

Scrutiny response to Council Strategy
Scrutiny response to plans for ZEZ
Council Strategy
for
Cabinet - Wednesday 12 February 2020

- 7. **Scrutiny Committee Reports** (Pages 3 - 14)

- 11. **Corporate Strategy 20-24 - final draft for approval** (Pages 15 - 56)

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To: Cabinet
Date: 12 February 2020
Report of: Scrutiny Committee
Title of Report: Council (Corporate) Strategy

| Summary and recommendations | |
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| Purpose of report: | To present Scrutiny Committee comments concerning the Council (Corporate) Strategy |
| Key decision: | Yes |
| Scrutiny Lead Member: | Councillor Andrew Gant, Chair of the Scrutiny Committee |
| Cabinet Member: | Councillor Susan Brown, Leader and Cabinet Member for Economic Development and Partnerships |
| Corporate Priority: | All |
| Policy Framework: | The Council (Corporate) Strategy is a Policy Framework document |
| Recommendation: That the Cabinet notes the feedback within this report. | |

| Appendices |
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| None |

Introduction and overview

1. At its meeting on 04 February 2020, the Scrutiny Committee was scheduled to consider the revised Draft Council Strategy.
2. Owing to an increased number of respondees to the Council's consultation compared to previous iterations and the closure date for consultation being scheduled only two working days before the meeting (as a consequence of the December General Election) it was not possible to provide to the Committee the

post-consultation Council Strategy. A summary report of the consultation responses and the recommended changes to the Council Strategy was distributed to Committee members shortly prior to the meeting.

3. The Committee were talked through the summary of the consultation responses and the recommended changes to the Council Strategy by Councillor Susan Brown, Leader of the Council, and Mish Tullar, Corporate Policy, Partnerships and Communications Manager.
4. In the absence of the revised Council Strategy itself the Scrutiny Committee considered that it was unable to make any recommendations on its contents. Instead, it has asked that an update report be provided to the Cabinet to summarise its responses to the information provided.

Feedback

5. Members of the Committee made a number of suggestions about the content, presentation or priorities arising from the feedback:
 - a. In response to the recommended amendment in section 29 of the report that the strategy 'reinforce our commitment to take account of affordability and the impact on carbon measures on those least able to pay' a concern was raised about reinforcing the view that carbon reduction and reduced costs were necessarily mutually exclusive, when in many cases they can be enjoyed simultaneously
 - b. The term 'growth' can have multiple meanings with a broad range of positive and negative connotations. A suggested alternative may be to make reference to 'clean growth' which has a narrower definition of growth achieved whilst reducing carbon emissions,¹ which would also correspond with the Council's ambitions to tackle climate change.
 - c. Particular stress was given to the importance for the Council to work with the University and Colleges to extend the uptake of the Oxford Living Wage.
6. Committee members also made a number of comments about the way in which the consultation had been undertaken:
 - a. Accepting the explanation of a timetabling issue and the apologies made, the Committee did nevertheless express disappointment at being unable to provide scrutiny to the final version of the Council Strategy, a guiding document for the Council for the next four years.
 - b. Recognised by the presenters of the report as an issue for improvement, the Committee echoed the need to provide greater clarity

¹ <https://www.gov.uk/government/publications/clean-growth-strategy/clean-growth-strategy-executive-summary#fn:1>

of what is being asked when consulting young people, and that framing future aspirations in the present tense may not have been suitable.

- c. As a broad-ranging document which touches on a variety of complex concepts ('sustainable economy' was cited in particular) questions were raised as to the degree to which a shared understanding could be ensured amongst respondees to the consultation. It was, however, also recognised that there is inherent in any such consultation a degree of variable understanding, and that consequently caution should be applied to the interpretation of results.

Further Consideration

7. The Committee has historically considered update reports against the progress made against the Council Strategy on an annual basis. It is anticipated that the Council's reports against its annual business plans will be considered in a similar manner.

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To: Cabinet
Date: 12 February 2020
Report of: Scrutiny Committee
Title of Report: Planning for the Zero Emissions Zone 2020

| Summary and recommendations | |
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| Purpose of report: | To present Scrutiny Committee recommendations concerning the Planning for the Zero Emissions Zone 2020 |
| Key decision: | No |
| Scrutiny Lead Member: | Councillor Andrew Gant, Chair of the Scrutiny Committee |
| Cabinet Member: | Councillor Tom Hayes, Cabinet Member for Zero Carbon Oxford |
| Corporate Priority: | All |
| Policy Framework: | Yes |
| Recommendation: That the Cabinet states whether it agrees or disagrees with the recommendations in the body of this report. | |

| Appendices |
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| None |

Introduction and overview

1. At its meeting on 14 January 2020, the Scrutiny Committee considered a report concerning Planning for the 2020 Zero Emissions Zone.
2. The Panel would like to thank Councillor Tom Hayes, Cabinet Member for Zero Carbon Oxford, for presenting the report and answering questions. The

Committee would also like to thank Mai Jarvis, Environmental Quality Team Manager, for compiling the report and supporting the meeting.

