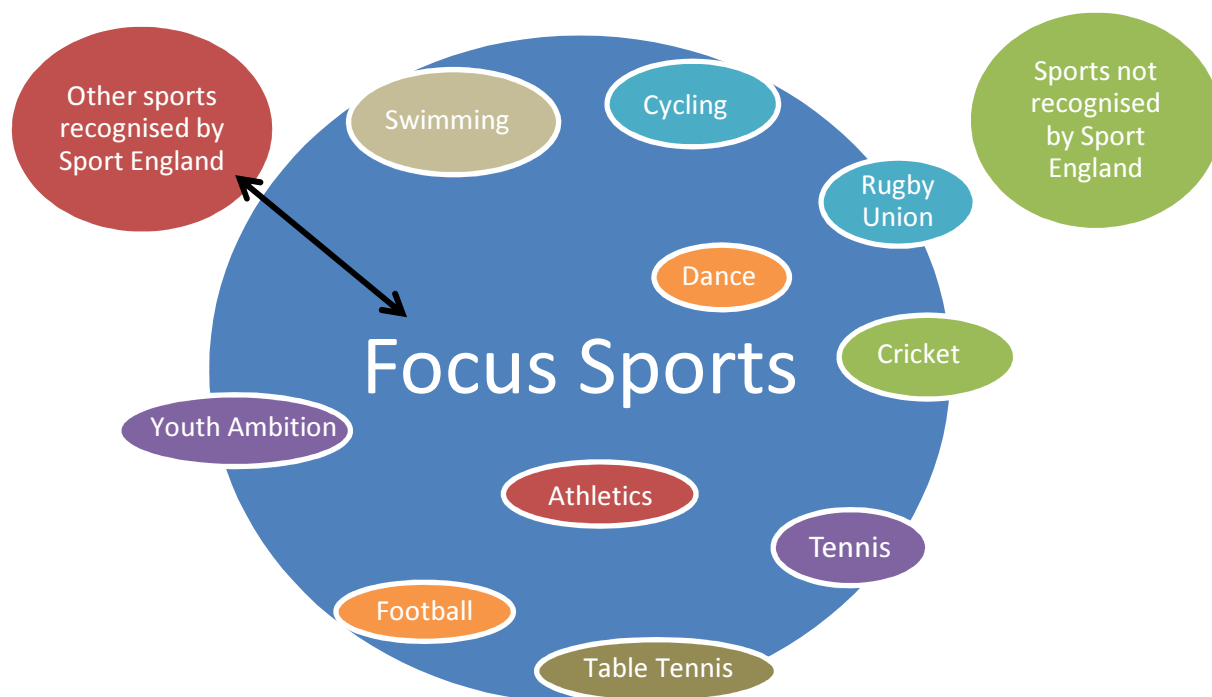
represented groups. We will increasingly use technology to promote the offer, using solutions such as apps. We will build on the innovative rewards system we have implemented within our Youth Ambition Programme and extend it to incentivise more people to become active.

Oxford has a wealth of talented sports people. Through programmes such as Youth Ambition and Free Access for National Sports People (FANS) we will increasingly use role models to inspire people to become more active and reach their potential. The Council is also investing in the wellbeing of its employees through policies such as discounted leisure centre membership, through to flexible working practices.

The work undertaken to understand barriers highlights the complexities we face. While we know the gender balance, the rapidly increasing range of ethnicities means that it is complex to attain a full picture. The research shows that quite often under-represented communities want their own activities due to concerns about the social standards and behaviour of people outside of their communities. They are more likely to have a low level of understanding of what is on offer, believe that costs are high and have a limited understanding of what concessions are available. This highlights that we must continue to build on our outreach and taster sessions, building strong pathways from the taster sessions into a high quality leisure offer for everyone.

Objective 2 – Our focus sports

According to the *World Sports Encyclopedia* there are 8,000 sports. This shows why we need a framework for our Sport and Youth team to operate within. This strategy continues to designate *Focus sports*, those where we can have most impact and/or where Oxford is a priority area for the sport's governing body. The Sport and Youth Team will remain focused on creating innovative and inclusive sporting pathways that drive up participation in our Focus sports through a joined-up leisure offer.



The model shows how sports can move in and out of being a Focus sport dependent on opportunities, inclusion and innovation.

Objective 3 – Partnership working

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 the team bring in external funding and resulted in far greater outcomes being achieved.

The Council is an active member of the County Sports Partnership, which is an umbrella organisation for sport. This partnership has been successful in drawing in funding and pooling resources for county-wide programmes such as GO Active and Active Women.

The Health and Wellbeing Board oversee health and wellbeing in the county. Physical activity has a marked impact upon all nine health priorities and must increasingly be an integral part of the public health solution.

Priority One: *All children have a healthy start in life and stay healthy*

Priority Two: *Narrowing the gap for the most disadvantaged and vulnerable*

Priority Three: *Keeping all children and young people safe*

Priority Four: *Raising achievement for all children and young people*

Priority Five: *Living and working well*

Priority Six: *Support older people to live independently with dignity*

Priority Seven: *Working together to improve quality and value for money*

Priority Eight: *Preventing early death and improving quality of life in later years*

Priority Nine: *Preventing chronic disease through tackling obesity.*

One of the areas where we can support partners in achieving these objectives is healthy eating, which must be addressed to tackle the deeply rooted health problems. We will ensure our vending machines and cafés provide healthy options, use our buildings to provide advice using schemes such as [Change4life](#) and use social media apps (Bungee) to promote healthy eating.

Physical activity and sport is heavily supported by volunteers and by volunteering people often improve their health and wellbeing. Volunteer opportunities range from supporting sports clubs and becoming walk leaders, through to people helping in parks and supporting events. We will continue to improve our volunteering framework and implement Investors in Volunteers (UK quality standard for all organisations which involve volunteers in their work).

Demonstrating the difference

While there is a wealth of evidence that demonstrates the value of being physically active, we will continue to improve how we show the benefits from the programmes we provide. We will implement a social impact study to demonstrate the value of the usage that takes place in the leisure centres. This will enable a more sophisticated commissioning dialogue with public health partners.

The sessions that we deliver within the Youth Ambition Programme are evaluated using Sportworks which provides a per pound value against social indicators such as substance misuse, crime, obesity and wellbeing.

Within our delivery programmes it is increasingly the norm to undertake impact evaluations. Perhaps the best example of this is with Get Healthy Get into Sport, which is a County Sports Partnership led initiative; OxfordBrookes University is undertaking a full evaluation of the impact of the programme.

Measures

We will develop a manageable number of measures that will help us to track the success of the strategy:

Ref.	Measure	2014/15 Actual	2015/16 Target	2020 Target
L&W 1	Adult participation in sport (3 x 30 mins)	29%	30%	>32%
L&W 2	The number of people undertaking 150 minutes of moderate intensity activity a week	62.4%	63.4%	>67.4%
L&W 3	Leisure centre usage	1.3 million visits	1.35 million visits	1.4 million visits
L&W 4	Leisure centre subsidy per user based on the payment to Fusion	54 pence	25 pence	Zero
L&W 5	Leisure centre usage by target groups	482,000	506,000	531,000
L&W 6	People volunteering (sports clubs, youth ambition and parks)	3,700	4,100	5,000
L&W 7	Satisfaction levels	98% leisure centre satisfaction 80% parks satisfaction	>95% leisure centre satisfaction >60% excellent >85% satisfied with parks	>60% leisure centre excellent >85% satisfied with parks

Table 6

Objective 1 - A world-class leisure offer

What we want to achieve	How are we going to do it?	Milestones	When by	Who	Resources
High quality leisure facilities	Continue to invest into our leisure facilities (Barton and Ferry are at feasibility stage and not within the capital programme)	<ul style="list-style-type: none"> Further improve Ferry Further improve Barton Annual review of opportunities Develop a new gym attached to Oxford Spire Academy 	2017	Leisure & Performance Manager/ Fusion Lifestyle	£400,000 Developer contribution
			2016		Annual
High quality outdoor sports facilities	Continue to invest into outdoor sports	<ul style="list-style-type: none"> Complete pavilion modernisation Complete the tennis court improvements Develop a long term tennis management contract Complete the multi-use games area 	2016	Active Communities Manager	£4.5m
			2016	Active Communities Manager	£224,000
			2016	Sports Development Manager	Income generating
			2016	Active Communities Manager	£220,000

		refurbishment <ul style="list-style-type: none"> Implement further outdoor gyms Modernise Horspath Sports Village Construct three new skate parks 	2018 2018 2017	Parks Manager Head of Service Active Communities Manager	Funding bids required £300,000 for a new track £210,000
Improved access	Remove the barriers that stop people being active	Cost barrier <ul style="list-style-type: none"> Improved promotion of free swimming for under 17s and concessions Time barrier <ul style="list-style-type: none"> Progress or Active work places scheme 	2015 2016	Leisure & Performance Manager Go Active Coordinator	Within current resources Income generating
Improve the promotion of the leisure offer	Better utilise technology Link up communications between partners	<ul style="list-style-type: none"> Add leisure activity to the new Bungee application Shared communication plan managed by the Community Sport Network Keep an up to date cross sector offer on the website Improved targeted marketing using social media Improve our data capturing to get a better understanding of which groups are under-represented Increased taster sessions for under-represented groups 	2015 2015 2015 Annually 2015 2015	Youth Ambition Manager Youth Ambition Manager Leisure & Performance Manager ICT Business Partners Leisure & Performance Manager Sports Development/ Youth Ambition Managers	Within current resources Within current resources Within current resources Within current resources Within current resources Within current resources

Table 7

Objective 2 – Our focus sports – more people, more active, more often

What we want to achieve	How we are going to do it	First key milestones	Target achieved by	Who	Resources
More people active	2% annual increase in participation for all focus sports	Partnership agreement with governing bodies (2016)	2020	Active Communities Manager	Within current resources
	Development plans in place for all facilities	Existing sites Improved sites (2018)	2020	Active Communities Manager	Within current resources

More people cycling	Encourage mass participation events	First new event	2016	Active Communities Manager	Within current resources £40,000
	Improve cycling infrastructure working with city cycling group and partners	Trial using fitness tracking devices	2017	Active Communities Manager	
		Increased cycle racks / feasibility of new facility	2017	Sports Development Manager	
More people swimming	Work with Fusion to deliver the aquatics plan	Partnership agreement with the clubs	2016	Fusion/ Active Communities Manager	Within current resources
	Increase community use tonon-Council owned pools in and around the city	New community use agreement	2018	Fusion/ Leisure & Performance Manager	Within current resources
	Explore options to re-open outdoor bathing sites	Feasibility study	2019	Sports Development Manager	Would need external funding
More people playing football	Re-launch football forum	1 st meeting set	2015	Sports Development Manager	Within current resources
	Support the development and sustainability of clubs	Development plans in place for clubs in new facilities	2016	Sports Development Manager	
More people playing tennis	Improved management of our tennis courts	Procurement route agreed	2015	Active Communities Manager	Within current resources £12,000 (feasibility)
	Improve the usage at Alexandra Courts	Feasibility study 2015	2017	Active Communities Manager	
More people playing Doorstep Sports	Increased sporting opportunities in our regeneration areas	Implement High Sheriff Challenge	2015	Active Communities Manager	Within current budgets
	Explore the opportunity to expand and improve existing provision in line with demonstrated need	Business case developed	April 16	Sports Development Manager	External funding required
More people playing table tennis	Develop a table tennis club within the city	Consultation	2016	GOActive Coordinator/SSDO	Within current resources/ external funding
	Increase participation in table tennis by further developing and making sustainable the Ping! project	Funding bid 2015	2020	GO Active Coordinator/SSDO	
More people dancing	Increased, more varied sessions targeted at women and girls	Launch 2015	2020	Sports Development Manager/ Arts Officer	Within current resources
	Incorporate dance into multi-sport programmes	Launch 2015	March 2016	Sports Development Manager/ Arts Officer	
More people involved in athletics	Work with Oxford City Athletics club to maximise the opportunities presented by the development of the track and facilities	Programme agreed	2016	Active Communities Manager/ Sports Development Manager	Within current resources/ external funding
More people playing cricket	Develop an informal cricket programme in East Oxford, targeting the Asian community	Consultation	April 2016	School Sports Development Officer	£2,000
	Work with partners to ensure an	Oxford Spires	2016	School Sports Development	Within current

	effective offer to schools	Academy scheme in place		Officer	resources
More people playing Rugby Union	Work with partners to ensure an effective offer to schools	Programme	Dec 2015	School Sports Development Officer	Within current resources

Table 8

Objective 3–Partnership working

What we want to achieve	How are we going to do it?	Milestones	When by	Who	Resources
Excellent local governance	A representative Leisure Partnership Board	Four annual meetings	2015	Head of Service	Time
External funding	Work with partners to achieve external funding to help deliver this plan	>£50,000	Annually	Active Communities Manager	Within current resources
Capacity	Well-coordinated volunteering opportunities	Achieve Investors in Volunteers	2015	Volunteer coordinator	£3,000
	Introduce traineeships	A cohort of three	2016	HR Business Partner	£10,000
	Work with specialist organisations to help to increase participation in our target groups	Link with Minds Active Body Active Mind project	2015	GO Active Coordinator/ Locality Officers	Time
Better demonstrate the impact of what we do	Social impact review of our leisure centres	Review undertaken	June 2015	Fusion Lifestyle	Within the contract
	Increase the number of case studies we produce	A monthly newsletter	2016	Leisure & Performance Manager	Time
Healthy eating	Healthy options in all Council vending machines	Review in quarter one of 2015	In place by 2016	GO Active Coordinator	Within current resources
	Encourage all Council meetings to have healthy snacks	First quarter of 2015	In place by 2016	HR Business Partner	Within current resources
	Train our activity coaches to provide healthy eating advice	All trained. Annual campaign	Mid 2016	Sports Development Manager	£2,000
	Influence the Council Street Trading Policy	Representation on the internal work group	In place by 2016	Go Active Coordinator/ Leisure & Performance Manager	Time, Within current resources
		Local audit of healthy option provision in all OCC catering/ vending provision	In place by March 2016	Go Active Coordinator	Time
Mental health	Sign up and engage with principles of the Mental Health Charter for Sport and Recreation	Establish a project group and work programme	In place by September 2015	GO Active Coordinator	Within current resources Time

Table 9

Our case studies

Our website includes other case studies that we hope will help to get more people active. *If you would like to submit a case study showing how you have got people active in Oxford please send it to sportsdevelopment@oxford.gov.uk . If suitable we will submit it on our activity case study page to help others learn from your good practice.*

Outreach taster sessions –Ping! (Table Tennis)

Description	Details
Organisations involved	Table Tennis England, Oxford and Districts Table Tennis Association (ODTTA), OISE Language School and Oxford City Council Sports Development Team. Plus nine table hosts and 14 Ping! Maker volunteers.
Project title	Ping! Oxford 2014
Aims of project/dates	To bring people together through sport by placing table tennis tables in a variety of new and unusual community venues and providing the opportunity for people to play free of charge. 12 July – 7 September 2014.
What happened	Funding this year was used to bring an additional 9 tables to the city and working with new venues, plus venues from last year; the aim was to develop on the momentum of Ping! 2013 and encourage more people to pick up a bat and play table tennis this summer. The eight week festival of free table tennis launched at Oxford Moonlight Stroll and Race for Life and closed at Leys Festival and Bike Oxford. In between these dates our roaming tables visited a number of events and along with our marketing campaign encouraged people to visit one of the 26 tables in the city and play for free.
Impact	Over 73,000 participants in just eight weeks!
What was the added value of partnership working?	<ul style="list-style-type: none"> • We were able to market to a wider audience and include more events. • We were able to take Ping! international when the OISE Language School organised a Ping! in Paris event with their sister school their • Our venues were integral for placing tables safely and securely in new community spaces.
Any value for money from the project?	<ul style="list-style-type: none"> • All 26 tables remain within the local community for people to continue to play • Some tables have been donated to local community groups/facilities providing them with extra resource • Oxford has now become a Priority Zone for Table Tennis England and further table tennis activities are being developed including a junior club for the city Table Tennis England are providing up to a further £10,000 for these developments.
Cost/funding secured	£10,000 Sport England funding.
Quotes/ testimonials	<p>“First of all a huge Thank You for placing one of the Ping tables in Gloucester Green this summer. My balcony overlooks the square and I can tell you that it has been enormously popular and in almost constant use from 7 a.m. until around 10 p.m. - by us locals, language school students as well as the University ones, parents and grandparents with children and even bus drivers and taxi drivers having their time off. I do hope we get another one next year!”</p> <p>“They (the tables) have been hugely successful and much enjoyed by visitors and so far as I can see have been in almost constant use.”</p>
Contacts	Vicki Galvin, GO Active Coordinator - Oxford City Sports Development Team Margaret Stevens, School Sports Development Officer – Oxford City Sports Development Team

Recruiting volunteers

Description	Details
Organisations involved.	Oxfordshire Sports Partnership Oxford City Council Wider community partners
Project title	Oxford Olympic Torch Relay and Sport Makers
Aims of project/dates	To recruit, train and deploy 600 volunteers to support the Oxford Olympic Torch Relay and Celebration event on 9 July 2012.
What happened	<p>Oxford City Council worked with the Oxfordshire Sports Partnership to recruit and train the 600 volunteers needed to ensure the successful and safe running of the Oxford leg of the Olympic Torch Relay and evening Celebration Event.</p> <p>The recruitment and training of volunteers for the Torch Relay was incorporated into the Sport Makers programme. Sport Makers is a national Olympic Legacy Programme for volunteers, funded by Sport England and led locally by the Oxfordshire Sports Partnership.</p> <p>A working group was formed to lead on volunteers for the event and potential volunteer sources were identified. Communications were sent out and potential volunteers were invited to register on the Sport Makers website www.sportmakers.co.uk. Training sessions were then arranged with a choice of venues and times.</p> <p>Bookings were managed through the Sport Makers website and communications were via email using the Mailchimp system.</p> <p>Due to the processes and training implemented, drop out on the day was well below what would normally be expected.</p>
Impact	<ul style="list-style-type: none"> • 900 people registered an interest in volunteering • 13 workshops were delivered by trained Sport Makers tutors • Over 600 people booked and attended workshops • Over 8,000 hours of volunteering have been recorded on the Sport Makers website • Volunteers involved have gone on to support other events such as the Oxford Half Marathon • Nearly 700 people receive regular emails with event volunteering opportunities • Other projects have developed from people who were inspired at the workshop. • Over a thousand people had a go at a new sport at the Celebration Event.
What was the added value of partnership working?	<p>Incorporating the Torch Relay into Sport Makers had the following benefits:</p> <ul style="list-style-type: none"> • Enabled each volunteer to be given a Sport Makers polo shirt and bag worth approximately £6,000 for all who attended the training • All workshops were delivered by trained facilitators paid for through Sport Makers, worth £1,700 • On the first day that bookings opened, over 300 people booked a place on a workshop.

Setting up a new sports club

Description	Details
Organisations involved	Oxford City Council Sports Development Team, Oxsrads, Oxford Sports Council.
Project title	Inclusive Karate Club
Aims of project/dates	To follow up on the enthusiasm for karate from our Parability Day by setting up an inclusive club.
What happened	A Parability Day for young people with all types of disability was held in September 2012. Karate was one of the taster sessions on offer. It was very popular with the young people and the coach was inspired by the ability and enthusiasm of the young people for the sport. He approached the event organiser to find out how to do more. The idea for a new club was born and sessions started in early November 2012.
Impact	The initial take up was slow and the timing appealed to an older age group. However, the numbers slowly grew and the club expanded to two sessions per week. As a result of this work the coach is now working in a Special School teaching 48 young people on a weekly basis. We believe this is the first karate club to be set up solely for people with disabilities.
What was the added value of partnership working?	Oxsrads agreed to free use of the facilities for the first 12 weeks. Oxford Sports Council funded the provision of suits/belts/instruction booklets and insurance for the participants and Sportivate funding was used to match this. OCC produced all the publicity materials, contacted the media and liaised between the different groups.
Any value for money from the project?	Relationships were established with some of the care providers for adults with disabilities which hadn't existed before.
Cost/funding secured	£800 from Sportivate, £800 from Oxford Sports Council and free hall usage for 24 hours from Oxsrads.
Quotes/testimonials	"Great to see you again on Friday and well done on such a brilliant day." "I can't stop thinking about Friday's Parability Event, I enjoyed it so much and I had the feeling I was actually making a difference for some of them." "Karate is brilliant for people who are on the autistic spectrum. It's very empowering." Kerry Hughes – carer of Asperger's participant.
Contacts	Margaret Stevens – mstevens@oxford.gov.uk Ray Sweeney – Washinkai Karate Club – washinkai@hotmail.com

Mental Health and Wellbeing

Description	Details
Organisations involved	<ul style="list-style-type: none"> • Oxford City Council • Table Tennis England (funded by Sport England) • The Oxford Coasters • Oxfordshire Sports Partnership Core Team • The European Commission • INSPORT.
Project title	Real people, real stories: How sport can help people with mental health problems.
Aims of project	<p>One in four people will have a mental health problem at some point in their life and at any one time the figure is one in six. 10% of children have a mental health problem in their childhood.</p> <p>A Ping! Maker was one of them, who became a volunteer in Oxford, a UK-wide incentive to bring table tennis to a wider audience.</p> <p>Through sport and helping others, to help people find confidence, but even more important balance in their mood, which allows them to undertake new challenges.</p>
What happened	Having anxiety problems, they found a way to work around their imperfections and find things that make them feel worthwhile.
Impact	<p>By sharing feelings in therapy and through the sporting activity, they have a balance to their life which not only helps with their confidence but more importantly the anxieties that they feel.</p> <p>Although at times finding it difficult, they have been empowered to take other things on. Through their sporting activity they have balanced their moods and been able to take on fresh challenges and lead a more fulfilled life.</p> <p>They have attained a position where they can be involved more and gained essential understanding that what they contribute is worthwhile to them and of benefit to those they help.</p> <p>Therapy, voluntary work and their enjoyment through sports have allowed them to be where they are today. The condition remains but the anxiety and frustration they felt has been brought under control.</p> <p>The Ping! Maker's message was simple: "Inclusion and understanding is the way forward".</p>
Quotes/ testimonials	<p>"Ping! Gave me the opportunity to volunteer, to interact with others and see them as well as myself enjoy something".</p> <p>"It was something for me to do rather than not do, and be involved with something worthwhile".</p> <p>"Sometimes my confidence is way up there, other times I'm withdrawn. I can look back at what I've achieved and that helps me".</p> <p>"I don't have those highs and lows and have a real awareness of that balance. I have more understanding of myself partly through doing sport and that helps my mood that I can actually take things on".</p>
Contacts	<p>Oxfordshire Sports Partnership info@oxfordshiresport.org, 01865 252676 www.oxfordshiresport.org</p> <p>Oxford City Council Vicki Galvin vgalvin@oxford.gov.uk, 01865 252720 Margaret Stevens, mstevens@oxford.gov.uk, 01865 252702</p> <p>Ping! Oxford www.pingoxford.co.uk</p>

Appendix 3a – Facility Planning Model

Appendix Two

Public Health Interventions – Cost per Quality Adjusted Life Year (QALY⁶) saved.

Telehealth ⁷ for People with Long Term Conditions	£92,000
Chlamydia Screening (under 25 yrs. age)	£27,269
Buprenorphine Maintenance Therapy (NICE, 2007)	£26,400
Group Exercise Programme (>65 yrs.) (Garratt et al, 2011)	£13,890
Walking Groups ('GWK') (Garratt et al, 2011)	£2,700
Exercise 'Prescriptions' (>65 yrs.) (NICE, 2008)	£74

Table 10

⁶ A QALY takes into account both the quantity and quality of life generated by healthcare interventions. It is the arithmetic product of life expectancy and a measure of the quality of the remaining life-years.

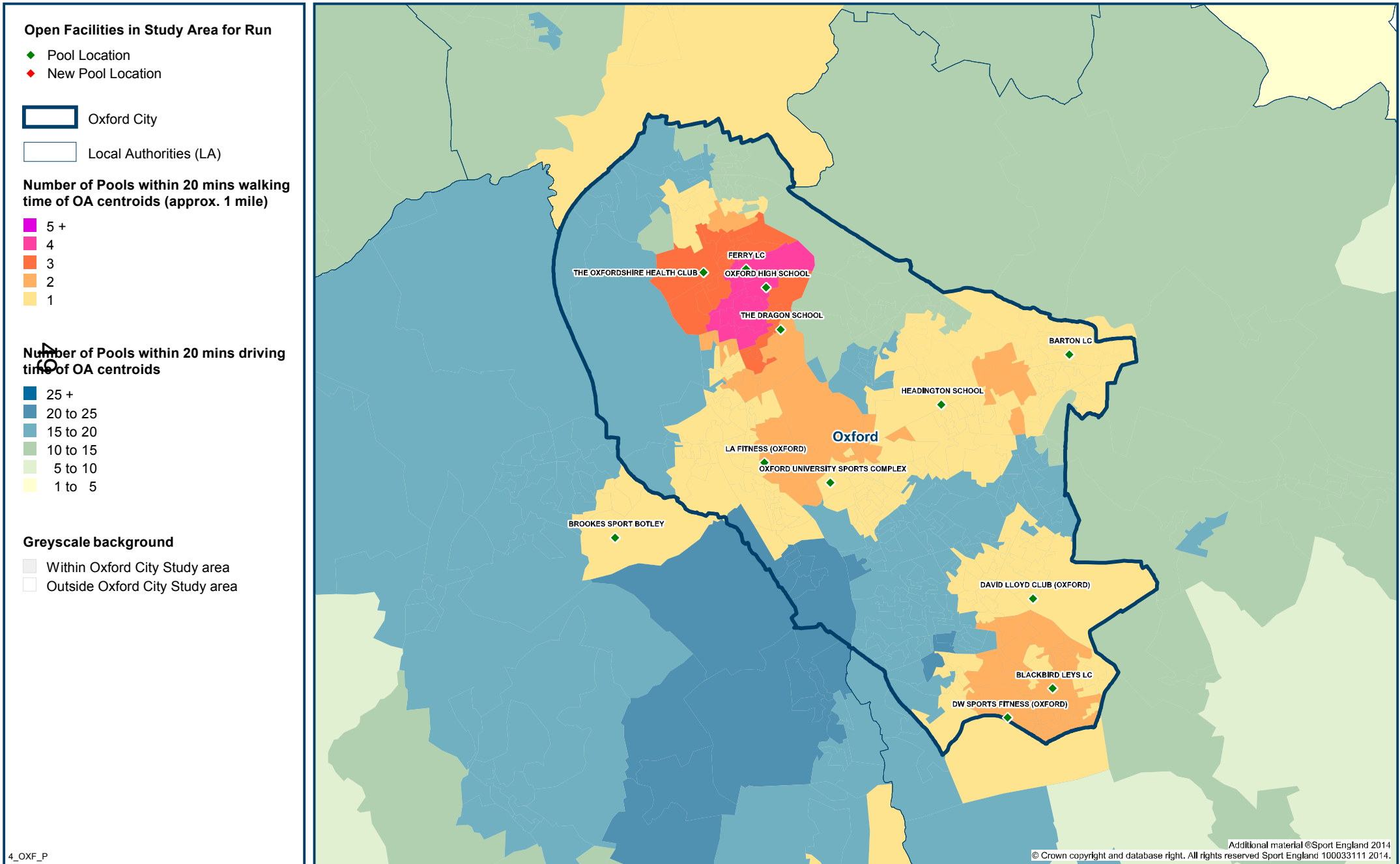
⁷Telehealth is a collection of means or methods for enhancing health care, public health, and health education delivery and support using telecommunications technologies.

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Facility Planning Model - Pools Catchments for Oxford City

Run 1: Existing Position (2014)

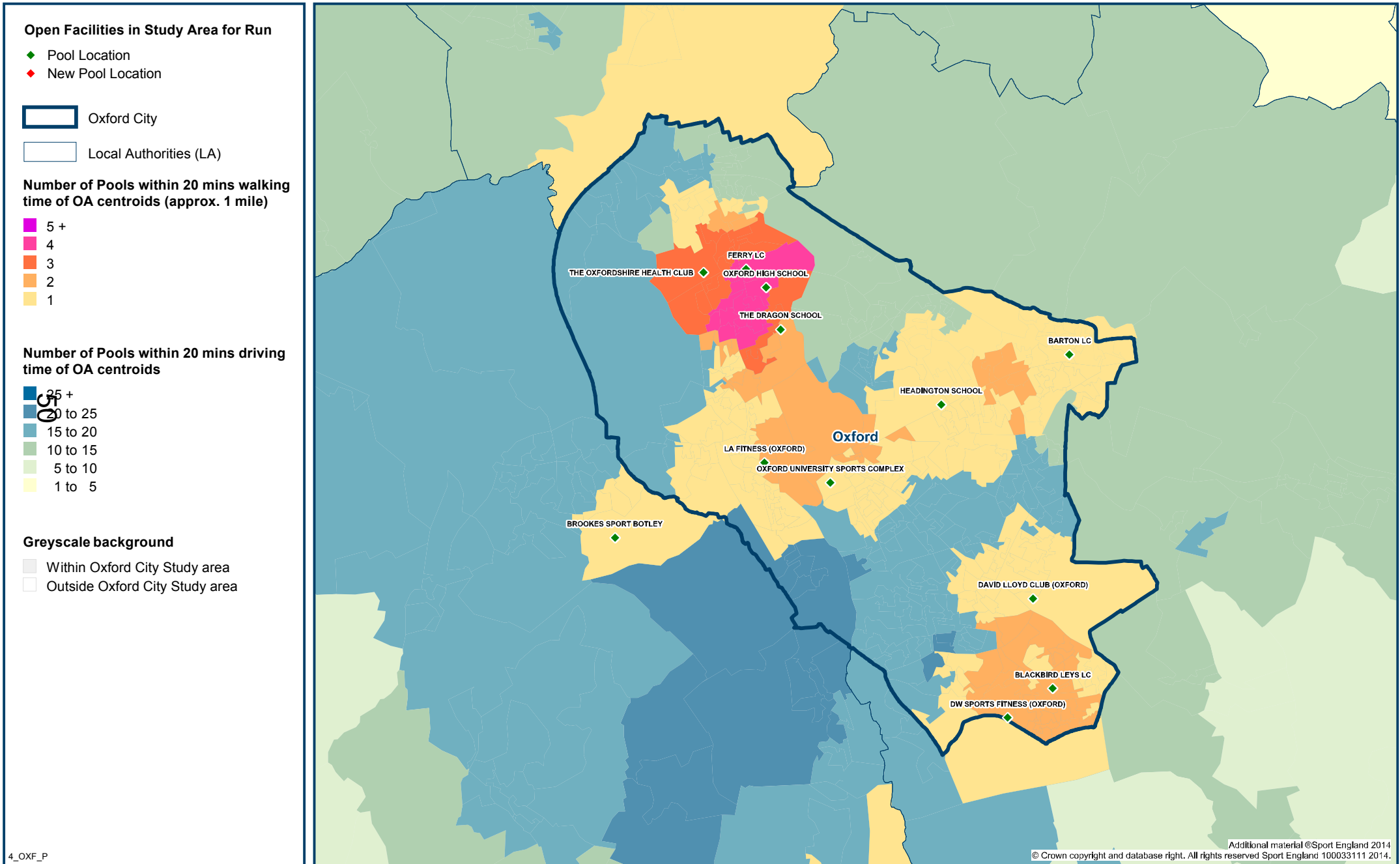
Catchments shown thematically (colours) at output area level expressed as the number of Pools within 20 minutes travel time of output area centroid.



Facility Planning Model - Pools Catchments for Oxford City

Run 2: Existing Provision with 2025 Population Projections

Catchments shown thematically (colours) at output area level expressed as the number of Pools within 20 minutes travel time of output area centroid.



Appendix Four: Summary of consultation results

Overall a 102 people have given their views. 61 stakeholders and organisations were emailed directly and people were asked in our leisure centres to fill in the questionnaires.

The Council's Inclusion Officer led a piece of work to understand barriers to taking part from a range of minority groups. Further focus groups with groups of young people, older people and people from minority groups were undertaken to obtain a more in-depth understanding. We also held a planning and licencing focus group to join up the strategies across these areas to improve public health.

Comments	Response
Our draft Leisure and Wellbeing Strategy 2015-2020 sets out a manageable number of measures that will help us track the success of the strategy.	
Measurement needs to extend beyond leisure centres and pick up sustained use/benefit	Agree- we use case studies and social impact to look at outcomes, but numbers are also useful and important for us to present the full picture.
Make sure that Fusion is delivering its part of the bargain. Gym not clean enough! 51	We will share this feedback with our Leisure Provider, Fusion Lifestyle, and continue to monitor delivery for continuous improvement.
Nothing to dispute, it is all good.	Thank you.
Leisure centres are not the only places people get exercise. Start where people are.	While the leisure centres are a major part of the leisure offer, we do believe that the strategy presents a good view of other aspects. We have though increased focus on schools.
Focus should be across whole city, in parks etc. and not solely focused on leisure centres.	
Leisure Centre usage needs additional data to see if it is impacting on behaviour change	Our leisure provider, Fusion Lifestyle has commissioned an independent study of the social impact of the provision of the leisure services.
Involvement can be cost saving in terms of its 'preventative ' impact	We agree with this concept.
Difficulty in counting.	Agree- we use case studies and social impact to look at outcomes, but numbers are also useful and important for us to present the full picture. However, as our target groups are over represented – than more deprived areas – this is bound to be represented in figures.
I use the leisure centre 5-6 times a week.	We're pleased that you regular use the leisure centres.
The strategy is quite bland and ignores parts of the city. So apart from Blackbird Leys or Barton.	The strategy is for the whole of the City.