Summary and recommendation

3. The report was introduced by Councillor Tom Hayes, Cabinet Member for Zero Carbon Oxford and Mai Jarvis, Environmental Quality Team Manager. Councillor Hayes said the report on the Zero Emissions Zone proposals represented the latest phase in a process of development over the previous four years which involved very close and co-operative working with the County Council as the Transport Authority. The consultation on proposals for the introduction of a 'Red Zone' by the end of the year was underway and generating high levels of interest. He encouraged members of the Committee to engage members of their communities with the consultation. The subsequent development of the wider Green Zone would be important but the initial focus on the Red Zone would provide a small scale scheme at the outset from which to learn. The scheme reflected the ambitions of the Citizens' Assembly and was ultimately underpinned by a desire to change behaviours and encourage modal shifts in transport.
4. In parallel with the proposals for a ZEZ, the importance of working closely with the City's transport providers, notably the bus and taxi companies, had been recognised from the outset. Hackney cabs in the City were already subject to an ambitious and separate scheme, under licensing conditions, for a progressive move to the use of zero emission capable vehicles. The Council was working with bus companies on schemes to introduce electric vehicles into the bus fleet.
5. In response to the report presented the Committee focused its questions along a number of key themes:
 - The 'Zero Emissions Zone' name
 - Ensuring efficacy
 - The extent of the Red Zone
 - The charging schedule
6. The Committee makes five recommendations.

The 'Zero Emissions Zone' name

7. A significant amount of discussion was dedicated to the accuracy of the reference moniker 'zero emissions zone.' From some quarters it was suggested that interpreted literally, the name does not reflect the working of the scheme; vehicles that emit are not prevented from entering the zone, they must pay to do so or benefit from an exemption. On a literal basis it is more of a vehicle emissions charging zone.

8. A number of suggestions were put forward from within the Committee and the report presenters as to why a literal interpretation of the name would not be appropriate, and why it should continue to be used. The first was that the term 'zero emissions zone' is one backed by experts and stakeholders, with an agreed definition. Under this definition, the term is entirely accurately applied, and to refer to it as anything else would be to introduce unnecessarily a source of confusion to those most engaged with it. A secondary reason given in support of the existing name was that it expresses clearly and publicly the intention and ambition of the Council and sets a higher public expectation than if a more literal alternative were to be employed.
9. Further discussion was held regarding the fact that the overarching concept which allowed local authorities and Transport for London to implement charges on vehicles entering particular areas which fell below particular standards were Clean Air Zones. It was suggested that London's Ultra Low Emissions Zone is not referred to as a Clean Air Zone, and that it would be constructive to consider the validity of the proposed 'Zero Emissions Zone' name on the basis of the similarities and differences between London's scheme and Oxford's. With a number of other Clean Air Zones announced by other authorities, it was suggested that there may be opportunities for similar comparisons elsewhere also. The Committee endorses this view

Recommendation 1: That the Council considers the suitability of the 'Zero Emissions Zone' name based on comparisons with the names and vehicle-charging criteria of other Clean Air Zones.

Ensuring Efficacy

10. The Committee considered two elements of the efficacy of the proposals in particular: the use of geofencing and the enforcement scheme.
11. Geofencing is a term meaning the creation of a virtual geographical perimeter, which triggers a particular response when a device enters or leaves the created area. It could be used in zero emission zones to make hybrid vehicles automatically switch into electric mode when they enter the zero emissions zone.
12. The key issue the zero emissions zone proposals seek to address is that of air quality. By automating the process drivers of suitably equipped hybrid vehicles are guaranteed to be driving in the right mode, thereby ensuring that they do not emit emissions within the high-risk area.
13. Reference to 'suitably equipped hybrid vehicles' does raise one issue, which is that not all hybrid vehicles are geofencing enabled. Older hybrids in particular lack this capability. This does raise challenges of complexity for users and administrators to manage – how could compliance with the use of electric power be proven or disproven? However, as time passes and the technology becomes more and more ubiquitous it is felt that this complexity is insufficient to merit not adopting a technology which will have some immediate positive impact and grow after time. After all, the challenge of proving or disproving which power source

hybrid vehicles were using at the time of entering the zero emissions zone remains irrespective of whether the switch is undertaken manually or automatically. As such, the Committee supports keeping the potential future option of geofencing under review.

Recommendation 2: That the Council explores the potential future use of geofencing for hybrid vehicles entering the zero emissions zone

14. Regarding enforcement, the Scrutiny Committee noted that the proposals for monitoring of vehicles entering the Red Zone do not rely on fixed ANPR cameras, but mobile devices.
15. In response to this, it was pointed out that the cost of mobile devices is significantly lower, and that with further expansion of the controlled area planned in the future investment in fixed ANPR cameras would not be cost-effective, particularly as the level of non-bus or taxi traffic within the Red Zone (whose emissions are being managed separately and are exempt from the charges) is relatively low.
16. Whilst it is recognised that there is an increased cost to using fixed ANPR cameras, the deterrent value of a fine may be reduced when an element of uncertainty is introduced as to whether it will be incurred. The Committee believes that this requires additional consideration to ensure the balance between cost, efficacy and public acceptance is being met.

Recommendation 3: That the Council revisits the business case for use of fixed cameras as opposed to mobile ANPR, with particular focus on the capital and revenue costs, anticipated fee generation and levels of behaviour change between the two methods of enforcement

The extent of the Red Zone

17. The proposed area covered by the Red Zone is comprised of Bonn Square, Queen Street, New Inn Hall Street, St Michael's Street, Cornmarket and Ship Street – a limited geographical area.
18. It is understood that, in addition to the fact that this area of the city has particularly high numbers of pedestrians and cyclists who are subject to poor air quality, this proposal is limited by design to allow a small-scale launch from which to learn valuable lessons before the roll-out of the much larger Green Zone in 2021/22.
19. It is the view of the Committee that developing an understanding of the workings of a new public-impacting project at small scale is worthwhile. However, the number of pedestrians who use Broad Street and Turl Street is high, and bringing forward the protections for these people by including these streets in the Red Zone would not increase the Red Zone's size to unmanageable levels.

Recommendation 4: That the Council seeks to extend the Red Zone to include Broad Street and Turl Street.

The Charging Schedule

20. The Committee devoted significant time to the implications and behavioural incentives arising from the proposed charging schedule.
21. One area of consideration was the equal treatment of all emitting vehicles in the charging schedule despite their unequal contributions to emissions. To illustrate, it was reported that only 2% of traffic coming through the Red Zone is lorry, coach or HGV, and yet that class of vehicle is responsible for 17% of all the emissions in the area. However, the fee levied for entering the Red Zone for one of these major polluters is the same as for a moped, which will have far less of an impact on emissions. If air quality improvements are the primary outcome sought by a zero emissions zone, from a purely risk-reduction perspective it would be necessary to link the fee levied to the level of emissions so that there was greater disincentive for the most polluting vehicles to enter the controlled zone. The proposals for the Tyneside Clean Air Toll seek to charge HGVs £50, and cars £12.50. In London's Ultra Low Emissions Zone the charges are £100 and £12.50 respectively. Whilst the level of the fines are not directly comparable (the bar for free entry in an Ultra Low Emissions Zone is easier to clear than a Zero Emissions Zone, justifying a stricter fine levels for breaches), the differential pricing between major and minor polluters remains relevant. Not only is differential pricing not in the proposed schedule, in its application it is effectively the opposite by providing greater relative disincentive to less polluting vehicles. With a moped, the cost of the levy is borne by one person, but with a coach that exact same cost can be spread over a large number of paying customers meaning that the relative incentive for the coach driver to emit the fumes and accept the fine is higher than for a moped rider. The effect of the charging schedule's position of treating all emitters equally is to give greater relative incentive to the worst not to change their behaviour and pay the levy instead. Though questioning this, no recommendation was made by the Committee.
22. Another area of concern identified by the Committee was the treatment of blue badge holders. Under the proposals blue badge holders will become eligible to pay the full charge for entering the controlled zone from December 2024, but with the proviso that charges will be reviewed against changes to the electric car market and the access of blue badge holders to electric vehicles from that date onwards.
23. Whilst noting that a review of charges is anticipated, it is the view of the Committee that the default position should be that blue badge holders should not be subject to the charge unless there is compelling evidence to suggest that electric car availability for blue badge holders has become sufficiently accessible and widespread as to justify the imposition of a charge. Issues that would have to be considered very carefully before reaching that conclusion would need to include: the suitability of alternative means of transport for blue badge holders from outside Oxford, for whom bus services may be impractical or non-existent, whether electric vehicles will become available under the Motability scheme, and

the availability of electric alternatives and desirability of scrapping disability-modified vehicles.

Recommendation 5: That the Council amends the proposed daily charges to remove blue badge holders from the charge until December 2030, but for reconsideration as part of a full review of charges in 2024.

Further Consideration

24. It is not anticipated that further consideration will be sought on the Zero Emissions Zone until the Red Zone has been established and there is sufficient data on which to base a report on its impact which can be applied to proposals for the Green Zone.

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Cabinet response to recommendations of the Scrutiny Committee made on 17/12/2019 concerning The Planning for the 2020 Zero Emissions Zone report

Response provided by Cabinet Member for Zero Carbon Oxford, Councillor Tom Hayes

| <i>Recommendation</i> | <i>Agree?</i> | <i>Comment</i> |
|---|----------------------|--|
| 1) That the Council considers the suitability of the 'Zero Emissions Zone' name based on comparisons with the names and vehicle-charging criteria of other Clean Air Zones. | No | The Council has already undertaken considerable assessment of the name Zero Emission Zone and find it suitable to describe the zone and the Council's intentions. |
| 2) That the Council explores the potential future use of geofencing for hybrid vehicles entering the zero emissions zone. | Yes | When geofencing is widely available it will be appropriate to consider how the technology can be used to enforce the ZEZ. |
| 3) That the Council revisits the business case for use of fixed cameras as opposed to mobile ANPR, with particular focus on the capital and revenue costs, anticipated fee generation and levels of behaviour change between the two methods of enforcement. | No | The business case will form part of any final signoff for the scheme by both the City and County Council and it will be under review up to that point. |
| 4) That the Council seeks to extend the Red Zone to include Broad Street and Turl Street. | No | These areas will form part of the Green Zone in 2021/22. No stakeholders have been engaged in these areas to date and it would therefore not be appropriate to include them in the Zone from Dec 2020. |
| 5) That the Council amends the proposed daily charges to remove blue badge holders from the charge until December 2030, but for reconsideration as part of a full review of charges in 2024. | No | The Councils are already committed to a review in 2024. |