<p>Greater detail on partnership possibilities? Joining up with other areas, like environmental health, HighEd, culture, transport; avoid operating in silos. In my experience, poor 'direct' public transport can pose a barrier in accessing city leisure centres. Open Days help awareness.</p>	<p>The Council works with a broad range of stakeholders and partners; for example education and higher education, mental health organisations, disability, community, BAME, older and younger people groups, National Governing Bodies for sports, local transport providers, etc. We will continue to build on the work.</p>
<p>Need to focus on outcomes people reported benefits is a better measure not head counts.</p>	<p>Agree- we use case studies and social impact to look at outcomes, but numbers are also useful and important for us to present the full picture.</p>
<p>I quit the Ferry centre gym part way through a year's membership because the staffs was unresponsive with complaints about keeping the gym and changing rooms clean. I reported this time and time again, and only after I quit the gym no one from Fusion got back to me. Not satisfactory.</p>	<p>This matter was addressed with our leisure provider, Fusion Lifestyle with rigorous procedures and monitoring put in place for continuous improvement. In June 2015 overall customer satisfaction for Ferry Leisure Centre was 98%, customer excellence 86%.</p>
<p>Smoking in public places - especially city centre bus stops in the 8-9am office commuting time is horrid.</p> <p>Waiting for the bus stop at city centre opposite Tesco/ St Aldate's is calling for an asthma attack!</p>	<p>We will look at piloting a smoke free play areas. Places such as bus stops would be very difficult and not something the council could implement.</p>
<p>No You conflate sport with exercise. It deters those who do not consider sport is for them. Exercise includes incidental walking, non-sport cycling for getting about, dance, singing in groups, gardening, conservation activity, street party games, all kinds of low-key, meaningful and social activity.</p>	<p>We have made this clearer in the strategy. The Youth Ambition Programme also covers a broad range of activities.</p>
<p>Focus sports model could be clearer. Do sizes, colour, positioning represent importance?</p>	<p>This is now clearer in the strategy. Size and colour do not represent importance.</p>
<p>More emphasis on links to health?</p>	<p>The strategy promotes the need for the preventative health agenda to be increasingly prioritised and covers how we will get more people physically active, develop sport and health and influence partners through a framework.</p>
<p>Table 6 outdoor spaces. What does 'Complete Tennis Court programme' mean? Could long term plans for tennis linked to the development plan objectives be referenced perhaps?</p>	<p>This has been made clearer in strategy.</p>
<p>Welcome the OCC strategy. More reference to national and county strategies, not least as alignment where appropriate can lead to funding and additional resources;</p>	<p>We have considered detail in the strategy to express this.</p>

<p>OSP covers sport and physical activity. How to develop the skills and knowledge to implement the plan.</p>	
<p>Love the focus on neglected & disadvantaged populations & clear link to deprivation. Very important, great to see! Would REALLY like to feel safe on my bike in this city. Extremely aggressive drivers, way too many cars, lack of SAFE cycling lanes & streets. Cycling is great exercise & reduces traffic!</p>	<p>Cycling is now a focus sport in the city which is reflected in the action plan. We will look to link in with the Oxford Cycle City and transport strategy.</p>
<p>British Cycling would like to explore the opportunity to develop a traffic-free cycle sport closed road circuit in Oxford. A facility such as this would offer a safe, accessible & high-quality environment to support cycle coaching, training and competitive cycling as well as recreation.</p>	
<p>Pool provision is over-estimated. The total number of pools in the appendix counts University/ College pools and private leisure centre pools. These pools are not generally accessible due to usage restrictions and high cost respectively. Council pools only should be the basis of comparison.</p>	<p>We have reflected the number and water space using the national model for assigning water space. We will though continue to work to improve the programmes and timetabling to meet demand.</p>
<p>More emphasis needed on the capacity of schools and a better use of their resources/facilities for the community. There should be a properly funded and targeted adult education programme and a greater focus on mental health.</p>	<p>Agree - they are a major part of the leisure offer and schools are mentioned 26 times in the strategy. We are also working on improving how the offer can assist in mental health issues.</p>
<p>Provide Cherwell School with a sports hall so that the Ferry/Fusion one can be used in the daytime by the elderly and handicapped for activities such as table tennis, badminton, dance.</p>	<p>We are exploring the potential of improving Ferry Leisure Centre as part of a broader regeneration scheme which is in the action plan.</p>
<p>Poor facilities in North Oxford.</p>	<p>There are some excellent facilities in north Oxford, but please see above.</p>
<p>Better publicity, better city wide spread, explicit co-operation with the NHS and County</p>	<p>We agree and will continue to build on the work in our focus groups to find and implement ways to communicate with target groups. For young people we will continue to promote the usage of our App Bungee.</p>
<p>There is a lack of clarity re activities & sport & whether this strategy relates to both. Engagement in an activity in a leisure centre is beneficial to wellbeing & reduces isolation, whilst not being engagement in sport. Singing for wellbeing, increases physical and mental wellbeing - include it.</p>	<p>Agree - we have tried to address this in the health section of the strategy and added some text to try to better weave this in.</p>

<p>More clarity on tactics to bring about a 2% participation increase in focus sports. Competition structures are as important as clubs in terms of development e.g. decline of the Oxford City FA.</p> <p>Accessible and appropriate training facilities are on-going issues for football.</p>	<p>This is the three priorities - the leisure offer, focus sports and partnerships. The action plan then provides the specifics of how we will achieve this increase.</p>
<p>Use all the wider determinates of health. For example Isolation is a significant issue for many people in Oxford But it is not well woven into the strategy. An Activity e.g. Singing can easily benefit this group. Good local charities check out Sound Resource.</p>	<p>Agree - we have tried to address this in the health section of the strategy and added some text to try to better weave this in.</p>
<p>The 10-19 year olds have little to do. A recreation hall needs to be built for netball, squash, snooker, chess, etc. Activities outside in summer are vital</p>	<p>We have developed an app called Bungee to promote the offer which is now being well used. We will continue to promote this.</p>
<p>Stronger links to sustainable transport not clear on who the underrepresented groups are more about how facilities will be promoted /made welcoming/ accessible to people with disabilities include comment on people with learning disabilities/ autism in indicators Ensure that biodiversity is enhanced.</p>	<p>Key target groups are the underrepresented groups. Comments have been noted.</p>
<p>Group singing is an excellent fit with the overarching objectives; Urge consideration of singing as an integral part with the strategy extended to include singing in the planning & measurable impacts realised.</p>	<p>Agree - although it fits more with our culture strategy.</p>
<p>Strongly supported by OCoC Public Health Directorate. Potential to allow more holistic delivery. If a wellbeing objective is not included suggest that objective 2 is titled More People walking & cycling.</p>	<p>Cycling has been added as a focus sport, walking is not but will continue to be encouraged through Health Walks and walking groups.</p>
<p>Strategy welcomed and organisation supports the main themes and anticipated outcomes. Reference to working with University & Colleges important stakeholders & keen to build on existing relationships.</p>	<p>The reference is included in the strategy</p>
<p>Add source data to Table 1.</p>	<p>The data source has been added in the strategy.</p>
<p>Minor amendments required to paragraph 3; Table 3 undersupply is 4 rather than 3 courts.</p>	<p>This has been amended in the strategy document.</p>
<p>Clarify Obj 1 table "£200,000" for new track.</p>	<p>This is made clearer and budget has been increased.</p>
<p>Influence Leisure and Wellbeing through the OCC Street Trading Policy agreement.</p>	<p>Influence Community Services representation on the Oxford City Council Work Group; with at least 1 healthy option in a licensing agreement.</p>

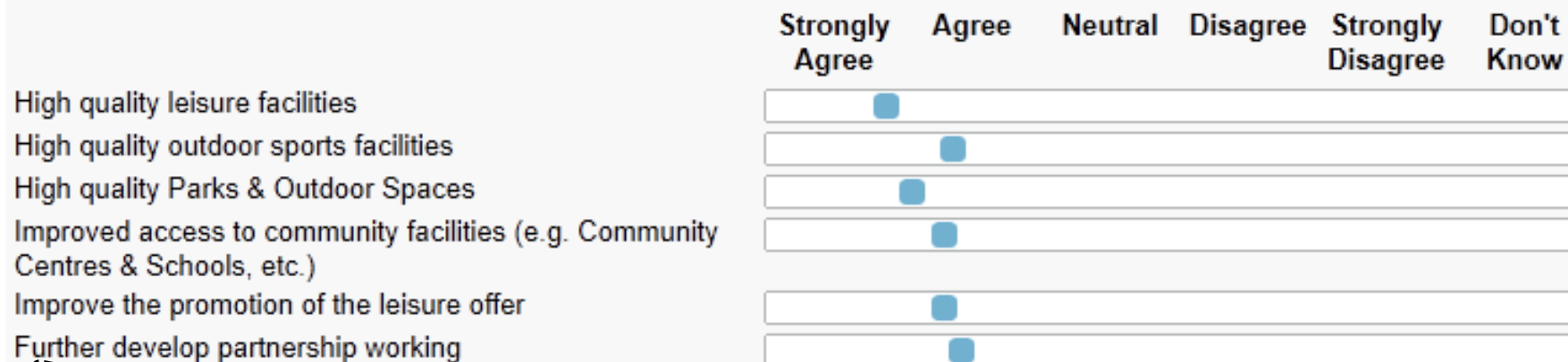
Calorific value of food content to be communicated by the provider.	We will look to influence through the Street trading Policy.
Local audit of healthy option provision in all OCC catering/ vending provision.	We will work with Partners to implement a robust regime.
Further embed the OCC health and well-being champions group and outputs/ impacts.	There is a corporate commitment to programme a plan of challenges & activities.
More things in Woodfarm (i.e. a new Park).	The Facilities Planning Model will help understand this further.
Influence the City Centre Strategy.	There will be Community Services representation on the Oxford City Council Work Group.
Women only sessions at the Leys are difficult to get to from East Oxford.	Our leisure provider Fusion Lifestyle has a promotional offer whereby swim tickets can be purchased on Oxford Bus Company busses that give an additional saving of up to 35%. Just buy your ticket on the bus then present to the pool reception; the ticket must be used on the day of issue.
Women only sessions at the Leys are shorter than those previously at Temple Cowley Pool.	Women only sessions are offered at Ferry Leisure Centre, Leys Pools and Leisure Centre and Barton Leisure Centre, the latter being fully staffed by female employees.
A perceived lack of decent youth orientated after school/ holiday provision in East Oxford.	<p>The new community access partnership with Oxford Spire Academy will help to provide a wider offer in this area of the city.</p> <p>The Council is exploring the feasibility of creating a new facility for East Oxford to enhance and integrate a community setting on one site.</p> <p>Feasibility work is being completed around an artificial cricket wicket on the Cowley Marsh.</p> <p>Our Youth Ambition deliver is working towards improving delivery for young people across the city.</p>
Measure outcomes 'Wellness' not inputs 'Activity'.	Agree- we use case studies and social impact to look at outcomes, but numbers are also useful and important for us to present the full picture.

Questionnaire Summary Results

The following pages show the summary of the response that have been received

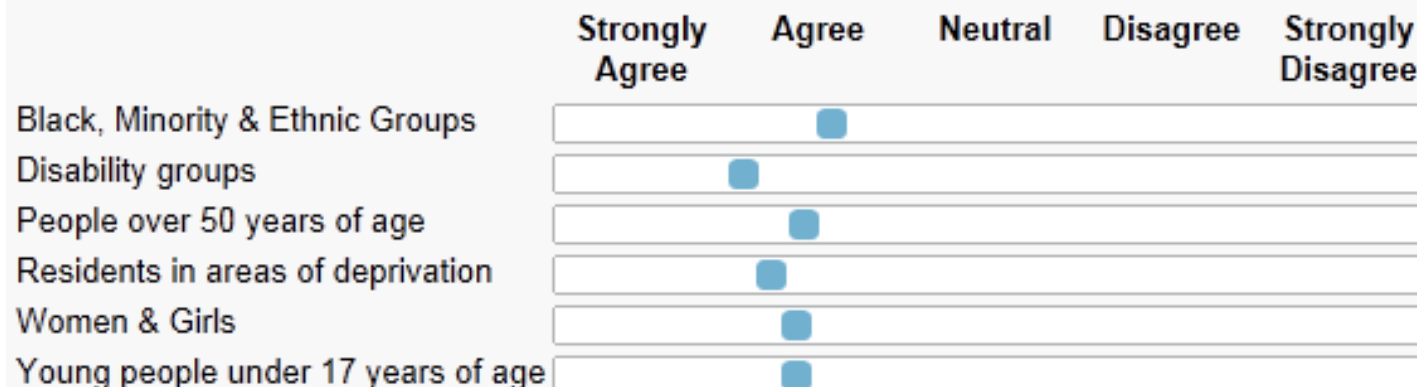
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To what extent do you agree or disagree with our leisure and wellbeing objectives?



2

The following is a list of the City Council's key target groups for leisure and wellbeing. To what extent do you agree or disagree these are the correct target groups?



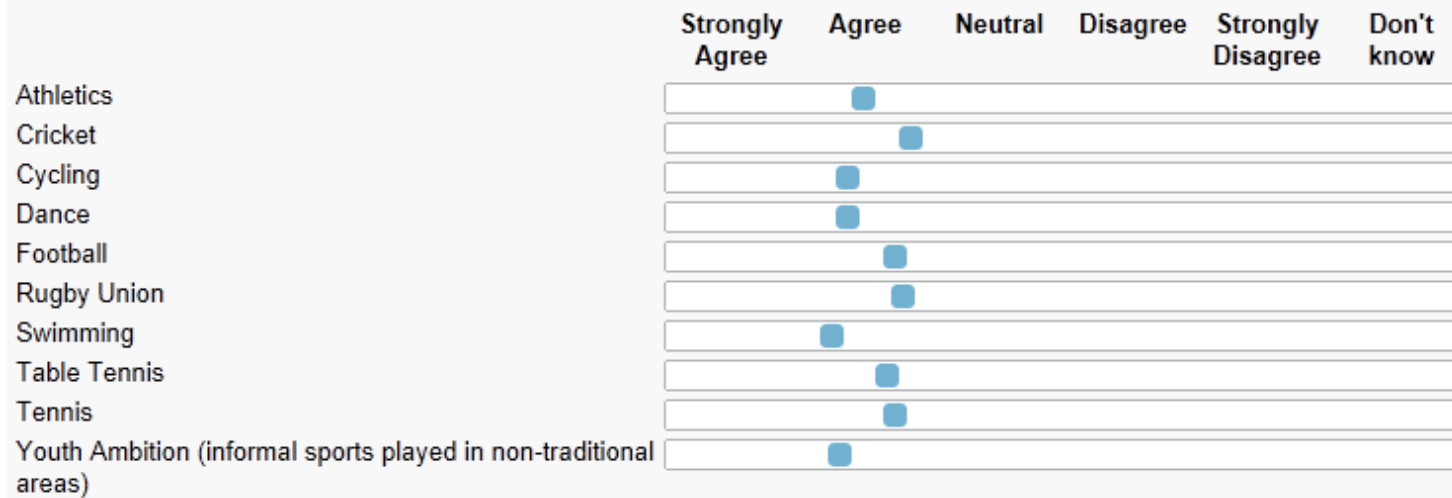
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The council offers a broad range of inclusive activities and programmes. How important do you consider these?

	Very important	Important	Neutral	Unimportant	Very unimportant
Active Women: Working with women and girls, breaking down barriers to help increase participation in sport.	<input type="text"/>				
GO-Active at work: Working with local businesses to promote a healthy work place and looking at getting adults and older people more active.	<input type="text"/>				
GO-Active Get Healthy: Increase participation in sport by developing and delivering programmes that appeal to inactive people, meeting their expressed needs as well as providing on-going support to help them change their behaviour.	<input type="text"/>				
Community Sports Events: Over 10 events on the doorstep of communities providing taster sessions for all of the community to try a variety of different sports, and to provide opportunities for pathways into sports clubs.	<input type="text"/>				
StreetSports Programme: Delivering a variety of informal sports opportunities in our regeneration areas to young people aged 8-13 years.	<input type="text"/>				
Doorstep Sports Clubs: Non-typical activities such as skateboarding, dance or girls night out in a club format.	<input type="text"/>				
Youth Ambition – Sports: A programme of multi-sport activities in Barton, Wood Farm, Rose Hill, Cutteslowe and Blackbird Leys aimed at those who are 14-25 years old.	<input type="text"/>				
Sportivate: Six to eight weeks of a sport or activity for 11-25 year olds of their choice, linked to ways they can continue to participate once the initial sessions have finished.	<input type="text"/>				
High Sherriff Challenge: 10 informal sports clubs and supporting an additional five existing sport clubs in areas of deprivation.	<input type="text"/>				
School Sport Programme: Sports opportunities, skill development and pathway building including competition, taster sessions and events for schools.	<input type="text"/>				

4

Our Sport and Youth Team will remain focused on creating innovative and inclusive sporting pathways that drive up participation through a joined up leisure offer. To what extent do you agree or disagree with our focus sports?

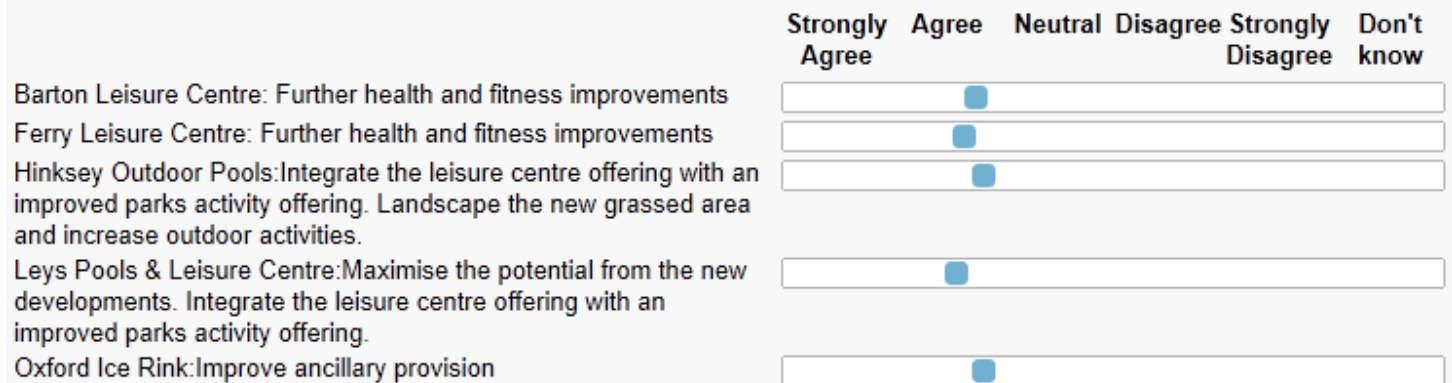


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5

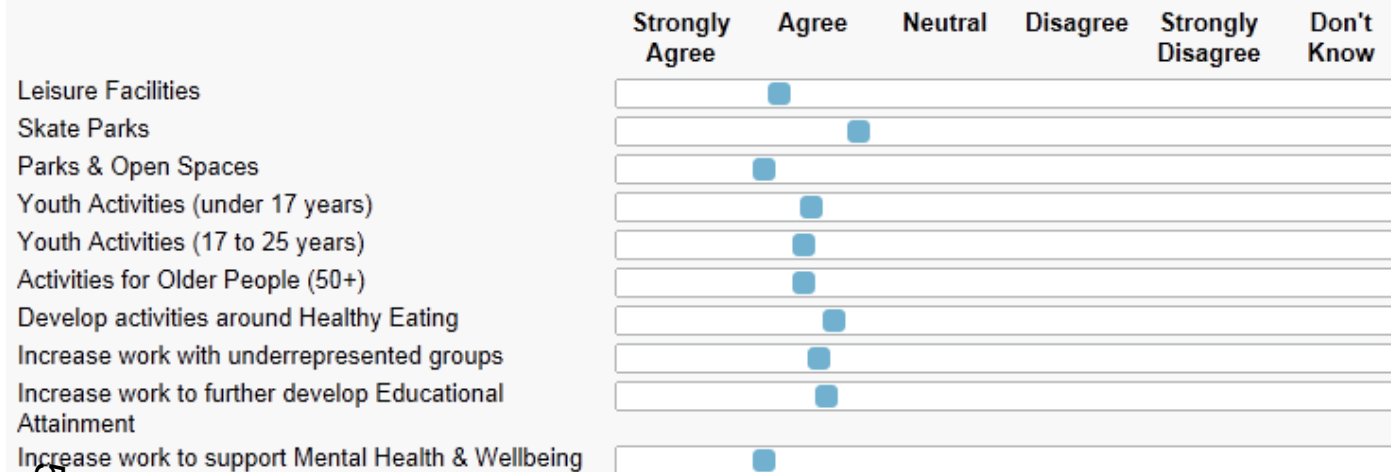
To what extent do you agree or disagree with our investment plans for leisure centres?

(See page [Table 2](#) in the draft Leisure and Wellbeing Strategy, 2015-2020)



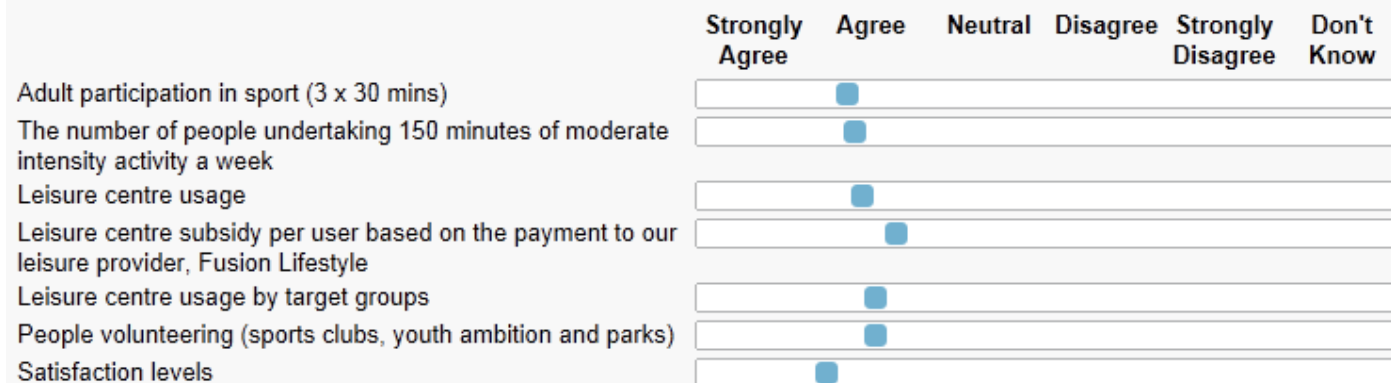
6

A broad range of inclusive activities and programmes are delivered through our leisure and wellbeing offer. To what extent do you agree or disagree with other provision to further improve our offer?



7

Our draft Leisure and Wellbeing Strategy 2015-2020 sets out a manageable number of measures that will help us to track the success of the strategy. To what extent do you agree or disagree with these?



Growth Board 25 June 2015

Agenda item 7

Contact: Paul Staines; Growth Board Programme Manager

E- mail Paul.staines@westoxon.gov.uk

T: 01993-861695

Report from Oxford Scrutiny Committee

Recommendations

That the Growth board approve the report as a response to the Oxford Scrutiny committee.

Purpose of the Report

To advise the Growth Board (the Board) of the recommendations of the Oxford Scrutiny Committee (the Committee) and suggest a response

Background

The Scrutiny Committee at Oxford City met on 29th January 2015 to consider the work of the Growth Board. They received a short presentation on the work of the Growth Board from the Programme Manager and answered questions from the leader of Oxford City council.

The Committee made three recommendations to the Board, these together with the suggested response of the Board are set out below.

- 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.**

The Committee were provided with clarification over the role of the Board in planning matters and explained that the remit of the Board was confined to an examination of strategic choices, with the detailed examination of development options being the role of the local planning authority. As part of this process of examining these strategic choices issues of sustainability will be considered notwithstanding the more detailed formal sustainability appraisals by or on behalf of local planning authorities in reviewing their Local Plans.

- 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.**

The Committee received an explanation of the remit of the Growth Board, namely a joint statutory committee established to oversee delivery of the City Deal, Local Growth Fund and other projects delivered by local authorities in partnership. It also plays a role in forming a collective voice for Oxfordshire in its discussions with Government. The remit of the Board is a matter for the Board to keep under review

Growth Board 25 June 2015

Agenda item 7

Contact: Paul Staines; Growth Board Programme Manager

E- mail Paul.staines@westoxon.gov.uk

T: 01993-861695

according to circumstances and the views of Scrutiny Committee in this regard are noted.

3. That all reports to the Growth Board are available in document form.

The Committee commented that, on the agenda it examined, there had been a number of verbal reports. Officers explained that it was always the intention to keep such reports to a minimum but on occasions it was unavoidable and when it took place the discussion was recorded in the minutes of the meeting.

Oxfordshire Growth Board

Date: Thursday 30 July 2015

Time: 2.00 pm

Venue: Council Chamber, Bodicote House, Bodicote,
Banbury, OX15 4AA

Membership

Councillor Matthew Barber
Councillor Ian Hudspeth
Councillor Bob Price

Councillor John Cotton
Councillor Barry Norton
Councillor Barry Wood

AGENDA

1. **Apologies for Absence and Notification of Substitutes**

2. **Declarations of Interest**

Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at the meeting.

3. **Minutes** (Pages 1 - 6)

To confirm as a correct record the Minutes of the meeting held on 25 June 2015.

4. **Post SHMA Strategic Work Programme** (Pages 7 - 12)

Report of Growth Programme Board Manager

Purpose of the Report

To provide a synopsis of the Post-SHMA Strategic Work Programme (the Programme) along with a revised timetable, provided as an appendix to this report.

Recommendations

That the Growth Board:

- (i) Confirm that the emphasis on the Sovereignty of Local Plans in the key principles for the Post SHMA Strategic Work Programme remains appropriate.
- (ii) Endorse the detailed work programme and revised timetable.

- (iii) Request a more frequent pattern of Growth Board Meetings aligned with the Strategic Work Programme.
- (iv) Request that the Partners adopt a Coordination and Communication Protocol.

Dates of Future Meetings

Thursday 24 September 2015, 2pm, Council Chamber, Cherwell DC Council Offices
Thursday 19 November 2015, 2pm, Council Chamber, Cherwell DC Council Offices
Tuesday 19 January 2015, 2pm, Council Chamber, Cherwell DC Council Offices
Thursday 31 March 2015, 2pm, Council Chamber, Cherwell DC Council Offices
Thursday 26 May 2015, 2pm, Council Chamber, Cherwell DC Council Offices

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to

Natasha.clark@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Evacuation Procedure

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Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
democracy@cherwellandsouthnorthants.gov.uk, 01295 221589

Sue Smith

Chief Executive, Cherwell District Council

Published on Wednesday 22 July 2015

Oxfordshire Growth Board

Thursday 25 June 2015, 14:00

Committee Room One, West Oxfordshire District Council Offices

Present:

Councillor Matthew Barber, Leader of Vale of White Horse District Council
Councillor John Cotton, Leader of South Oxfordshire District Council
Councillor Ian Hudspeth, Leader of Oxfordshire County Council
Councillor Bob Price, Leader of Oxford City Council
Councillor Barry Norton - Chairman, and Leader of West Oxfordshire District Council
Councillor Barry Wood, Leader of Cherwell District Council

Non-voting Members:

Adrian Shooter, Chairman Oxfordshire LEP
Linda King for Alistair Fitt, Universities Representative, Oxford Brookes
Sally Coble for John Mansbridge, Environment Agency
David Warburton, Homes and Communities Agency

In attendance:

David Neudegg, West Oxfordshire District Council (representing Oxfordshire Chief Executives)
Andrew Tucker, West Oxfordshire District Council
Paul Staines, Growth Board Programme Manager
Sue Scane, Oxfordshire County Council
Bev Hindle, Oxfordshire County Council
David Buckle, South Oxfordshire & Vale of White Horse District Councils
Sue Smith, Cherwell District Council
Calvin Bell, Cherwell District Council
Anna Robinson, South Oxfordshire and Vale of White Horse District Councils
David Edwards, Oxford City Council
Nigel Tipple, Local Enterprise Partnership

Apologies:

Alistair Fitt, Universities Representative, Oxford Brookes
Andrew Harrison, Business Representative
Adrian Lockwood, Business Representative, Oxfordshire Skills Board
Jon Mansbridge, Environment Agency

1. Introductions and Welcome

Barry Norton welcomed Members, Officers and members of the public to the meeting. He advised that this would be his last meeting as Chairman, the Chairmanship rotating between the constituent authorities and passing to Cherwell District Council at the next meeting. Those present then introduced themselves.

Mr Norton advised that the Growth Board had been approached by the CPRE with a request to ask a question at the meeting. The current terms of reference did not allow for any form of public participation, such as asking questions at a meeting, but these Terms of Reference needed to be reviewed. In response to the CPRE's request, an undertaking had been given to provide a response on behalf of the Chairman of the Board.

Subsequently, a number of further questions had been received from individuals and groups and these had been circulated to Members. Draft responses would be circulated to Growth Board Members for comments in advance of formal written replies being given.

As previously indicated, the Joint Committee's Terms of Reference were due for review shortly and Mr Norton suggested that the matter of public participation at the meetings be considered by the Executive Officer Group as part of that work.

Finally, Mr Norton advised that he intended to take agenda item No. 3 (Summary of the Cherwell Local Plan Inspector's Report) prior to consideration of the Post SHMA Work Programme Update Report.

2. Apologies for Absence

Apologies for Absence were received from Andrew Harrison and Phil Shadbolt, Business Representatives; Sally Coble attended in place of John Mansbridge representing the Environment Agency and Linda King for Alistair Fitt, the Universities Representative.

3. Declarations of Interest

There were no declarations of interest in matters to be considered at the meeting.

4. Minutes of the Shadow Growth Board held on 14 November 2014

The minutes of the meeting of the Shadow Health Board held on 14 November were received and agreed as a correct record. There were no matters arising.

5. Summary of the Cherwell Local Plan Inspector's Report

Barry Wood introduced the report and advised that Cherwell would seek to adopt the Plan at its Full Council meeting on 20 July. A series of adjustments would be made to the submitted plan and tabled at the meeting. Mr Wood reminded the meeting that making Local Plans was critical to economic prosperity and Districts welcomed the obligation to do so. Whilst the development of a Local Plan was intensive in terms of time and resources, these challenges had to be met so that planning could regulate growth. The absence of a Local Plan would result in developer led planning. Cherwell would be happy to assist other districts in developing their plans and to share the lessons learned.

6. Post SHMA Strategic Work Programme

David Neudegg introduced the report outlining the post SHMA Strategic Work Programme. He indicated that the Programme had been the subject of previous debate and the Board was now invited to confirm approval of the Programme and establish a partnership holding account to finance the Programme. He noted that the timetable had been produced some time ago and that, whilst some dates may have slipped, it summarised the work streams as set out in the appendix to the report.

With regard to the appointment of land use consultants to undertake a Green Belt Study, John Cotton indicated that the Vale was just about to publish its own Green Belt study and, whilst the authority would be willing to co-operate with the consultants, he raised concern over the manner in which various open spaces and developed land had been parcelled together, suggesting that if this had not already been resolved it could represent a weakness in the eventual report.

In response, Andrew Tucker confirmed that the concerns raised were in the process of being addressed by the consultants in liaison with the relevant authorities

Matthew Barber suggested that it was fundamental to the Programme that the availability of land for residential development in Oxford City and the level of unmet demand be identified. With this objective in mind he proposed the following motion:-

Districts councils note the clear direction of the Cherwell Local Plan Inspector that Oxford City's unmet housing needs be 'fully and accurately defined'

The districts believe that fulfilment of the duty to cooperate would be further strengthened by Oxford City also committing to an early review of their Local Plan in common with all the other districts. The districts remain firmly committed to delivering the post SHMA Work Programme, including the critical friend process, as part of the duty to cooperate.

In seconding the proposition, John Cotton indicated that a review of Oxford City's Local Plan would enable both the policy desires of the Council and the issue of capacity to be tested in a public forum through the Local Plan Inquiry process.

Ian Hudspeth emphasised the importance of continuing with the existing Programme and the need to reach a conclusion without delay. He expressed concern that other district's Local Plans ought not to be delayed recognising that, if Plans were not robust, there was a continued danger of speculative development on unallocated sites.

Barry Wood indicated that he had no objection to the Board making such a request as long as it did not deflect from the work identified in the post SHMA Work Programme

Bob Price, responding to the proposal acknowledged that this was a matter of on-going debate and reiterated the City's position was that their 2011 Local Plan was robust and that the city has sought to address as much of their unmet housing need as possible. He confirmed that the Oxford SHLAA was based in their view upon an exhaustive examination of sites and indicated that consultants employed by the City to review Oxford's SHLAA had concluded that a review of the Local Plan was unnecessary.

On being put to the vote the Motion **WAS CARRIED**

Turning to the revised timetable for the Post SHMA Work Programme, Barry Wood indicated that he did not consider that the Board was in a position to endorse the Programme as submitted given that it was not fully up to date. He proposed that consideration of the Programme be deferred to a special meeting of the Growth Board to be held as soon as possible in July to enable the Executive Group to produce a revised timetable, together with a synopsis of the work involved.

In expressing his support the proposal, Matthew Barber advised that, in moving towards Examination in Public in September, the Vale of White Horse had advice suggesting that the spatial options work should be more robust. Whilst the Vale would not wish to delay the post SHMA timetable, it was crucial to the joint process (and for districts to begin accommodating Oxford's unmet need) that Local Plans were found to be sound in order to avoid delay and potential future challenges.

With regard to the creation of a partnership holding account, John Cotton indicated that, having undertaken its own independent Green Belt Study, South Oxfordshire would not wish to see any funding it allocated to the account applied towards this

particular study. He also sought reassurance that the necessary procedures would be put in place to ensure that funds were properly spent and accounted for.

Matthew Barber emphasised the necessity to allocate funds to progress the work programme and Ian Hudspeth noted that the suggested contribution of £60,000 from each authority was to be viewed as a maximum.

Bob Price advised that expenditure would be subject to all the usual accountability arrangements employed by the lead authority. David Neudegg confirmed that a regular monitoring reports and budget updates would be submitted as part of this process.

The Board :–

RESOLVED:

- (a) That further consideration of the detailed Programme be deferred to a special meeting of the Growth Board to be held as soon as possible in July to enable the Executive Group to produce a revised timetable, together with a synopsis of the work involved.
- (b) That the establishment of a partnership holding account be authorised and each partner authority requested to transfer £60,000 to the account for the purposes of financing the Programme.

7. Local Growth Fund Projects Update

Nigel Tipple introduced the report which outlined progress on Local Growth Fund Projects. He explained that inclusion in the project list ought not to be taken to presuppose the allocation of Government funding as detailed discussions would not take place until after the budget, comprehensive spending review and autumn statement. Identifying and developing potential projects at an early stage in conjunction with the private sector allowed the LEP to take advantage of any future funding opportunities as and when they arose.

He explained that the 'Gold' and 'Silver' designations shown on the report related solely to the original expressions of interest for individual projects and not to any ranking within the project list. He also confirmed that the financial sums were indicative project totals only and inclusion within the list did not imply that all projects could be progressed at the same pace as a number were still the subject of on-going dialogue and not yet in a position to be brought forward.

By bringing an outline programme together, the LEP would be in a position to commence discussions with Ministers and Civil Servants after the summer recess. There were business plans underpinning each project and, by working with the private and voluntary sectors and aligning projects with strategic objectives, the LEP was able to access a wider range of funding streams.

Bob Price noted that total potential expenditure was huge and questioned how the projects could be prioritised in relation to the SEP. He also queried the extent of match funding committed by the proposers of individual projects, indicating that this was a significant factor in establishing priority.

Nigel Tipple acknowledged that potential costs were substantial and advised that private sector funding created significant leverage in accessing other funding streams. A 25% contribution towards a potential total expenditure of some £350M

to £400M was envisaged which raised issues with regard to state aid and support from the private sector.

The programme built upon the success of the City Deal and Growth Fund where projects were ranked according to their business plans and consistency with the SEP.

Further assessment of project activity was currently taking place and it would be necessary to prioritise areas and rank schemes within those priorities. Projects were grouped using a thematic approach but were not prioritised. It was necessary to identify those that were deliverable and in accord with Government priorities. Some projects would be developed further whilst others would be held in reserve as being desirable.

Bob Price suggested that the economic significance of the Harwell project was such that it should be considered as an exceptional project outside the Growth Fund. Nigel Tipple concurred but noted that projects would need to be tailored in order to resonate with the Government's current approach; a methodology that had proved successful in the past.

John Cotton acknowledged that, whilst projects could be packaged differently to meet Government priorities and maximise funding opportunities, this ought not to be to the detriment of established local priorities or the relative benefit to the local economy. Nigel Tipple concurred that there was little merit in pursuing funding as an objective in itself but noted that funding had been secured for projects of recognised strategic importance in the past by re-packaging schemes.

Barry Wood commended the work carried out and recognised the need to maintain a flexible approach, particularly in times of financial constraints. He noted that the governance of the Growth Fund fell to the LEP and that the report was submitted to the Growth Board for information.

Whilst acknowledging the need to maintain flexibility, Ian Hudspeth stressed the importance of taking a wider strategic view in preference to seeking to secure funding for local projects of limited merit. Whilst applications could be made in response to changing Government priorities, it was important to ensure that projects fell within agreed strategic objectives.

Adrian Shooter indicated that the medium and long term direction of the SEP was kept in mind by the LEP Board. The project plan enabled the LEP to be opportunistic when Government funding opportunities arose; for example when other areas were unable to progress funded schemes. Accordingly, whilst schemes might not always be progressed in the expected order, the general direction of travel would always be maintained.

RESOLVED: That the report and the current position be noted.

8. European Structural Investment Fund

Nigel Tipple introduced a report seeking an in principle approval for funding for technical support for projects allocated funding from the European Structural investment Fund.

RESOLVED: That partner councils be requested to give in principle approval to make provision in their budgets for the three years to 2018/19 to fund technical support for the projects allocated funding from the European Structural investment

Fund, subject to a detailed assessment of the funding required and how the resources could be delivered by the Executive Officer Group.

9. City Deal Finance Summary

The Board received a report summarising the financial position of various City Deal Projects.

RESOLVED: That the report and the current position be noted.

10. Response to Oxford City Council's Scrutiny Committee

The Board received and considered a report advising Members of the recommendations made by Oxford City Council's Scrutiny Committee and suggesting a response.

RESOLVED: That the report be noted and the proposed response approved for submission to Oxford City.

11. Date of Future Meetings

It was noted that, in addition to the special meeting to be held in July, future meetings of the Growth Board would be held at Cherwell District Council's offices on 24 September and 19 November 2015 and 19 January, 31 March and 26 May 2016.

12. Any Other Business

Bev Hindle introduced John Henderson, regional Asset Manager for Oxfordshire County Council.

The meeting finished at 3:00 pm

Growth Board 30 July 2015

Contact: Paul Staines; Growth Board Programme Manager

E- mail Paul.Staines@Cherwell-DC.gov.uk

T: 01295-221847

Post SHMA Strategic Work Programme

Recommendations

That the Growth Board:

- (i) Confirm that the emphasis on the Sovereignty of Local Plans in the key principles for the Post SHMA Strategic Work Programme remains appropriate.*
- (ii) Endorse the detailed work programme and revised timetable.*
- (iii) Request a more frequent pattern of Growth Board Meetings aligned with the Strategic Work Programme.*
- (iv) Request that the Partners adopt a Coordination and Communication Protocol.*

Purpose of the Report

1. To provide a synopsis of the Post-SHMA Strategic Work Programme (the Programme) along with a revised timetable, provided as an appendix to this report.

Background

2. Public bodies have a Duty to Co-operate on planning issues that cross administrative boundaries. A key issue in Oxfordshire is the potential unmet housing need arising from Oxford City. The Programme has been developed to help the Oxfordshire Councils fulfil the duty on this issue.
3. The Growth Board considered a report on the Programme at its last meeting on 25 June 2015. It resolved that further consideration of the detailed Programme be deferred to a special meeting of the Growth Board to be held as soon as possible in July to enable the Executive Officer Group to produce a revised timetable, together with a synopsis of the work involved.

Key Principles

4. The Growth Board in November 2014 approved the key principles which should underpin the Programme. The principles as endorsed are set out below:
 - The district Local Plans are sovereign and all work should feed into Local Plans for them to determine the spatial future of the districts;

- A recognition however that the work must be collaborative and joined up to provide a county wide spatial picture and strategy;
- A recognition therefore that joint work on future spatial options, transport infrastructure and green belt will be required to feed into Local Plans;
- Recognition that the City cannot fully meet its housing needs and there is a need to agree on the level of unmet need. However work on determining spatial options in Local Plans can commence alongside this;
- A wish that the timescale for completing the Review is 12 – 18 months and that this should not hold up Local Plan timescales.

Synopsis of Strategic Work Programme

Defining Oxford's Unmet Need

5. An important element of the Programme is to clarify the extent of Oxford's housing need that can be accommodated in Oxford City itself. The Critical Friend, engaged to help the programme, has been asked to review the documentation on this issue and recommend a way forward. A single figure or narrower range is being sought around which hopefully the relevant authorities can coalesce, at least as a working assumption, in order to inform the assessment of Strategic Options.

Development of Strategic Options

6. A range of Strategic Options will be developed for meeting Oxford's unmet housing need. The intention is that the Strategic Options will identify potential areas of search for additional housing, above a threshold of 500 dwellings which will then be used to help inform the future distribution of this unmet need between the various local authority areas.

Green Belt Study

7. A study into the Oxfordshire Green Belt is underway. This will assess the contribution that different parts of the Green Belt make to the purposes of the Green Belt according to the 5 statutory criteria. This study will, in combination with the Strategic Options Assessment, help to identify the potential, or not, for development, and the case for additional areas to be added to the Green Belt. Local Planning Authorities will consider any changes to Green Belt boundaries through Local Plan Reviews.

Strategic Options Assessment

8. A common set of criteria will be used to assess the Strategic Options. The assessment process will look at each of the Strategic Options and provide a high level sustainability assessment. It will also identify any strategic constraints on the scale of growth in Oxfordshire.

It has always been recognised that this is an informal process which does not form part of the statutory planning system but one that is intended to demonstrate compliance with the Duty to Co-operate without compromising the principle of individual local plans sovereignty. The assessment process itself will involve a two stage process with transport modelling restricted to a shortlist of Strategic Options owing to the significant costs involved with this element of the work.

Infrastructure Delivery Planning

9. The County Council will prepare an Infrastructure Delivery Framework to set out the strategic infrastructure investments required to support growth. A draft framework will be prepared in parallel with the assessment of strategic options. This will allow the cumulative impact of growth to be properly considered alongside the identification of infrastructure priorities.

Housing Need Distribution

10. The outcomes of the Strategic Options Assessment will inform the distribution of Oxford's unmet need between the various district council areas. This will be set out in a Statement of Cooperation to be approved by the Board and which will feed into subsequent Local Plan Reviews. A package of background reports will be published documenting the process carried out and the technical evidence underpinning the Statement of Cooperation.