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To: Cabinet 12 February 2020
To Council 13 February 2020
Report of: Caroline Green, Assistant Chief Executive.
Title of Report: Council Strategy 2020-2024 –consultation feedback

| Summary and recommendations | |
|--|---|
| Purpose of report: | Approval of Council Strategy 2020-2024 |
| Key decision: | Yes |
| Cabinet Member: | Cllr Susan Brown, Leader of the Council |
| Corporate Priority: | All |
| Policy Framework: | This is a policy framework document |
| Recommendations: That Cabinet resolves to: | |
| <ol style="list-style-type: none"> 1. note the report on the public and stakeholder consultation on the draft Council Strategy 2020-24; 2. agree revisions made to the draft Council Strategy in response to the consultation; 3. delegate authority to the Head of Corporate Policy, Partnerships and Communications in consultation with the Council Leader to make further minor amendments before adoption by Council; 4. recommend Council to <ol style="list-style-type: none"> A) adopt the Council Strategy attached as Appendix 1 to the report; B) delegate authority to the Head of Corporate Policy, Partnerships and Communications in consultation with the Council Leader to make further minor amendments as required prior to its publication in March 2020; C) note that Key Performance Indicators agreed by Cabinet will be inserted as a schedule in the Council Strategy. | |

| Appendices | |
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| Appendix 1 | Revised draft Council Strategy 2020-2024 |
| Appendix 2 | Summary public consultation responses report |

Introduction and background

1. Oxford City Council's Council Strategy 2020–2024 (also called the Council Strategy or Strategy in this document) succeeds the existing City Council Corporate Plan

2016-20 and updates our objectives to achieve sustainable systematic change for Oxford.

2. Following an extensive programme of stakeholder input, a draft Council Strategy was issued for public consultation between 20 December 2019 and 31 January 2020. In total 208 responses were received.
3. This paper sets out the consultation approach, feedback received and changes recommended to the draft Council Strategy 20-24 following the consultation. It highlights the main areas of focus in the responses, broken down across residents, stakeholders, young people – through Youth Ambition, and City Council staff. A revised and updated version of the Council Strategy is attached in Appendix 1.
4. To underpin the delivery of the Strategy, the Council will produce an annual Business Plan that will set specific priorities for the year ahead and report on progress against agreed key performance indicators (KPIs). The KPIs will be agreed by Cabinet as a schedule to the Council Strategy, together with the annual Business Plan. In turn the Business Plan will be complemented by the City Council annual Budget and Medium Term Financial Strategy (MTFS) that will allocate resources against the priorities set.
5. The Business Plan will replace the current Corporate Plan Annual Statement.

Internal & External Consultation approach

6. Officers held a series of workshops and meetings with a number of key stakeholders that have provided inputs for the draft Council Strategy. These include:
 - Oxford Strategic Partnership
 - City Council Corporate Management Team
 - City Council Heads of Service
 - City Council senior managers
 - City Council Policy Officers meeting
 - All City Council Staff
 - Cabinet
 - Labour Group
 - Liberal Democrat Group
 - All-member workshop
 - Information exchange with officers at Oxfordshire's County and District councils
7. The above consultation and engagement meetings fed back into a revised draft Strategy that was then used to consult with the following:
 - Online consultation for City Council staff ran throughout December 2019.
 - The City Council Tenant Involvement team held two workshops with tenants to get feedback on the draft Strategy.
 - The City Council Youth Ambition Team held a session to get feedback from young people.

- An online public consultation ran from 20 December 2019 – 31 January 2020, supported by a communications campaign on social media. This resulted in 160 questionnaires completed with hundreds of free text comments that further expanded on participants views.
- In addition responses were received directly from individual stakeholders, following a targeted programme of contact via email, phone and in person, to feedback on the Strategy, with a range of flexible options to respond.

Feedback from external online consultation

8. Across the 160 responses received, there was support for the four priorities and the 42 individual outcomes or objectives identified in the draft Strategy. The level of support varied from strong agreement, to slight agreement to each individual stated outcome or objective the Council was seeking to achieve. There were no instances of more respondents disagreeing than agreeing to any of the 42 outcome/objective statements.
9. Around one third of respondents (55) also provided additional comments in the free-text boxes provided under each priority area, and in overall summary. At the headline level the highest number of comments received covered two broad areas:
 - The Council should give even greater priority to reducing carbon emissions in the city above all other actions (24 responses)
 - Dealing with traffic congestion and improving transport infrastructure should be the Council's highest priority (7 responses)
10. Taking each priority area in turn, more detailed comments were provided, typically urging greater prominence, or action in a particular area.

Enable an inclusive economy

- Addressing traffic congestion and improving public transport and cycling infrastructure was key to a more inclusive economy (15 responses)
- Some support for planned expansion of the city centre to the West, creating new areas around the Station, Oxpens and Osney Mead, but concern that this should not be at the expense of the economic health of High Street, Cornmarket and other areas of the city (7 responses). It should be highlighted that in the overall responses 71 respondents supported the plan for city centre expansion westward, with 39 opposed
- Some respondents called for a more sustainable economy – with increased focus around repair and reuse (6 comments). A handful opposed further economic growth (5 comments)
- A number of comments highlighted the need for closer partnership working with the universities, and a more balanced economy alongside the dominance of the universities (4 comments)

Deliver more affordable housing

- There was a call for a greater focus on social housing, rather than other forms of affordable or market housing (12 comments)
- A number of respondents raised concerns over any development of the Green Belt, while some asked for more clarity on proposals to utilise part of the inner

fringe of the Green Belt, immediately around the city, for urban extension, while expanding the outer fringe of Green Belt to compensate (15 comments). It should be highlighted that in the overall responses 66 respondents supported the creation of urban extensions, with 45 opposed

- The need for good public transport and cycling infrastructure was again highlighted, explicitly to reduce the reliance on cars in new housing development (12 comments)
- The importance of building new housing to very low or zero-carbon standards was highlighted (10 comments), along with the need to ensure new housing was provided with adequate green space (6 comments)
- There were a number of comments concerned over the impact of the universities on housing in the city, through housing used for student HMO accommodation, or the building of student blocks (7 comments)

Support thriving communities

- A number of respondents highlighted the need to do more to tackle homelessness and rough sleeping across the city (10 comments)
- There were a number of comments about the need for the Council to increase the level of community engagement and involvement. This included greater involvement of community groups in decision-making, working more closely with churches, and involving more older people who are retired and keen to commit time and expertise to supporting community initiatives (8 comments)
- The importance of maintaining and improving parks and green spaces was highlighted by several people – often linked to the benefits to health and wellbeing (7 comments). Others highlighted the importance of supporting walking and cycling for health and wellbeing (6 comments). And a few people asked for a more explicit reference to working with health bodies and others to help support health and wellbeing (3 comments)
- Other comments included support for the Council's Youth Ambition programme and calling on it to work more closely with schools (4 comments)

Pursue a zero carbon Oxford

- The greatest number of individual comments were expressing support for the Council's zero carbon Oxford objectives, making this the first objective, or suggesting that the Council could be more ambitious still (15 comments)
- As above, there were a number of comments highlighting the need for improved cycling and walking infrastructure, with some asking that this is drawn out under the zero carbon Oxford objective (10 comments). A similar number called for reduced car use, more support for public transport, or a rapid expansion of the planned Zero Emission Zone (8 comments)
- There were mixed views on the Council's objective of taking a leading role in the adoption of electric vehicles (EVs), with 4 comments opposing a focus on EVs – due to particulate emissions, 3 supporting it, and one calling for a promotion of electric car-shares instead. There were also concerns expressed over the affordability of electric vehicles (5 comments)

- There was support on tree-planting and greater biodiversity, including a call for more wilding in managed green spaces (10 comments)
- A number of respondents called for greater public, stakeholder, Government and community engagement by the Council to encourage a reduction in carbon emission by others (8 comments)
- Other comments included the need for a greater focus on recycling (4 comments), increased pedestrianisation of the city centre (4 comments), and improved flood defences (3 comments)

Feedback from Youth Ambition

11. The Youth Ambition team ran a session involving 31 young people to gain their views on the Council Strategy. In order to better engage, staff redrafted the outcomes to simplify them, and devised a different scoring system of smiley faces. A sad face meant the responder did not agree with the outcome, a neutral face meant that they did not agree or disagree, and a smiley face meant that they agreed and didn't see any need for change.
12. The responses were mixed which may be due to some young people not being fully clear about the outcome options presented as picture of the future, as opposed to the current position. However the following areas either had the highest response or highest levels of agreement:

Enable an inclusive economy

- Strong support for the statement: 'Oxford City Council helps employers to care about the environment and those working for them by paying the Oxford Living Wage' (19 supported)
- Young people were neutral about the City Centre, business and tourism. There were 20 neutral responses to the statement that 'Oxford City Council supports more local businesses so money from those businesses go back into local people's pockets' as well as 16 neutral to the statement 'The city centre is attracting more local people not just tourists and local people are benefitting from that'

Deliver more affordable housing

- Young people were positive about proposals to tackle housing supply and homeless. 12 agreed with the statement 'We have increased the amount of high quality, energy efficient housing with a balanced mix of homes for sale and rent at different prices' with only 2 unhappy with the statement. And 13 agreed with 'work with Housing Associations to provide more supportive homes for people to move into who are living in homeless hostels'
- Young people were neutral about Blackbird Leys. 14 were neutral about the following statement 'Our new buildings in Blackbird Leys are high quality homes and use space better' with 7 people supportive and the same number negative

Support thriving communities

- Young people were positive about communities, public spaces and diversity. Over 17 people agreed with the objective: 'Local voluntary and community

groups are supported to take greater roles in improving the city and the lives of residents' with only 1 person seeing that as a negative

- 16 people agreed with the aim that: 'our public spaces stay clean, safe, well looked after and more people can use them' and 15 people agreed with the goal that 'people from all ethnic backgrounds are celebrated and communities are more united'
- Young people were more neutral about the statement civic life 'people in Oxford take responsibility of their civic duties and political life' with 17 people choosing a neutral response

Pursue a zero carbon Oxford

- Young people were positive about energy efficiency and recycling and waste. The highest score was 15 people agreeing with the following two statements 'our existing council houses are being made more energy efficient' and 'residents, businesses and other organisations in the city recycle more and produce less waste'. 13 people also agreed with 'all Oxford City Council buildings have no or nearly no carbon emissions'.
- Young people were more neutral about the Council taking a leading role in supporting electric vehicles. 15 people were neutral about the statement 'Oxford takes a leading role in electric vehicles' although 10 people supported the statement and only 2 disagreed.
- 13 people were also neutral about 'residents, businesses and other organisations in the city are taking action to reduce carbon emission and increase biodiversity' with 9 people agreeing and 6 people disagreeing.

Feedback from Oxford City Council tenants

13. The Tenant Involvement team ran workshops involving 4 tenants with a range of ages and backgrounds. Time was spent looking at the way the document was written as well as the content and a range of recommendations were given.