Local Plan Reviews

11. Local Planning Authorities will complete Local Plan Reviews, if required, to address the issue of Oxford's unmet housing need. This will involve detailed technical work at a sites level and will provide extensive opportunities for public and stakeholder engagement. Local Planning authorities will need to commission detailed evidence, and full Sustainability Appraisals to support their Local Plan Reviews. It will be for each Council to consider whether they adopt any of the Strategic Options assessed through the Strategic Work programme or whether they develop an alternative approach supported by their own evidence prepared in conjunction with local plan reviews.

Revised Timetable

12. Officers, through the Growth Board Executive Officer Group, have prepared a revised timetable and detailed work programme to reflect the current position. This is attached in Appendix 1.
13. The revised timetable shows that the partnership will not be in a position to reach a short list of strategic options until January 2016. It is now anticipated that the Statement of Cooperation will be published in May 2016 alongside a draft Infrastructure Delivery Framework and the background reports.

Issues

Local Plan Sovereignty and Robustness

14. The Strategic Work Programme exists to help Councils satisfy the Duty to Co-operate. It is not a formal planning process and its outputs will not be Statutory Planning Documents. It will help inform the future Local Plan Reviews of City and District Councils. The individual Local Plan Review processes will provide extensive opportunities for public and stakeholder engagement, and will formally test the outcomes of the Programme.
15. A more formal approach could be adopted for the Strategic Work Programme but this would, to some extent, constrain future Local Plan Reviews and undermine the sovereignty of Local Plans. The Growth Board could consider this aspect.

Governance

16. It is important that key stages of the Strategic Work Programme are reported to the Growth Board for agreement. Additional Growth Board meetings can be arranged to facilitate this. It is anticipated, for example, that the conclusions of the Critical Friend on the figure for Oxford's unmet need can be reported to the Growth Board in September.

Coordination and Communication

17. In order for the programme to be successfully completed it will require commitment and co-operation from the partners. A number of coordination mechanisms have been established. For example the Executive Officers Group and a Project Team. But the development of a Coordination and Communication Protocol could be useful given the complex nature of the issues being considered.

Conclusions

18. The Programme and timetable demonstrates the progress made to date but also recognises the slippage. Officers believe that the revised timetable is realistic, albeit challenging but acknowledge that it will not be achieved without the full continued commitment of all partners to the programme and ask the Growth Board to reaffirm that full commitment.

Post SHMA Strategic Work programme July 2015

No.	Programme Element	Lead Council(s)	Resources	Tasks	Outputs	Original Completion Date	Revised completion date as at 21st July	Notes
1	Programme Set Up	WODC	Growth Board Programme Manager/ In-house staff	Prepare Detailed Project Plan, agree project leads, identify resources, and define steering and reporting arrangements	Detailed Project Plan for approval at February Growth Board	ongoing	ongoing	
			Growth Board Programme Manager/ In-house staff	Recruit/Identify Strategic Planner to support the Growth Board Programme Manager	Fixed term/ seconded Strategic Planner	February 2015	May 2015	Agreed to be part of the tender for a critical friend.
			Growth Board Programme Manager/ In-house staff	Engage external expert Critical Friend to independently validate and comment on the programme at key stages	Critical Friend appointed	February 2015	May 2015	Appointed Mid May.
			Growth Board Programme Manager/ In-house staff	Develop communications strategy and Growth Board website	Communication Strategy and Website Information	February 2015	February 2015	Comms strategy completed. Agreed at GB that a WGB web site will not be developed, instead relying upon partners web sites.
			Growth Board Programme Manager/ In-house staff	Develop coordination and communication protocol	agreed coordination and communication protocol	May 2015	August 2015	Draft circulated, awaiting comments from partners.
2	Define Oxford's Unmet Need	OCityC	In-house staff/ Consultants	Detailed response from VOWH, SO and CDC on Oxford SHLAA (Cundall Review)	Cundall Report	November 2014	November 2014	Completed.
			Critical Friend	Critical Friend reviews Oxfords SHLAA and responses from rural districts and recommends an unmet need figure for Oxford based upon existing policy, with policy change options to be considered as a Strategic Option(s) and tested	Critical Friend Review Paper	February 2015	August 2015	Meetings held with City and Districts. Report under preparation.
3	Strategic Options development to inform housing distribution	WODC	Growth Board Programme Manager/ In-house staff	Define scope of Strategic Options (i.e. size thresholds and essential criteria) and prepare standard information template (SHLAA compatible)	Scoping Paper and Standard Information Template	January 2015	March 2015	Scoping paper agreed on 23rd March.
		All Councils	In-house staff	Individual Districts generate aggregated Strategic Options	Strategic Options for all districts	March 2015	August 2015	Strategic options yet to be provided for South and Vale.
		All Councils	Critical Friend, Growth Board Programme Manager/ In-house staff/ Consultants	Check and Challenge workshop on Strategic Options list to ensure that all reasonable options have been included	Final Strategic Options list	March 2015	September 2015	This date is will depend upon completion of strategic options templates for all districts.
4	High Level Sustainability and Strategic Options Assessment	OCountyC	In-house staff	Finalise brief and procure consultants for Sustainability Assessment	Develop Project Brief and appoint consultants	February 2015	August 2015	The tender for the consultants was issued in early June however appointment requires clarification of scale and scope of project and strategic options templates for all districts.
		OCountyC	In-house staff/ Consultants	Study the relative contribution of areas of land to the purposes of the Oxford Green Belt in order to identify the potential, or not, for development, and the case for additional areas to be added to the Green Belt.	Draft Report on Green Belt Study	June 2015	August 2015	Revised project programme proposes a draft report by 14th August 2015.
		OCountyC	In-house staff/ Consultants	Establish spatial and sustainability assessment criteria and baseline	Agreed assessment criteria and baseline	June 2015	September 2015	This work cannot commence until the task entitled Strategic Options development to inform housing distribution has been completed.
				Identify any strategic environmental constraints	Report on Strategic Environmental Constraints	June 2015	December 2015	
				Identify any strategic infrastructure constraints	Report on Strategic Infrastructure Constraints	June 2015	December 2015	
				Identify any strategic water constraints	Report on Strategic Water Constraints	June 2015	December 2015	
				Assess Strategic Options for consistency with Strategic Economic Plan	SEP Consistency Paper	June 2015	December 2015	
Infrastructure assessment of Strategic Options, including transport	Infrastructure analysis of Strategic Options	June 2016	December 2015					

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Post SHMA Strategic Work programme July 2015

				Assess landscape and heritage impact of Strategic Options	Landscape and heritage analysis of Strategic Options	June 2017	December 2015	This follows the tasks above			
				High level viability assessment of Strategic Options	Report on viability assessment of Strategic Options	July 2015	January 2016				
				Evaluate Strategic Options and Prepare Draft Sustainability Assessment Report	Draft Sustainability Assessment Report	July 2016	January 2016				
				All Councils	Critical Friend, Growth Board Programme Manager/	Check and Challenge workshop on emerging evaluation of Strategic Options	Revised Draft Sustainability Assessment Report and Revised Draft Report on Green Belt Study		July 2017	January 2016	
				OCountyC	Critical Friend	Critical Friend review of evaluation of Strategic Options to ensure that this is justified and appropriate	Final Sustainability Assessment Report and Final Green Belt Study Report		August 2015	February 2016	
5	Infrastructure Delivery Plan	OCountyC	In-house staff/ Consultants	Collate existing IDPs and evidence	develop a background comprehensive evidence base	March 2015	September 2015	Background work underway			
				Define scope of infrastructure assessment work and transport assessment/ modelling	Detailed Project Brief	March 2015	September 2015				
				Assessment of funding and delivery of Infrastructure options, including Government (e.g. LGF Round 3), land value capture, etc.	Funding options assessment	June 2015	January 2016	These tasks require the Sustainability and Strategic Options Assessment to arrive at a short list of options to consider taking forward for infrastructure implications			
				Develop infrastructure options to support delivery of Strategic Options and other district growth proposals	Draft options	July 2015	February 2016				
				First Draft Strategic Infrastructure Delivery Plan	Draft Strategic Infrastructure Delivery Plan	July 2015	February 2016				
				All Councils	Critical Friend, Growth Board Programme Manager/ In-house staff/ Consultants	Check and Challenge workshop on emerging infrastructure plans and priorities	Revised Draft Strategic Infrastructure Delivery Plan	July 2015	February 2016		
				OCountyC	Critical Friend	Critical Friend review of Draft Strategic Infrastructure Delivery Plan to ensure that this is justified and appropriate	Revised Draft Strategic Infrastructure Delivery Plan	August 2015	March 2016		
						In-house staff/ Consultants	Assess Local Plan Growth Proposals as they emerge	OCountyC comments on Local Plans/ Development proposals	tbc	tbc	follows statement of cooperation
							Finalise Strategic Infrastructure Delivery Plan	Final Strategic Infrastructure Delivery Plan	tbc	tbc	
				6	Complete final reports for Growth Board	All Councils		Recommendations from Critical Friend on housing distribution between districts and implications for 5 year housing land supply	Report to Growth Board	July 2015	February 2016
Critical Friend, Growth Board Programme Manager/ Strategic Planner/ In-house staff	Check and Challenge workshop on Critical Friend's emerging recommendations	Revised Report to Growth Board	August 2015				March 2016				
Growth Board Programme Manager/ Strategic Planner/ In-house staff	Growth Board consider recommendations and decide housing distribution between districts	Agreed position on housing distribution	September 2015				March 2016	Target of Growth Board EOG on 17/3 and Growth Board on 31/3			
Growth Board Programme Manager/ Strategic Planner/ In-house staff	Publish statement of cooperation setting out agreed distribution	Revised Statement of Cooperation	September 2015				April 2016				
7	Strategic Habitat Regulations Assessment	TBC	In-house staff	Prepare brief and procure consultants	Project Brief	October 2015	February 2016				
			Consultants	Screening of Recommended Strategic Options	HRA Screening of Strategic Options Report	November 2015	March 2016				
				Appropriate Assessment (if required)	Appropriate Assessment	tbc	June 2016	This task will commence alongside Local Plan reviews			
	Water Cycle Strategy	Vale/South	In-house staff	Prepare brief and procure consultants	Project Brief	October 2015	tbc	This project will commence alongside Local Plan reviews			
			Consultants	Prepare Water Cycle Strategy	Water Cycle Strategy	tbc	tbc				

Public Document Pack

Oxfordshire Growth Board

Minutes of a meeting of the Oxfordshire Growth Board held at Cherwell District Council Officesm Council Chamber, Bodicote House, Bodicote, Banbury, OX15 4AA, on 30 July 2015 at 2.00 pm

Present: Councillor Barry Wood, Leader, Cherwell District Council (Chairman)
Councillor Ian Hudspeth, Leader, Oxfordshire County Council (Vice-Chairman)

Councillor Matthew Barber, Leader Vale of White Horse District Council

Councillor John Cotton, Leader, South Oxfordshire District Council

Councillor Barry Norton, Leader, West Oxfordshire District Council

Councillor Bob Price, Leader, Oxford City Council

Non-voting Members: Jon Mansbridge, Environment Agency

Apologies for absence: Alistair Fitt, Universities Representative, Oxford Brookes
Andrew Harrison, Business Representative
Adrian Lockwood, Business Representative, Oxfordshire Skills Board
Phil Shadbolt, Business Representative
Adrian Shooter, Chairman, Oxfordshire Local Enterprise Partnership
Richard Venables, Business Representative
David Warburton, Homes and Communities Agencies (HCA)

Officers: Sue Smith, Chief Executive, Cherwell District Council
Calvin Bell, Director of Development, Cherwell District Council
David Edwards, Executive Director, Regeneration and Housing, Oxford City Council
Sue Scane, Director of Environment & Economy, Oxfordshire County Council
Mark Jaggard, Planning Policy Manager, Oxford City Council
Peter Clark, County Solicitor and Head of Law and Governance, Oxfordshire County Council
David Buckle, Chief Executive, South Oxfordshire & Vale of White Horse District Councils
Andrew Tucker, Strategic Director, West Oxfordshire District Council
Adrian Duffield, Head of Planning, South Oxfordshire and Vale of White Horse District Councils
Paul Staines, Oxfordshire Growth Board Programme Manager
Natasha Clark, Team Leader, Democratic and Elections, Cherwell District Council

1 **Appointment of Chairman for the Period of Cherwell District Council hosting the Oxfordshire Growth Board**

Resolved

The Councillor Barry Wood be appointed Chairman of the Oxfordshire Growth Board for the period of Cherwell District Council hosting the Board (until 1 July 2016).

2 **Appointment of Vice-Chairman for the Period of Cherwell District Council hosting the Oxfordshire Growth Board**

Resolved

That Councillor Ian Hudspeth be appointed Vice-Chairman of the Oxfordshire Growth Board for the Period of Cherwell District Council hosting the Board (until 1 July 2016).

3 **Declarations of Interest**

There were no declarations of interest.

4 **Chairman's Announcements**

The Chairman made the following announcements:

1. The Chairman welcomed persons watching the meeting via the internet, as it was being webcast.
2. There would be an item on the agenda of the 24 September 2015 regarding public participation.
3. A number of questions had been submitted via email. All questions would be answered and responses sent directly to the individuals and groups who had submitted the questions as well as being published online.

5 **Minutes**

The Minutes of meeting of the Board held on 25 June 2015 were agreed as a correct record and signed by the Chairman.

6 **Post SHMA Strategic Work Programme**

The Growth Programme Board Manager submitted a report which provided a synopsis of the Post-SHMA Strategic Work Programme along with a revised timetable.

In response to Members' a questions regarding issue 17, Coordination and Communication, the Growth Programme Board Manager explained that this related to all partners working together and ensuring a consistent message.

In considering the report, Members commented they were pleased to see a more realistic timetable which would ensure robustness and increase the level of political oversight.

It was highlighted that elements of the workstreams detailed in the work programme set out what would be done by the Growth Board and what individual local authorities would do independently.

All Members were satisfied that the duty to cooperate was being met and the Leader of Vale of White Horse District Council requested that as a consequence of this partners did not seek to challenge other authorities through their local plans.

Resolved

- (1) That the emphasis on the Sovereignty of Local Plans in the key principles for the Post SHMA Strategic Work Programme remains appropriate be endorsed.
- (2) That the detailed work programme and revised timetable (annex to the Minutes as set out in the Minute Book) be endorsed.
- (3) That a more frequent pattern of Growth Board Meetings aligned with the Strategic Work Programme be agreed.
- (4) That the Coordination and Communication Protocol be adopted.
- (5) That a Confidentiality Protocol be drawn up and adopted.

The meeting ended at 2.15 pm

Chairman:

Date:

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Post SHMA Strategic Work programme July 2015

No.	Programme Element	Lead Council(s)	Resources	Tasks	Outputs	Original Completion Date	Revised completion date as at 21st July	Notes
1	Programme Set Up	WODC	Growth Board Programme Manager/ In-house staff	Prepare Detailed Project Plan, agree project leads, identify resources, and define steering and reporting arrangements	Detailed Project Plan for approval at February Growth Board	ongoing	ongoing	
			Growth Board Programme Manager/ In-house staff	Recruit/Identify Strategic Planner to support the Growth Board Programme Manager	Fixed term/ seconded Strategic Planner	February 2015	May 2015	Agreed to be part of the tender for a critical friend.
			Growth Board Programme Manager/ In-house staff	Engage external expert Critical Friend to independently validate and comment on the programme at key stages	Critical Friend appointed	February 2015	May 2015	Appointed Mid May.
			Growth Board Programme Manager/ In-house staff	Develop communications strategy and Growth Board website	Communication Strategy and Website Information	February 2015	February 2015	Comms strategy completed. Agreed at GB that a WGB web site will not be developed, instead relying upon partners web sites.
			Growth Board Programme Manager/ In-house staff	Develop coordination and communication protocol	agreed coordination and communication protocol	May 2015	August 2015	Draft circulated, awaiting comments from partners.
2	Define Oxford's Unmet Need	OCityC	In-house staff/ Consultants	Detailed response from VOWH, SO and CDC on Oxford SHLAA (Cundall Review)	Cundall Report	November 2014	November 2014	Completed.
			Critical Friend	Critical Friend reviews Oxfords SHLAA and responses from rural districts and recommends an unmet need figure for Oxford based upon existing policy, with policy change options to be considered as a Strategic Option(s) and tested	Critical Friend Review Paper	February 2015	August 2015	Meetings held with City and Districts. Report under preparation.
3	Strategic Options development to inform housing distribution	WODC	Growth Board Programme Manager/ In-house staff	Define scope of Strategic Options (i.e. size thresholds and essential criteria) and prepare standard information template (SHLAA compatible)	Scoping Paper and Standard Information Template	January 2015	March 2015	Scoping paper agreed on 23rd March.
		All Councils	In-house staff	Individual Districts generate aggregated Strategic Options	Strategic Options for all districts	March 2015	August 2015	Strategic options yet to be provided for South and Vale.
		All Councils	Critical Friend, Growth Board Programme Manager/ In-house staff/ Consultants	Check and Challenge workshop on Strategic Options list to ensure that all reasonable options have been included	Final Strategic Options list	March 2015	September 2015	This date is will depend upon completion of strategic options templates for all districts.
4	High Level Sustainability and Strategic Options Assessment	OCountyC	In-house staff	Finalise brief and procure consultants for Sustainability Assessment	Develop Project Brief and appoint consultants	February 2015	August 2015	The tender for the consultants was issued in early June however appointment requires clarification of scale and scope of project and strategic options templates for all districts.
		OCountyC	In-house staff/ Consultants	Study the relative contribution of areas of land to the purposes of the Oxford Green Belt in order to identify the potential, or not, for development, and the case for additional areas to be added to the Green Belt.	Draft Report on Green Belt Study	June 2015	August 2015	Revised project programme proposes a draft report by 14th August 2015.
		OCountyC	In-house staff/ Consultants	Establish spatial and sustainability assessment criteria and baseline	Agreed assessment criteria and baseline	June 2015	September 2015	This work cannot commence until the task entitled Strategic Options development to inform housing distribution has been completed.
				Identify any strategic environmental constraints	Report on Strategic Environmental Constraints	June 2015	December 2015	
				Identify any strategic infrastructure constraints	Report on Strategic Infrastructure Constraints	June 2015	December 2015	
				Identify any strategic water constraints	Report on Strategic Water Constraints	June 2015	December 2015	
				Assess Strategic Options for consistency with Strategic Economic Plan	SEP Consistency Paper	June 2015	December 2015	
Infrastructure assessment of Strategic Options, including transport	Infrastructure analysis of Strategic Options	June 2016	December 2015					

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Post SHMA Strategic Work programme July 2015

				Assess landscape and heritage impact of Strategic Options	Landscape and heritage analysis of Strategic Options	June 2017	December 2015	This follows the tasks above		
				High level viability assessment of Strategic Options	Report on viability assessment of Strategic Options	July 2015	January 2016			
				Evaluate Strategic Options and Prepare Draft Sustainability Assessment Report	Draft Sustainability Assessment Report	July 2016	January 2016			
				All Councils	Critical Friend, Growth Board Programme Manager/	Check and Challenge workshop on emerging evaluation of Strategic Options	Revised Draft Sustainability Assessment Report and Revised Draft Report on Green Belt Study		July 2017	January 2016
				OCountyC	Critical Friend	Critical Friend review of evaluation of Strategic Options to ensure that this is justified and appropriate	Final Sustainability Assessment Report and Final Green Belt Study Report		August 2015	February 2016
5	Infrastructure Delivery Plan	OCountyC	In-house staff/ Consultants	Collate existing IDPs and evidence	develop a background comprehensive evidence base	March 2015	September 2015	Background work underway		
				Define scope of infrastructure assessment work and transport assessment/ modelling	Detailed Project Brief	March 2015	September 2015			
				Assessment of funding and delivery of Infrastructure options, including Government (e.g. LGF Round 3), land value capture, etc.	Funding options assessment	June 2015	January 2016	These tasks require the Sustainability and Strategic Options Assessment to arrive at a short list of options to consider taking forward for infrastructure implications		
				Develop infrastructure options to support delivery of Strategic Options and other district growth proposals	Draft options	July 2015	February 2016			
				First Draft Strategic Infrastructure Delivery Plan	Draft Strategic Infrastructure Delivery Plan	July 2015	February 2016			
		All Councils	Critical Friend, Growth Board Programme Manager/ In-house staff/ Consultants	Check and Challenge workshop on emerging infrastructure plans and priorities	Revised Draft Strategic Infrastructure Delivery Plan	July 2015	February 2016			
		OCountyC	Critical Friend	Critical Friend review of Draft Strategic Infrastructure Delivery Plan to ensure that this is justified and appropriate	Revised Draft Strategic Infrastructure Delivery Plan	August 2015	March 2016			
				In-house staff/ Consultants	Assess Local Plan Growth Proposals as they emerge	OCountyC comments on Local Plans/ Development proposals	tbc	tbc	follows statement of cooperation	
			Finalise Strategic Infrastructure Delivery Plan		Final Strategic Infrastructure Delivery Plan	tbc	tbc			
		6	Complete final reports for Growth Board	All Councils		Recommendations from Critical Friend on housing distribution between districts and implications for 5 year housing land supply	Report to Growth Board	July 2015	February 2016	
Critical Friend, Growth Board Programme Manager/ Strategic Planner/ In-house staff	Check and Challenge workshop on Critical Friend's emerging recommendations				Revised Report to Growth Board	August 2015	March 2016			
Growth Board Programme Manager/ Strategic Planner/ In-house staff	Growth Board consider recommendations and decide housing distribution between districts				Agreed position on housing distribution	September 2015	March 2016	Target of Growth Board EOG on 17/3 and Growth Board on 31/3		
Growth Board Programme Manager/ Strategic Planner/ In-house staff	Publish statement of cooperation setting out agreed distribution				Revised Statement of Cooperation	September 2015	April 2016			
7	Strategic Habitat Regulations Assessment	TBC	In-house staff	Prepare brief and procure consultants	Project Brief	October 2015	February 2016			
			Consultants	Screening of Recommended Strategic Options	HRA Screening of Strategic Options Report	November 2015	March 2016			
				Appropriate Assessment (if required)	Appropriate Assessment	tbc	June 2016	This task will commence alongside Local Plan reviews		
	Water Cycle Strategy	Vale/South	In-house staff	Prepare brief and procure consultants	Project Brief	October 2015	tbc	This project will commence alongside Local Plan reviews		
			Consultants	Prepare Water Cycle Strategy	Water Cycle Strategy	tbc	tbc			

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To: City Executive Board
Date: 10 September 2015
Report of: Head of Planning and Regulatory Services
Title of Report: Oxford Growth Strategy

Summary and Recommendations

Purpose of report: To update Members on progress of the Oxford Growth Strategy and identify future financial pressures which may arise as a consequence of it.

Key decision Yes

Executive lead member: Councillor Alex Hollingsworth

Policy Framework: Corporate Plan Priority 'Meeting Housing Need' in particular sub-objective 3, 'Reviewing the Green Belt'.

Recommendation: That the City Executive Board resolves to:

1. NOTE the contents of this report, in particular the potential need to identify additional resources of £310,000.

Appendices to report

Appendix 1 Oxford Growth Strategy Route Map: Investing in Oxford's Future
Appendix 2 Risk Register

Summary

1. The Oxford Growth Strategy links a series of interrelated workstreams aimed at promoting and delivering sustainable urban extensions to Oxford, by way of a Green Belt review needed to deliver the huge unmet housing need within the City. Linked to this is the City Council's joint working with the other Oxfordshire authorities and stakeholders to address Oxford's unmet housing needs.
2. This report sets out background and progress to date on the Oxford Growth Strategy, and also reports on the progress of joint working with stakeholders. Additionally it identifies future resourcing issues.

Background to Oxford Growth Strategy and Post-Strategic Housing Management Assessment Process

3. In April 2014, the five District Councils in Oxfordshire published the new Strategic Housing Market Assessment (SHMA). This identified an 'objectively assessed need' for around 100,000 homes to be delivered in Oxfordshire during the period 2011-31, to address both future and existing unmet housing need. Of this, 24,000 - 32,000 homes were identified as needed to meet the needs of Oxford. However a recently prepared Strategic Housing Land Availability Assessment ('SHLAA') indicates that there is only capacity in Oxford to sustainably provide around 10,000 further homes within the City's boundaries, thereby demonstrating that some 14,000 - 22,000 new homes for Oxford will need to be provided within neighbouring local authority areas. The deficit of homes that cannot fit within the City's administrative boundaries is referred to as the 'Oxford unmet need'. It should be noted that a defined number for this has not yet been agreed by neighbouring local authorities.
4. In response to the SHMA, the Oxfordshire Growth Board (which replaced the former Spatial Planning and Infrastructure Partnership) set in train a series of jointly-commissioned studies to arrive at a sustainable distribution of housing in the neighbouring local authority areas to address the unmet Oxford housing need. This is referred to as the Post-SHMA Process, and includes technical work to inform an agreed Oxford unmet need figure; a joint Green Belt study/review, a County-wide 'Assessment of Spatial Options' against sustainability criteria, and an Infrastructure Study to inform and then test the deliverability of the preferred spatial strategy. In November 2014, the (then) Shadow Growth Board agreed that all reasonable endeavours would be used to complete this work, and agree an apportionment, within 12-18 months.
5. The post-SHMA process has been challenged by some of the Districts despite previous commitments by all to adhere to the process. Reflecting the urgency of the housing crisis, the City Council has progressed its own work to robustly demonstrate the potential for sustainable urban extensions to Oxford (see Corporate Plan – Meeting Housing Needs, Issue 3), whilst recognising the need for a balanced housing growth strategy. Professional planning and transport consultants were commissioned to make this high-level case. A 'Route Map' entitled Investing in Oxford's Future: Deciding on Strategic Growth Options was published in August 2014 setting out how this could be achieved, through a staged process of evidence-building.

Milestones achieved

6. The Post-SHMA Process has taken longer to progress than the timescale agreed by the Growth Board. The timetable to complete the technical part of this work by September 2015 has slipped by 6 months. A Green Belt Study was commissioned in May 2015 and has been progressing, with completion due in October 2015. However, other workstreams that have slipped include:
 - Agree Oxford's unmet need: Discussions with neighbouring local authorities ongoing. Estimated 6 month slippage.
 - Strategic Growth Options Development: Deadline of March 2015 missed by Vale of White Horse and South Oxfordshire Councils who have to date not to date submitted long list of growth options for their area. 5 month slippage.

- Assessment of Options against sustainability criteria: Vale of White Horse and South Oxfordshire Councils have recently formally questioned the robustness of the agreed process, therefore commissioning is currently on hold. Estimated 6 month slippage.
7. It should be noted that the City Council has met all key deadlines for this process, and its officers have consistently urged that the timetable is adhered to.
 8. The Oxford Growth Strategy has on the other hand achieved the following milestones:
 - Informal assessment of Oxford Green Belt, completed May 2014
 - Growth Strategy Route Map, published Aug 2014
 - Oxford Strategic Growth Options High Level Review of Opportunities, published Oct 2014
 - Oxford Housing Land Availability and Unmet Need Assessment, published Dec 2014
 - Draft Development Frameworks for Urban Extensions North and South of Oxford, to be published in 2015
 - Oxford Growth Options Report of Findings and Delivery Statement, to be published 2015
 9. In summary, the conclusions of this work is that there is good potential to deliver significant sustainable urban extensions to the north of the City in Cherwell district, and to the south of the city in South Oxfordshire district. All of these reports can be found on the Oxford Growth Strategy web pages at <http://www.oxford.gov.uk/PageRender/decP/OxfordGrowthStrategy.htm>.

Next steps for the Oxford Growth Strategy

10. The Oxford Growth Strategy is an on-going project. An important first stage has been to prepare a high-level case for sustainable urban extensions.
11. The Vale of White Horse Local Plan and West Oxfordshire Local Plan have been submitted. Both are predicated on the joint work of the Growth Board feeding into respective early Plan reviews to address the Oxford unmet need. Senior City Council officers have advised these local authorities that it is not acceptable, in the City Council's view, to defer the Oxford unmet need to future Plan reviews, as this substantially delays the delivery of housing for Oxford and adds to the worsening housing crisis. The City Council will therefore be making strong representations at both these local plan examinations. The Vale of White Horse examination is underway with hearings scheduled for late September 2015. The West Oxfordshire examination is in its early stages, with a timetable for hearings yet to be confirmed. It is anticipated that the City Council will be instructing Queen's Counsel to represent them at both of these examinations. This will require budgetary provision, for both examinations, of up to £50,000.
12. Work is also progressing on the South Oxfordshire Local Plan review. It is understood that a Preferred Options consultation will take place towards the end of 2015. Whilst the Preferred Options stage is not the final stage of consultation, it is nevertheless an important one which precedes finalisation of the South Oxfordshire District Council Local Plan.

13. With this in mind, the City Council is liaising with other landowners in the area identified by the Growth Strategy (south of Grenoble Road). Because of the importance of the site in helping to meet the future housing needs of Oxford, a collaborative approach with the landowners is anticipated in order to ensure that an appropriate site within this area is promoted through the South Oxfordshire Local Plan.
14. It is recognised by all parties that a significant amount of work is needed to demonstrate beyond reasonable doubt that a site south of Grenoble Road is suitable in terms of impacts on landscape, Green Belt function, ecology and transport, and that it is deliverable taking into account required infrastructure. Without this detailed work, other sites could be concluded by the relevant local planning authority, or other decision-makers, to be more suitable for meeting Oxford's unmet housing needs, particularly bearing in mind the significant barrier posed by the existing Green Belt designation. The Council will also be making strong representations at the South Oxfordshire local plan examination and instructing Queen's Counsel. This will require budgetary provision of up to £40,000.

Financial Issues

15. The City Executive Board will be aware that Council has agreed a budget allocation of £80,000 to support (the strategic planning work relating to) Housing Growth. These funds go some way to supporting the work required to ensure that a site south of Oxford is successfully promoted.
16. However, significant further work is anticipated to be needed to further the objective of the Oxford Growth Strategy. Most immediately, studies to identify issues around the constraints set out in paragraph 13 and propose mitigation strategies, are required. Whilst these costs can be shared between landowners, the City Council can reasonably be expected to pick up some of the costs. In particular, it should be noted that the City Council in its corporate assets capacity is a significant landowner in this area.
17. Further to scoping discussions with the other landowners and their agents, it is anticipated that the City Council will be asked to contribute £300,000 towards this work, the total cost being shared between the landowners. This is based on the advice of planning consultants to cover the technical work required to maximise the likelihood of a site south of Oxford coming forward.
18. The total budget identified is therefore £300,000 for technical planning work south of Oxford; £50,000 for Vale of White Horse and South Oxfordshire Examinations, and £40,000 for South Oxfordshire examination. The current budget allocation of £80,000 is insufficient to support this further work. The City Executive Board are therefore asked to consider providing additional resources as part of its annual Medium Term Financial Planrefresh. The £310,000 identified would provide for both a shortfall in funds available to make legal representations at the three Local Plan examinations, and for planning work relating to the land south of Oxford.

Legal Issues

19. The Planning and Compulsory Purchase Act 2004 as amended by the Localism Act 2011 places a legal duty to cooperate on local planning authorities to engage constructively, actively and on an on-going basis on cross-boundary planning

matters, towards achieving an effective spatial strategy. This effectively places a duty on Oxford to make representations to its neighbouring local authorities to deliver housing within their areas to address unmet housing needs identified in Oxford (most recently in the SHMA 2014) which cannot be accommodated within the City's administrative boundaries.

Environmental Impact

20. As the contents of this report are for information only, there are not considered to be any environmental impacts. However should at any stage the Council decide to formalise proposals for development either North or South of Oxford, there will be clear environmental impacts that will need to be assessed in the relevant report(s).

Level of Risk

The principal risk is that further detailed studies and analyses will be required if District Council partners seek to depart from the agreed post-SHMA process. However, the Councils are aware that if this arose this would present strong grounds for failing to meet the duty to co-operate and would place proposed Local Plans at risk. A detailed risk register is attached at Appendix 2.

Equalities Impact

21. There are not considered to be any direct impacts on equalities. Should the Council formalise its joint working arrangement in respect of one or more sites on the edge of Oxford, there would be clear positive impacts arising through enabling the significant address of housing need, including future development of significant levels of affordable housing.

Name and contact details of author:-

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Job title Principal Planning Officer

Service Area / Department Planning and Regulatory Services

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List of background papers:

None

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Investing in Oxford's future

Deciding on strategic growth options

A route map



Oxford is an international city. It is the focus of a world-class knowledge economy with one of the most important concentrations of high-value businesses in Europe.

However the City's continuing housing crisis through the lack of housing availability, choice and affordability, is significantly undermining its future and contributing to social inequality.

This document is prepared by Oxford City Council and summarises the planning issues being faced by the City and sets out the process and strategy the Council is following in seeking to address these issues. This includes the consideration of development opportunities around Oxford.





Starting point

92 housing and growth

In the search for growth, policymakers from all political parties are increasingly recognising that cities are vital to the economic future of the country. Yet the challenges facing UK cities including Oxford are immense.

In particular, it has been clear for some time that housing supply is not keeping up with demand. Reasons for rising demand include improved life expectancy rates and a growing number of one-person households. There are almost 1.8 million households on English local authority housing registers and significant levels of overcrowding in the private and social housing stock.

Poor housing impacts directly on residents' health and educational attainment, while difficulties in accessing affordable housing can also limit the ability of people to move to find work. The need to increase the supply of housing and tackle affordability issues is a key housing policy issue.

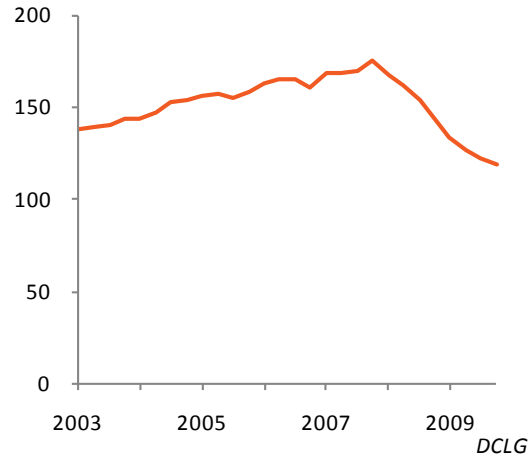
In 2007 the Government set a target of increasing the supply of housing to 240,000 additional homes per year by 2016. There was debate over whether this target would meet the demand for new housing and deal with the backlog of unmet housing need.

In fact, the onset of the credit crunch in 2007 put the achievement of even these targets under serious pressure. Despite rising demand, the collapse in mortgage advances meant that private builders reduced the supply of new housing.

Collapsing house prices in the recession have not solved the problem of affordability as they have been accompanied by tighter lending criteria, particularly larger deposit requirements.

Housebuilding has fallen sharply

Housing completions, England, 000s, four-quarter rolling total



Indeed, the National Housing and Planning Advice Unit (a non-departmental public body) has said that the recession has increased the requirement for house building to make up for the fall off in construction rates.

It has advised that up to 290,500 additional homes may be needed in each year to 2031.

Supporting Oxford's Success

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Oxford is a global brand, known the world over for its academic excellence and historical significance.

It is home to around 4,000 businesses providing around 120,000 jobs. It is the fifth most visited City in the UK by international visitors, with approximately 9.5 million visitors per year, generating £770 million of income for local Oxford businesses.

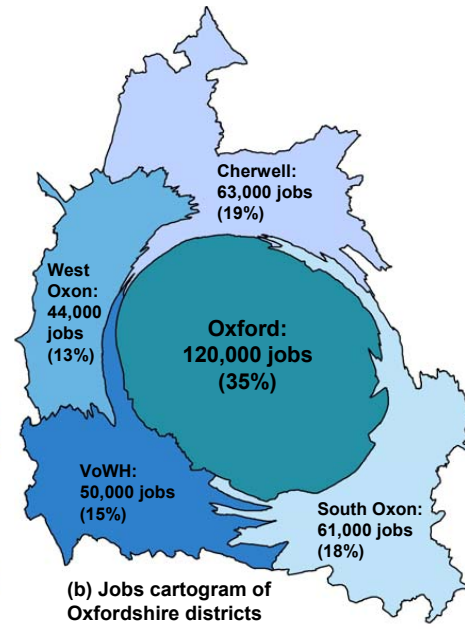
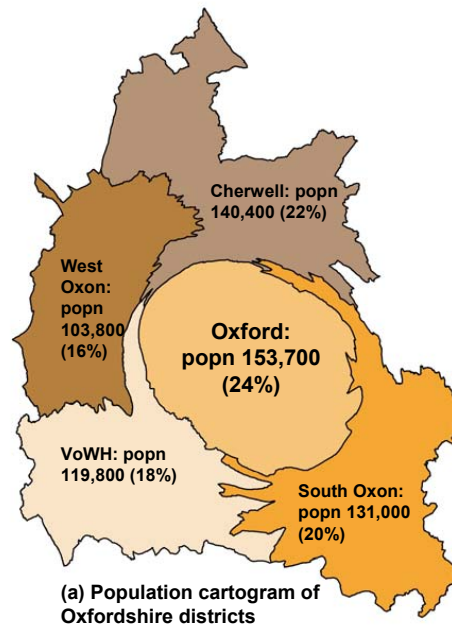
The area is amongst the top five technology innovation locations in the world, with 1,500 high tech firms employing around 43,000 people.

Our Universities and science institutes support the unique grouping of 'big science' and other research facilities in the area. Together with Oxford's global profile, this provides an outstanding environment for foreign direct investment and businesses to spin out and grow.

Oxford is also strategically located between the two largest cities in the UK, London and Birmingham, at the heart of the national rail and road network. Its strategic location supports the growth of business, such as the MINI Plant Oxford, with the company exporting vehicles to 110 countries using transport links to Southampton docks. Rail electrification and the new East-West Rail line further strengthen the City's location.

Oxford's close proximity to London Heathrow Airport also makes it an attractive place to do business.

Oxford contributes £4.7bn to the national economy. Its GVA per head is £30,800, the fifth highest Gross Value Added (GVA) per capita of any City in the UK, and significantly higher than the national average of £20,300. Its success is therefore essential to the sub-region and wider success of the UK



economy, and it regularly has the top rankings as a successful place to grow (Demos/PWC).

The success of Oxford has seen the City's population increase by some 10% (17,600) between 2001 and 2011 creating additional demand and pressure on housing. This will continue to increase. The City has a quarter

of the population but provides over a third of jobs in the county, and half the workforce travels into the City from the surrounding districts and beyond. This employment in turn supports further local employment and services across the county. The continuing success of the City is essential to the wider local, regional and national economy.