- There was concern that some of the language used in the draft Strategy was unclear – were these objectives for the future, or a description of what the Council had already achieved? The context of some of the outcome/objectives statements was unclear and needed further explanation
- There was a sense of some repetition in the document, with a number of headline intentions re-stating what had already been well set out
- Tenants felt there were too many goals for the Strategy to be achievable – given the constraints of staff resources, funding, and social and political constraints
- A number of the outcomes/objectives were not considered SMART (specific, measurable, agreed, realistic and time-bound). There should be clear measurement and success criteria
- There was considered a risk that the positioning of equality and diversity so high on the agenda could validate and reinforce divisions, rather than reduce and challenge such divisions. While it is important to recognise there are disadvantaged and unequal groups in Oxford, if an individual felt they were in those groups, might that make them even less likely to want to get involved?

Feedback from the staff consultation

14. The staff consultation ran for 2 weeks across December 2019 and 13 people responded. This was in addition to the 60 or so managers and policy officers who had already been involved in workshops to develop the draft Strategy.
15. There was broad agreement with all 4 priorities with marginally more support for 'Pursue a Zero Carbon Oxford'.
 - When considering the five enablers set out under the "How we work – a customer first approach" there was strongest support for the statement 'we work in partnership' (9 agreed) and the least response for 'We are a campaigning organisation' (3 agreed)
16. The following themes emerged in the staff comments on the four corporate priorities:
 - A need for greater clarity on what the headings actually are e.g. state that these are 'our priorities' before the heading.
 - A need for greater clarity on the outcomes e.g. in 4 years' time we will see / have achieved....
 - Avoiding jargon and semi-technical language and expanding all acronyms
 - Ensure the final published document meets all accessibility requirements.

Feedback from Oxford Brookes University

17. Oxford Brookes University was the only organisation that provided a separate response via email. Its response was overwhelming positive, with nearly all response strongly agreeing with the outcomes set out in the strategy.
18. Brookes was strongly supportive of the Council's priority to enable an inclusive economy and stated 'The University's own emerging strategic position for the coming years looks set to place an even greater emphasis on inclusivity as part of its guiding principles. Additionally, the University's emerging strategy looks set to include Partnerships and Place as one its four main pillars. This will be with an aim of further enhancing the University's position by 2035, within the vibrant and globally-recognised innovation ecosystem that is Oxford. This commitment again reinforces the importance that Oxford Brookes places on joint and cooperative working with Oxford City Council, and more broadly with stakeholders across the city and county.'
19. Brookes also reiterated the benefit of ongoing partnership work to support the aims of the strategy for example they said 'Oxford Brookes can build on the identified outcome to increase "young people's resilience and confidence...through education activities." The broad range of proactive access, participation and widening participation schemes implemented by Oxford Brookes play an important role in this area and the University looks forward to working with the local authority to enhance this work in the future.'

Recommended changes to Oxford City Council Strategy 20-24

20. The consultation showed overall agreement with the draft Council Strategy. However, taking into account a number of the points made above, the following

changes are recommended, and these have been incorporated to the revised draft Council Strategy in Appendix 1.

Language, tone and plain English

- Amend and simplify language to ensure it is more accessible and in plain English including use of abbreviations and jargon.
- Clarify outcomes as being objectives to be achieved over the next four years
- Provide greater context to help understanding of the outcomes
- Make a clearer reference to annual action plans complementing the 4 year strategy

Content

21. It should be highlighted at the outset that the four corporate priorities were equal in importance and also interlinked in their nature. Housing, community development, better jobs and an overarching requirement to be more sustainable all form part of the same action plan.

22. Amend the outcomes under 'Inclusive economy' to:

- Highlight that expansion of the city centre to the west should not be at the expense of the economic health of High Street, Cornmarket and other areas of the city
- Reference the need for a clean economy

23. Amend the outcomes under 'Affordable housing' to:

- Clarify that the Council's view of affordable housing is either social housing, or Oxford Living Rent housing - and highlight the importance of high quality housing
- Clarify an intention to replace any Green Belt adjacent to the city used for housing development with additional green belt elsewhere
- Highlight the need for sustainable transport links from new housing

24. Amend the outcomes under 'Thriving communities' to:

- Reference an increase in the level of community engagement and involvement
- Highlight health & wellbeing in relation to active travel and green spaces, and the Council's partnership work with health bodies

25. Amend the outcomes under 'Zero carbon Oxford' to:

- Strengthen the commitment to take the City Council's operational carbon footprint to zero
- Reference plans to extend the Zero Emission Zone beyond the initial Red Zone
- Strengthen the commitment on increasing biodiversity
- Strengthen the commitment to engage with public, partners, Government and others to cut carbon

Financial implications

26. The Strategy sets out high level outcomes and is not linked specifically to expenditure commitments so there are no financial implications.

Legal issues

27. There are no legal issues associated with this Strategy.

Equalities impact

28. The Strategy is concerned with high level strategic aims and outcomes. While the Strategy identifies tackling inequality as an underpinning strategic theme for all of the Council's work, it does not specify how the aims and outcomes will be achieved and these may change over time. Therefore an Equalities Impact Assessment is not possible at this point.