Facing the challenges

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Despite a wealth of assets, Oxford has not reached its full potential when compared with other internationally renowned areas around world-class universities, including Cambridge.

The recently published Oxfordshire Innovation Engine report found that between 1997 and 2011 Oxford's economy would have increased by a further £0.5bn GVA if it had matched Cambridge's growth. Our universities and business need space to develop to remain leaders in their field. The report identified that the City needed to grow to accommodate housing, employment and research needs and that greater priority should be given to this objective.

The report also found that the growth in Oxford and in the county had been constrained by insufficient public transport, an at-capacity road network, under-developed business networks and an acute shortage of housing.

Our leading businesses report severe difficulty in the recruitment and the retention of staff at all levels, because of a lack of housing choice and affordability.

Similarly, the Universities identify they are being held back in the global competition for the best research talent, and services in hospitals and schools are being compromised through the lack of available affordable housing for key staff; for example the high turnover of teaching staff is adversely affecting pupil attainment. Poor and overcrowded housing is impacting on some of the most vulnerable in the City.

Most of the employment growth in the county between 2001 and 2011 was in the City where high technology firms chose to locate; particularly those who require close links with the Universities. There is also clear evidence that seeking to force these enterprises to locate elsewhere is ultimately unsuccessful, and potentially increases commuting and other costs.

Census 2011 data shows that 6.2% of households in Oxford are classed as overcrowded compared with an Oxfordshire average of 3.3%. There are increasing breaches of Housing in Multiple Occupancy (HMO) Regulations and instances of 'beds in sheds'. This is despite Oxford's housing stock increasing at a rate of 10.4%; faster than the comparable rate of development in Oxfordshire (9.5%), the South East (8.6%) or England as a whole (7.6%).

Oxford has overtaken London as the UK's least affordable City for housing in the Centre for Cities Outlook 2013. House prices in Oxford continue to increase at a rate well above most people's salaries; an increase of over 20% is predicted in City house prices over the next five years.

Oxford average house price

£340,864



Oxford average salary

£30,299

Many in our communities know that they and their families cannot continue to live and work locally unless more homes and more choice of affordable homes become available.

Recruitment in the hospitals and clinical centres is increasingly based on extended commuting or sharing overcrowded accommodation. The City Council has needed to offer mortgage subsidies for teachers to improve recruitment to support raising educational attainment in City schools.

A feature of the lack of housing in the City is extended commuting, with work journeys needing to jump the Green Belt, and beyond. Around 50% of Oxford's workforce commutes by car into the City, which is unsustainable. But for those living in the City we have some of the highest levels of sustainable transport use in the country: bus, bicycle and pedestrian.

Responding to the challenges

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The six Oxfordshire authorities, the Local Enterprise Partnership, Oxford University and Oxford Brookes University and the big science facilities at Culham and Harwell are committed to addressing the issues being faced.

The Oxford Strategic Partnership's Economic Growth Strategy sets the framework for the City's economic development and has been adopted by the City Council and endorsed by partners, including business, the Universities and further education colleges. This strategy was carried forward into the 'City Deal' agreement.

Following the strategy an independent study, the Oxfordshire Innovation Engine, commissioned by Oxford University and the Local Enterprise Partnership (LEP) confirmed the Oxford Strategic Partnership's analysis and recommendations.

Government Ministers and the Local Authorities signed a 'City Deal' in 2014 which promotes new investment and growth in the City and county, including £95m public sector investment and £600m private sector investment creating a further 18,600 new jobs focused on the knowledge sector and 500 new apprenticeships together with the necessary skills, training, housing and infrastructure to support growth. Some of this growth is already evident: for example Mini Plant Oxford is increasing its workforce, Oxford University is expanding its research facilities at the Old Road campus, and there are plans for development at Westgate, Oxpens, Oxford Station and Northern Gateway.

Central to the City Deal are the commitments by the Oxfordshire Authorities to enable housing growth in the City; to accelerate the delivery of 7,500 new homes across the county and to ultimately deliver the housing need requirements identified in the independent Oxfordshire Strategic Housing Market Assessment (SHMA) (commissioned jointly by the Local Authorities and published in April 2014). These commitments are critical in supporting balanced growth which supports our economic success and avoids a deepening housing crisis.

The SHMA was endorsed by all the Local Authorities and concluded that 100,000 new homes were needed in Oxfordshire by 2031, which includes making good some of the shortfall of housing delivery from recent years. As part of the overall total some 28,000 new homes are required in Oxford City. Most of this growth arises from trends such as people living longer and smaller households, and in the case of the City net in-migration is not forecast to increase, but we have a young population and growth in families.

The latest Strategic Economic Plan promoted to Government by the LEP, the Local Authorities and partners in June 2014 confirms the City Deal and seeks further funding for infrastructure and skills to enable the planned growth.

In conclusion, the City Council and partners recognise both the opportunities for growth and the challenges which have to be addressed if we are to continue to have a successful economy and meet our housing needs, and have committed to the homes and infrastructure required.

The destination

meeting housing needs

Meeting the City's housing need is critical for everyone living and working across the sub-region. It is clear that due to its tightly confined boundary, Oxford City will not be able to meet its housing needs (28,000 additional homes) in the period to 2031.

The City Council as a planning authority and land owner is actively supporting development and new homes, including innovative partnerships such as Barton Park, and is expected to deliver over 1,500 new homes over the next five years, but initial assessments of housing capacity in the City suggest that there is only a limited supply of further development sites.

A further capacity study is currently being undertaken to ascertain whether further potential to deliver more new housing can be identified. However it is inevitable that a large proportion of Oxford's housing requirements will need to be accommodated in the surrounding authorities, but in locations where it is capable of meeting the needs of the City. This requirement sits alongside surrounding authorities' requirement to meet district housing needs.

The intention of this document is to provide a guide to the decision making that will ensure that informed decisions can be reached as to how best to accommodate the housing growth identified in the SHMA in and around Oxford.

The planning decisions will be taken by the Oxfordshire authorities and through the process of individual Local Plans. However, Government has placed a requirement on Local Authorities to work together collaboratively on these issues and not to ignore issues which extend across individual boundaries.

The need to address this housing need is very pressing and cannot be deferred, and the lack of housing is already now having profound adverse consequences for our economy and our communities.



The journey

identifying the best locations for new homes

In order to ensure informed decisions are made in relation to accommodating housing needs, Oxford City Council has embarked on a programme to objectively consider the various growth options in and around the City.

The City Council has asked itself the following questions:

- How should growth be accommodated in and around Oxford?; and
- If through urban extensions, where should these be?

In answering the first question, the City Council's view is that there should be a balanced approach to the delivery of housing and the City Council must work with surrounding districts to accommodate this housing need through a mix of solutions including development within the existing City boundary; planned extensions to the City, as well as growth elsewhere. This pattern of growth has been successfully adopted in similar cities, such as Cambridge.

New housing locations need to be based on sustainable development criteria. These include access to employment and services in the City, landscape and environment, and other considerations. Oxford has good public transport, cycling and pedestrian networks, together with established schools and services. Locating new homes at a distance from the City will potentially increase and extend commuting.

The Green Belt boundary is drawn extremely tightly around Oxford's urban area and flooding and other constraints limit the options for growth beyond the existing boundaries. This has frustrated the ability of the City to grow its housing stock sufficiently to meet the housing need. The proportion of Green Belt needed to meet Oxford's total housing need until 2031 is likely to be no more than around 1.1-1.4% of

the current designated Green Belt land in the county.

The City Council is suggesting a balanced approach which means that up to half its housing need could be met without requiring Green Belt land. This means that an area equivalent to less than 1% of the Green Belt in the county might be needed, and there may be no net loss if Green Belt land is swapped or extended in areas elsewhere in the county. The areas released for development would be where land has a lower amenity and environmental value.

The City Council supports the principle and purposes of the Green Belt, and has a robust policy in its Local Plan (Core Strategy) to reflect this. There is also the potential to extend the Green Belt to afford rural areas more protection, and in other parts of the country, areas have been swapped to get a better balance.

However, the Oxford Green Belt boundaries were established in the 1950s, and it is appropriate to review policies over time to ensure that their purpose is still valid and that there is a reasonable balance between competing housing, environmental, economic and other priorities. Already there are proposals to change the Green Belt in adjoining districts to meet local need, but these are being pursued outside a strategic assessment and ignore the City's needs.

The City Council is supported in this view. The Oxford Strategic Partnership's Economic Growth Strategy published in early 2013, based on independent research by consultants Shared Intelligence, identified the urgent need to enable housing and employment growth through urban extensions. The Oxfordshire Innovation Engine Report by consultants SQW also recommends housing and

employment growth to the north and south of the existing area with necessary Green Belt adjustments. Every strategic review in recent years has acknowledged Oxford's need for housing and employment growth and endorsed the option for growth through a sustainable urban extension.

Balanced strategy

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The principle of an urban extension to Oxford is not a new concept. Successive Government Inspectors have acknowledged that the City's housing needs cannot be met within Oxford's administrative boundaries because of the lack of suitable development land.

The Panel of Inspectors considering the South East Regional Plan also supported an urban extension to accommodate housing in the longer term. Specifically they concluded that land to the south of Grenoble Road should be allocated for 4,000 homes.

The Panel did not come to this conclusion lightly. It considered the importance of the Green Belt and also whether the concept of a new settlement close to Oxford could relieve pressure for growth on the City

However, it concluded that there were exceptional circumstances to justify a Green Belt review and that an urban extension would provide a more sustainable solution than a new settlement, particularly on travel patterns (given that homes and jobs are already supported well by a well-developed network of public transport, cycling and pedestrian routes which removes the need for car based commuting).

The City Council supports these views. It also notes the example of Cambridge, where over a decade ago the Local Authorities agreed a balanced strategy which includes protecting Cambridge's historic character and allows sustainable urban extensions rather than dispersing housing and employment growth and creating unsustainable patterns of development.

Significant progress has been made in Cambridge in understanding the interaction between existing employment locations, new housing, public transport and other policy and practical issues in determining the most appropriate locations for new development. This has led to a Green Belt review and the identification of key strategic sites on the Cambridge fringe and beyond.

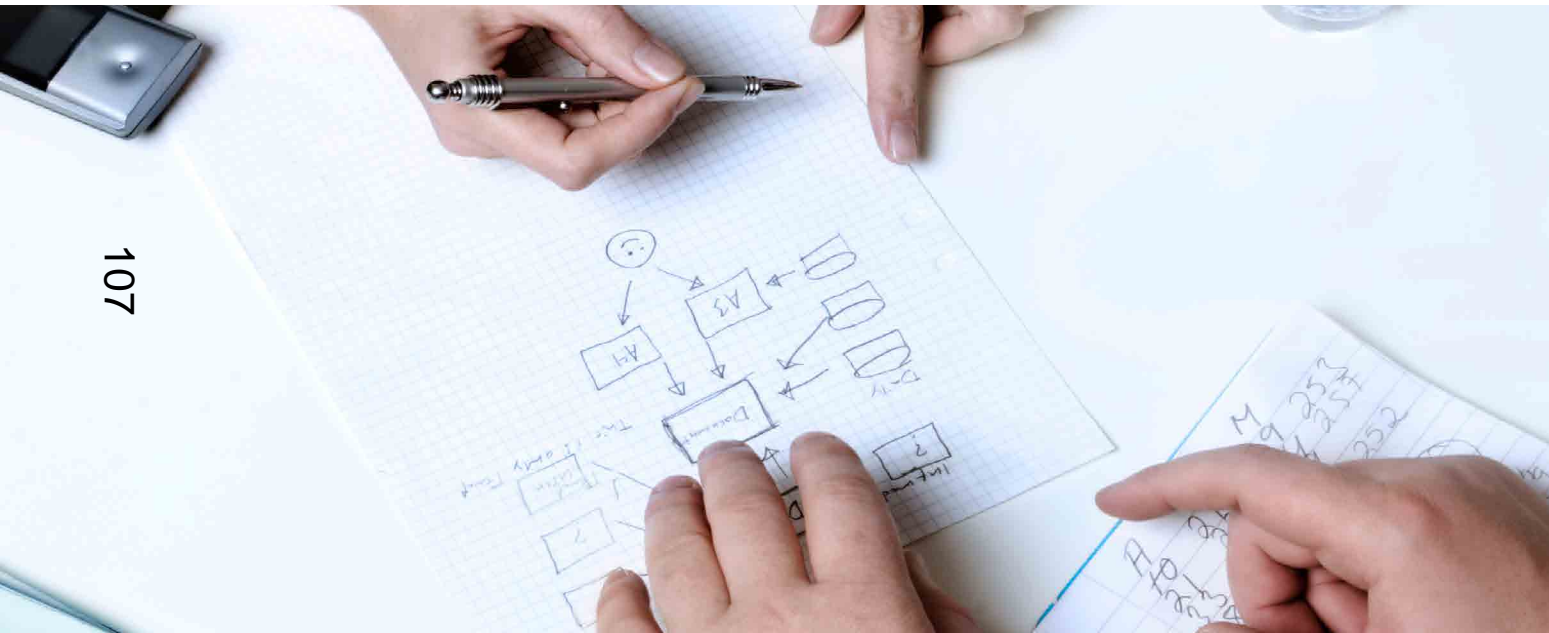
In Oxford, the transport infrastructure cannot sustain the current planning policies which fail to address the balance of employment and housing growth in the City and continues to rely on extending market towns and villages and increased and longer commuting.

It is neither practical nor sustainable to try to provide improvements to the transport infrastructure to support all additional housing beyond the Green Belt. The problems arising from adopting this strategy over recent decades are evident on the current road network, and for many where home or work is not convenient for public transport the car will remain the predominant mode of transport. An urban extension which gives enhanced public transport accessibility must therefore form part of a balanced wider growth strategy.

The process plan

Having concluded that an urban extension(s) around Oxford is desirable as part of a balanced approach to addressing housing needs, the City Council has embarked on a five stage process for determining where the urban extension(s) should be.

The process could be undertaken within around six months if there was support from adjoining authorities. As the existing housing pressures are becoming even more acute, and delivering the solutions will take time, the City Council believes that it is now urgent for this process to proceed with adjoining authorities.



Stage 1

Review of capacity of Oxford to accommodate growth (update of SHLAA)

108 The initial stage (Stage 1) has already commenced and seeks to fully assess the capacity of Oxford to accommodate the housing needs of the SHMA, without adversely affecting the important historic character of the City. The conclusions of this assessment will help to inform how much development would potentially need to be accommodated through urban extensions.

Stage 2

Review of constraints and opportunities for growth around Oxford (including Green Belt Review)

Stage 2 has also commenced. The City Council has already undertaken an initial assessment of the Green Belt ('Investigation into the potential to accommodate urban extensions in Oxford's Green Belt - Informal Assessment, May 2014) and identified areas of the Green Belt that merit further consideration for possible release for development.

This identified six possible areas for urban extensions:

- South of Grenoble Road
- Wheatley
- Wick Farm
- North of Oxford/South of Kidlington
- Yarnton
- North of Abingdon

Of these, south of Grenoble Road, North of Oxford/South of Kidlington, and North of Abingdon are considered to have good prospects for achieving sustainable development, whilst maintaining the Green Belt function (and in particular the protection of the historic character and setting of the City).

This information will now be considered alongside other constraints and opportunities such as:

- Highway and infrastructure capacity
- Environmental and heritage considerations
- Landscape value and visual impact
- Proximity to jobs and public transport

Stage 3

Appraisal of growth options (including Sustainability Assessment)

This will allow the positive and negative attributes to be fully considered through a Sustainability Appraisal (Stage 3). The Sustainability Appraisal process will allow each possible location to be scored against sustainable development indicators and conclusions to be drawn as to where the best locations for accommodating development exist.

Stage 4

Capacity assessment of preferred growth options (reconciled with SHMA requirements)

Once this has been completed in early Autumn 2014, preferred growth options will be announced and the capacity of these location(s) to accommodate development needs will be examined (Stage 4). This will involve high level masterplanning to consider:

- Site specific constraints
- Landscape and mitigation requirements
- Transport and access (including pedestrian and cycle linkages)
- Density and land use
- Drainage strategies

Stage 5

Deliverability Assessment of growth options

Further assessment in terms of infrastructure requirements and development viability (Stage 5) would then be undertaken to ensure that the preferred option(s) can be delivered in a credible and timely manner.

The process is expected to take some six months to complete and will finish with the publication of an Urban Extension submission document. The City Council will use this document to inform discussions in agreeing development strategies in Oxford and the surrounding districts.

Conclusion

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The lack of opportunity for housing and employment growth is now undermining the City and the wider economy to a significant degree.

Unless the need for new homes and affordable homes is addressed increasingly families will not have the choice to live and work here and our services and communities will suffer.

Previous county-wide planning policies based on allocating the City's housing needs to market towns across the county have not delivered and have overburdened the road infrastructure. The solution requires sustainable urban extensions to the City as part of a balanced housing strategy.

This document summarises the issues and seeks to set out a plan to consider the constraints and opportunities around the City to determine the best locations to accommodate urban extensions.

Working with the surrounding districts and the county council, the City Council seeks to deliver the new homes and quality development which are essential both to the City's future and that of the wider area.



Contact Us

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Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Reputational risk and partnerships	Content of report records concerns with elements of joint working under the Duty to Cooperate. It also makes clear its support for development in areas outside its administrative area.	Threat to reputation of Council in terms of its partnership role with other local authorities	Content of report records concerns with elements of joint working under the Duty to Cooperate. It also makes clear its support for development in areas outside its administrative area.	Press articles instigated by other parties including neighbouring local authorities; reduced opportunity for consensus or common ground on thorny planning issues	21/07/2015	David Edwards	1	3	1	3	1	3		Accept the risk	n/a	Current	n/a	David Edwards
Future financial risk to note	Future additional expenditure, whilst not requested in the context of this report, is likely to come up in a future CEB report	Opportunity of addressing housing needs; threat of future spend having limited impact	Future additional expenditure, whilst not requested in the context of this report, is likely to come up in a future CEB report	None at current time as report is for information only	21/07/2015	David Edwards	3	1	3	1	3	1		n/a	n/a	Current	n/a	David Edwards

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Performance Summary
Scrutiny Committee

Agenda Item 6

Trends compare relative performance with

Green = target met
Amber = within tolerance
Red = outside tolerance

Prd: previous month

Prev Year End: previous March

Jun-2015

Year on Year: the same period from the previous year

Measure		Owner	Result 2014/15	Latest Data		Year End Target 2015/16	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
Cleaner Greener Oxford											
ED003	ED003: The number of enforcements carried out as a result of environmental offences	Richard J Adams	1,406 Number	100 Number	251 Number	100 Number	G				
ED004	ED004: The % of OxFutures programme milestones met	Jo Colwell	100%	100 %	100%	100 %	G				The major target on OxFutures is the investment leveraged by the programme. Full reporting on this is provided to the project coordination board which the city and county councils use to manage the programme. We are current at c. £3m leveraged and a target of £18m. Recent progress includes planning approval for a £5m solar farm to be run by the Sustainable Charlbury community energy group. Planning was the last major barrier to signing contracts so we expect this to contribute to our target in the coming months.
NI195b	NI195b Percentage of streets with detritus levels falling below Grade B (YTD)	Geoff Corps	2.10%	3.00%	0.00%	3.00%	G				Year to date 0 out of 237 streets inspected were below grade B. In June none of the 79 streets were below grade B
Corporate Health											
BIT021	BIT021: Number of authorised procurement practitioners in Service Areas	Caroline Wood	15 Number	18 Number	23 Number	25 Number	G				Cohorts 1 and 2 have been completed with 23 people completing the course. Cohort 3 is underway with 11 delegats continuing the course and Cohort 4 will commence in September 2015.
BIT022	BIT022: Level of efficiency savings, income generation identified through service reviews and process/system improvement projects	Jan Heath	£758,951	£0	£0	£330,000	G				
CH001	CH001: Days lost to sickness	Simon Howick	7.09 days	1.50 days	1.52 days	6.00 days	A				

**Performance Summary
Scrutiny Committee**

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

Green = target met
Amber = within tolerance
Red = outside tolerance

Jun-2015

Measure Ref	Description	Owner	Result 2014/15	Latest Data		Year End Target 2015/16	RAG	Trends			Comments
				Target	Result			Prd	Prev Year End	Year on Year	
BV016a	BV016a: Percentage of employees with a disability	Simon Howick	8.52%	10.00%	8.72%	10.00%	A				Staff numbers have remained stable at around/ close to this figure for a number of months. The Council recently hosted a series of workshops with external partners such as Restore based on workplace resilience and will be piloting disability awareness sessions for customer services in August. HR will be exploring ways of developing a workplace pilot for work experience for people with disabilities
BV017a	BV017a: Percentage of black and ethnic minority employees	Simon Howick	7.2%	9.0%	7.4%	9.0%	A				Numbers are relatively stable at around 7.4%. HR are planning two BME focus groups/ external community engagement workshops in the autumn to sell the benefits of working for the council and to pick up views on any perceived barriers to applying/ working here. The AWER will have an internally focused action plan attached

Empowerment

LG002	LG002: Achieve the electoral registration rate target	Jeremy Thomas	96.60%	96.00%	96.90%	96.00%	G				This relates to 2014/15 as data for 2015/16 will not be available until March 2016
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Great Customer Contact

CS001	CS001: The % of customers satisfied at their first point of contact	Helen Bishop	84.95%	80.00%	86.31%	80.00%	G				
PC027	PC027: Increase the Number of people engaging with the Council's social media accounts	Chris Lee	72,587 Number	60,649 Number	67,833 Number	62,895 Number	G				
CS003	CS003: Customers getting through first time on Councils Main Service lines	Helen Bishop	95.45%	95.00%	95.81%	95.00%	G				
CS004	CS004: Enquiries resolved by customer service centre without hand off	Helen Bishop	91.60%	90.00%	92.86%	90.00%	G				

Improve Recycling

**Performance Summary
Scrutiny Committee**

Trends compare relative performance with

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Prev Year End: previous March

Jun-2015

Year on Year: the same period from the previous year

Measure		Owner	Result 2014/15	Latest Data		Year End Target 2015/16	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
NI191	NI 191 The Kg of waste sent to landfill per household (YTD)	Geoff Corps	415.03 kgs	106.25 kgs	103.78 kgs	425.00 kgs	G				In June, the residual waste per household was 32.59 kg, this is 1.09kg less than June 2014 (33.69kg) The team attended a lot of community events with the recycling road shows during June, including running their own during recycling week. The educational door knocking is continuing at communal properties, alongside phase 1 of the food waste recycling rollout. this result is provision and is reconciled at year end.
NI192	NI192 Household waste recycled and composted (YTD)	Geoff Corps	45.85%	44.70%	46.78%	46.50%	G				Year to date the overall recycling rate is 46.78%, which is slightly lower than 47.25% achieved in June 2014. This is due to dry mixed recycling collections stagnating and the reduction in garden waste collections from this time last year. The team attended a lot of community events with the recycling road shows during June, including running their own during recycling week. The educational door knocking is continuing at communal properties, alongside phase 1 of the food waste recycling rollout. this result is provision and is reconciled at year end.

Participation in Healthy Activities in the most deprived wards

NI008	NI008 The % increase in the number of adults taking part in sport as measured by Sport England's Active People Survey	Ian Brooke	31.3%	31.3%	31.3%	31.5%	G				<p>Sport England's Active People survey is an annual survey (December) that measures the percentage increase in numbers of adults taking part in regular sport, an interim result is also published in June.</p> <p>The result shown is the full result of 31.3% which places Oxford City in the top 14 of all Councils within the Country, top within the County which is a phenomenal result and is a 10.4% increase from the baseline figure of 20.7 which was recorded in 2005/6</p>
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**Performance Summary
Scrutiny Committee**

Trends compare relative performance with

Green = target met
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Prd: previous month

Prev Year End: previous March

Jun-2015

Year on Year: the same period from the previous year

Measure		Owner	Result 2014/15	Latest Data		Year End Target 2015/16	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
LP106	To increase participation at our leisure centres by target groups	Ian Brooke	17%	3 %	-18%	3 %	R				Below Y-T-D target. Fusion to be challenged at the next Client meeting to understand how they are looking to reverse the trend. Change in swimming lesson attendance registration is having some impact. This suggests the gap will reduce over the period of the reporting year.
Reduce Emissions											
ED002	ED002: The reduction in the city council's carbon footprint	Paul Robinson	800 Tonnes	36 Tonnes	346 Tonnes	454 Tonnes	G				Atkyns Court Solar PV installation commissioned June 2015 - est 7tCO2/year saving. Preparations on range of Salix funded energy efficiency projects in process (inc upgrade of Town Hall chandeliers and other areas in Main Hall/Assembly rooms to LEDs)
LP008	To reduce the use of utilities in Leisure facilities	Ian Brooke	2 Kgs CO2	2 Kgs CO2	1 Kgs CO2	2 Kgs CO2	G				On target Y-T-D.
Youth Ambition											
BI002a	BI002a: The number of training places and jobs created as a result of Council investment and leadership	Nigel Kennedy	432 Number	456 Number	432 Number	550 Number	A				Information has not been received from two construction contractors despite being reminded.
BI002b	BI002b: The number of Council apprenticeships created through Council investment for those who live in Oxford	Simon Howick	21 Number	26 Number	18 Number	26 Number	R				18 apprentices in June. 16 of those living in the OX postcode. Information has not been received from two construction contractors despite being reminded.
LP119	The number of young people accessing youth engagement projects and activities outside school hours	Ian Brooke	6,033 Number	1,500 Number	1,552 Number	5,400 Number	G				The programme has performed very well in this period and we have exceeded the profiled target. The breakdown is Youth Voice YA Funded Holiday Activities 604 Positive Futures 167 CSAF 637 Free Swimming Lessons 17 Free Swimming Card Holders 127 Streetsports Giving a total of 1552 which is above profiled target.
PC004	PC004: Grow level of active participation in dance through programme of events	Claire Thompson	8,788 Number	1,100 Number	1,115 Number	7,200 Number	G				A key dance event was on 5th July, so will be included in data for July

To: City Executive Board

Date: 10 September 2015

Report of: The Scrutiny Committee

Title of Report: Report of the Cycling Review Group

Summary and recommendations

Purpose of report: To present the recommendations of the Cycling Review Group

Key decision? No

Scrutiny Lead Member: Councillor Louise Upton

Executive lead member: Councillor Alex Hollingsworth, Executive Member for Planning, Transport and Regulatory Services

Policy Framework: Strong and Active Communities & Cleaner, Greener Oxford

Recommendation of the Scrutiny Committee to the City Executive Board:

That the City Executive Board states whether it agrees or disagrees with the following recommendations:

- 1. That the City Council's unallocated cycling capital budget (approx. £110k over two years) should be used to fund the lower cost Cycling Review Group wish-list items in order of priority. The highest priority is signing City Council route 5, extending to Littlemore and the Leys Pool. This should include signing cyclists onto this route from key destinations such as Oxford Business Park, Vue Cinema and Oxford Academy.**
- 2. That the wish-list of cycling improvement projects drawn up by the Cycling Review Group, with advice from Cyclox and Sustrans, should be used to decide how future City and County Council funding for cycling improvements is spent. Flexibility should be applied so that new opportunities can also be funded where this is appropriate.**
- 3. That the City Council encourages the police and Direct Services to proactively send reusable abandoned bikes to Broken Spoke and other bike shops that are happy to take part, so that as many of these bikes as possible can be refurbished and reused locally.**

4. That the City Council ensures that developer funding can be used to contribute to cycling improvements where appropriate, including by:

- a) Ensuring that the City Council's Community Infrastructure Levy (CIL) list is consistent with funding the higher cost cycling improvement projects set out in our wish-list, next time the CIL list is reviewed;**
- b) Using CIL funding as a local contribution to attract match funding, for example from the Local Sustainable Transport Fund, for cycling improvement schemes in accordance with the Council's CIL list (often these will be part of wider transport improvement schemes);**
- c) Alerting Ward Members when significant sums (we suggest >£5k) of the 'neighbourhood portion' of CIL have been allocated to their local area. We would encourage members to consider spending this funding on lower cost cycling improvement schemes from our wish-list where possible.**

5. That the City Council ensures that its planning policies are consistent with its vision for Oxford to become one of the great cycling cities of Europe, including by:

- a) Ensuring that cycling routes and provision are considered and included in all major new developments, prioritising cycling and pedestrian access;**
- b) Reviewing and updating planning policies relating to cycle parking standards for non-residential cycle parking, as part of the next full or partial review of the Local Plan.**

6. That the Council Leader or Board Member for Planning and Transport writes to the County Council and requests that they do the following in consultation with the City Council:

- a) Implement the Cycle Super Routes and Cycle Premium Routes as soon as possible;**
- b) Bring together cycling organisations, county highways planners and highway engineers to agree a set of specifications for cycle infrastructure design in Oxford, drawing on findings from the London Cycling Campaign. This should include priority phasing of traffic lights for cyclists;**
- c) Consider how cycle routes can be signed more consistently and what the standard should be. We suggest that destinations and distances, rather than route numbers, should be shown on cycle signage;**
- d) Agree that highway maintenance works should not be signed off until they are safe and suitable for cycling;**
- e) Work with Government and other local authorities to implement the All Party Parliamentary Group recommendation to achieve a £10 per head of population investment in cycling.**

7. That the City Council nominates a Member Cycling Champion (a Councillor) to lead on work to improve cycling in Oxford at a political level and maximise the City Council's influence.

8. That the City Council brings forward proposals for additional staffing resources to enable the City Council to engage proactively with cycling groups, work smarter with the County Council, and support the member champion (see recommendation 7). We would suggest 1 FTE dedicated to cycling, with a creative solution to funding this post which may involve other organisations. This role should include:

- a) Supporting the Member Cycling Champion (see recommendation 6) in convening a forum of the different cycling groups and representatives of other stakeholders such as schools to co-ordinate efforts and agree a common position when lobbying for cycling improvement schemes;
- b) Engaging with the County Council to maximise the City Council's influence as LTP4 is put into practice;
- c) Influencing the development of a set of specifications for cycle infrastructure design in Oxford (see recommendation 5e);
- d) Monitoring the County Council's Highway Asset Management Strategy (road repairs) to identify opportunities for cycling provision to be improved during planned maintenance works (we have identified 4 such projects);
- e) Examining existing evidence on what works for improving cycling take up;
- f) Promoting active travel to school through Bikeability training and advocacy, particularly at the beginning of every academic year. Excellence in this area should be recognised perhaps through the Lord Mayor/Member Champion going in to schools to give prizes, or inviting winners to attend civic events.
- g) Identifying ways to change motorists' behaviour.

9. That the City Council promotes positive images of cycling in Council literature, particularly the soon to be signed route to Blackbird Leys pool.

Appendices

Appendix 1 – Project Scope

Appendix 2 – Proposed wish-list of cycling projects in order of priority

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Foreword

If you lived in a city in Denmark, the chances are that each morning you would go to the cycle parking by your home, where you and your children would hop on your bicycles and then travel on a dedicated cycle lane to work and school. Riding alongside you would be all sorts of people, from businesswomen to builders. The traffic lights would be balanced in your favour. Pollution and congestion would be minimal. Your colleagues would be slimmer and healthier.

Oxford is one of the few cities in the UK where we have a chance of achieving something similar. With our large student population and restricted city centre parking we already have a near critical mass of cyclists. As well as active members of national cycling charities (Sustrans and CTC) we have our own organisations (Cyclox and Isis) to champion and encourage cycling here in Oxford. We have examples of good practise that are trumpeted nationwide (Cherwell School has the highest proportion of children cycling to school in the whole country).

However, many people find cycling in Oxford to be difficult and frightening. We have to find ways to get more people out of cars and on to bicycles. Everyone that we convert will be good for the city, good for the environment and good for the individual.

Many great resources are already available - from apps providing low traffic cycling routes to EU-funded research on incentive schemes. We don't need to reinvent the wheel, but we do need someone who can read the research and adapt it for Oxford! This is why we are proposing that we find a way to fund a Cycling Officer who can examine these resources, liaise with our cycling groups and schools, ensure County transport schemes bring maximum benefit to cyclists and that all new developments are not just cycle-friendly but cycle-tastic!

Councillor Louise Upton
Chair, Cycling Review Group

Introduction

1. The Cycling Review Group is a cross-party working group established by Oxford City Council's Scrutiny Committee during the 2014/15 municipal year. The Group's membership comprises Councillors Upton (Chair), Gant, Pressel & Wolff.

Background

2. Oxford is acknowledged as one of the few true 'Cycling cities' in the UK but barriers to cycling remain including the limited availability of secure cycle parking and the general experience of cycling on heavily trafficked roads.
3. Oxfordshire County Council is the highways authority for Oxford but the City Council claims the right to maintain unclassified highways in the city. The County is leading on the development of a new Oxford Transport Strategy as part of Connecting Oxfordshire: Local Transport Plan 2015-2031 (LTP4) and Oxford City Council has submitted a response to the consultation on this strategy.
4. Oxford City Council established a four-year capital investment programme in 2012 totalling £300k, to support the objectives of Oxford Cycle City. A further £62k was added in 2014. This investment programme aimed to realise the City Council's vision for Oxford to become one of the great cycling cities of Europe, and in particular:
 - 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 Census¹.*
5. The objectives of the Cycle City project did not include developing an overview of the process for the planning and development of a cycle strategy for the city. Its remit was restricted to identifying a package of cycle improvement and promotional measures over 4 years. Some of these improvements were things the City Council could achieve independently of the Highways Authority, and others were done in partnership with the County Council and the Canal and Rivers Trust.

Terms of reference

6. The Cycling Review Group met four times from March to June 2015. At its first meeting the Group agreed that its primary focus would be to inform how the City Council can maximise the impact of its unallocated cycling investments and any additional funding for cycling improvements. The project scope was agreed by the Scrutiny Committee on 23 March and is included as Appendix 1.

¹ [Oxford Cycle City Plan 2012-16, Oxford City Council, July 2012](#)

Methods of investigation

7. The findings of the Cycling Review Group have been informed by verbal evidence provided by officers and stakeholders at meetings, as well as by written submissions and desk research. The Group has:
 - Met with representatives of Cyclox and Sustrans;
 - Spoken with a low-carbon transport planning researcher and watched [‘Making Sustainable Life Attractive’](#), which demonstrates the planning solutions that have been used in Copenhagen;
 - Cycled route 5 from The Plain to Cowley and then on to the Science Park, Kassam Stadium, the Leys Pool and Oxford Business Park;
 - Held discussions with City Council officers and reviewed reports and briefing notes provided by them;
 - Reviewed documentation relating to cycling, including:
 - Oxford Transport Strategy (OTS) – Oxfordshire County Council;
 - Connecting Oxfordshire: Local Transport Plan 2015-2031 Cycle Strategy;
 - OTS Consultation Response – Oxford City Council;
 - A Vision for Cycling in Oxford – Cyclox, Sustrans & CTC;
 - London Cycling Design Standards – Transport for London;
 - Increasing Active Travel to School – Sustrans;
 - Get Britain Cycling – All Party Parliamentary Cycling Group.

Findings and recommendations

8. Our findings and recommendations are set out and explained below under the following headings:
 - The case for cycling
 - Unallocated investments
 - Priority cycling improvements
 - Alternative options
 - Developer contributions
 - Planning policy
 - Overall strategy for cycling
 - Cycling champion
 - The case for a Cycling Officer

The case for cycling

9. Cycling is healthier, cleaner and cheaper than motorised forms of transport. In a historic city with spatial constraints and issues with congestion, it can also be a quicker and easier way of getting around.
10. The Director of Public Health for Oxfordshire’s annual report for 2014/2015 states that cycling has real, tangible, strong and lasting health benefits. The health benefits of switching to cycling as a form of travel to work result in savings of approximately £1,100 per year per person.

11. The City Council is keen to make cycling a more attractive option and to encourage new cyclists. It also has a specific aim to increase the proportion of journeys to work made by bicycle. We are fully supportive of these aims and of the valuable improvements the City Council's Cycle City programme has delivered.

Unallocated investments

12. At the beginning of this review we were advised that the City Council had £50k of capital funding in its budget for cycling improvements in 2016/17 that had not yet been allocated to any specific schemes. A further sum was made available in 2015/16 due to the County Council agreeing to fund improvements on Willow Walk that the City Council had budgeted for within its Cycle City programme. Some of this additional spend was committed to upgrading Pembroke Street but approximately £60k remained unallocated. This raised the total unallocated cycling budget to £110k over two years.

13. The Cycle City project has delivered very valuable cycling improvements and we have identified some constructive ways of deploying the remaining budget. Our priorities for spending this capital funding are explained in the next section.

14. The City Council currently has a £10k revenue budget to support the delivery of Cycle City capital projects. This funding pays for 0.2 FTE of officer time but is due to end in April 2016. Any works scheduled for 2016/17 therefore need to be organised within the current financial year. Part of this revenue funding has been used to support events promoting cycling, this includes bike maintenance workshops in Low carbon Oxford Week, Tricky Trail bike course at FloFest and at the Leys Festival, to encourage children to cycle.

Priority cycling improvements

15. There is no shortage of ideas for improving the city's cycling infrastructure. The Cycle City consultation exercise produced many ideas (some of which overlap with the priorities set out below), but there is often as much divergence as there is coherence. Infrastructure investment decisions are made, as often as not, with reference to sources of possible funding, with the aim of maximising the use and effectiveness of these grants. However, in the absence of an agreed strategy the investment choices do not necessarily reflect priorities that are broadly agreed by different stakeholders. For example, a recent £3.3m Cycle City Ambition Grant awarded to the County Council was spent on a new bridge which was not considered to be a priority by the City Council or the cycling groups we spoke to.

16. We initially came to the view that the two priorities for investing £50k on cycling improvements should be signage on the East Oxford route from The Plain to Cowley Centre via Iffley Road (25k) and white line painting on priority routes around the city centre (£25k). We also considered the options of investing in an abandoned bicycle reuse scheme and a cycling app (see next section), before producing a wish-list of priority capital schemes in consultation with Cyclox and Sustrans.

Signing the East Oxford Route – City Council route 5

17. We identified that signing this route should be a high priority because it is quieter and safer than cycling along the busy Cowley Road between The Plain and Cowley Centre. This route is currently little known and under-used, particularly

amongst student groups, partly because it is counter-intuitive to cycle up Iffley Road rather than Cowley Road from The Plain when travelling to Cowley Centre.

18. A member of the Review Group photographed this route to highlight where the 16 or so additional signs should be placed and highlighted the benefits of removing one-way restrictions for cyclists (currently the route splits in different directions due to such restrictions). We understand that the County Council may be amenable to removing these one-way restrictions, which would be very welcome as it would make the route easier for cyclists to follow.
19. We later agreed that signage on this the route should extend beyond Cowley Centre to Littlemore and on to the new pool at Blackbird Leys. To ensure this route can become more known and well used, cyclists should be signed onto it from important employment, education and leisure destinations, including those outside the ring road such as Oxford Business Park, Vue Cinema, and Oxford Academy.
20. The representatives of cycling groups we spoke to were strongly supportive of this priority and we cycled this route with members of Cyclox and Sustrans on 8 June. We agreed that signing this route in full should be the City Council's priority improvement scheme because it would benefit many of Oxford's cyclists (and other road users) for a relatively modest outlay.

White line painting

21. White line painting on major routes is a County Council function but we felt that in a number of key locations, the existing mandatory white lines were inadequate and potentially dangerous for cycling. Once re-painted, road markings are clearly visible for about 5 years. Upon further enquiry we learned that white line painting would require revenue funding. It could therefore not be funded from the City Council's unallocated capital investments. Instead, we suggest that the City Council calls on the County Council to consider the frequency road markings should be repainted as part of a wider piece of work developing standards and specifications for cycling infrastructure, in partnership with cycling stakeholders (see recommendation 5e).

Wish list of cycling improvement schemes

22. We identified that there needs to be a more strategic approach to cycling improvement schemes to maximise the opportunities for improving the experience of cycling in Oxford. We recognise that there is a need for some flexibility in order to be able to fund new opportunities that present themselves, but where possible future investments in cycling improvements should be guided by a wish list of priority schemes. Ideally, this priority list should be based on broad agreement amongst the various cycling stakeholders.
23. We started to produce our own wish-list of cycling improvement schemes based on member suggestions but in discussions with Cyclox, it became clear that they already done considerable work on producing a more comprehensive wish-list, which could be updated and used as the basis for a unified wish-list of priority improvement schemes. This wish list is included as appendix 2. It lists lower cost schemes in order of priority, with signage of the East Oxford route being the number one priority.

Recommendation 1 - That the City Council's unallocated cycling capital budget (approx. £110k over two years) should be used to fund the lower cost Cycling Review Group wish-list items in order of priority. The highest priority is signing City Council route 5, extending to Littlemore and the Leys Pool. This should include signing cyclists onto this route from key destinations such as Oxford Business Park, Vue Cinema and Oxford Academy.

Recommendation 2 - That the wish-list of cycling improvement projects drawn up by the Cycling Review Group, with advice from Cyclox and Sustrans, should be used to decide how future City and County Council funding for cycling improvements is spent. Flexibility should be applied so that new opportunities can also be funded where this is appropriate.

Alternative options

24. We looked at the options of investing in a cycling mobile app and reconditioning abandoned bicycles.

Cycling app

25. There are already a number of mobile apps available that can provide cyclists with tools for route planning, ride mapping and logging, reporting pot holes, monitoring fitness, and information about cycle hire. A list of the best cycling apps for iPhone and Android has been published by [Cycling Weekly](#). We did not identify an obvious need for a specific app unique to Oxford.

Reconditioning abandoned bicycles

26. The majority of abandoned bicycles that are currently collected appear to be in poor state. Most are damaged in some way and many have been exposed to the weather for extended periods of time, so the percentage that could be restored is quite low. Reconditioning those bicycling that could potentially be reused would require revenue funding. We were unable to identify a proven model in operation elsewhere that could be replicated in Oxford.

27. Direct Services currently provide some reusable abandoned bicycles to organisations such as Aspire and Broken Spoke as and when they make contact. The remainder of the abandoned bicycles collected are scrapped and count towards the Council's recycling credits. We would like to see the City Council working more closely with cycle shops in the city, many of which are staffed by genuine enthusiasts, on issues such as abandoned bicycles. We suggest that the Council considers whether it can be more proactive in engaging with cycle shops so that more abandoned bikes collected by the Council can be restored and reused locally. There may be a case for investing some revenue funding at a later stage if there is potential to scale up this initiative, for example to include a bike shop in every community.

Recommendation 3 - That the City Council encourages the police and Direct Services to proactively send reusable abandoned bikes to Broken Spoke and other bike shops that are happy to take part, so that as many of these bikes as possible can be refurbished and reused locally.

Developer contributions

28. Developer contributions are a potential major source of funding for cycling improvement schemes. The developer funding regime is currently changing, with the Community Infrastructure Levy replacing Section 106 agreements from April 2015.

Section 106 (S106)

29. S106 agreements were based on a case by case negotiation led by the County Council, and focused on large development schemes. A number of S106 legacy items are on-going and some S106 funding has not yet been committed. The County Council was unable to advise us precisely how much S106 money has been spent on cycling improvements because these have normally been incorporated into larger transport works.

Community Infrastructure Levy (CIL)

30. CIL funding is collected by District Councils and is not ring-fenced for a particular type of infrastructure. The City Council has more control over the use of CIL funding than S106 agreements, although CIL covers County Council as well as city council responsibilities. The level of CIL funding developers are required to contribute is based on a floor space calculation but there are a number of exemptions, such as for charitable uses. The CIL payable on redevelopments can be much lower than on green-field developments because existing floor-space is subtracted from new floor-space as part of this calculation.

31. 15% of CIL funding is top-sliced and allocated to neighbourhood areas. The remainder goes into a central pot and is not ring-fenced for a specific geographical area. The City Council estimates that it will receive £2.5m to 3m of CIL funding annually and officers advised us that this projection is looking accurate. A slow start had been expected and although £1.4m of CIL funding was in the bank, none had yet been spent as of May 2015. The only allocated CIL funding that would include cycling measures was for wider public realm improvements at Frideswide Square.

The Council's CIL list

32. The 85% of CIL money that is held in a central pot has to be spent in accordance with the City Council's [Community Infrastructure Levy \(CIL\) list](#), which is agreed by full Council alongside the Council's annual budget. The CIL list sets out strategic infrastructure improvements that can be funded from CIL. There are many competing demands for CIL funding, including education, community services and environmental improvements, as well as transport schemes. The CIL list currently includes generic headings related to cycling such as 'improved city centre cycling environment' and 'orbital and radial cycle routes'.

33. We suspect that the cycling schemes set out in our wish-list would be compatible with the Council's CIL list but suggest Council Officers double check this, next time the CIL list is reviewed. This would provide assurance that all of the priority schemes we are proposing could potentially be funded through developer contributions.

Using CIL to attract match funding

34. It was noted that CIL funding could be used as a local contribution when bidding for match funding, for example to the Local Sustainable Transport Fund. Using

CIL monies to lever in additional funding is likely to be the most effective way of using these developer contributions to improve cycling in Oxford.

Neighbourhood portion of CIL

35. We looked into the element of CIL that is top-sliced for geographical areas and found that in un-parished neighbourhood areas of the city, contributions are allocated to ward areas. With the exception of the Carfax ward, which had benefitted from the new Westgate Shopping Centre, few wards had substantial amounts CIL funding allocated to them as of May 2015.
36. Where appropriate, we would encourage ward members to spend this local funding on low cost cycling measures, preferably from our wish-list. To this end, members should be alerted once spendable amounts of CIL funding have been allocated to their ward. We suggest a £5k threshold for informing members.

Recommendation 4 – That the City Council ensures that developer funding can be used to contribute to cycling improvements where appropriate, including by:

- a) Ensuring that the City Council’s Community Infrastructure Levy (CIL) list is consistent with funding the higher cost cycling improvement projects set out in our wish-list, next time the CIL list is reviewed;***
- b) Using CIL funding as a local contribution to attract match funding, for example from the Local Sustainable Transport Fund, for cycling improvement schemes in accordance with the Council’s CIL list (often these will be part of wider transport improvement schemes);***
- c) Alerting Ward Members when significant sums (we suggest >£5k) of the ‘neighbourhood portion’ of CIL have been allocated to their local area. We would encourage members to consider spending this funding on lower cost cycling improvement schemes from our wish-list where possible.***

Planning Policy

37. The City Council is able to improve the experience of cycling in Oxford through its planning policies. For example, the Council can set minimum standards for cycling provision and promote better integration with public transport when granting planning permissions. We spoke with a Planning Policy Team Leader who advised us that the City Council has no single planning policy document for cycling. Such policies are instead spread across different policy documents as a result of various national legislative changes over recent years.

Major developments

38. We would like the City Council to ensure that cycle routes and provision are embedded in all major development plans. We welcome the proposed layout of the new Barton Park development and suggest that a pedestrian and cycle bridge over the ring road from the new Barton Park development could be a hugely positive step towards getting residents to choose cycling over their cars. A good example of this is York’s Millennium Bridge that links two residential areas across the River Ouse. This bridge enables residents to make short trips without having to negotiate the heavy traffic on the other city centre bridges.

A cycle hub at Oxford Station

39. The [Leeds Cycle Point](#) was the first of its kind when opened a couple of years ago. It provides secure cycle parking with hire and repair facilities, as close as possible to the station. Other stations are now following suit and we would welcome Oxford having a similar cycle hub at the redeveloped Oxford Station. This would mean that longer distance trips could be made more easily by bike.

Cycle parking standards

40. The City Council has separate cycle parking standards for residential and commercial properties. The residential standards have been reviewed relatively recently, in 2013, as part of the Sites and Housing Plan. The cycle parking standards for non-residential properties are older and were not applied recently in the case of the major redevelopment of the Westgate Shopping Centre. We suggest that this policy is reviewed, updated and applied consistently.

Compliance with planning conditions

41. We considered including a recommendation about the need to ensure that planning policies and conditions relating to cycling are followed and implemented. However, at our request, planning officers checked compliance with a sample of recent planning conditions relating to cycling measures or facilities. This exercise demonstrated that officers are aware of the Council's cycling policies when considering planning applications. Planning officers then conducted a further check of planning applications that had been granted over recent years to see whether the details required by planning conditions had been submitted and approved by the City Council. It was not possible for officers to conduct site visits to check whether these conditions had been implemented due to resourcing pressures in the planning team at the time.

Recommendation 5 - That the City Council ensures that its planning policies are consistent with its vision for Oxford to become one of the great cycling cities of Europe, including by:

- a) Ensuring that cycling routes and provision are considered and included in all major new developments, prioritising cycling and pedestrian access;***
- b) Reviewing and updating planning policies relating to cycle parking standards for non-residential cycle parking, as part of the next full or partial review of the Local Plan.***

Overall strategy for cycling

42. For Oxford to become a leading 'cycling city' comparable to those on the continent, it would need to have an overall strategy and plan for cycling that is broadly supported by all parties.
43. The County Council is developing a new Oxford Transport Strategy (OTS) as part of Connecting Oxfordshire: Local Transport Plan 2015-2031 (LTP4). We support the aim of achieving a further modal shift to cycling and walking by making journeys easier, safer and more cost and time efficient in comparison to other modes. However, the OTS is very broad-brush, containing little detail.
44. We reviewed Oxford City Council's response to the consultation on this strategy. We fully endorse this document and have some further suggestions relating to, or building on, the strategic direction for cycling in Oxford that has been set out to date.

Enhancing the cycle network

“The really great thing to bear in mind is that once a cycle path is in place, the pay-back in terms of health goes on increasing for decades”²

45. Enhancements to the route network proposed in the OTS are aimed at providing safe and direct access to educational and commercial destinations, and extending coverage across residential areas. The OTS proposes a cycling network based on a hierarchy of Cycle Super Routes, Cycle Premium Routes and Connector Routes.
46. Cycle Super Routes will provide continuous and uniform provision for cyclists travelling in both directions. Complete or semi-segregation will be provided wherever possible (otherwise mandatory cycle lane markings will be used). We note that the Director of Public Health for Oxfordshire’s annual report for 2014/2015 advocates separating cyclists from other road users and building this into selected new transport schemes whenever possible. The following routes have been classified as Cycle Super Routes:
- A420 Botley Road, Oxpens Road, St. Aldates & High Street;
 - A4144 Woodstock Road & Abingdon Road (Sustrans route 5);
 - A4158 Iffley Road;
 - B4150 Marston Road;
 - B4495 Headley Way, Cherwell Drive & Weirs Lane;
 - B4495 Windmill Road, Hollow Way & Church Cowley Road;
 - Longwall Street, St. Cross Road, South Parks Road & Parks Road.
47. Premium routes will also feature uniform cycle lane provision in both directions free from obstruction but these are likely to be shared with bus lanes. Dedicated cycle lanes should continue through junctions. These routes include:
- A420 Headington Road/London Road to Thornhill Park & Ride;
 - A4165 Banbury Road to Kidlington;
 - B480 Cowley Road/Watlington Road from Howard Street to Blackbird Leys;
 - Morrell Avenue, Warneford Lane & Old Road.
48. Enhancing these direct routes will provide the best value for money and serve the most cyclists. We would like the Cycle Super Routes and Cycle Premium Routes to be implemented as soon as possible. Longer term, we would also like to see improvements to quieter routes being emphasised too. For example, leisure areas could be connected by quieter routes to enhance Oxford’s leisure offer.

Specifications for cycle infrastructure

49. The route classifications set out in the OTS could be developed into a wider, coherent and consistently-applied set of design specifications for the construction of cycling infrastructure. The production of such specifications would need to be led by the County Council but we would strongly argue that these should be co-produced with the City Council, the cycling lobby and other stakeholders.

² [Director of Public Health for Oxfordshire Annual Report VIII, June 2015, p. 21](#)

50. The development of detailed specifications for cycling infrastructure design should draw on lessons from the London Cycling Campaign and Transport for London's [London Cycling Design Standards](#). We suggest that specifications should be produced for the following types of infrastructure (this list is not exhaustive):

- Segregated and semi-segregated cycle lanes, including whether to use parked cars as a barrier between moving traffic and cycles without loss of road width;
- Cycle lanes on pavements and on highways, including standards for when cycle lanes on pavements cross side roads;
- Junctions and right turns;
- Routes designated as being suitable for children aged 12+ to get to school;
- Locations where shared use is suitable and where it is not (cycles and pedestrian; cycles and bus lanes and what happens at bus stops);
- Maintenance schedules including frequency of repainting road markings and the clearing of snow and ice.

Signage

51. Signage on cycle routes in the city is inconsistent, with signs on some routes display the destination, while others show the route number. Similarly, some signage shows the time a route takes to cycle while others provide the distance. Again, we would like a signage standard to be developed and applied consistently across the city. As the Highways Authority, the County Council would need to lead this work, in partnership with the City Council and other stakeholders. We would suggest that signage should show the distance to the destination, be that the city centre or a major destination away from the city centre such as district centres, park and rides, Blackbird Leys Pool.

Maintenance standards

52. In some cases, highways maintenance works are not completed to a high enough standard to be safe for cycling. We believe that all maintenance works should be suitable for cyclists before they are signed off, and urge the City Council to seek the agreement of the County Council on this point.

Investing in cycling

“Dutch cities reap massive economic benefits because of a consistently high level of investment for several decades (now £24 per person per year)...England outside the capital still spends less than £2 per head; far too low to seriously increase cycling levels”³

53. An All Party Parliamentary Group report entitled ‘Get Britain Cycling’ recommended a cycling budget of at least £10 per person per year, increasing to £20. The County Council’s Cycle Strategy states that the County will work with Government and other local authorities to achieve a minimum spend of £10 per person per year by 2020-21. We fully support and would like to reinforce this aim, whilst recognising that the County Council cannot achieve this alone.

Recommendation 6 - That the Council Leader or Board Member for Planning and Transport writes to the County Council and requests that they do the following in consultation with the City Council:

³ [Get Britain Cycling, All Party Parliamentary Cycling Group, April 2013](#)

- a) **Implement the Cycle Super Routes and Cycle Premium Routes as soon as possible;**
- b) **Bring together cycling organisations, county highways planners and highway engineers to agree a set of specifications for cycle infrastructure design in Oxford, drawing on findings from the London Cycling Campaign. This should include priority phasing of traffic lights for cyclists;**
- c) **Consider how cycle routes can be signed more consistently and what the standard should be. We suggest that destinations and distances, rather than route numbers, should be shown on cycle signage;**
- d) **Agree that highway maintenance works should not be signed off until they are safe and suitable for cycling;**
- e) **Work with Government and other local authorities to implement the All Party Parliamentary Group recommendation to achieve a £10 per head of population investment in cycling.**

Cycling Champion

54. We think there is more the City Council could do to maximise its influence on cycling matters in the city. We suggest that a member champion would provide a focal point for people to approach about cycling issues, for example with concerns over the effects of policies and planning applications on cycling. This Councillor could also champion cycling initiatives with schools and businesses and convene a forum of representatives of cycling groups and other stakeholders.

The case for a Cycling Forum

55. There has for many years been a lack of coherence in the responses of the cycling lobby to consultations on highways schemes and cycle infrastructure, for example in the case of the roundabout at The Plain. A recent academic study has suggested that there is sufficient disagreement about infrastructure specifications as to cause the cycling lobby's contributions to public consultations to effectively undermine each other, leading to decisions being made that favour the stronger and more organised lobbies, notably the bus companies. A Cycling Champion would be well placed to convene a forum of the different cycling groups and other stakeholders such as schools to co-ordinate efforts and agree a common position when lobbying for cycling improvement schemes. The wish-list of improvement schemes could also be reviewed annually with the forum.

56. A forum would also provide a means for stakeholders such as schools to promote cycling initiatives and share best practice. We note that Cherwell School is recognised nationally because 60% of pupils cycle to school (compared to 2% nationally) and only 10% travel by car. The school runs cycle maintenance workshops, has an active cycling club and even campaigns to improve road conditions for cyclists. We would like to see other schools and employers following this lead with similar initiatives.

Recommendation 7 - That the City Council nominates a Member Cycling Champion (a Councillor) to lead on work to improve cycling in Oxford at a political level and maximise the City Council's influence.

The case for a Cycling Officer

57. There are opportunities for the City Council to make an increased contribution to developing an environment that encourages cycling at all levels in Oxford. This

would require a real but relatively modest increase in the amount of officer time focused on cycling (currently 0.2 FTE which is due to end in April 2016). We would ideally like to see 1 FTE dedicated to cycling, ideally an officer with highways planning credentials. We appreciate that the Council is operating within a difficult financial climate so it should explore the option of part-funding such a role with the County Council, the universities (who already have "Sustainable Transport Officers") and other large employers.

Maximising the City Council's influence on the Local Transport Plan (LTP4)

58. The initial period following the adoption of a long-term Highways Authority strategy and the development of a detailed strategic plan for the cycling network in our city will be critical. The city's urban environment, intense traffic pressures (particularly the concentration of bus traffic), air quality concerns and potential volume of cycle usage creates a need for closer cooperation between County and City.
59. The County Highways Authority sometimes operates with little or no reference to the City Council or to cycling groups. The County does not currently employ planners with specific cycle infrastructure planning experience and does not tend to consult on proposed schemes or seek views on their overall design. This may change, given the emphasis in the countywide Local Transport Plan on developing a modal shift to cycling and walking. Until then, the City Council needs to have a coherent and consistent voice in the process on behalf of the city of Oxford. This will be difficult to achieve within existing resources, with one officer supporting the delivery of Cycle City capital projects one day a week until April 2016. The County, under severe financial pressure, might value more consistent practical support from the City.
60. We believe that as an urgent necessity, the City Council should deploy additional staffing resources to engage with the County's highway planners to achieve the best possible outcomes for cycling in the city as LTP4 is rolled out and money becomes available. This will enable the City Council to maximise its influence. It could also help to ensure that all the good work done by many experienced and concerned people with a deep knowledge of the city is coordinated and channelled such that it is able to shape both the plan and the specifications for the cycling component of that strategy.

Improving cycling provision during maintenance works

61. Opportunities to improve cycling provision are not always taken when maintenance works are carried out. This may be because engineers "think maintenance" and reproduce what was there before, rather than looking for opportunities to improve cycling provision at the same time. This underlines the need for a clear line of communication between the two local authorities. We feel the City Council could work smarter and more proactively with the County Council in this area.
62. The County Council's Highways Asset Maintenance programme lists planned works within the next 3 years at Pembroke Street (St Aldate's to St Ebbe's), Derwent Avenue (off Headley Way), Marston Road West side, and Giles Road (behind Oxford Academy). These locations are all on our wish list and we believe these four items present an opportunity for the two authorities to work together on improving cycling provision.

Promoting cycling take up and training

“Cyclists in England are around four times more likely to be killed than they would be if they cycled in the Netherlands”⁴

63. Perceptions that cycling is unsafe are a major barrier to increased take up and too often this is the reality. We hope that the new strategy and a sensible and widely agreed set of specifications for cycling infrastructure will go a long way to improving cycle safety in the city. In addition to this, part of the role of a dedicated cycling officer could advocate cycling and cycle training.
64. We were advised by an expert in low carbon transport planning policy that cycling can move from being relatively niche activity to being a mainstream mode of transport through the following steps:
1. Demonstration effect – showing how things will be
 2. Legitimation – people perceiving it to be mainstream
 3. Creating coalitions to provide a unified approach
65. A cycling officer would be able to make a difference in each of these respects, working in partnership with the County Council, city schools and other stakeholders
66. Schemes for encouraging cycling take up should be evidence-led. A lot of existing research and evidence already exists so there is little need to ‘reinvent the wheel’ locally. For example, [Eltis](#) is an extensive EU-funded resource that includes a wealth of case study examples such as the [Nordic Cycle Cities](#) project. Officer time would be needed to examine these in detail. A dedicated officer could also draw on resources such as the Sustrans resource for teachers, parents and governors called “[Increasing Active Travel to School](#)”. In addition, a Cycling Officer could contact all City schools at the beginning of each academic year to promote these kinds of initiatives and motivate the school community to walk and cycle.
67. We would also like to see more active promotion of [Bikeability](#) training (“cycling proficiency’ for the 21st Century!”) to both children and adults. We would ideally like Bikeability training to be offered all Year 6 pupils in the city. Schools that offer good quality (on-road) cycle training, storage and promote cycling can achieve spectacular results. Research has suggested that adults are more likely to take up cycling again if they had cycle training as a child, so Bikeability training could provide long term benefits.
68. We also suggest that the City Council considers whether it could do more to promote positive images of cycling in its own literature. For example, once signage has been installed on the East Oxford route, this route should be promoted to leisure users in Council literature and on the Leys Pool and Leisure Centre website. We need to promote changes in behaviour not just of cyclists but of motorists and pedestrians too. Research has found that although, on average, a cyclist will sustain a minor injury once every 20 years, they will have an

⁴ [LTP Volume 4: Cycle Strategy and Bus and Rapid Transit Strategy, Oxfordshire County Council, p. 5](#)

unpleasant or frightening interaction with a motorist once a month⁵. A cycling officer could lead on putting out positive messages in our publications, on bus stops, encouraging other road users to be considerate of cyclists.

Recommendation 8 - That the City Council brings forward proposals for additional staffing resources to enable the City Council to engage proactively with cycling groups, work smarter with the County Council, and support the member champion (see recommendation 7). We would suggest 1 FTE dedicated to cycling, with a creative solution to funding this post which may involve other organisations. This role should include:

- a) Supporting the Member Cycling Champion (see recommendation 6) in convening a forum of the different cycling groups and representatives of other stakeholders such as schools to co-ordinate efforts and agree a common position when lobbying for cycling improvement schemes;***
- b) Engaging with the County Council to maximise the City Council's influence as LTP4 is put into practice;***
- c) Influencing the development of a set of specifications for cycle infrastructure design in Oxford (see recommendation 5e);***
- d) Monitoring the County Council's Highway Asset Management Strategy (road repairs) to identify opportunities for cycling provision to be improved during planned maintenance works (we have identified 4 such projects);***
- e) Examining existing evidence on what works for improving cycling take up;***
- f) Promoting active travel to school through Bikeability training and advocacy, particularly at the beginning of every academic year. Excellence in this area should be recognised perhaps through the Lord Mayor/Member Champion going in to schools to give prizes, or inviting winners to attend civic events.***
- g) Identifying ways to change motorists' behaviour.***

Recommendation 9 - That the City Council promotes positive images of cycling in Council literature, particularly the soon to be signed route to Blackbird Leys pool.

Conclusion

69. Our review primarily focused on helping the City Council to achieve maximum benefit from its unallocated cycling capital investments and we have provided a prioritised wish-list of improvement schemes that we developed in consultation with cycling groups. Beyond this, we have set out our suggestions as to how the City Council could work more effectively with partners and achieve a step-change in making its vision for Oxford to become one of the great cycling cities of Europe a reality. Our recommendations are for the City Executive Board to consider and, if agreed, we look forward to monitoring implementation over the year ahead.

⁵ [Investigating the rates and impacts of near misses and related incidents among UK cyclists \(2015\) Aldred and Crossweller. Journal of Transport and Health 2:379-93](#)

Acknowledgments

70. The Cycling Scrutiny Group would like to thank those who have provided evidence that has informed the findings of this review:

- a) Mai Jarvis – Oxford City Council
- b) Adrian Roche – Oxford City Council
- c) Richard Wyatt – Oxford City Council
- d) Shaun Hatton – Oxford City Council and Oxfordshire County Council
- e) Craig Rossington – Oxfordshire County Council
- f) Simon Hunt – Cyclox
- g) Cecilia Fry – Sustrans
- h) Yannick Cornet – Technical University of Denmark

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List of background papers: None

Version number: 1.0

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Cycling Review Group – Draft Project Scope

Review Topic	Cycling
Lead Member Review Group	Councillor Louise Upton
Other Review Group Members	Councillor Andrew Gant Councillor Tom Hayes Councillor Susanna Pressel Councillor Dick Wolff
Officer Support and allocate hours	Scrutiny Officer – approx. 2-4 days per month. Additional support from the Environmental Policy Team Leader.
Rationale	Cycling is a priority review topic for the City Council's Scrutiny Committee. Oxford is acknowledged as one of the few true 'Cycling Cities' in the UK but barriers to cycling remain including the limited availability of secure cycle parking and the general experience of cycling on heavily-trafficked roads.
Purpose of Review/Objective	The primary purpose of the review is to inform how the City Council can maximise the impact of its unallocated Cycling investments (£50k in 2016/17) on improving cycling take up, safety and connectivity. The Review Group aims to do this by engaging with relevant experts and producing a costed priority list of recommended cycling improvements. Other objectives are to: <ul style="list-style-type: none"> - Produce a 'wish list' of additional priority schemes for future investment. - Consider the merits of further City Council investments beyond 2016/17. - Evaluate the use and monitoring of S106 and CIL funds to improve cycling provision. - Review the City Council's response to the Oxfordshire Transport Strategy. - Consider the merits of lifting the moratorium on cycling improvements where there is no conflict with the Oxford Transport Strategy. - Urge Oxfordshire County Council to progress the recommendation in the motion on cycle safety adopted at Council on 1 December.

	<ul style="list-style-type: none"> - Consider the level of revenue needed to support the delivery of capital schemes. - Consider the merits of investments in training. - Consider mechanisms to make sure that cycle routes and provision are considered in planning decisions. - Understand what research data already exists. - Influence a cycling event to be held in summer 2015. - Explore the feasibility and cost of cycling apps and abandoned bike recycling schemes. - Understand and seek to influence the County Council's cycling priorities.
Indicators of Success	<p>The Review Group recommends costed priority projects covering all City Council contributions that would help to increase cycling take up, safety and connectivity.</p> <p>Broad agreement on recommended schemes amongst Review Group Members and stakeholders.</p> <p>The majority of recommendations are accepted by the Board Member/CEB.</p> <p>The Review Group is able to influence/inform the County Council's prioritisation of cycling schemes.</p>
Methodology/ Approach	<ul style="list-style-type: none"> - Evidence sessions with stakeholders. - Review of existing research data (if available). - Written questions to officers if required. - Development of a ratings system to prioritise schemes. - A site visit if required.
Specify Witnesses/ Experts	<p>The following cycling stakeholders will be invited to engage with the Review Group:</p> <ul style="list-style-type: none"> - Craig Rossington and/or Stewart Wilson – Senior Transport Planners, Oxfordshire County Council. - Cecilia Fry – Treasurer, Cyclox (and Sustrans). - Simon Hunt – Chair, Cyclox. - Peter Challis – Area Manager, Sustrans. - James Dawton – Rides Secretary, CTC Oxford City. - Sean Hatton – Highways and Engineering Manager, Oxford City Council.
Specify Evidence Sources for Documents	<p>Possible document sources include:</p> <ul style="list-style-type: none"> - Oxford Cycle City report to 23 March Scrutiny Committee - Oxford Transport Strategy - Cycletopia - Oxford Cycle Map - The Times Cities fit for cycling manifesto

Specify Site Visits	TBC – a site visit may be required following stakeholder engagement.		
Projected start date	16 March 2015	Draft Report Deadline	19 June 2015 (for 30 June Scrutiny Committee)
Meeting Frequency	Monthly	Projected completion date	Report to 9 July 2015 CEB

Draft outline of meetings (Not in necessarily in chronological order)

Meeting one – 14 April 2015, 4.30pm
Engage with stakeholders at a Review Group meeting (Shaun Hatton and Simon Hunt).
Meeting two – 12 May 2015, 4.30pm (TBC)
Engage with stakeholders at a Review Group meeting (Cecilia Fry and Simon Hunt).
Meeting three – TBC
Possible site visit if required.
Meeting four – TBC
Review of evidence gathered.

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Appendix 2 - Proposed wish-list of cycling projects in order of priority

This is a list of priority cycling improvement schemes for Oxford which is intended to guide future investments in cycling, whether they are funded by the City Council, County Council, other partner organisations or a combination of these.

Route numbers refer to existing City Council routes and Super/Premium refers to planned County Council routes.

#	Scheme	Location	Route	Cost	Details
1	Signage and branding: Route 5	East Oxford: from the Plain and out to Littlemore and the Leys, Science Park, Kassam stadium	CITY 5	25k	Alternative to Cowley&Iffley Rds. Serves Leys destinations. Scrutiny members reconnoitred this on June 8th. Sync with Giles Rd resurfacing (County maintenance).
2	Removal of one-way restrictions	Howard St &Magdalen Road	CITY 5	5k	Either just of the short sections necessary for Route 5, or better, the whole length of both roads.
3	A4158 Iffley Rd crossing	James St	CITY 5	££	Toucan to ease inbound City 5 to Iffley Rd cycle lane – the best way for unconfident cyclists to approach The Plain from East Oxford . Associated with (1).
4	Signage to use Pembroke St	St Aldates		£	[County has agreed to make it 2-way for cycles] Sign route West (Bonn Square; New Westgate; rail station etc.). Sign Broken Spoke Co-op.
5	A4144 St Aldates crossing	Near main Post office		££	Facilitate Blue Boar St to Pembroke St link;
6a	B4150 Marston Rd: Segregate cycle track	From A420 junction to Ferry Road	Super	£££	Create new cyclepath on grass verge adjacent to the Sports Grounds out to Ferry Road. Sync with resurfacing Marston Rd West side (County)
6b	B4150 Marston Rd: Repaint cycle lane	From A420 junction to Ferry Road	Super	£	Mandatory lane: now indistinct. Cheap temporary job if 6a impossible. No point if County does resurface Marston Rd.
6c	Marston Rd: widen mandatory lane	B4150 Marston Rd inbound	Super	£	St Michaels Primary school to A420 junction. Only possible if 6a proceeds, to realign carriageways.

7	Physical barrier removal	many sites		£	For example: barriers at either end of Frys Hill Park, Sustrans route north from Cherwell School at Summerfields School and Lonsdale Road.
8	A420 London Rd : inbound off-carriageway segregated cycle track	A420 London Place, Continue inbound segregated cycle track to Morrell Avenue signals.	Premium	££	Segregated cycle lane bypassing Marston Rd Junction signals. Give Morrell Ave junction signals a cyclist phase.
9	One station (6-place: 5-bikes) for the Oxon Bike hire scheme	To be advised	--	££	Each station with bikes costs £12K. Needs subsidy/sponsorship for running cost.
10	Segregate cycle track on London Place and link eastbound to existing signals, for unconfident cyclists	A420 junction: Cherwell St & Marston Rd. St Clements outbound to Headington Hill	Premium	£ or ££	Outbound off-carriageway provision is a nonsense now. Local residents want ped-cycle separation. Existing median on-carriageway cycle lane is only for the very confident.
11a	A420 St Clements. Reduce conflict with parked vehicles. Remove parking on inbound (South) side	Approaching Rectory Rd, inbound	Premium	£	Replace left turn vehicle lane with a cycle lane.
11b	A420 St Clements. Reduce conflict with parked vehicles	Pelican at Rectory Rd	Premium	£	Concentrate parking on north side of St Clements, in bays either side of Pelican, ends of which would be built out.
11c	A420 St Clements. Reduce conflict with parked vehicles	Opposite Caroline St	Premium	£	Remove parking in bay outside almshouses.
12	B4495 Hollow Way. Cycle lane provision	Make cycle & traffic lanes consistently narrow north of Horspath Road. Median strip.	Super	££	Temporary, pending complete review of Temple Cowley area desire lines and routes.
13	B4495 Hollow Way	Junction with	Super	£	Connect track to ASL, northbound cycle lane.

		Garsington Rd			
14	B4495 Donnington Bridge Rd	Junctions at both ends	Super	££	Cycle lane revisions and use of signals for R turns. Signal by-pass for L turns.
15	B4495 Headley Way avoidance: new access to JR from North.	Eden Drive		££	To JR West Wing via allotment lane between 16-18 Eden drive, pave through to roundabout at hospital entrance, joining Route 2 (Sandfield Rd) to 2b (Copse Lane).
16	B4495 at Cowley Centre	Junction with Barns Rd		£££ plus	Needs crossing N-S near present roundabout. Signalise junction and remove roundabout.
17	A4144 Woodstock Road	Continuous cycle lane on length of Woodstock Road	Super	£	The only arterial road into the city without a continuous cycle lane. It is a major route to a number of schools, including three primary schools on the road itself, and another close by. No changes to any kerbs or other structural works are required. It is simply a question of making the relevant orders and painting the marks.
18	Massey Close barrier removal and access revision for peds and cyclists	Girdlestone Rd to Churchill Drive		£82k	Main off-carriageway access point for cyclists from SE Oxford to Churchill Hospital/Old Rd campus. 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.
19	Access to N.O.C, Headington	Gardiner Street, south	3A branch	£	Repaint double-yellows to stop cars blocking cycle route, paint cycle lanes and markings. Consult on where cycle lanes, junction priority markings and ancillary works need improving
20	Catte Street Reposition tourist info sign	Exit on pavement to High St		£	Everyone is blocked by folk consulting the sign.

21	Signs and markings: Mansfield Rd, South	Junction with Holywell	CITY 2	£	Bikes exit to Holywell too fast. Possibly install mirror on New College.
22	Re-mark cycle lane and make mandatory	South end of Holywell at junction with High St	Super	£	Take some carriageway width at the wide part up to the phone box in opposite direction.
23a	A420 Headington. Make new cycleway.	Uphill part of Headington hill	Premium	£££	To avoid on-road cycle lane in the threatening part of slow uphill, part-obstructed by lamp standards. Use half the footway space. Problem to prevent downhill usage that side.
23b	A420 Headington. Remove street lamps	Uphill part of Headington hill	Premium	£££	Remove street lamp columns from cycle lanes. Alternative to 22a.
24	A423 slip road South. Install protected exit from cyclepath	Cyclepath beside bypass as it joins Kennington Rd (like one at top of Kennington Road)		£	Cars may exit A423 on to slip without signalling or noticing cyclists.
25	Canal to A40 cycle ramp	Where A40 crosses Oxford canal		££	A40 cycle path and canal only linked by steep steps.
26	A40 Shared space cycleway, Elsfield Way South side	Between Jackson Rd & Cutteslowe roundabout		£	Widen current shared space and cut back vegetation. Also enforce No Left Turn into Jackson Rd.
27	Improve Canal towpath	Between Aristotle Lane and Elizabeth Jennings Way		££	Work with Canal & River Trust to fund this.
28	Cowley Centre improvements : Coordinated improvements to improve safety for cyclists	Part of Cycle route 5		£100k	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.

29	Signage and branding of Iffley Route	Iffley route: Littlemore → Rose Hill → Iffley → Meadow Lane → Iffley Road → City centre (with alternative route Iffley → Iffley Lock → Thames Towpath → City centre)			
30	Segregate cycle track on South Parks Road / Parks Road	Parks Road / South Parks Road junction at the Museum of Natural History	Super	££	Continue the segregated Sustrans cycle path southwards across South Parks Road at the traffic lights on a toucan signal, and feed in to Parks Road south of the junction.

The following additional items were on the Cycle City list and are not listed in order of priority:

31	Interim improvements at Botley Road rail bridge	Botley Road rail bridge		£15,000	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.
32	Abandoned cycle clearance	City wide and in particular the city centre		no cost : improve existing operations	Review current arrangements for clearing abandoned bikes from areas suffering cycle parking congestion, in particular the City centre.
33	Foliage clearance	City wide		no cost : improve existing operations	Local stakeholders to identify overgrown cycle paths that would benefit from foliage clearance
34	Increase cycle parking:	overnight parking built at Redbridge and Seacourt		£15,000 (Cycle City) + £60,000 S106	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

35	Scheme design for new Thames crossing at Jackdaw Lane :	Jackdaw lane		£10,000 (feasibility)	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 funding would need to be found from other sources to enable detailed design work and implementation.
36	Scheme design for new Thames crossing at Oxpens	Linking the Thames Towpath at Osney Mead to the Oxpens development site.		£10,000 (feasibility)	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
37	Inbound cycle lane, Abingdon Road	Abingdon Road		£20,000	Pedestrian refuge realignment and paint cycle lanes. Consult on removing or restricting main carriageway parking.
38	Highway improvements to provide a convenient, navigable route from East Oxford to the Thames Towpath route and South Oxford	East Oxford to Thames Towpath via Donnington Bridge		£25,000	<ul style="list-style-type: none"> i. Improve cycle lanes / priority on Donnington Bridge Road ii. Upgrade crossing and its approaches between Fairacres Road and Howard Street to provide option of continuous off-carriageway route iii. Change traffic regulation to allow 2-way cycling in Howard Street
39	Improve lighting along Ring Road Cycle Track	Ring Road Cycle Track		To be determined	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)
40	Improvements around Donnington Bridge,	OCoCCiL Route: Redbridge to Churchill Hospital			Upgrade footpath between Iffley Road and Marsh Road, new links across Cowley Marsh Park and Southfield Golf Course and improvements on

					Churchill Hospital site.
41	Creation of a continuous high quality route following the 'Eastern Arc' along the B4495 corridor.	OCoCCiL Route: Rose Hill to Summertown			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.
42	Improve A40 cycle track east of Ring Road from Thornhill,	OCoCCiL Route: Thornhill Park & Ride to St Clements			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.
43	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.	OCoCCiL Route: Thornhill Park & Ride to South Parks Road			Complementary improvements to Stoke Place and Cuckoo Lane. Various new crossings to complement these.