29. The designer briefed to produce the public strategy document has been asked to meet all the accessibility requirements.

| | |
|----------------------------|--|
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|--------------------------------|
| Background Papers: None |
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Oxford City Council

Council Strategy 2020-24

The following content will be added to the draft Strategy before publication in March 2020:

- *Foreword by Council Leader*
- *key statistics and trends that provide a current context in respect of Oxford's economy, housing, communities and environment*
- *Key performance indicators to be tracked over the four year period of the Strategy*

This Council Strategy will be complemented by an annual business plan that will set out the key priorities and actions Oxford City Council will undertake in each of the next four years. This will strengthen the prioritisation of key areas of work and support collaboration among officers and with external partners. The first Business Plan covering the period 2020-21 will be published in March 2020.

Our vision

Building a world-class city for everyone

By creating successful places in which to live and work, supporting our communities and addressing the climate emergency, we will build a fairer, greener city in which everyone can thrive.

Our priorities

We have set four key priorities over the next four years – all of equal importance:

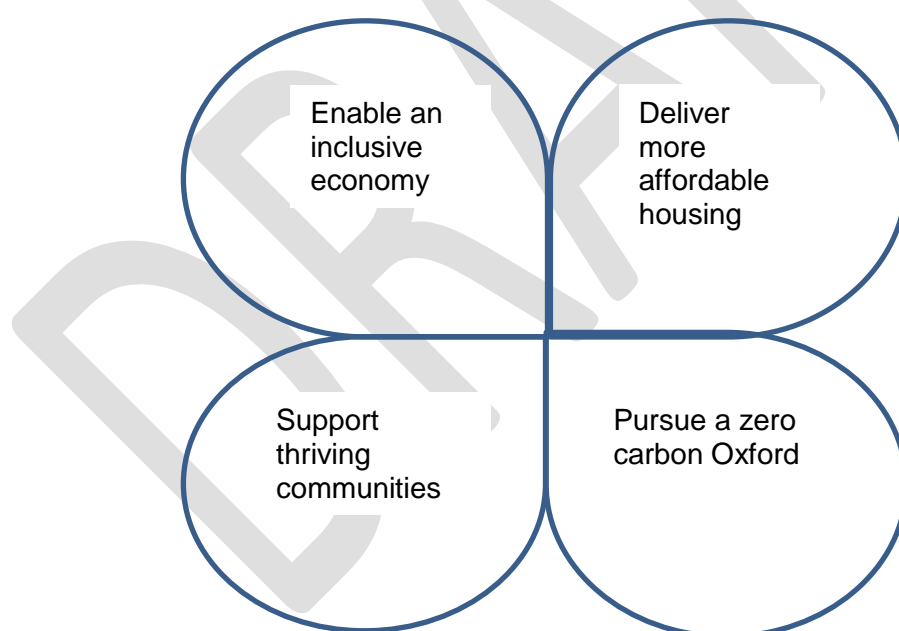
Enable an inclusive economy

Deliver more affordable housing

Support thriving communities

Pursue a zero carbon Oxford

The four priorities are all interconnected, and we will work to achieve them in a joined-up way.



How we work – a “customer-first” approach

We work innovatively and efficiently – we are a flexible and customer-focused team offering high quality services that meet people’s needs.

We work to tackle inequality – our employment practices and the way in which we deliver our services aim to provide equality of opportunity and access for all. Our investments and policy-making are all designed to address the social and financial inequalities across Oxford. We value diversity and seek to build a greater sense of togetherness across the city’s communities. We want to ensure all of Oxford’s citizens, including those who are harder to reach, have fair opportunities and a real share in the city’s future.

We work in partnership with others – we work with other councils, businesses, communities, the voluntary sector, Oxford’s universities, the Government and other public sector bodies to ensure the way we shape our services and direct our investments is joined-up with others.

We use our commercial assets for the benefit of local people – our wholly-owned companies and the commercial properties we own create jobs, support the local economy and provide additional funds that support our delivery of public services. We call this the Oxford Model.

We are a campaigning organisation – we work actively to engage with residents, businesses, stakeholders and Government and use our influence to help achieve the aims set out in this Strategy.

Oxford City Council priorities

For each of our four priorities, we have set out the outcomes we would like to see achieved over the next four years, and some of the headline actions we believe will be required to help deliver this.

To support the delivery of the strategy, we will produce an annual Business Plan that will set specific actions and milestones for the year ahead and report on progress against agreed key performance indicators.

Priority: Enable an inclusive economy

Oxford needs a more inclusive economy in which wealth is distributed across our communities and where all citizens can share the benefits of growth.

| Over the next four years we want to see the following outcomes achieved as part of a more inclusive economy: | |
|---|--|
| We will deliver ourselves | 1. Our staff will be more skilled and confident in delivering services our citizens want and our workforce will better reflect Oxford's diverse population |
| | 2. Our Council-owned companies will have increased their profits to help maintain the services we provide and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy our goods and services |
| We will partner with others to help achieve | 3. Oxford's economy will be stronger, with diverse sectors providing a wider range of accessible business and employment opportunities for all |
| | 4. We will have secured different types of new workspace in the city to support business and employment growth |
| | 5. The movement of people and goods into and within the city will have improved, resulting in less traffic congestion, better air quality and faster journey times |
| | 6. The city centre will be relevant to more of our citizens with more accessible public space. The impacts of tourism will be better managed and more of its economic benefits retained locally |
| | 7. The city centre will be expanding to the west. Attractive new areas will be emerging around Oxford station, in Oxpens and Osney Mead, but not at the expense of the health and vibrancy of the existing city centre |
| We will use our influence to seek to achieve | 8. More organisations in Oxford will be socially and environmentally responsible - paying the Oxford Living Wage and adopting practices that deliver clean economic growth which benefits all residents |
| | 9. Oxford will have improved the workforce skills it needs through higher educational attainment and more training for the jobs of the future |