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To: City Executive Board

Date: 10 September 2015

Report of: Scrutiny Committee

Title of Report: Report of the Waste Water Flooding Panel

Summary and Recommendations

Purpose of report: To update members and present a recommendation of the Scrutiny Committee following the Waste Water Flooding Panel's recent engagement with Thames Water Utilities on the progress of the Oxford Catchment Study

Scrutiny Lead Member: Councillor Roy Darke

Executive Lead Member: Councillor Bob Price, Leader and Executive Member for Corporate Strategy and Economic Development

Policy Framework: Corporate Plan 2015-2019

Recommendation of the Scrutiny Committee to the City Executive Board:

That the City Executive Board states whether it agrees or disagrees with the following recommendation:

1. That the City Council continues to engage with Thames Water Utilities (TWU) at a senior level through the Oxford Area Flood Partnership and other appropriate channels. This should include early engagement in relation to future development proposals that affect TWU.

Background

1. The Waste Water Flooding Panel was set up by the Scrutiny Committee in 2013 with cross party membership to address concerns about sewage flooding across the city. The current members of the Panel are Councillors Darke (Chair), Goddard, Pressel and Thomas.
2. The Panel met with representatives of Thames Water Utilities (TWU) on 9 May 2014 where it was agreed that a catchment study of the sewerage system in Oxford would be brought forward. TWU estimated that it would take 2 years to get to the point of programming works. A small pilot study would also take place independently in Grandpont.

3. The Panel held a further meeting with representatives of Thames Water Utilities on 16 July 2015 to monitor progress of the Grandpont pilot study and the main catchment study. This included a presentation from TWU.
4. The Council's Interim Head of Environmental Development updated the Panel on the work of the Council's Environmental Development service in relation to flooding issues, and recent organisational changes at the City Council. Flood-related activities are dealt with by the Environmental Sustainability team, Housing and Direct Services.
5. Both meetings were attended by Andrew Smith MP, a representative of Nicola Blackwood MP and a member of Oxford Flood Alliance.

Grandpont study

6. With the support of partners including Oxford City Council, TWU led on work investigating the most likely causes of sewer flooding experienced at Grandpont.
7. A condition survey of the sewerage infrastructure and network indicated that it was generally in good condition. There was little evidence to suggest that the state of the sewerage system was the primary factor in the flooding.
8. The study focused on the possible role of private groundwater flood protection devices (sump pumps), which were known to exist in the area. If, for example, they were incorrectly connected to the foul sewer, instead of the surface water network, flood water would quickly overwhelm the sewerage network with the unpleasant result of raw sewage entering properties.
9. To determine whether this was the mechanism for basement flooding, further investigation was needed. Residents recently received an update on the study, and TWU was working with the community to ensure sump pumps were correctly connected.
10. Ahead of the winter period, residents would be advised to discharge water in a flood event into the road and not pump to sewers. Although the discharge of water across footways was not permitted without a suitable licensed channel, it was acceptable as a practical solution in a flood situation.

Catchment study

11. The catchment study was a substantial long term study of the sewerage system in Oxford. It would inform a long term strategy for a robust drainage network, including a cost-beneficial programme of improvement works. The study would also identify actions that partner agencies could take to minimise the risk of flooding incidents.
12. Phase 1 of the catchment study was now largely complete. It involved gathering customer evidence, flow monitoring of the foul system and the surface water system, and asset surveys including the use of CCTV and inspections.
13. TWU reported that during their investigations they came across a number of serious problems, which they had been dealing with on a find and fix basis.

These fixes would open up capacity, improving flows and access. TWU were also working to prevent problems such as fatbergs from occurring and were considering piloting a scheme in Oxford of working with food outlets to prevent commercial fat, oil and grease from entering the sewer network.

14. Phase 2 would involve in depth and on-going inspections of trunk sewers and the development of predictive 3D modelling. This would enable TWU to manage flows effectively in real time to prevent flooding incidents. TWU intended to link their hydraulic models of the foul and surface water systems to the Environment Agency's river model.
15. TWU advised that the sewerage pumping station at Littlemore was the largest in their western region. A specialist team from London was being brought in to clean the wells and trunks, and the two pumps may be replaced with higher capacity models. This would optimise the performance of the station and reduce the risk of it being knocked out by sediment.
16. TWU were keen to improve their customer communications operation and better inform the public of what they are doing and there was now a dedicated [webpage for the Oxford catchment study](#).
17. TWU would welcome advance notice and early engagement from the City Council in relation to major development proposals that may impact them, perhaps through the Oxford Area Flooding Partnership, which met quarterly.

Recommendation – That the City Council continues to engage with Thames Water Utilities (TWU) at a senior level through the Oxford Area Flood Partnership and other appropriate channels. This should include early engagement in relation to future development proposals that affect TWU.

Next steps

18. The Panel agreed to issue a press release to welcome the progress of the catchment study and circulate a communication to all City Councillors.
19. TWU agreed to provide an end of year update to the Flooding Panel. Representatives of the Environment Agency and Oxford Flood Alliance (OAF) and South Oxford Action Group (SOFAG) would be invited to this meeting. TWU would also continue to provide quarterly updates to the Oxford Area Flood Partnership.

Name and contact details of author:-

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List of background papers: None
Version number:1

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To: City Executive Board

Date: 10 September 2015

Report of: Finance Panel (Panel of the Scrutiny Committee)

Title of Report: Municipal Bonds

Summary and Recommendations

Purpose of report: To present recommendations from the Finance Panel following an item on municipal bonds

Scrutiny Lead Member: Councillor Simmons

Executive lead member: Councillor Ed Turner, Executive Member for Finance, Asset Management and Public Health

Recommendation of the Finance Panel to the City Executive Board

That the City Executive Board states whether it agrees or disagrees with the following recommendations:

- 1. That the City Council welcomes the establishment of the Municipal Bonds Agency as a worthwhile social investment vehicle and source of capital financing.**
- 2. That the City Council doesn't make significant investments in the Municipal Bonds Agency or borrow from it at this stage but keeps a watching brief on the Agency and considers it as a future source of prudential borrowing.**
- 3. That the Executive Member for Finance, in consultation with the Head of Financial Services, considers the case for the City Council making a £10k capital investment to become a minimum shareholder in the Municipal Bonds Agency before its first bond issuance, which is expected to take place in September 2015. This investment would be made with no guarantee of a return but it would secure preferential interest rates on any future Council borrowing. The Executive Member for Finance is asked to report on the outcome of his deliberations at the September City Executive Board meeting.**
- 4. That in considering whether to make a minimal investment (Recommendation 3), the Head of Financial Services speaks with one or more District Councils that have already signed up as shareholders in the Agency.**

Introduction

1. The Finance Panel convened a discussion on municipal bonds at its public meeting on 2 July 2015. The Panel is grateful to Christian Wall from the Municipal Bonds Agency for attending this meeting to provide a presentation and answer the Panel's questions. The Panel would also like to thank Nigel Kennedy and Anna Winship for contributing to this discussion.
2. This meeting followed on from a previous Finance Panel item on 8 October 2014, where the Panel reviewed documentation on the establishment of the Municipal Bonds Agency and a briefing note from the Head of Financial Services.

Summary of the discussion

3. Christian Wall from the Municipal Bonds Agency provided a presentation which set out the vision, model, credit structure and governance of the Agency, together with an overview of the market for local authority borrowing.
4. The Panel asked how much capital the Agency had raised and heard that it has raised £5.8m against an original target of £8-10m, which would include a buffer to ensure that the Agency was sufficiently capitalised to cover the worst case scenario. The Agency would obtain credit ratings from two agencies once it had secured £6m of capital. It expected to do so imminently and issue bonds in September 2015. The agency would break even once it had issued 1.6-2bn worth of bonds and expected to pay dividends from year 5.
5. In response to a question, the Panel heard that 54 local authorities had signed up to the Agency. The Local Government Association was the largest shareholder, having invested £0.5m and a County Council was the next largest shareholder at £350k. About 12 District Councils had invested the minimum shareholding amount of £10k. Investments were made with no guarantee of a return but they would secure a preferential interest rate on future borrowing.
6. The Panel heard that local authorities that had expressed an interest in the Agency but opted not to sign up had done so because they didn't need to borrow, not because they had a problem with the concept.
7. The Panel asked how long local authorities needed to hold shares for in order to obtain a preferential interest rate. The Panel heard that the preferential rate was not dependent on the amount invested or how long shares were held for, so long as the investment was made before the first bond issuance.
8. The Agency's directors were still to agree the level of the premium on borrowing for local authorities that joined later. The Agency aimed to provide preferential and non-preferential interest rates that were both lower than that offered by the Public Works Loan Board (PWLB) (currently 80 basis points). The Agency expected its rates to track the PWLB rate over time, as Transport for London had done, so there would still be an incentive for non-shareholding local authorities to borrow from the Agency rather than the PWLB, even if the PWLB lowered their rate.

9. The Panel noted that Council's Housing Revenue Account (HRA) included borrowing in future years. In recent years, the Council's borrowing requirements had been met through internal borrowing. However, it was possible that recent national policy changes would result in substantial changes to the Council's HRA business plan and potentially, the Council's future borrowing requirements.

Recommendations:

1. That the City Council welcomes the establishment of the Municipal Bonds Agency as a worthwhile social investment vehicle and source of capital financing.

2. That the City Council doesn't make significant investments in the Municipal Bonds Agency or borrow from it at this stage but keeps a watching brief on the Agency and considers it as a future source of prudential borrowing.

3. That the Executive Member for Finance, in consultation with the Head of Financial Services, considers the case for the City Council making a £10k capital investment to become a minimum shareholder in the Municipal Bonds Agency before its first bond issuance, which is expected to take place in September 2015. This investment would be made with no guarantee of a return but it would secure preferential interest rates on any future Council borrowing. The Executive Member for Finance is asked to report on the outcome of his deliberations at the September City Executive Board meeting.

4. That in considering whether to make a minimal investment (Recommendation 3), the Head of Financial Services speaks with one or more District Councils that have already signed up as shareholders in the Agency.

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List of background papers: None

Version number: 1

Suggested executive response provided by the Board Member for Finance

Recommendation	Agreed? (Y / N / In part)	Comment	Board Member / Lead Officer
1. That the City Council welcomes the establishment of the Municipal Bonds Agency as a worthwhile social investment vehicle and source of capital financing.	Y	Agreed. The City Council welcomes the establishment as an alternative source of financing to PWLB	Cllr Ed Turner / Nigel Kennedy
2. That the City Council doesn't make significant investments in the Municipal Bonds Agency or borrow from it at this stage but keeps a watching brief on the Agency and considers it as a future source of prudential borrowing.	Y	Agreed. There is still some uncertainty about the rate of return any investor would get from investing in the Municipal Bond Agency if indeed there would be any at all. There are no plans to undertake prudential borrowing in the immediate future to fund capital expenditure and given latest announcements from the Chancellors Budget in July the authority will be looking to reassess all its future spending plans. When and if the authority has a requirement to borrow then it will consider all sources of finance.	Cllr Ed Turner / Nigel Kennedy
3. That the Executive Member for Finance, in consultation with the Head of Financial Services, considers the case for the City Council making a £10k capital investment to become a minimum shareholder in the Municipal Bonds Agency before its first bond issuance, which is expected to take place in September 2015. This investment would be made with no guarantee of a return but it would secure preferential interest rates on any future Council borrowing.	In Part	There still remains uncertainty as to the rationale behind investing in the MBA since the Council currently has no requirement to borrow in the immediate future. The preferential rate referred to (and mentioned at the Finance Panel by the representative of the MBA) is not referred to in any of the documentation submitted to the Council and therefore cannot be validated. Information obtained from the Council Treasury advisors, Capita suggest that there remains a number of unanswered questions <ul style="list-style-type: none"> • Early paperwork from the MBA referred to a 'new issue premium' in the first year or two, it is uncertain whether early joiner borrowing authorities would voluntarily pay a higher interest rate 	Cllr Ed Turner / Nigel Kennedy

		<ul style="list-style-type: none"> • There is a joint and several guarantee for investors, whilst this would presumably be in proportion to holding there may be a risk to the authority • How flexible can the agency be around bond maturities and how will ensure that its meets the requirements of its customers in terms of size, duration and interest rate. • The MBA representative mentioned that the preferential rate for investors would be 2 or 3 basis points below the preferential bond rate for other investors (although this is by no means certain). Additionally rates move quickly and this differential could be wiped out quickly even before the overall costs of the bond are taken into consideration. <p>Due to the level of uncertainties although a £10k 'hedge' may be seen as relatively small in the scale of the Council's overall finances there are a number of important questions which need to be answered before such funds should be committed. Officers will undertake to investigate answers to these questions and either commit £10k if the answers suggest investment would be in the interests of the Council, or report back to CEB and Scrutiny within the next three months with the outcome of the investigation.</p>	
4. That in considering whether to make a minimal investment (Recommendation 3), the Head of Financial Services speaks with one or more District Councils that have already signed up as shareholders in the Agency.	In part	The MBA advise that there are 10 authorities who have invested £10k with the fund although it is not known who they are. To some extent it is irrelevant as to the reason why other authorities have invested in the fund since it is a matter of judgement for the Section 151 Officer of this authority in consultation with the Finance and Asset Portfolio Holder to decide whether to invest.	Cllr Ed Turner / Nigel Kennedy

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2014/15 Annual Report of Oxford City Council's Scrutiny Committee

September 2015

Chair and Vice-Chair's Foreword

Everyone needs a 'critical friend' to offer advice, challenge and provide a second opinion on matters of importance. The City Council's Executive Board (CEB), which makes most of the major administrative decisions, is no different.

The Scrutiny Committee, and the other half dozen Panels and Review Groups that it supervises, plays that role. We review reports prior to them being sent to CEB for a decision, promote new policy initiatives and suggest areas where we think the Council should be doing things differently.

This last Council year scrutiny has considered more than 60 reports and made in excess of 110 recommendations to CEB. We believe that a key indicator of our effectiveness is that more than 90% of the changes suggested by Scrutiny have been adopted in their entirety, or in part, by the CEB.

Of course, scrutiny would be nothing without the hard work of those elected Councillors that sit on the main Committee and on the many Panels and Review Groups that make up the Scrutiny function, as well as those members of the public that have chosen to get involved. It is their commitment to continuously improve the way Oxford City Council operates that has really made a difference.

One such councillor was Val Smith, who sadly left the City Council after serving her Blackbird Leys ward for 27 years and died this year after a long battle with cancer. With Val's passing, the City Council, Scrutiny committee, and the Housing Panel she chaired with distinction since it was formed, all lost a valuable public servant. We want to record our affection and admiration for Val and her long years of service.

We would like to thank the many City Council officers who provided information and advice to scrutiny during the 2014/15 Council Year. Last, but not least, we would like to thank our exceptionally diligent Scrutiny and Committee Services Officers who are the glue which binds everything together.

Thank you.



Councillor Craig Simmons
Chair, Scrutiny Committee

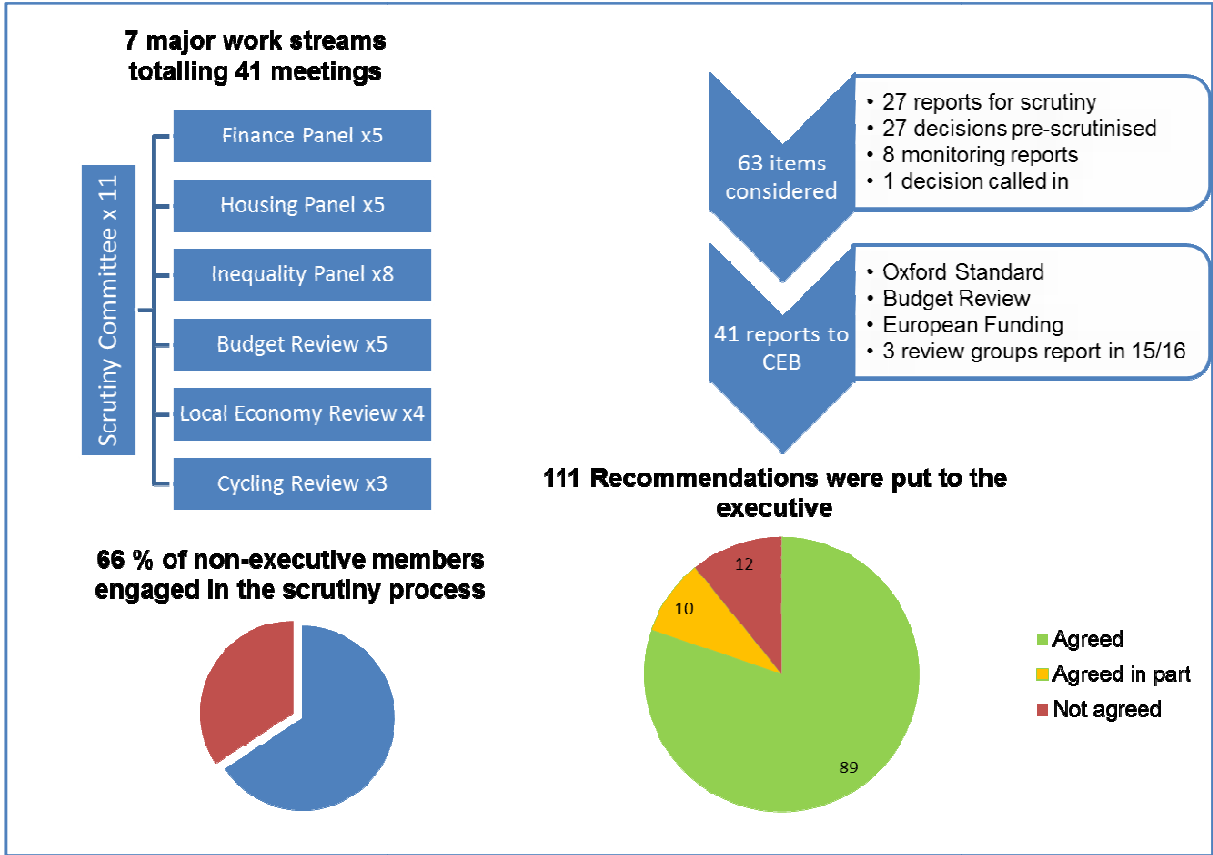


Councillor Tom Hayes
Vice-Chair, Scrutiny Committee

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Summary of scrutiny activity during 2014/15



About Scrutiny

Oxford City Council operates an executive system where the 10 elected City Councillors on the City Executive Board are responsible for making most major decisions. Scrutiny provides a formal means for the remaining City Councillors to contribute to Council decision making and hold decision makers to account.

Scrutiny is empowered to question executive members and senior officers, and to make recommendations to them. Scrutiny can also investigate any issue affecting the local area, or its inhabitants, independently of the executive. In doing so, scrutiny can promote public engagement in democratic processes.

The work of scrutiny helps to provide assurance that the Council is performing well, providing value for money and taking the best decisions it can to improve public services and the quality of life for the residents of Oxford.

Scrutiny at Oxford City Council

Oxford City Council has a 12-member Scrutiny Committee which meets in public 10 times per year. The Committee has cross-party membership and is chaired by an opposition Councillor.

The Scrutiny Committee agrees an annual work programme which sets out the various topics and issues Councillors have chosen to focus on. The Committee also monitors decisions being taken by the City Executive Board throughout the year and looks at many of these in detail too.

Scrutiny can delegate work and responsibilities to two standing panels, which meet 5 times per year, and to time-limited review groups, which look at certain topics in detail.

“To ensure that Scrutiny operates independently, the Council’s Constitution requires that the Scrutiny Committee is chaired by an opposition member. In 2014, I was delighted to be elected to Chair Scrutiny (as well as being re-elected to Chair the Scrutiny’s Finance Panel). This report presents a review of the activities of Scrutiny during my first year in this role” – Cllr Craig Simmons, Chair, Scrutiny Committee

Call in

Call in is a statutory function that enables Councillors to challenge decisions that have been taken before they are implemented. If the call in request from 4 or more Councillors is deemed valid then the Scrutiny Committee will hear both sides of the argument and decide whether or not to refer the decision back to the decision maker.

Get involved

There are many opportunities for members of the public and representatives of groups and organisations to get involved in the work of scrutiny. You can:

- Attend meetings of the Scrutiny Committee, Standing Panels and some review groups, except in instances where confidential information is to be discussed. Details of these meetings are displayed in the Town Hall and [on our website](#).

- Speak on any agenda item with the prior agreement of the chair by emailing democraticservices@oxford.gov.uk. Please give at least 24 hours notice. The chair will decide how long you can speak for.
- Suggest a topic for the scrutiny committee's work programme by completing and submitting our [Work Programme Suggestion Form](#).
- Raise issues with your local [City Councillor](#) and request that scrutiny consider this as part of a Councillor Call for Action.
- Watch out for consultations, surveys and requests for evidence by registering at <http://www.oxford.gov.uk/consultation>

The Scrutiny Committee

Membership in 2014/15

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

The Scrutiny Committee is responsible for the overall management of the Council's Scrutiny function. This includes agreeing the issues and topics scrutiny focuses on during the year, setting up standing panels and review groups to look at priority topics in detail, monitoring decisions taken by the City Executive Board, agreeing recommendations to put to the executive, and monitoring the implementation of scrutiny recommendations.

This year the Committee decided to continue to have finance and housing standing panels, which considered all issues and decisions that fell within their remits. It also established three review groups which looked in detail at issues of inequality, the local economy and cycling.

In addition, Scrutiny Councillors continued engagement with Thames Water Utilities over the issue of sewerage flooding in Oxford, and kept a close eye on recycling rates in the city through less formal groups that met on an ad hoc basis.

The remainder of the work of scrutiny took place at meetings of the Scrutiny Committee.

Improving Council performance

The Committee monitored the Council's quarterly performance and received an annual report on the performance of the Council's leisure partner, Fusion Lifestyle.

The Committee also questioned the Council Leader and Chief Executive following a Local Government Association peer review exercise. The peer challenge team concluded that Oxford City Council is a good council delivering some impressive outcomes. It also highlighted some ways in which the Council could improve further. One such suggestion was that scrutiny could have a more proactive improvement

focus and act as a conduit for communities of interest. The Committee developed the Council's scrutiny function in these respects in response to this feedback.

Scrutinising public services

The Committee scrutinised a number of Council services and functions during the year, including; activities for older people, street cleaning, community and neighbourhood services, the move to individual voter registration, community engagement and consultation, and the Council's educational attainment programme. These discussions all resulted in recommendations to the executive.

The Committee also decided to monitor the work of the Oxfordshire Growth Board. This is a joint committee comprised of representatives of Oxfordshire Councils and a range of other partners that was set up in 2014 to deliver projects agreed in the City Deal - an investment programme that aims to promote innovation-led growth in the Oxfordshire economy.

Monitoring executive decisions

The Committee scrutinised a number of Council decisions before they were taken, and reported its findings and recommendations to the City Executive Board (CEB). These included decisions about the Council's safeguarding policy, culture strategy, statement of community involvement in planning, grant allocations to community and voluntary groups, and an action plan for improving the Covered Market. The Committee also considered one decision taken by CEB that was 'called in' by Councillors. This covered the Sale of Temple Cowley Swimming Pool.

Inequality Panel

Membership

Councillor Van Coulter (Chair)
Councillor Andrew Gant
Councillor Ben Lloyd-Shogbesan
Councillor David Thomas

The Inequality Panel was set up to examine a number of related topics Councillors wanted to focus on, such as; food poverty, child poverty and health inequalities. This panel was led by Councillor Van Coulter and it conducted the biggest piece of review work commissioned by the Scrutiny Committee during 2014/15.

In order to tackle this wide ranging topic in a manageable way, the Panel focused on ways in which the City Council can make the most difference in combatting inequality. It sought to highlight gaps in provision and opportunities for the City Council to do more.

The Panel invited representations from groups and individuals by issuing a call for evidence, which received local press attention. 30 responses were received and a number of respondents were invited to provide evidence at public meetings. The Panel found considerable evidence that the very high cost and limited supply of housing is a major driver of inequality and makes it extremely difficult for most people to settle in the city. Although the housing crisis is exacerbated by welfare reforms

and relatively low wages, it affects everybody in the city, including high and middle earners, in a variety of ways.

The Panel's report, including 21 wide-ranging recommendations, was published in July 2015. The City Executive Board agreed to consider the Panel's recommendations over the summer and consult with opposition groups before publishing a full response in autumn 2015.

"We know that there are large differences in life expectancy between the most privileged and the most disadvantaged social groups living in Oxford. A seismic shift needs to happen. This requires ambition matched by innovation, led with political commitment to improve well-being, mental health and life-chances – directed at addressing the causes of poverty" – Cllr Van Coulter, Chair, Inequality Panel

Key recommendations called for:

- Innovation in the provision of affordable housing
- More key worker housing
- Interventions in the private rented sector to improve standards
- Action to address food poverty
- The creation of an Oxford Living Wage hub
- A new educational attainment fund



Witnesses provide evidence to the Inequality Panel in March 2015

Local Economy Review Group

Membership

Councillor James Fry (Chair)

Councillor Elise Benjamin

Councillor Roy Darke

Councillor Mike Gotch

The Local Economy Review Group was led by Councillor James Fry and focussed on supporting businesses in the city centre at a time when major developments in strategic locations were beginning to affect the trading environment.

The Group looked at ways in which the City Council could help to mitigate disruption to retailers, particularly those in the independent sector. It also considered the issue of empty shop units and whether these could be re-let more quickly, including their possible use for pop-up shops.

The Group supported moves towards a Business Improvement District (BID) in Oxford city centre, which is a business-led partnership that funds additional resources or services through a levy on Business Rates. The Group also welcomed a variety of initiatives that were already being led by the Oxford Town Team, a partnership of city centre businesses and public sector organisations.

The Group received a number of helpful suggestions from the City Centre Manager, members of the Oxford Town Team and commercial landlords as to how City Council could build on this work and help to make the city centre even more attractive to both retailers and shoppers.

The Group published a report in May 2015 with 10 recommendations for the executive to consider, of which 5 were agreed. The Group will reconvene in early 2016 to monitor progress and review the business case for a BID.

Key recommendations called for:

- The development of a comprehensive long term strategy for the city centre
- A single united channel of communication to businesses
- An overall marketing campaign for Oxford
- A forum to bring together commercial landlords

CyclingReview Group

Membership

Councillor Louise Upton (Chair)

Councillor Andrew Gant

Councillor Susanna Pressel

Councillor Dick Wolff

The Cycling review Group was led by Councillor Louise Upton and considered how the City Council could make best use of its unallocated capital budget for cycling improvement schemes, which totalled £110k over two years.

The Review Group met with representatives of cycling groups, a transport planning researcher and Council officers before drawing up a wish-list of priority projects. The Group's highest priority was signage on the East Oxford route from the Plain to Blackbird Leys via Iffley Road and the Cowley Centre. The Group cycled this route with officers to highlight where signage and other improvements were needed.

The Group looked at how the City Council could improve cycling provision through developer contributions, planning policy and the option of having an abandoned bicycle refurbishment scheme.

Mindful that the County Council was developing a new transport strategy, the Group went further by recommending how the City Council could work with partners to make its vision for Oxford to become one of the great cycling cities of Europe a reality. The Group suggested that this should involve; bringing the cycling lobby together within a single forum, agreeing a set of specifications for cycle infrastructure design, agreeing a consistent standard for cycle signage, and aiming to achieve a £10 per head of population investment in cycling.

The Group also considered the case for the City Council to employ a dedicated cycling officer, and highlighted some of the benefits that such a role could bring. The Group's report and recommendations were published in August 2015.

“Every person that we can get out of a car and on to a bicycle is good for Oxford, good for the environment and good for them. We need to encourage it every way possible and we must spend every pound wisely. Our report aims to make that happen” – Cllr Louise Upton, Chair, Cycling Review Group

Key recommendations called for:

- The Group's wish-list of cycling improvement schemes to guide future investment decisions
- A partnership approach to developing an overall cycling strategy for Oxford
- A dedicated cycling officer
- Consideration of cycling provision in all major planning decisions

Finance Panel

Membership in 2014/15

Councillor Craig Simmons (Chair)
Councillor Roy Darke
Councillor Jean Fooks
Councillor James Fry

The Finance Panel, chaired by Councillor Simmons, was responsible for reviewing and monitoring the Council's financial performance and treasury management function throughout the year. The Panel also kept a close eye on recommendations taken up by the executive, including improvements to the management of the Council's capital programme and the adoption of an ethical investment policy.

The Panel conducted a detailed review of the Council's annual budget and medium term financial plan over the New Year period, finding the Council's spending plans to be balanced, robust and supportive of its Corporate Plan priorities. The Panel made 17 recommendations aimed at strengthening these proposals and mitigating financial risks.

In February, the Panel convened a discussion about maximising the benefits of European Funding, which benefited from contributions by South East Members of the European Parliament. This resulted in 9 recommendations to the executive. These highlighted opportunities to work more closely with Oxford's Twin Towns and local businesses on joint funding bids, and suggested some priority issues for such bids, including; housing, low carbon, sustainable transport, recycling and improving air quality.

The Panel also met with a representative of the Municipal Bonds Agency to look at the case for investing in, or borrowing from, the Agency. The Panel recommended that the City Council should consider becoming a minimum shareholder in the Agency in order to secure preferential interest rates on future borrowing.

"Finance Panel helps keep the Council on a sound financial footing by challenging new budget proposals, monitoring progress against existing targets, and exploring innovative fund-raising models and novel, cost efficient, approaches to service delivery"– Councillor Craig Simmons, Chair, Finance Panel

Looking ahead

The Finance Panel will continue to focus on developing Council policy by looking at whether the funding model used by the Low Carbon Hub could be replicated to generate capital financing, for example to build housing. The Panel will also look at Council Tax exemptions, conduct a detailed annual review the Council's budget proposals and monitor financial performance through the year. Councillor Tom Hayes has replaced Councillor Roy Darke on the Panel for 2015/16.

Housing Panel

Membership in 2014/15

Councillor Sam Hollick (Chair)
Councillor Gill Sanders
Councillor Linda Smith
Councillor Liz Wade
Linda Hill, Tenant Co-optee

The Housing Panel is responsible for scrutinising the City Council's housing functions and all executive decisions relating to housing. In 2014/15 the Panel comprised 4 City Councillors and a Council tenant, Linda Hill. It was led by Councillor Sam Hollick following the resignation from Council of the late Val Smith.

The Oxford Standard review, which was co-chaired by Councillor Smith and the chair of the Tenant Scrutiny Group, reported in June 2015 and its recommendations were largely agreed and implemented by the executive. This review involved engaging with tenants to define a local standard for social housing beyond that required by the national Decent Homes Standard.

Some important housing decisions were considered by the Panel including a long-term housing strategy and a new asset strategy for the Council's housing stock, which included the Oxford Standard. The Housing Panel joined with the Finance Panel, where appropriate, to scrutinise the finances and business plan for the Council's Housing Revenue Account.

The Panel scrutinised a number of local housing issues at panel meetings, including; illegal dwellings, under-occupation, fuel poverty, tenant satisfaction, rent arrears, and homelessness services. Following on from a previous recommendation, Housing Panel members were invited to visit a number of City Council-run parks.

Looking ahead

The Housing Panel is continuing into 2015/16 with a new Chair, Councillor Linda Smith, and a new tenant representative, Geno Humphrey. Its membership has increased from 4 to 6 Councillors, with the addition of Councillor Elise Benjamin and Councillor David Henwood. The Panel plans to look at a variety of issues including the involvement of tenants in decisions that affect them, Council actions to address homelessness and the Choice Based Lettings system for allocating social housing. A number of housing decisions will also be scrutinised by the Panel including a new Private Sector Housing Policy, a review of the licensing scheme for Houses in Multiple Occupations, and a review of the provision of sheltered housing in Oxford.

"Building more affordable homes, providing a first class service to our existing tenants, improving standards in the private rented sector and fighting homelessness are high priorities for this council. The Housing Panel will act as a critical friend to scrutinise the efforts being made in these areas to help ensure that, whatever policies and budgets come from national government, Oxford City Council will continue to deliver the best possible results" – Cllr Linda Smith, incoming Chair, Housing Panel

Recycling

Membership

Councillor James Fry (Chair)
Councillor Tom Hayes
Councillor Craig Simmons

Councillor James Fry chaired a review group looking at recycling rates which reported in July 2014. This report recommended that the City Council invest in targeted recycling education campaigns and trial a community incentive scheme to encourage residents to recycle for charity. Following this review, the City Council successfully bid for a substantial government grant to be used on a recycling incentive scheme covering the whole city. Scrutiny has continued to monitor the Council's progress at boosting recycling rates.



Councillor Fry (third from right) visits the Council's waste and recycling team in February 2015

Waste Water Flooding

Membership

Councillor Roy Darke (Chair)
Councillor Steve Goddard
Councillor Susanna Pressel
Councillor David Thomas

Councillor Roy Darke convened a meeting with representatives of Thames Water Utilities (TWU), local MPs and Oxford Flood Alliance in May 2014 to seek agreement to address the issue of frequent sewerage flooding in parts of the city.

TWU agreed to bring forward a major catchment study of Oxford's sewerage system in order to identify issues and priorities for future investment. This would be preceded by a smaller pilot study in the Grandpont area.

A further meeting was held in July 2015 where a Panel of Councillors welcomed the progress that had been made and the find and fix approach being taken, which already seemed to be making a noticeable difference in ameliorating some of the pressure on the city's sewerage network.

"Improvements to the workings of the sewerage network are vital at a time when the city's population is increasing and a major new housing development is being built at Barton Park" – Cllr Roy Darke, Chair, Waste Water Flooding Group

The year ahead

The Scrutiny Committee is continuing to develop and improve the Council's scrutiny function based on feedback received in a survey of Councillors, as well as external advice. This includes strengthening the monitoring of recommendations, seeking to involve more Councillors in the scrutiny process, and learning from best practice at other local authorities.

Two new Councillors have joined the Scrutiny Committee for the 2015/16 municipal year. Councillor Sian Taylor and Councillor Andrew Gant have replaced Councillor Farida Anwar and Councillor Mohammed Altaf-Khan respectively.

The Scrutiny Committee has agreed to establish a review to look at the case for a voluntary code of practice to improve safeguarding in guest houses. A one-off Panel will meet to scrutinise the decision to implement a city centre Public Spaces Protection Order. Equality and diversity is another high priority topic for the Committee.

Contact us

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Scrutiny work programme 2015/16

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

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), Fooks, Fry & Hayes
Housing – All strategic and landlord issues considered within the Scrutiny Function.	See appendix 2	Councillors Smith (Chair), Benjamin, Henwood, Hollick, Sanders&Wade; Geno Humphrey (co-optee)

2. Items called in and Councillor calls for action

None

3. Items referred to Scrutiny by Council

None




4. Review panels and ad hoc panels in progress

Topic	Scope	Progress	Next steps	Nominated councillors
Waste Water Flooding	To continue engagement with Thames Water Utilities on sewerage flooding	Meeting with TWU on 16 July	December meeting TBA	Cllrs Darke (Chair), Goddard, Pressel & Thomas
Recycling Rates	To monitor recycling and waste data and recycling incentives	Meeting and site visit in Feb 2015	Monitor progress of recycling incentives	Cllrs Fry (Chair), Hayes & Simmons
City Centre PSPO	To pre-scrutinise the city centre PSPO decision in a one-off meeting	Members briefed by officers on 2 Sept	Meeting on 5 Oct	Cllrs Clarkson, Gant, Lygo & Thomas
Cycling	To review how to make best use of unallocated cycling investments	Report to Scrutiny on 7 Sept	Report to 10 Sept CEB	Cllrs Upton (Chair), Gant, Pressel & Wolff
Guest Houses	To review the case for interventions to prevent exploitation in guest houses	Scope to Scrutiny on 7 Sept	Scope to 7 Sept Scrutiny Committee	Cllrs Coulter (Chair), Lygo, Royce & Simmons
Inequality	To review how the City Council can combat harmful inequality in Oxford	Report to CEB in June	CEB to respond in Oct	Cllrs Coulter (Chair), Gant, Lloyd-Shogbesan & Thomas
Budget Review 2016/17	To review the Council's 2016/17 draft budget and medium term financial plan	Not started	Scope to 3 Nov Finance Panel.	Finance Panel Members

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Indicative timings of review panels

Scrutiny Review	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July
Budget Review 2016/17				Scoping	Evidence gathering and review	Evidence gathering and review	Reporting					
Guest Houses	Scoping	Evidence gathering and review	Evidence gathering and review	Evidence gathering and review	Reporting							
Review 3					Scoping	Evidence gathering and review	Evidence gathering and review	Evidence gathering and review	Reporting			

	Scoping
	Evidence gathering and review
	Reporting

5. Items for other panels or Committee meetings

The Committee has reviewed all new suggestions received from Councillors. These have been assessed these against the following objective criteria to determine whether they are a higher or lower priority for inclusion in the work programme:

- *Is the issue controversial / of significant public interest?*
- *Is it an area of high expenditure?*
- *Is it an essential service / corporate priority?*
- *Can Scrutiny influence and add value?*

Carry forward items

Topic	Description	Suggested approach
Discretionary Housing Payments	Mid-year update on spending profiles.	Committee items
Performance Monitoring (corporate)	Quarterly report on a set of Corporate and service measures chosen by the Committee.	Committee items
Oxfordshire Growth Board	To will monitor agendas and minutes published by the Board.	Committee items
Taxi licensing	To review rules and processes; to understand driver issues and consider policy changes.	Committee item
Fusion Lifestyle annual performance	Annual item agreed again by the Committee to consider performance against contact conditions.	Committee item
City Centre Public Spaces Protection Order	To pre-scrutinise the revised City Centre PSPO decision following submission by Liberty; to monitor how the PSPO is working, once in place and whether it is achieving desired outcomes.	One off panel
Local Economy	To monitor progress of agreed recommendations and review the business case for a Business Improvement District.	One-off panel
Forward Plan items	To consider issues to be decided by the City Executive Board.	Committee items

Newsuggestionsrated as a higher priority for inclusion in the scrutiny work programme

Topic	Description	Suggested approach
Equality and Diversity	To scrutinise a particular diversity strand in detail. For example, the work the Communities (CAN) team is doing with BME communities to build cohesion and tackle CSE.	Review Group or one-off panel
Youth Ambition	To receive an update on spend and outcomes of the Council's Youth Ambition programme.	Committee item
Tackling loneliness among the elderly	To consider the Council's role in tackling loneliness among the elderly.	Committee item
Educational Attainment	To monitor the Council's Educational Attainment Programme.	Committee item
Tree cover, biodiversity and the work of the Forest of Oxford	To scrutinise the Council's work on tree cover with other work on biodiversity and with the work of the Forest of Oxford, consider having an annual Forum and the public can be involvement.	One off panel or Committee item
Personnel Committee to deal with employment, training and HR matters	To consider whether the Council would benefit from having a Personnel Committee to deal with employment, training and HR matters for staff.	One off panel
Planning enforcement and monitoring compliance	To consider how compliance is monitored, when and how often non-compliance is enforced and whether this is relayed to the relevant Planning Committee.	Committee item

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Newsuggestionsrated as a lower priority for inclusion inthe scrutiny work programme

Topic	Description	Suggested approach
Maintenance of roads and pavements	To consider what proportion and what elements of highways work are contracted out, the quality of sub-contractors' work and how this is monitored.	Committee item
Public Communications	To receive an update on changes to the Council's communications and reputation management functions.	Committee item
Graffiti	To receive an update on the Council's approach to preventing and removing graffiti.	Committee item

Complaints received by the City Council	To monitor complaints made about the City Council.	Committee item
Employment of interns, apprentices and work experience students	Monitor how many interns, apprentices and work experience students have been taken on by the Council and in which departments. Consider career progression and tasks undertaken.	Committee item
Contact Centre performance	To receive an update on the performance of the Council's customer services contact centre.	Committee item
School/employer links and careers advice	To receive an update on the Council's role in building links between schools and employers and influencing careers advice in schools.	Committee item
Heritage listing process	To receive an update on the heritage listing process now that heritage assets are given more prominence in planning decisions and Neighbourhood Plans are being drawn up.	Committee item
The Council's external contracts, funding raised and their impacts	To receive an update on how much Council funding is raised by taking on external contracts and how this contract work impacts on other Council activities.	Consider in other topics
Better Partnership with the County Council	To consider how the City Council and County Council could strengthen their partnership working in key areas.	Consider in other topics

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New suggestions not taken forward in scrutiny work programme

Topic	Reason removed
Cycling	Cycling Panel will end when report submitted
Oxford Transport Strategy	Already considered by Cycling Panel / little influence
S106 funding	Already considered by Cycling Panel
New community centre for Jericho	Area-specific
Child Poverty	Already considered by Inequality Panel
How to improve the health of people in the city	Responsibility of Joint Health Committee
Primary care in Oxford	Responsibility of Joint Health Committee
Mental health services	Responsibility of Joint Health Committee

6. Draft Scrutiny Committee Agenda Schedule

Date, time & room	Agenda Item	Lead Officer(s)
7 September, 6.15pm, St. Aldate's Room	<ol style="list-style-type: none"> 1. Leisure and Wellbeing Strategy (pre-scrutiny) 2. Oxfordshire Growth Board minutes and agendas 3. Oxford Growth Strategy – verbal report 4. Performance report – 2015/16 quarter 1 5. Report of the Cycling Panel 6. Report of the Flooding Panel 7. 2014/15 Annual Report of Oxford City Council's Scrutiny Committee 8. Guest House Review – scope 	<p>Ian Brooke</p> <p>Cllr Price; David Edwards & Paul Staines Cllr Smith</p> <p>N/A</p> <p>Cllr Upton</p> <p>Cllr Darke</p> <p>Cllr Simmons</p> <p>Cllr Coulter</p>
6 October, 6.15pm, St. Aldate's Room	<ol style="list-style-type: none"> 1. Gloucester Green Market (pre-scrutiny) 2. Oxford Railway Station Redevelopment (pre-scrutiny) 3. Community Centre Strategy 2015-2020 (pre-scrutiny) 4. Proposed Lease and Monitoring Arrangements for Community Centres (pre-scrutiny) 5. Report of the City Centre PSPO Panel (verbal report) 6. Executive response to Inequality Panel recommendations 	<p>Piers Scrimshaw-Wright</p> <p>Fiona Piercy</p> <p>Ian Brooke</p> <p>Mark Spriggs</p> <p>Cllr Gant</p> <p>TBC</p>

2 November, 6.15pm, St. Aldate's Room	<ol style="list-style-type: none"> 1. Taxi Licensing 2. Discretionary Housing Payments 	<p>Julian Alison</p> <p>Paul Wilding</p>
8 December, 6.15pm, Plowman Room	<ol style="list-style-type: none"> 1. Customer Contact performance 2. Performance Report – 2015/16 quarter 2 3. Report of the Guest Houses Panel 	<p>Michelle Iddon</p> <p>N/A</p> <p>Cllr Coulter</p>
12 January , 6.15pm, St. Aldate's Room	<i>No items currently scheduled</i>	
2 February, 6.15pm, St. Aldate's Room	<ol style="list-style-type: none"> 1. Grant Allocations to Community & Voluntary organisations (pre-scrutiny) 2. Corporate Plan 2016-20 (pre-scrutiny) 3. Report of the Budget Review Group 2016/17 	<p>Julia Tomkins</p> <p>Val Johnson</p> <p>Cllr Simmons</p>
7 March, 6.15pm, St. Aldate's Room	<ol style="list-style-type: none"> 1. Youth Ambition programme 2. Performance Report – 2015/16 quarter 3 	<p>Hagan Lewisman</p> <p>N/A</p>
5 April, 6.15pm, St. Aldate's Room	<i>No items currently scheduled</i>	

Appendix 1 - Finance Panel work programme 2015-16

Items for Finance Panel meetings

Suggested Topic	Suggested approach / area(s) for focus	Progress
Budget 2016/17	Review of the Council's medium term financial strategy.	
Budget monitoring	Regular monitoring of projected budget outturns through the year.	On-going
Municipal Bonds	To receive an update on the progress of a municipal bonds agency and consider whether there is a case for the City Council investing in or borrowing from the agency.	Completed
Low Carbon Hub funding model	To receive a briefing on the Low Carbon Hub funding model and consider whether there is an opportunity for the City Council to use a similar model to generate capital funding.	
Corporate Debt Policy	To pre-scrutinise the Council's Corporate Debt Policy.	Completed
Treasury Management	Scrutiny of the Treasury Management Strategy and regular monitoring of Treasury performance.	
Recommendation monitoring - Budget Review 2015/16	To receive an update on the progress of the Panel's budget review recommendations from 2015/16.	
Recommendation monitoring – European Funding	To receive an update on the progress of the Panel's European Funding recommendations.	
Council tax exemptions	To receive an update on the financial implications of different types of exemptions.	

Draft Finance Panel agenda schedule

Date and room (all 5.30pm start)	Agenda Item	Lead Member; Officer(s)
2 July 2015, Plowman Room	1. Municipal Bonds	Christian Wall (Local Capital Finance Company); Nigel Kennedy & Anna Winship

	2. Corporate Debt Policy (pre-scrutiny)	Nigel Kennedy & Anna Winship
	3. Budget Monitoring 2014/15 quarter 4	Nigel Kennedy
29 October 2015, St. Aldate's Room	1. Low Carbon Hub funding model (TBC)	Steve Drummond (Low Carbon Hub)
	2. Treasury Management Performance (pre-scrutiny)	Anna Winship
	3. Recommendation monitoring – Budget Review 2015/16	Nigel Kennedy
	4. Recommendation monitoring – European Funding	Nigel Kennedy
14 January, Plowman Room		
28 January, Plowman Room	1. Report of the Budget Review Group 2016/17	Cllr Simmons
7 April, Plowman Room		

Informal meetings closed to the public

Date(all 5.30pm, Plowman Room)	Agenda Item	Lead Officer(s)
5 January	1. Budget Review 2015/16 – Community Services	Tim Sadler & Nigel Kennedy
6 January	1. Budget Review 2015/16 – Organisational Development and Corporate Resources	Peter Sloman, Jackie Yates & Nigel Kennedy
7 January	1. Budget Review 2015/16 – Regeneration & Housing (joint session with Finance Panel)	Stephen Clarke & Nigel Kennedy

Appendix 2 - Housing Panel work programme 2015-16

Items for Housing Panel meetings

Topic	Approach	Progress
Tenant Involvement	Review group or one-off panel to look at how tenants are involved in decisions that affect them.	
Performance monitoring	Regular monitoring of housing performance measures.	Ongoing
STAR survey results	Annual monitoring of results of the tenant survey.	
Rent arrears	Monitoring of performance measures; update report.	
De-designation of 40+ accommodation	Final annual report on the latest phase of the de-designation of 40+ accommodations.	
Review of the Homelessness Action Plan 2013-18	Mid-point review of homelessness action plan.	Completed 4/9
Supporting people	Verbal updates on the joint commissioning of housing support services.	
Choice Based Lettings	Request report for autumn 2015 (current 3-year agreement ends in December). To consider issues of fairness, communication and a possible move to a weekly cycle.	
Security in communal areas	Request report to consider ways of improving security for tenants, including the use of PSPOs in tower blocks. Engage with block representatives.	
Great estates programme	Request report to update members on capital investments to improve housing estates including Blackbird Leys and Barton.	
Asset Management Strategy	Pre-scrutinise asset management strategy for Council's housing stock.	Completed 4/6
Sustainability of the Council's housing stock & HRA business plan	Report to CEB expected in 2016.	
Homelessness Property Investment	Pre-scrutinise decision to approve investment in a property investment fund to help secure access to local, suitable and affordable private rented accommodation.	Completed 4/9
Housing Energy Strategy	Pre-scrutinise report to CEB on energy efficiency and fuel poverty in the Council's domestic housing stock. Consider environmental sustainability of the Council's housing stock	
Houses in Multiple Occupation	Pre-scrutinise report to CEB setting out the results of the statutory	

(HMO) Licensing Scheme	consultation and the proposed future of the licensing scheme. Consider research trends of private sector housing costs	
Sheltered Housing Review	Pre-scrutinise decision to approve outcomes of review, including future of some of the stock. Consider progress against previous Housing panel recommendations.	
Private Sector Housing Policy	Pre-scrutinise report to CEB setting out the future priorities and areas of intervention in the private rented and owner-occupied residential sectors in Oxford. Consider licensing for private sector landlords & research trends of private sector housing costs.	
Housing Development delivery models & project approval for the delivery of the Council's 2015-18 affordable housing programme	Pre-scrutinise report to Council setting out possible housing development models and to seeking project approval for the delivery of the Council's 2015-18 affordable housing programme. Consider alternative delivery models including; community land trusts, self-build, more housing on the waterways, high-density housing.	

Draft Housing Panel Agenda Schedules

Date and room (all 5pm start)	Agenda Item	Lead Officer(s)
4 June, Plowman Room	<ol style="list-style-type: none"> 1. Housing Asset Management Strategy (pre-scrutiny) 2. Houses in Multiple Occupation (HMO) Licensing Scheme (pre-scrutiny) 	<p>Stephen Clarke</p> <p>Ian Wright / Adrian Chownes</p>
3 September, St. Aldate's Room	<ol style="list-style-type: none"> 1. Performance Monitoring – quarter 1 2. Review of the Homelessness Action Plan 2013-18 3. Homelessness Property Investment 4. Oxford Growth Strategy 	<p>N/A</p> <p>Dave Scholes / Frances Evans</p> <p>Dave Scholes</p> <p>Cllr Hollingsworth / David Edwards</p>

8 October, Plowman Room	<ol style="list-style-type: none"> 1. Choice Based Lettings (TBC) 2. Private Sector Housing Strategy (pre-scrutiny) 3. Houses in Multiple Occupation (HMO) Licensing Scheme (pre-scrutiny) 4. Housing Energy Strategy (pre-scrutiny) 	<p>Tom Porter</p> <p>Ian Wright</p> <p>Ian Wright/ Adrian Chownes</p> <p>Debbie Haynes</p>
9 December, Plowman Room	<ol style="list-style-type: none"> 1. Performance Monitoring – quarter 2 2. Housing Development delivery models & project approval for the delivery of the Council's 2015-18 affordable housing programme (pre-scrutiny) 	<p>N/A</p> <p>Alan Wylde</p>
9 March, Plowman Room	<ol style="list-style-type: none"> 1. Performance Monitoring – quarter 3 	N/A

Informal meetings closed to the public

Date and room	Agenda Item	Lead Officer(s)
26 October, 5pm	<ol style="list-style-type: none"> 1. Sheltered Housing Review (pre-scrutiny) 	Frances Evans
7 January, Plowman Room (5.30pm)	<ol style="list-style-type: none"> 1. Budget Review 2015/16 – Regeneration & Housing (joint session with Finance Panel) 	Stephen Clarke / Nigel Kennedy

Project Scope – Guest Houses Review Group

Review Topic	‘Preventing exploitation in the hospitality sector’
Lead Member	Councillor Van Coulter
Other Members	Councillor Mark Lygo Councillor Gwynneth Royce Councillor Craig Simmons
Officer Support and allocate hours	Scrutiny Officer support – approx. 2-4 days per month for up to 4 months (Mid-August – Mid-Dec). Additional support from other officers including officers working in Environmental Health, Environmental Protection and Policy & Partnerships.
Background	<p>Police investigations in recent years have found that child rape and trafficking offenses have taken place in an Oxford guest house, as well as a variety of other premises.</p> <p>The Anti-social Behaviour, Crime and Policing Bill included new powers to require hotels and similar establishments to provide information about guests to the police, where there is a reasonable belief that child sexual exploitation is taking place.</p> <p>There is concern that the regulatory framework and responsibility for ensuring the safety of these 'public' premises is weaker than with other types of venues. Guest houses are not licensed and the City Council’s powers in this sector are limited to issues of food safety and health and safety.</p>
Rationale	<p>Scrutiny Members want to understand whether there is more that could reasonably be done to strengthen safeguarding and prevent and disrupt the exploitation of children and adults in the hospitality sector.</p> <p>The Scrutiny Committee prioritised this review when agreeing its work programme for 2015-16.</p>
Purpose of Review / Objective	To understand what is already being done to prevent exploitation in hotels and guest houses and explore the case for further interventions, including the introduction of a voluntary code of practice for providers.
Indicators of Success	<ul style="list-style-type: none"> - Wide and constructive engagement with stakeholders and experts that delivers a range of opinion; - The production of evidence-based report setting out what (if any) further action could be taken to prevent exploitation from taking place in guest houses, and the resource implications of doing so; - The majority of any recommendations to the City Executive Board are agreed and implemented; - If a voluntary code of practice is adopted, a significant number of guest houses sign up to this.

Out of scope	General quality standards within guest houses. This is the responsibility of tourism bodies.		
Methodology/ Approach	Evidence gathering could include: <ul style="list-style-type: none"> - Inviting written and verbal evidence from stakeholders and experts; - Desk research / literature review; - Undertaking a site visit if required. 		
Specify Witnesses / Experts	<ul style="list-style-type: none"> - Ian Wright – Service Manager, Environmental Health; - Linda Ludlow – Human Exploitation Coordinator; - Val Johnson – Policy & Partnership Team Leader; - Richard Webb – Trading Standards & Community Safety Manager, Oxfordshire County Council - Stefan Wynne-Jones – Oxford Association of Hotels & Guest Houses; - Andy Dipper – Oxford Communities Against Trafficking; - Liz Patterson – Team Manager, Elmore Community Services. - Thames Valley Police; - Oxfordshire Fire Service; - Tourist Information Centre; - Representatives of guest houses (Acorn, Nanford, Athena). 		
Specify Evidence Sources for Documents	<ul style="list-style-type: none"> - Factsheet: Child sexual exploitation at hotels, UK Government; - Oxfordshire Children's Safeguarding Board Serious Case Review: Findings and Response, Thames Valley Police - Stocktake report into progress made in tackling child sexual exploitation in Oxfordshire, Oxfordshire Safeguarding Children Board; - Professional Handbook for Tackling CSE (incl. CSE Strategy), OSCB; - Oxfordshire's multi-agency procedures, OSCB; - CSE Screening Tool, OSCB; - Other OSCB documentation; - Say something if you See Something campaign, NWG Network; - Letters sent to hotels as part of 'Anti-trafficking day 2011' - Press articles; - <i>Other documents TBC.</i> 		
Site Visits	TBC		
Projected start date	7 August 15	Draft Report Deadline	27 Nov 15
Meeting Frequency	Monthly	Projected completion date	17 Dec 15

Draft outline of meetings

Meeting one
Scoping meeting to agree the purpose of the review.
Meeting two
Briefing by the City Council’s Human Exploitation Coordinator.
Meeting three
First evidence gathering session including discussions with witnesses/experts. Confirmed: representatives of Acorn and Athena Guest Houses, Val Johnson, Ian Wright.
Meeting four
Second evidence gathering session including discussions with witnesses/experts.
Meeting five
Final meeting to approve report and any recommendations before they are published for Scrutiny.

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FORWARD PLAN FOR THE PERIOD SEPTEMBER - APRIL 2016

The Forward Plan gives information about all decisions the City Executive Board (CEB) is expected to take and significant decisions to be made by Council or other Council committees over the forthcoming four-month period. It also contains information beyond this in draft form about decisions of significance to be taken in the forthcoming year.

What is a Key decision?

A key decision is an executive decision which is likely:-

- To result in the council incurring expenditure of more than £500,000 or
- To be significant in terms of its effects on communities living or working in an area comprising of two or more wards.

A key decision, except in special or urgent circumstances, cannot be taken unless it has appeared in the Forward Plan for 28 days before the decision is made.

Private meetings

Some or all, of the information supporting decisions in the Forward Plan may be taken at a meeting not open in part, or in whole to the press or public. Items that contain confidential information that will be excluded from the public are marked in this plan and the reason for doing so given.

If you object to an item being taken in private, or if you wish to make representations about any matter listed in the Forward Plan, then please contact Committee & Member Services at least 7 working days before the decision is due to be made. This can be done by contacting:

Pat Jones, Committee Services Manager

Committee & Member Services
St Aldate's Chambers
St Aldate's Street
Oxford OX1 1DS

01865 252191

cityexecutiveboard@oxford.gov.uk

Inspection of documents

Reports to be submitted to the decision-maker and background papers to those reports are available for inspection at the Council offices and will appear on our website

<http://www.oxford.gov.uk> 5 working days prior to the date on which the decision is due to be made.

The Council's decision-making process

The agenda papers for CEB meetings are available five working days before the meeting on the council website.

Further information about the Council's decision making process can be found in the Council's Constitution, which can be inspected at the Council's offices or online at

<http://www.oxford.gov.uk>

City Executive Board Members and Senior Officers

City Executive Board Member	Portfolio
Bob Price, Council Leader	Corporate Strategy and Economic Development
Ed Turner, Deputy Leader	Finance, Corporate Asset Management and Public Health
Susan Brown	Customer and Corporate Services
Alex Hollingsworth	Planning, Transport and Regulatory Services
Pat Kennedy	Young People, Schools and Skills
Mike Rowley	Leisure, Parks and Sport
Dee Sinclair	Crime, Community Safety and Licensing
Scott Seamons	Housing
Christine Simm	Culture and Communities
John Tanner	Climate Change and Cleaner, Greener Oxford

Senior Officers	Job Title
Peter Sloman	Chief Executive
David Edwards	Executive Director of City Regeneration and Housing
Tim Sadler	Executive Director of Community Services
Jackie Yates	Executive Director of Organisational Development and Corporate Services
Vacant	Assistant Chief Executive
Helen Bishop	Head of Business Improvement
Ian Brooke	Head of Community Services
Graham Bourton	Head of Direct Services
Nigel Kennedy	Head of Finance/ Section 151 Officer
Stephen Clarke	Head of Housing and Property
Jeremy Thomas	Head of Law and Governance / Monitoring Officer
Vacant	Head of Planning and Regulatory

KEY EXECUTIVE DECISIONS DELEGATED TO OFFICERS

ITEM 1:	EXPENS DELIVERY STRATEGY ID: I009224	
CEB on 27 April 2015 agreed to: Delegate to the Executive Director for City Regeneration and Housing the authority to publish a Voluntary Ex Ante Transparency (VEAT) Notice in the Official Journal of European Union (OJEU), enter into an appropriate Heads of Terms document, and subsequently the Members Agreement for a Limited Liability Partnership commercial vehicle, based on the principles set out in this report following consultation with the Council's s.151 Officer and Monitoring Officer.		
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000	
Is this item open or exempt to the public?	Part exempt Commercially Sensitive	
Will this decision be preceded by any form of consultation?	Formal consultation is underway regarding budgetary provision- to be heard at full council February. Previous statutory consultation has taken place regarding regeneration of Oxpens through the West End AAP and the Oxpens masterplan SPD.	
Decision Taker	Executive Director for Regeneration and Housing	
Executive Lead Member:		
Report Owner:		
Report Contact:	David Edwards, Executive Director City Regeneration and Housing Tel: 01865 252394 dedwards@oxford.gov.uk	

ITEM 2:	AGENCY STAFF CONTRACT AWARD ID: I010929	
On 9 July 2015 the City Executive Board resolved to GRANT delegated authority to the Executive Director of Organisational Development and Corporate Services to award a new temporary agency staff contract.		
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000	
Is this item open or exempt to the public?	Part exempt Commercially sensitive	
Will this decision be preceded by any form of consultation?	N/A	
Decision Taker	Executive Director for Organisational Development and Corporate Services	
Executive Lead Member:	Customer Services and Corporate Services	
Report Owner:	Executive Director for Organisational Development and Corporate Services	
Report Contact:	Jane Lubbock, Head of Business Improvement and Technology Tel: 01865 252708 jlubbock@oxford.gov.uk	

ITEM 3:	CUMBERLEGE HOUSE - DEVELOPMENT APPRAISAL ID: I011745	
On 9 July 2015 the City Executive Board resolved to: 1. AGREE not to pursue the disposal of Cumberlege House as approved in principle by		

Executive Board in November 2007;	
2. ADOPT Option 4 in principle as set out in the report – to redevelop Cumberlege House for new Council housing and in consultation with the Council's S151 officer to include the scheme in the HRA new build development programme 2015-18, subject to a reassessment of the Council's HRA investment priorities;	
3. APPROVE the demolition of Cumberlege House and instruct the Head of Housing and Property to procure and enter into contract to enable demolition works to start either as soon as the property is vacated or, should a short term lease be agreed, as set out in sections 18-19 of the report, then after that lease end date and prior to the development start on site; and in any case after the impact of the Right to Buy extension has been fully assessed;	
4. GRANT delegated authority to the Head of Housing and Property to negotiate and enter into a fixed term lease, should a suitable lessee be identified within a two month period.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	Executive Director for Regeneration and Housing
Executive Lead Member:	Housing
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Dave Scholes, Housing Needs Manager Tel: 01865 252636 dscholes@oxford.gov.uk

ITEM 4:	HOUSING IMPROVEMENT AGENCY CONTRACT AWARD ID: I011842
The Council provides a Home Improvement Agency part funded by Oxfordshire County Council.	
On 9 July 2015 the City Executive Board resolved to GRANT delegated authority to the Executive Director of Regeneration and Housing, in consultation with the Head of Financial Services and Head of Law and Governance to enter into an appropriate contract for the provision of a Home Improvement Agency.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Part exempt Commercially Sensitive
Will this decision be preceded by any form of consultation?	None
Decision Taker	Executive Director for Regeneration and Housing
Executive Lead Member:	Housing
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Ian Wright, Environmental Development iwright@oxford.gov.uk

ITEM 5:	TOWER BLOCKS REFURBISHMENT PROJECT - LETTING OF CONTRACT AND APPOINTMENT OF CONTRACTOR ID: I009026
On 11 June 2015 the City Executive Board resolved to RECONFIRM the authority delegated to the Executive Director, previously City Regeneration now Regeneration and Housing in consultation with the s151 Officer and the Monitoring Officer, to appoint and award the contract to the preferred principal contractor in accordance with the competitive tender process undertaken.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring

	expenditure which is greater than £500,000
Is this item open or exempt to the public?	Part exempt Commercially Sensitive
Will this decision be preceded by any form of consultation?	None
Decision Taker	Executive Director for Regeneration and Housing
Executive Lead Member:	
Report Owner:	
Report Contact:	

REPORTS TO CEB AND COUNCIL

CEB 10 SEPTEMBER 2015 REPORTS

ITEM 6:	LEISURE & WELLBEING STRATEGY ID: I009355
To adopt the Leisure & Wellbeing Strategy following public consultation	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	Yes
Decision Taker	City Executive Board
Executive Lead Member:	Leisure, Parks and Sport
Report Owner:	Head of Community Services
Report Contact:	Ian Brooke, Head of Community Services Tel: 01865 252705 ibrooke@oxford.gov.uk

ITEM 7:	COUNCIL TAX REDUCTION SCHEME ID: I012195
To consider whether the Council, should amend its Council Tax Reduction Scheme for 2015/16.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	Yes – if the decision is taken to amend the existing Council Tax Reduction Scheme
Decision Taker	City Executive Board
Executive Lead Member:	Customer Services and Corporate Services
Report Owner:	Executive Director for Organisational Development and Corporate Services
Report Contact:	Paul Wilding, Benefit Operations Manager Tel: 01865 252461 pwilding@oxford.gov.uk

ITEM 8:	INTEGRATED PERFORMANCE REPORT QUARTER 1 2015/16 ID: I011045
Report details the Council's finances, risk and performance as at the end of Quarter 1, 30 June 2015. Further reports for Q2, Q3 and Q4 will be submitted in December 2015, March and July 2016.	

Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board
Executive Lead Member:	Finance, Corporate Asset Management and Public Health, Corporate Strategy and Economic Development <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Report Owner:	Head of Financial Services <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk, Helen Bishop, Head of Business Improvement Tel: 01865 252233 hbishop@oxford.gov.uk

ITEM 9:	TREASURY MANAGEMENT ANNUAL REPORT 2014/15 FOUND ID: I008653
To report on the Treasury Management performance for 2014/15.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	
Report Owner:	
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 10:	BMW DEVELOPMENT AND HORSPATH SPORTS PARK ID: I008107
To seek authority to agree a contract with BMW which would transfer their sports facilities to a new site enabling future development of their factory.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Leisure, Parks and Sport
Report Owner:	Head of Community Services
Report Contact:	Ian Brooke, Head of Community Services Tel: 01865 252705 ibrooke@oxford.gov.uk

ITEM 11:	AWARD OF INTERNAL AUDIT CONTRACT ID: I011047
To award the contract for Council's Internal Auditors	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Part exempt Commercially Sensitive
Will this decision be preceded by any	N/A

form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member:	Finance, Corporate Asset Management and Public Health
Report Owner:	Executive Director for Organisational Development and Corporate Services
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 12:	CONTRACT FOR DISPOSAL OF RECYCLED MATERIAL ID: I011928	
Requesting delegated authority to place contracts for disposal of City collected co-mingled recycle.		
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000	
Is this item open or exempt to the public?	Part exempt Commercially Sensitive	
Will this decision be preceded by any form of consultation?	No consultation	
Decision Taker	City Executive Board	
Executive Lead Member:	Climate Change and Cleaner, Greener Oxford	
Report Owner:	Executive Director for Community Services	
Report Contact:	Roy Summers, Direct Services Tel: 01865 253608 rsummers@oxford.gov.uk	

ITEM 13:	LOAN FACILITY TO LOW CARBON HUB ID: I012197	
To report back on the first draw down and repayment of the loan facility previously agreed by the City Executive Board and recommend that the CEB approves a further tranche of loan		
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000	
Is this item open or exempt to the public?	Part exempt Commercially Sensitive	
Will this decision be preceded by any form of consultation?	N/A	
Decision Taker	City Executive Board	
Executive Lead Member:	Finance, Corporate Asset Management and Public Health	
Report Owner:	Executive Director for Organisational Development and Corporate Services	
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk	

ITEM 14:	OXFORD GROWTH STRATEGY ID: I012211	
To update CEB on the progress of the Oxford Growth Strategy and to make adequate financial provision in respect of it. It is recommended that the CEB note the contents of this report, in particular the potential need to identify additional resources and agrees to transfer £310,000 from reserves to support the work streams detailed in this report.		
The Oxford Growth Strategy is a coordinated set of workstreams encompassing the preparation of a high level case for sustainable urban extensions to Oxford as the most sustainable way of addressing Oxford's unmet housing needs, as well as joint working with the other Oxfordshire local authorities, and involvement in their local plans' preparation and examination, to seek to ensure that Oxford's unmet housing needs are fully addressed in a		

sustainable manner on a cross-boundary basis.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open Commercially Sensitive
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Planning, Transport and Regulatory Services
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Matthew Bates, City Development Tel: 01865 252277 mbates@oxford.gov.uk

COUNCIL 23 SEPTEMBER 2015 PROVISIONAL REPORTS

To include any reports from CEB

ITEM 15:	AFFORDABLE HOUSING CONTRIBUTIONS IN THE LIGHT OF THE SUCCESSFUL LEGAL CHALLENGE TO THE PLANNING PRACTICE GUIDANCE ID: I012235
<p>In November 2014 the government introduced changes to the Planning Practice Guidance which meant that Local Planning Authorities were unable to seek contributions towards affordable housing from developments of 10 or fewer dwellings and had to apply a Vacant Building Credit which reduced any affordable housing provision from larger sites. The approach that the Council needed to take with respect of Sites and Housing Policy HP4 in particular was reported to Council on 2nd Feb 2015.</p> <p>Subsequently, West Berks and Reading Council's legally challenged the Government and on 31 July 2015 succeeded in quashing those elements of the Planning Practice Guidance.</p> <p>This report is to confirm the approach that the Council will now take in relation to these matters.</p>	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	Council
Executive Lead Member:	
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	David Edwards, Executive Director City Regeneration and Housing Tel: 01865 252394 dedwards@oxford.gov.uk

ITEM 16:	PROPERTY INVESTMENT FUND INVESTMENT TO SECURE ACCESS TO PRIVATE RENTED ACCOMMODATION ID: I011749
<p>At the meeting on 30 July 2015 CEB approved a proposal for the Council to invest in a dedicated property fund in order to lever in additional funding to that provided by the Council, to procure accommodation that can be used to house homeless households in the private rented sector.</p> <p>CEB agreed to make the following recommendations to Council:</p>	

<ol style="list-style-type: none"> 1. that Council include this type of investment in its Treasury Management Strategy as part of non-specified investments and amend the Minimum Revenue Provision (MRP) policy in line with the principles outlined in this report; 2. that Council approve the £2.197 million balance on the Homelessness Property Acquisitions capital scheme be transferred to this investment. 3. that Council approve a supplementary estimate of £2.803m; financed from internal borrowing, as a revision to the Council's Capital Programme. 	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	Council
Executive Lead Member:	
Report Owner:	
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 17:	HACKNEY CARRIAGE AND PRIVATE HIRE VEHICLES- PROPOSED AMENDMENTS TO LICENSING CRITERIA ID: I012225
To inform Council of the proposals to amend the current criteria applicable to the licencing of Hackney Carriage and Private Hire Vehicles.	
Council may be asked to approve recommendations from the General Purposes Licensing Committee in relation to those proposals. Such amendments would impact all vehicle licence holders and those seeking to licence a vehicle with the Authority.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	Council
Executive Lead Member:	Crime, Community Safety and Licensing
Report Owner:	Executive Director for Community Services
Report Contact:	Julian Alison, Licensing Team Leader jalison@oxford.gov.uk

ITEM 18:	CORPORATE EQUALITY SCHEME - REVIEW ID: I002561
Review the Corporate Equality Scheme and produce an innovative template which focuses on a small number of key initiatives which can be delivered over the next four years which is manageable and realistic to make actual change	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	Council

Executive Lead Member:	Customer Services and Corporate Services
Report Owner:	Head of Business Improvement
Report Contact:	Simon Howick, Head of Human Resources and Facilities Tel: 01865 252547 showick@oxford.gov.uk

CEB 15 OCTOBER 2015 PROVISIONAL REPORTS

ITEM 19:	CITY CENTRE PUBLIC SPACES PROTECTION ORDER (PSPO) ID: I010939
The implementation of a Public Space Protection Order to effectively deal with a number of City Centre related activities of a few people that affects the general public's freedom to use the City centre freely and safely.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	Yes
Decision Taker	City Executive Board
Executive Lead Member:	Crime, Community Safety and Licensing
Report Owner:	Executive Director for Community Services
Report Contact:	Richard J Adams, Community Services Tel: 01865 252283 rjadams@oxford.gov.uk

ITEM 20:	NORTH OXFORD VICTORIAN SUBURB CONSERVATION AREA APPRAISAL- ADOPTION ID: I011611
To recommend adoption of the North Oxford Victorian Suburb Conservation Area Appraisal.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Planning, Transport and Regulatory Services
Report Owner:	Head of Planning and Regulatory
Report Contact:	Ian Marshall, Team Leader Design, Heritage and Specialist Services Tel: 01865 252332 imarshall@oxford.gov.uk

ITEM 21:	COMMUNITY CENTRE STRATEGY 2015-2020 ID: I010564
The strategy will reflect the current position on Community Centres, detail what world class community facilities, delivery and access will look like in 2020, with a clear action plan developed. The draft strategy will go to CEB in October 2015. Adoption after public consultation in December 2015.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any	Yes - in October 2015

form of consultation?	
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board
Executive Lead Member:	Culture & Communities <input type="checkbox"/> <input type="checkbox"/>
Report Owner:	Head of Community Services <input type="checkbox"/> <input type="checkbox"/>
Report Contact:	Ian Brooke, Head of Community Services Tel: 01865 252705 ibrooke@oxford.gov.uk

ITEM 22:	PROPOSED LEASE AND MONITORING ARRANGEMENTS FOR COMMUNITY CENTRES ID: I011250	
Formalise the approach of the Council to Community Centre lease agreements		
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards	
Is this item open or exempt to the public?	Part exempt Commercially Sensitive	
Will this decision be preceded by any form of consultation?	Yes	
Decision Taker	City Executive Board	
Executive Lead Member:	Culture & Communities	
Report Owner:	Head of Community Services	
Report Contact:	Mark Spriggs, Community Centres Co-ordinator Tel: 01865 252822 mspriggs@oxford.gov.uk	

ITEM 23:	HEADINGTON NEIGHBOURHOOD PLAN ID: I012135	
To approve submission of the draft Headington Neighbourhood Plan for 6 week consultation		
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards	
Is this item open or exempt to the public?	Open	
Will this decision be preceded by any form of consultation?	6 week consultation	
Decision Taker	City Executive Board	
Executive Lead Member:	Planning, Transport and Regulatory Services	
Report Owner:	Executive Director for Regeneration and Housing	
Report Contact:		

ITEM 24:	PRIVATE SECTOR HOUSING POLICY ID: I010352	
To set out the future priorities and areas of intervention in the private rented and owner-occupied residential sectors in Oxford.		
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000	
Is this item open or exempt to the public?	Open	
Will this decision be preceded by any form of consultation?	None	
Decision Taker	City Executive Board	
Executive Lead Member:	Housing	
Report Owner:	Head of Planning and Regulatory	
Report Contact:	Ian Wright, Environmental Development iwright@oxford.gov.uk	

ITEM 25:	HOUSES IN MULTIPLE OCCUPATION (HMO) LICENSING SCHEME ID: I005715
<p>The Council designated the whole of the City subject to Additional Licensing of HMOs in 2010 which was phased into effect from the 24 January 2011 and 31 January 2012. Each Phase of the scheme was designated for 5 years and during this time the Council must undertake a review. The report submitted to the June CEB provided findings from a review of the impact of the scheme. CEB agreed to proceed with a consultation exercise regarding the future of the Additional Licensing scheme.</p> <p>The report to be submitted to the October CEB will set out the results of the consultation exercise for Additional Licensing and set out recommendations for the future of the scheme.</p>	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	Consultation will occur after the June report.
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board
Executive Lead Member:	Planning, Transport and Regulatory Services <input type="checkbox"/> <input type="checkbox"/>
Report Owner:	Executive Director for Community Services <input type="checkbox"/> <input type="checkbox"/>
Report Contact:	Adrian Chowns, Team Leader HMO Enforcement Team Tel: 01865 252010 achowns@oxford.gov.uk, Ian Wright, Environmental Development iwright@oxford.gov.uk

ITEM 26:	HOUSING ENERGY STRATEGY ID: I011511
<p>Works to building and with staff and tenants in the Council's domestic housing on energy efficiency and fuel poverty</p>	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	Consultation with tenants Oct – Dec 2015
Decision Taker	City Executive Board
Executive Lead Member:	Housing
Report Owner:	Head of Housing and Property
Report Contact:	Deborah Haynes, Energy Efficiency Projects Officer Tel: 01865 252566 dhaynes@oxford.gov.uk

ITEM 27:	ASSET MANAGEMENT PLAN 2016-2020 ID: I011608
<p>A new Asset Management Plan for the period 2016-2020</p> <p>This report will be submitted to CEB in October 2015.</p> <p>The Asset Management Plan will be submitted to Council for adoption in December 2015.</p>	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open

Will this decision be preceded by any form of consultation?	Yes
Decision Taker	City Executive Board <input type="checkbox"/> Council
Executive Lead Member:	Finance, Corporate Asset Management and Public Health <input type="checkbox"/>
Report Owner:	Regeneration and Major Projects Service Manager <input type="checkbox"/>
Report Contact:	Mike Scott, Corporate Asset Manager Tel: 01865 252138 mwscott@oxford.gov.uk

ITEM 28:	EXTERNALLY LEASED HRA PROPERTIES - RENT SETTING ID: I011747
To agree a rent charging framework for HRA property leased to partner organisations.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Housing
Report Owner:	Head of Housing and Property
Report Contact:	Dave Scholes, Housing Needs Manager Tel: 01865 252636 dscholes@oxford.gov.uk

ITEM 29:	FINANCIAL INCLUSION STRATEGY (FIS) - ACTION PLAN UPDATE ID: I011836
Seeking approval to update the Action Plan for the Financial Inclusion Strategy (FIS), as most actions are now complete.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	No consultation
Decision Taker	City Executive Board
Executive Lead Member:	Customer Services and Corporate Services
Report Owner:	Head of Business Improvement
Report Contact:	Paul Wilding, Benefit Operations Manager Tel: 01865 252461 pwilding@oxford.gov.uk

ITEM 30:	CHANGES TO CHARGING FOR PLANNING AND LISTED BUILDING PRE-APPLICATION ADVICE AND BUILDING CONTROL APPLICATION FEES ID: I012237
This report proposes the following changes to Planning and Listed Building pre-application advice and Building Control application fees:	
<ul style="list-style-type: none"> i) Increasing the planning pre-application advice fees by 25% ii) Introducing fees for pre-application advice in respect of listed buildings and householder developments iii) Increasing some of the building control application fees 	

Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Planning, Transport and Regulatory Services
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Cathy Gallagher, Head of Planning and Regulatory Services cgallagher@oxford.gov.uk

ITEM 31:	OXFORD RAILWAY STATION REDEVELOPMENT ID: I010169	
To update CEB on the Oxford Station Redevelopment Proposals and seek approval for next stages.		
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards	
Is this item open or exempt to the public?	Open	
Will this decision be preceded by any form of consultation?	Formal consultation on this site was undertaken as part of the West End AAP. Significant informal consultation and information gathering has taken place and continues to take place. Formal statutory consultation will be undertaken as part of the town planning processes going forward.	
Decision Taker	City Executive Board	
Executive Lead Member:	Planning, Transport and Regulatory Services	
Report Owner:	Head of Planning and Regulatory	
Report Contact:	Fiona Piercy Tel: 01865 252185 fpiercy@oxford.gov.uk	

ITEM 32:	GLOUCESTER GREEN MARKET ID: I011506	
To consider redevelopment options for the Odeon cinema and Gloucester Green.		
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000	
Is this item open or exempt to the public?	Part exempt Commercially Sensitive	
Will this decision be preceded by any form of consultation?	No	
Decision Taker	City Executive Board	
Executive Lead Member:	Corporate Strategy and Economic Development	
Report Owner:	Regeneration and Major Projects Service Manager	
Report Contact:	Piers Scrimshaw-Wright Tel: 01865 252142 pscrimshaw-wright@oxford.gov.uk	

ITEM 33:	TRANSFER STATION FOR RECYCLED MATERIAL	
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	ID: I012199
Proposal to create and operate a Council managed Transfer Station for City collected co-mingled recyclate, green waste, street arisings and engineering works spoil.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Part exempt Commercially Sensitive
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member:	Climate Change and Cleaner, Greener Oxford
Report Owner:	Executive Director for Community Services
Report Contact:	Roy Summers, Direct Services Tel: 01865 253608 rsummers@oxford.gov.uk

ITEM 34:	ARRANGEMENTS TO FACILITATE THE FITTING OF SOLAR PANELS ON COUNCIL-OWNED HOUSING STOCK ID: I012328
Report to consider the proposals, and to delegate authority to enter into legal arrangements, for a solar panel installation programme for council properties funded through a community-benefit model.	
Changes to the regulatory framework for solar panel incentives are changing. Acting as soon as possible will ensure the maximum benefits can be realised.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Councillor Scott Seamons
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Mairi Brookes Tel: 01865 252212 mbrookes@oxford.gov.uk

ITEM 35:	SALE OF CITY FARM, GARSINGTON ID: I011743
Sale of investment asset outside of the City boundary.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Part exempt Commercially Sensitive
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Finance, Corporate Asset Management and Public Health
Report Owner:	Regeneration and Major Projects Service Manager
Report Contact:	Julia Castle, Corporate Assets jcastle@oxford.gov.uk

CEB 12 NOVEMBER 2015 PROVISIONAL REPORTS

ITEM 36:	CORPORATE ENFORCEMENT POLICY (PREVIOUSLY ENVIRONMENTAL DEVELOPMENT ENFORCEMENT POLICY) ID: I003111
Refresh the current enforcement policy to take account of government guidance and corporate priorities.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	To be advised.
Decision Taker	City Executive Board
Executive Lead Member:	Planning, Transport and Regulatory Services
Report Owner:	Head of Planning and Regulatory
Report Contact:	Head of Planning and Regulatory

ITEM 37:	PROCUREMENT STRATEGY ID: I011822
To refresh the Council's procurement strategy for 2016 – 2019.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Part exempt Commercially Sensitive
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board
Executive Lead Member:	Customer Services and Corporate Services <input type="checkbox"/> <input type="checkbox"/>
Report Owner:	Head of Financial Services <input type="checkbox"/> <input type="checkbox"/>
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 38:	TREASURY MANAGEMENT STRATEGY 2015/16 - HALF YEAR PERFORMANCE ID: I010203
CEB Nov 2015: To report the Council's Treasury Management performance for the 6 month period up to 30 Sept 2015.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member:	Finance, Corporate Asset Management and Public Health
Report Owner:	Head of Financial Services
Report Contact:	Anna Winship, Financial Accounting Manager Tel: 01865 252517 awinship@oxford.gov.uk

ITEM 39:	REPLACEMENT OF HOUSING COMPUTER SYSTEMS ID: I010933
The Council currently has two housing computer systems, this report details the proposals for the procurement of one housing computer system to replace the current computer applications.	

Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Part exempt Commercially Sensitive
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Customer Services and Corporate Services
Report Owner:	Head of Business Improvement
Report Contact:	Helen Bishop, Head of Business Improvement Tel: 01865 252233 hbishop@oxford.gov.uk

ITEM 40:	PLANNING - ANNUAL MONITORING REPORT (AMR) ID: I012030
This is the City Council's eleventh AMR to assess the effectiveness of planning policies contained within Oxford's Local Development Plan.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member:	Planning, Transport and Regulatory Services
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Rebekah Knight Tel: 01865 252612 rknight@oxford.gov.uk

ITEM 41:	DEVELOPMENT OF NEW CEMETERY SITE ID: I011508
Update on options for new cemetery site within South Oxfordshire Council boundary.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member:	Leisure, Parks and Sport
Report Owner:	Head of Community Services
Report Contact:	Trevor Jackson, City Leisure and Parks Tel: 01865 252363 tjackson@oxford.gov.uk

ITEM 42:	ENHANCING PATHWAYS FOR THE LONG TERM UNEMPLOYED ID: I012065
Seeking approval for a project funded by the European Structural Investment Fund programme.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Customer Services and Corporate Services
Report Owner:	Executive Director for Organisational

	Development and Corporate Services
Report Contact:	Paul Wilding, Benefit Operations Manager Tel: 01865 252461 pwilding@oxford.gov.uk

ITEM 43:	AWARD OF THE PROVISION OF A FURNISHED TENANCY SCHEME CONTRACT ID: I012201
This report is asking for project approval and delegated powers to be given to Executive Director of Regeneration & Housing to approve the award of a furnished tenancy scheme contract following an open OJEU tender process.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member:	Housing
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Stephen Clarke, Head of Housing and Property Tel: 01865 252447 sclarke@oxford.gov.uk

ITEM 44:	FINANCIAL SYSTEMS RETENDER ID: I012330
Provision of the core financial systems for the City Council at the end of the current contract (December 2016). The current contract for the Agresso Finance system comes to an end in December 2016. This report will set out the timetable to retender.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Customer Services and Corporate Services
Report Owner:	Executive Director for Organisational Development and Corporate Services
Report Contact:	Paul Fleming, Chief Technology Manager Tel: 01865 252220 pfleming@oxford.gov.uk

ITEM 45:	REVIEW OF OLDER PERSONS ACCOMMODATION /REVIEW OF SHELTERED HOUSING ID: I010356
Approve outcomes of review, including future of some of the stock	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member:	Housing
Report Owner:	Head of Housing and Property
Report Contact:	Frances Evans, Housing Strategy & Performance Manager fevans@oxford.gov.uk

COUNCIL 7 DECEMBER 2015 PROVISIONAL REPORTS

To include any reports from CEB

CEB 17 DECEMBER 2015 PROVISIONAL REPORTS

ITEM 46:	BUDGET 2016/17 CONSULTATION ID: I011770
Dec 2015: To propose a Medium Term Financial Strategy 2016-20 and a 2016/17 Budget for public consultation	
Feb 2016: To present the Council's Medium Term Financial Strategy for 2015/16 to 2018-19 and the 2015-16 Budget for recommendation to Council	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	Not until after this report.
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board <input type="checkbox"/> <input type="checkbox"/> Council
Executive Lead Member:	Finance, Corporate Asset Management and Public Health <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Report Owner:	Head of Financial Services <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 47:	CORPORATE PLAN 2016 - 20 ID: I011772
Corporate Plan 2016 – 20	
CEB 17 December 2015: to present the pre-consultation draft Corporate Plan 2016-20 and seek approval to go to public consultation	
CEB 11 February 2016: to present the draft Corporate Plan 2016-20 for recommendation to Council	
Council 17 February 2016: to submit the draft Corporate Plan 2016–20 for approval	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	Public consultation Dec 2015 - Jan 2016
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> Council
Executive Lead Member:	Corporate Strategy and Economic Development <input type="checkbox"/> <input type="checkbox"/>
Report Owner:	Assistant Chief Executive <input type="checkbox"/> <input type="checkbox"/>
Report Contact:	Val Johnson, Policy Team Leader Tel: 01865 252209 vjohnson@oxford.gov.uk

ITEM 48:	DATA PROTECTION POLICY REFRESH
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	ID: I006767
To propose minor changes to the current Data Protection Policy to keep it in line with best practice and new guidance issued by the Information Commissioner.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member:	Customer Services and Corporate Services
Report Owner:	Executive Director for Organisational Development and Corporate Services
Report Contact:	Helen Bishop, Head of Business Improvement Tel: 01865 252233 hbishop@oxford.gov.uk

ITEM 49:	DESIGN SUPPLEMENTARY PLANNING DOCUMENT - DRAFT ID: I011613
The Design SPD will set out planning guidance for the design of new buildings in Oxford considering particularly local context. This meeting will be to approve the draft for public consultation.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	Yes- public consultation
Decision Taker	City Executive Board
Executive Lead Member:	Corporate Strategy and Economic Development
Report Owner:	Head of Planning and Regulatory
Report Contact:	Sarah Harrison, Senior Planner Tel: 01865 252015 sbharrison@oxford.gov.uk

ITEM 50:	HOUSING DEVELOPMENT DELIVERY MODELS & PROJECT APPROVAL FOR THE DELIVERY OF THE COUNCIL'S 2015-18 AFFORDABLE HOUSING PROGRAMME ID: I011254
To present possible models of development and to seek project approval for the delivery of the Council's 2015-18 affordable housing programme.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Housing
Report Owner:	Head of Housing and Property
Report Contact:	Alan Wylde Tel: 01865 252319 awylde@oxford.gov.uk

ITEM 51:	AWARD OF AN ENFORCEMENT AGENCY SERVICE ID: I012289
This report is asking for project approval and recommendation of the award of an enforcement agency contract to enable the recovery of the various types of debt that the authority incurs.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area

	comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Finance, Corporate Asset Management and Public Health
Report Owner:	Executive Director for Organisational Development and Corporate Services
Report Contact:	Nicky Atkin, Business Improvement Tel: 01865 252778 natkin@oxford.gov.uk

CEB 21 JANUARY 2016 - PROVISIONAL REPORTS

ITEM 52:	LOCAL DEVELOPMENT SCHEME ID: I010035
The Local Development Scheme set out a work programme for major planning policy documents for Oxford. This meeting will recommend adoption of the LDS.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member:	Planning, Transport and Regulatory Services
Report Owner:	Head of Planning and Regulatory
Report Contact:	Adrian Roche, City Development Tel: 01865 252165 aroche@oxford.gov.uk

COUNCIL 8 FEBRUARY 2016 - PROVISIONAL REPORTS

ITEM 53:	STATEMENT OF LICENSING POLICY 2016 -2021: REVIEW ID: I012223
Statutory policy review required every 5 years to update and amend current policy.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	Consultation prior to Council approval
Decision Taker	Council
Executive Lead Member:	Crime, Community Safety and Licensing
Report Owner:	Executive Director for Community Services
Report Contact:	Julian Alison, Licensing Team Leader jalison@oxford.gov.uk

CEB 11 FEBRUARY 2016 - PROVISIONAL REPORTS

ITEM 54:	GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY
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	ORGANISATIONS FOR 2016-2017 ID: I012213
The report is for the City Executive Board to make decisions on the allocation of grants to the community and voluntary organisations for 2016/2017	
The decision is Key because the indicative grants budget is £1.4m	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Leisure, Parks and Sport
Report Owner:	Head of Community Services
Report Contact:	Julia Tomkins, Grants & External Funding Officer Tel: 01865252685 jtomkins@oxford.gov.uk

ITEM 55:	ENERGY & WATER SUPPLY CONTRACT PROCUREMENT APPROACH 2016 - 2020 ID: I012133
This report recommends the award of a contract to the Council's energy supplier for the period 2016 - 2020	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member:	Climate Change and Cleaner, Greener Oxford
Report Owner:	Executive Director for Community Services
Report Contact:	Paul Spencer Tel: 01865 252238 pspencer@oxford.gov.uk

ITEM 56:	CAPITAL STRATEGY 2016-17 ID: I011797
To present the Council's Capital Strategy for approval	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Finance, Corporate Asset Management and Public Health
Report Owner:	Head of Financial Services
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 57:	TREASURY MANAGEMENT STRATEGY 2016-17 ID: I011768
Treasury Management Strategy for 2016-17, including prudential indicators.	
CEB Feb 2016: To recommend the Council adopts the Treasury Management Strategy	

2015/2016.	
Council 18 Feb 2016: To adopt the Treasury Management Strategy 2015/2016.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Finance, Corporate Asset Management and Public Health
Report Owner:	Head of Financial Services
Report Contact:	Anna Winship, Financial Accounting Manager Tel: 01865 252517 awinship@oxford.gov.uk

COUNCIL 17 FEBRUARY 2016 - BUDGET AND CORPORATE PLAN AND RELATED REPORTS

CEB 17 MARCH 2016 - PROVISIONAL REPORTS

CEB 14 APRIL 2016 - PROVISIONAL REPORTS

COUNCIL 18 APRIL 2016 - PROVISIONAL REPORTS

ITEM 58:	CONSTITUTION REVIEW ID: I004734
An annual report to propose any required changes to the constitution.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	Council
Executive Lead Member:	Corporate Strategy and Economic Development
Report Owner:	Head of Law and Governance
Report Contact:	Emma Griffiths, Law and Governance Tel: 01865 252208 egriffiths@oxford.gov.uk

ITEM 59:	REGULATION OF INVESTIGATORY POWERS ACT 2000 ID: I004596
To report the Council's application of its powers under the Regulation of Investigatory Powers Act 2000.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	Not applicable
Decision Taker	Council
Executive Lead Member:	Crime, Community Safety and Licensing
Report Owner:	Head of Law and Governance

Report Contact:

Jeremy Franklin, Law and Governance
jfranklin@oxford.gov.uk

Scrutiny Recommendation Tracker 2015-16

Municipal Bonds – Finance Panel 2 July				
Recommendation	Agreed Y/N	Suggested executive response provided by the Board Member for Finance	Lead Member & Officer	Implemented Y/N / due date
1. That the City Council welcomes the establishment of the Municipal Bonds Agency as a worthwhile social investment vehicle and source of capital financing.	Y	Agreed. The City Council welcomes the establishment as an alternative source of financing to PWLB	Cllr Turner / Nigel Kennedy	10 Sept CEB
2. That the City Council doesn't make significant investments in the Municipal Bonds Agency or borrow from it at this stage but keeps a watching brief on the Agency and considers it as a future source of prudential borrowing.	Y	Agreed. There is still some uncertainty about the rate of return any investor would get from investing in the Municipal Bond Agency if indeed there would be any at all. There are no plans to undertake prudential borrowing in the immediate future to fund capital expenditure and given latest announcements from the Chancellors Budget in July the authority will be looking to reassess all its future spending plans. When and if the authority has a requirement to borrow then it will consider all sources of finance.	Cllr Turner / Nigel Kennedy	10 Sept CEB
3. That the Executive Member for Finance, in consultation with the Head of Financial Services, considers the case for the City Council making a £10k capital investment to become a minimum shareholder in the Municipal Bonds Agency before its first bond issuance, which is expected to take place in September 2015. This investment would be made with no guarantee of a return but it would secure	In Part	There still remains uncertainty as to the rationale behind investing in the MBA since the Council currently has no requirement to borrow in the immediate future. The preferential rate referred to (and mentioned at the Finance Panel by the representative of the MBA) is not referred to in any of the documentation submitted to the Council and therefore cannot be validated. Information obtained from the Council Treasury advisors, Capita suggest that there remains a number of unanswered	Cllr Turner / Nigel Kennedy	29 Oct Finance Panel

<p>preferential interest rates on any future Council borrowing.</p>	<p>questions</p> <ul style="list-style-type: none"> • Early paperwork from the MBA referred to a 'new issue premium' in the first year or two, it is uncertain whether early joiner borrowing authorities would voluntarily pay a higher interest rate • There is a joint and several guarantee for investors, whilst this would presumably be in proportion to holding there may be a risk to the authority • How flexible can the agency be around bond maturities and how will it ensure that its meets the requirements of its customers in terms of size, duration and interest rate. • The MBA representative mentioned that the preferential rate for investors would be 2 or 3 basis points below the preferential bond rate for other investors (although this is by no means certain). Additionally rates move quickly and this differential could be wiped out quickly even before the overall costs of the bond are taken into consideration. <p>Due to the level of uncertainties although a £10k 'hedge' may be seen as relatively small in the scale of the Council's overall finances there are a number of important questions which need to be answered before such funds should be committed. Officers will undertake to investigate answers to these questions and either commit £10k if the answers suggest investment would be in the interests of the Council, or report back to CEB and Scrutiny</p>		
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		within the next three months with the outcome of the investigation.		
4. That in considering whether to make a minimal investment (Recommendation 3), the Head of Financial Services speaks with one or more District Councils that have already signed up as shareholders in the Agency.	In part	The MBA advise that there are 10 authorities who have invested £10k with the fund although it is not known who they are. To some extent it is irrelevant as to the reason why other authorities have invested in the fund since it is a matter of judgement for the Section 151 Officer of this authority in consultation with the Finance and Asset Portfolio Holder to decide whether to invest.	Cllr Turner / Nigel Kennedy	N/A
Integrated Performance Report for Quarter 4 2014/15 – Finance Panel 2 July				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. The General Fund outturn position for 2014-15 - a favourable variance of £1.808m which is mainly due to increased income - is a very good outcome and we recommend that officers are congratulated on overachieving against income targets.	Y	The favourable variance has largely arisen from increased income arising from commercial property rents, engineering works and other income. As deputy leader, I quite agree that officers are to be congratulated.	Cllr Turner / Nigel Kennedy	Y
2. We support the transfer of £1.4m to a Dry Recyclate Reserve and recommend that the City Council urgently assesses options for significantly mitigating this serious budget pressure, including exploring the possibility of building and operating a waste transfer station and changing the Council's waste collection system.	Y	The Council is exploring a number of options to mitigate budgetary pressures around dry recyclate which have become apparent during negotiations for the renewal of the contract with the current waste transfer station provider. Due to changes in the market price for recyclate the current provider is seeking significant increases in gate fees in order to ensure the viability of the current operation.	Cllr Turner / Nigel Kennedy	Recycling Panel to monitor
3. We note that there are 4 red performance indicators against Meeting Housing Needs but only 3 are explained in the Corporate Summary. We recommend that this is corrected and that fuller explanations are given for the amber risks relating to Environmental Development (section 4.3 in	In part	The missing red performance indicator for Meeting Housing Needs relates to Tenant satisfaction with their Estates; this has been discussed in a previous report and there is no new data. Further explanation on the risks within Environmental Development are included in the attached appendix.	Cllr Turner / Nigel Kennedy	N/A

the Community Services Directorate).				
4. That the City Executive Board considers: a) Re-directing a relatively small portion of the under-spend towards addressing homelessness, where it could potentially go a long way; b) Other potential uses for part of the under-spend in improving performance against corporate targets, including investing in an additional HMO licensing officer.	N	The under-spends from 2014/15 has been transferred to earmarked reserves largely to mitigate future budgetary pressures. A small proportion has been transferred to the capital funding reserve which is considered prudent given the size of the council's capital programme. There is already a substantive reserve available for the area of homelessness and this can be used if needed. HMO licensing is currently being consulted on and it will be appropriate to consider whether the staffing resource is adequate as part of the response to that consultation.	Cllr Turner / Nigel Kennedy	N/A
5. That the City Council continues to embed and improve the capital gateway process to further reduce capital slippage.	Y	The overall slippage on the capital budget was around £15million in comparison to the original budget of £63million. This primarily related to three schemes, Rose Hill Community Centre, Affordable Homes Programme, and Vehicles. The average spend on capital over the last 9 years has been around £20million and the delivery of £48.7 million in 2014/15 is significantly above this. The Council will continue to embed and improve its monitoring through the Capital Gateway process	Cllr Turner / Nigel Kennedy	Finance Panel to monitor

Debt Management Policy – Finance Panel 2 July

Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That the City Executive Board approves the Debt Management Policy subject to a minor amendment to the timescales for recovering Miscellaneous Debts set out in the table on page 9 of the policy,	Y	There is an error on page 7 of the policy which will be corrected- this should say 10 days and not 7 days.	Cllr Turner / Tanya Bandekar	Y
2. We reaffirm recommendation 15d of the Inequality Panel about the Council moving towards having a single view of debt. It will still require considerable effort to make this a reality but we strongly endorse this direction of travel and the progress made to date, including the use of fraud	Y	The project to implement this software which will allow us the single view of debt is underway, and will greatly assist in the management of all outstanding debts to the Council and allow us to operate in accordance with the Corporate Debt Policy.	Cllr Turner / Tanya Bandekar	June 2016

detection software to identify individuals with multiple debts owed to the Council				
3. That consideration is given to restructuring relevant teams and resources around a single view of debt model as this initiative progresses.	Y	This is already underway as the team restructures take effect and the software is implemented. Most debt collection activities including revenues and housing rents are now under the Head of Financial Services.	Cllr Turner / Tanya Bandekar	June 2016
Grant Monitoring Information for 2014/15 – Scrutiny Committee 30June				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
That the under-spend of £21,040 is rolled forwards and spent on grants to community and voluntary organisations in 2015/16.	N	I have some sympathy with this recommendation but the funding has been rolled back into the General Fund. The under-spend was in the social inclusion fund which has now been discontinued. We are working with OCVA to build capacity in this sector.	Cllr Rowley / Julia Tomkins	N/A
Adoption of the Statement of Community Involvement in Planning (2015) – Scrutiny Committee 30 June				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. We endorse the draft Statement of Community Involvement in Planning and recommend that this is amended to include references to the Planning Review Committee, Area Forums and external guidance on the use of visualisation tools.	Y	Done	Cllr Hollingsworth / Lyndsey Beveridge	Y
2. That the City Council continues to explore new and improved ways of informing residents and community organisations of local planning issues, using both on-line and off-line communication methods. In particular, enhancements to ICT systems should be prioritised so that individuals and groups that have signed up can receive automatic notifications when specific planning applications are progressed or amended.	Y	These are action plan issues. We need to improve the ICT.	Cllr Hollingsworth / Lyndsey Beveridge	Dec 2015
3. That the City Council explores whether there is a lower	Y	Proposals will be put to political	Cllr	Dec 2015

cost means of informing local residents of planning applications as an alternative to “neighbouring property notification letters”. We suggest that proposals are brought forward in the next budget round.		groups.	Hollingsworth / Lyndsey Beveridge	
Housing Asset Management Strategy – Housing Panel 4 June				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. We note that a number City Council owned garages are not in use and recommend that the City Council reviews how it could make better use of these assets (for example as sites for new affordable housing or free off street car parking for residents), treating several garage sites as a virtual site. Consideration should be given to explicitly stating this aim, currently implied, in the Asset Management Strategy.	In part	Garages are not housing assets so won't be mentioned in this strategy but we will be making better use of our garage assets.	Scott Seamons / Stephen Clarke	N/A
Review of the HMO Licensing Scheme – Housing Panel 4 June				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That the City Council renews the HMO licensing scheme in its entirety for a further 5 years (option 3). Consideration should be given to appropriate incentives and disincentives for landlords, and to the balance between taking a more pro-active approach to compliance whilst continuing efforts to extend the licensing scheme to cover more HMOs.	Y		Scott Seamons / Ian Wright	Y
2. That: a) Enforcement within the Private Rented Sector is a corporate priority, b) The Corporate Enforcement Policy recognises that the City Council should take a different approach to enforcement in different sectors (e.g. Private Rented Sector, Public Spaces Protection Orders, etc.), rather than a one size fits all approach.	Y		Alex Hollingsworth / Cathy Gallagher	Nov 2015

Report of the Local Economy Panel – 2 June Scrutiny Committee				
Recommendations	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / update due date
<p>1. That the City Council:</p> <p>a) Ensures that information about appealing to the Valuation Office Agency is made available to local businesses. In particular, this information should be communicated to all independent traders who may be affected by the major redevelopments taking place in Oxford.</p> <p>b) Takes any opportunities to join with other local authorities to lobby the new Secretary of State for Communities and Local Government for more council controls over business rates.</p>	yes	There is no doubt that business rate reform and/or local capacity to benefit from business rate growth on a more generous basis are major issues for local government. The devolution agenda will also have a bearing on these issues.	Matt Peachey	Feb 2016
2. That the City Council works with the County Council through the Town Team to agree on a single united channel of regular communications to businesses, such as about travel disruptions, supported by a single online source of information.	yes		City Centre Manager	Feb 2016
3. That the City Council develops a more corporate approach to communicating with businesses, including guidance for all departments whose work has an impact or involvement with businesses. This could take the form of defining a central point of contact within the City Council, which can identify the appropriate unit to respond on specific issues, including the County Council as appropriate.	no	The Communications team will examine this recommendation and consider what elements of it will be feasible and useful to take forward	Head of Comms	Feb 2016
4. That the City Council works with partners through the Town Team to reinforce the coordinated overall marketing and publicity campaign for Oxford in ways that cover all major potential audiences.	yes	The Town Team should also work closely with the Chief exec of Experience Oxfordshire on marketing and publicity for the city	City Centre Manager	Feb 2016
5. That the City Council develops a one stop shop function for events. This exercise should include a	Possibly (no)	The Events Team already provides a pretty comprehensive one stop	Peter McQuitty/A	Feb 2016

review of the costs and processes associated with aspects such as permission for road closures, stall licences and permits for distributing leaflets.		shop function within the City Council but they have to work alongside County Council officers on highways issues, which inevitably results in a less than fully comprehensive service. Worth exploring the scope for greater integration	lison Drummond	
6. That the City Council produces a simple analysis of the costs and benefits of pop up shops to landlords and the City Council.	no	The costs and benefits will vary so widely that this is likely to be a nugatory exercise.		Feb 2016
7. That the City Council takes a lead in establishing and facilitating a city centre commercial property landlord forum. This would be intended to bring together the owners of commercial properties, including the City Council, to ensure that there is a coordinated approach towards issues affecting the city centre, such as the minimisation of the time during which premises are empty. The forum could be chaired by the Leader of the Council, linked to the work of the Town Team and constituted based on the model of the previous Pensions and Language School forums. We also suggest that its membership should include a representative of each political group and that City Councillors should be able to observe meetings of the forum.	yes	This is a worthwhile initiative and worth trying, although there is an obvious danger that it would simply replicate the Town Team's work. The TOR would have to be very carefully written.	Jane Winfield	Feb 2016
8. That the City Council leads on the development of a long term strategy for the city centre as a whole. This should include a commitment to developing and supporting vibrant and distinct city quarters away from prime sites, in locations such as Gloucester Green, Jericho/Observatory Quarter, Market Street, Broad Street and a possible arts quarter around the Ashmolean Museum.	yes	Work is already under way in the Planning Policy team on a city centre strategy.	Rachel Williams	Feb 2016

9. That dedicated officer time is allocated to the development and delivery of this city centre strategy. This could be funded wholly or in part via a BID and by additional business rates income that the role will generate, via reduced voids in commercial properties.	Premature (no)	When we have an agreed strategy, the resource implications will be assessed. The Town Team will be continuing their consideration of a BID over the next few months. The initiative lies with the business community		Feb 2016
10. That the City Council's next Asset Strategy (2016-2020) builds upon the aim (not always presently achieved) of utilising City Council assets in ways that can provide wider strategic benefits to the city centre. The Asset Strategy could provide clear guidelines on the use of City Council-owned commercial premises to ensure the diversity and vitality of the city's wider retail offer.	no	This recommendation will be remitted to the Asset management team for consideration with the portfolio holder and key officers when work on the 2016-20 strategy is started.	David Edwards/ Jane Winfield	Feb 2016
Covered Market Leasing Strategy – Scrutiny Committee 2 June				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
That the City Executive Board approve the updated Covered Market Leasing Strategy 2015 with the following amendments: a) The word 'discouraged' in paragraph 4.4 is strengthened to 'avoided'. b) The word 'typically' in the sixth bullet point of paragraph 4.9 is changed to 'usually'. It could also be stated that exceptions will be considered for larger independent retailers that originate from Oxford.	Y	Happy to accept these changes	Bob Price / Elaine Philip	Y

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MINUTES OF THE SCRUTINY COMMITTEE

Tuesday 30 June 2015

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COUNCILLORS PRESENT: Councillors Simmons (Chair), Hayes (Vice-Chair), Coulter, Darke, Fry, Hollick, Henwood, Lloyd-Shogbesan, Smith, Taylor, Upton and Fooks.

BOARD MEMBERS PRESENT: Councillor Alex Hollingsworth and Councillor Mike Rowley

OFFICERS PRESENT: Ian Brooke (Head of Community Services), Adrian Roche (City Development), Lyndsey Beveridge (Planner), Julia Tomkins (Grants & External Funding Officer), Andrew Brown (Scrutiny Officer) and Catherine Phythian (Committee Services Officer)

13. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Altaf Khan (substitute Councillor Fooks).

14. DECLARATIONS OF INTEREST

There were no declarations of interest.

15. UPDATES SINCE THE LAST MEETING

No issues were raised.

The Committee NOTED the dates of the next meetings for the Standing Panels.

16. FUSION LIFESTYLE PERFORMANCE REPORT 2014/15

The Head of Community Services presented the report and highlighted a number of key points:

- The contract generated £1.36M annual saving
- £14.4M capital investment in the 5 centres
- the number of users had increased to 1.3 million and was projected to continue increasing to 2 million in 2020
- 134% increase in participation from the target groups

- A reduction in CO₂ levels per user had been achieved against the backdrop of increased participation

He said that the report contained a significant volume of data which had taken a lot of officer time to collate and asked the Committee to consider whether in the future a dashboard report could be used to update on the contract.

In response to comments from the Committee he explained that

- the subsidy for the Hinksey open air pool would always be relatively high simply because of the base costs of heating an outdoor pool combined with a weather limited operating season
- the assumptions supporting the projections for a continued increase in participation were robust and in any event the risk of reduced participation levels would be borne by Fusion Lifestyle
- the external appearance and standard of maintenance for the 5 centres was an important element in encouraging participation and asked members using the facilities to alert him or his staff if there were instances of poor standards or prolonged equipment outages

The Scrutiny Committee were pleased to note the excellent increase in participation resulting from the investment that the Council had made in the facilities and in the contract with Fusion Lifestyle.

The Scrutiny Committee AGREED that future versions of the annual Fusion Lifestyle Performance Report submitted to the Committee should adopt a dashboard approach.

17. GRANT MONITORING INFORMATION FOR 2014/15

The Grants and External Funding Officer presented the report.

The Committee questioned why there was an under-spend on the small grants programme and the Social Inclusion Fund amounting to £21,040, and what happens to this money. The Committee heard that this is absorbed into a corporate pot and noted that there had been unmet demand in other parts of the Council's Community and Voluntary Organisations (CVO's) grant programme.

The Committee also commented on particular line items listed in the appendices and questioned whether attendees were confident that some of these were delivering best outcomes for the money - for example, the cost of around £5,000 per homeless person assisted. Could more be helped by a different mix of service provision? On the other hand, the Committee noted that some grant spending delivered exceptionally good value - for example, money spent on benefits advice delivered approximate 8x the value in additional benefits. The Committee heard that the project descriptions should be viewed in their full context of providing wider community benefits and officers offered to provide more information on particular projects if required.

The Committee resolved to submit the following recommendation to the City Executive Board:

That the under-spend of £21,040 is rolled forwards and spent on grants to community and voluntary organisations in 2015/16.

18. STATEMENT OF COMMUNITY INVOLVEMENT IN PLANNING 2015

Members of Planning and Regulatory Services presented the report, explaining that it was both best practice and a legal requirement that the Council had a formal Statement of Community Involvement in Planning. She explained that this document had been subject to public consultation and consideration by all councillors. An Action Plan has been added to capture suggested changes and improvements which cannot be immediately addressed, often because of the need for IT system improvements.

The Scrutiny Committee supported the adoption of the Statement of Community Involvement in Planning (2015) and commended officers on the document's tone and the way it was written. The Committee noted the statutory nature of the document and the need to refrain from designing a planning toolkit whilst considering it.

The Scrutiny Committee made the following observations:

- it was important to avoid becoming over reliant on the internet and social media to publish and communicate planning matters
- the Planning Review Committee and Area Forums were not mentioned in the Statement
- the use of visualisation tools was a welcome development and suggested that this should be made more explicit in the document, with a link to the help-sheet added
- whether resident groups were able to register an area of interest and receive auto-notifications. The Committee heard that the Council's IT systems did not currently enable this but that it was not technically difficult to do. Officers were looking to achieve wider involvement through methods such as the Council's app, and are exploring whether local groups could play a role in making planning documents available in paper form
- whether in addition to site notices, printed letters should be sent to neighbours to inform them of planning applications. The Committee noted that the cost of issuing notification letters for the 2,000 planning applications processed each year was 45k and that this cost had not been budgeted for. Members asked whether lower cost alternatives were available, for example, could officers post copies of site notices through nearby letterboxes when putting these notices up.

The Scrutiny Committee AGREED to make the following recommendations to the City Executive Board:

1. We endorse the draft Statement of Community Involvement in Planning subject to minor amendments to include a reference to the Planning Review

Committee, Area Forums and external guidance on the use of visualisation tools.

2. We recommend that the City Council continues to explore new and improved ways of informing residents and community organisations of local planning issues, using both on-line and off-line communication methods. In particular, enhancements to ICT systems should be prioritised so that individuals and groups that have signed up can receive automatic notifications when specific planning applications are progressed or amended.
3. We recommend that the City Council explores whether there is a lower cost means of informing local residents of planning applications as an alternative to “neighbouring property notification letters”. We suggest that proposals are brought forward in the next budget round.

19. REPORT OF THE INEQUALITY PANEL

Councillor Van Coulter presented the report of the Inequality Panel: “Combating Inequality – Is Oxford City Council doing all it can to make Oxford a fairer, more equal place?”

On behalf of the Standing Panel he thanked all of the organisations and individuals who had contributed to the inquiry, in particular the Scrutiny Officer.

He explained that the report was still subject to some final drafting changes to ensure that the recommendations, if accepted, would allow the Council to work within the law. The Committee noted that the report would be submitted to the July meeting of the City Executive Board but given that the recommendations have significant resource implications a formal response would be made in September.

The Committee agreed that the reference to a Green Belt Review in Recommendation 5a) should be changed to a county wide land review.

Councillor Coulter agreed to speak to the City Executive Board to offer the assistance of the Inequality Standing Panel in reviewing the resource implications and prioritisation of the recommendations.

The Committee resolved to APPROVE that Inequality Panel report on Combating Inequality should be submitted to the City Executive Board meeting on 9 July 2015, subject to some minor drafting changes and with the following statement of support:

“That the Scrutiny Committee recognise that the recommendations in the report have significant cost implications for the Council and that there will need to be some prioritisation on the part of the CEB which members of the Panel would be willing to help with”.

20. WORK PROGRAMME AND FORWARD PLAN

The Scrutiny Officer presented the report which detailed the topics for the 2015/16 work programme. The Committee noted the items carried forward from the 2014/15 work programme. The Housing Panel would meet separately to consider their work programme for the year and report back to the Committee with their priorities in September.

The Committee considered the 36 issues which had been suggested as potential scrutiny topics and discussed their suitability in terms of the level of public interest; whether the item related to a corporate priority or essential service; the level of expenditure; and the extent to which the Scrutiny Committee would be able to influence or add value.

The Committee agreed that:

1. the following should be confirmed on the work programme:

Recycling Panel	Councillor Fry would adopt a "watching brief" on the implementation of the scrutiny recommendations.
Economic Development Panel	will continue & look at LEPs – scoping in early 2016
Cycling Panel	will end after report submitted
single meeting review topics	Tree cover, biodiversity and the work of the Forest of Oxford / project to get even more trees planted in the city
	Public Spaces Protection Order
scrutiny panel review topic	Guest House regulation – scoping document in September. 4 person review group: Cllr Van Coulter (Chair), Cllr Simmons + 2 others

2. the following should be added to the work programme as provisional topics for a scrutiny panel review subject to further discussion at the September meeting of the Committee:

scrutiny panel review topic	1. Tackling loneliness among the elderly
	2. Youth Ambition
	3. Planning enforcement & regulation
	4. Educational Attainment
	5. Equality and Diversity

21. APPOINTMENT OF CHAIR FOR THE HOUSING PANEL

The Scrutiny Committee elected Councillor Smith to be the Chair of the Housing Standing Panel for the Council Year 2015/16.

22. REPORT BACK ON RECOMMENDATIONS

The Scrutiny Officer presented the report back on recommendations. The Chair said that he had asked the City Executive Board to provide clear and unambiguous responses to scrutiny recommendations to aid monitoring.

The Committee NOTED the report.

23. MINUTES

The Committee APPROVED the minutes of the meeting held on 2 June 2015 as a true and accurate record.

24. DATES OF FUTURE MEETINGS

The Committee NOTED that the next meeting was scheduled for 7 September 2015 and that further meetings were scheduled on the following dates:

6 October 2015
2 November 2015
8 December 2015
12 January 2016
2 February 2016
7 March 2016
5 April 2016

All meetings start at 6.15pm.

The Committee recorded their congratulations to Sarah Claridge, Committee Services Officer, on the birth of her daughter.

The meeting started at 6.15 pm and ended at 8.40 pm