To support these outcomes we will take the following actions:

- Implement the Oxford City Council Workforce Equalities Action Plan to boost employee diversity through recruitment and apprenticeships and expand the management opportunities for Black, Asian and Minority Ethnic (BAME) staff and women.
- Strengthen the Oxford Model under which Oxford City Council uses insourcing – rather than outsourcing to private businesses – to generate income.
- Use Oxford City Council, Oxford Direct Services Ltd (ODS) and Oxford City Housing Ltd (OCHL) purchasing power to increase the reinvestment of money into the local economy by placing an increased emphasis on social value, alongside quality and cost measures.
- Establish a new Asset Management Strategy to guide the diversification of our commercial property investment portfolio, prioritise investment and management of Oxford City Council's non-housing assets, and how we could use our properties to help generate wealth locally and support existing and new small businesses, social enterprises and cooperatives.
- Implement a new inclusive Economic Strategy to tackle inequality and increase the opportunities for disadvantaged groups to have a fair share in the city's economy and reduce its impact on the environment; while also setting out a plan for delivering the types of different employment space needed to support a more diverse economy.
- Build closer partnerships with the universities to boost productivity in the city's economy and extend economic opportunities to a wider range of Oxford's citizens.
- Work with Oxfordshire County Council to implement Connecting Oxford and improve bus and cycle routes into and around the city, better connecting key employment sites.
- Attract investment to build a new Oxford Station and expand its capacity to provide greater connectivity nationally and locally, including securing commitment to the opening of the Cowley Branch line to passengers. Create more accessible public space in the city centre for people to enjoy and reprioritise road space for pedestrians, cyclists and buses.
- Implement a city centre strategy to support independent retailers, enhance the Covered Market, widen the cultural offer, support more temporary uses of empty properties, encourage longer stays by tourists and reduce the impact of coaches and overcrowded streets in the heart of the city.
- Work with partners to create a new mixed housing and commercial quarter in the city centre's west end, alongside infrastructure improvements to create more sustainable transport and movement routes in the area. Encourage investment in new skills and apprenticeships across the local economy to tackle inequality and manage the technology challenge to existing jobs.
- Promote the Oxford Living Wage among Oxford employers including the universities and colleges and seek to double the number that adopt it.

Priority: Deliver more, affordable housing

Intervention is needed to address Oxford's housing crisis where existing homes are unaffordable for many and demand for good quality homes outstrips what is available.

| Over the next four years we want to see the following outcomes achieved to deliver more genuinely affordable housing in Oxford: | |
|--|--|
| We will deliver ourselves | 1. We will have increased the supply of high quality, energy efficient, and affordable housing, including new council housing as well as other types of homes to rent and for sale at different prices |
| | 2. In regeneration areas such as Blackbird Leys, our new housing will be high quality with improved public spaces and served by good public transport, and cycling and walking routes |
| | 3. More Council and private sector tenants will have been supported to stay in their homes where they face the prospect of eviction |
| We will partner with others to help achieve | 4. More developers, housing associations and others will view Oxford as a good place to build a range of different housing types |
| | 5. With other councils we will have an agreed countywide approach to meeting housing need |
| | 6. Working with housing associations we will have delivered more move on accommodation for people housed in homeless hostels |
| | 7. Working with landlords we will have improved the quality and energy efficiency of privately-rented homes in Oxford |
| We will use our influence to seek to achieve | 8. Oxford's Green Belt will be expanded, allowing some small areas next to the city to be redesignated for much-needed housing. Sites valued by local people for leisure and recreation will be protected. |
| | 9. New housing including new urban extensions will be being built to create strong communities with good local amenities and sustainable transport links into the city |

To support these outcomes we will take the following actions

- Accelerate our housebuilding programme using OCHL and ODS to deliver new affordable homes at speed and scale with a range of tenures including new council housing, shared ownership and a below-market level Oxford Living Rent.
- Offer enhanced planning support to developers, social landlords and community-led housing groups to encourage a faster rate of delivery of new homes, including use of factory-built housing and modular construction.
- Ensure all new homes are built to high standards, including accessible design and high levels of energy efficiency consistent with Oxford's journey towards net zero carbon emissions.
- Take a preventative approach to homelessness, working with landlords and tenants to reduce evictions.
- Implement a selective licencing scheme to improve standards in private sector housing.
- Seek re-designation of some of the Green Belt land next to the city for housing, replacing it with additional and higher quality land elsewhere.
- Work with neighbouring councils to address housing need across Oxford's functional economic area to house people close to where they work and in places that enhance a sense of community and wellbeing.

Priority: Support thriving communities

Oxford's diverse communities should be equipped, supported and enabled to tackle inequality and ensure everyone is able to play a full part in the life of our city.

| Over the next four years we would like to see the following outcomes achieved to support thriving communities across Oxford: | |
|---|---|
| We will deliver ourselves | 1. Our services, grants, community and leisure facilities, parks and cultural events will have helped reduce inequality, increase cohesion and improve health and wellbeing across Oxford's communities |
| | 2. Children and young people's resilience and confidence will have increased through the educational and recreational activities we offer |
| | 3. As a good landlord, we will have worked with our Council tenants to strengthen local communities |
| | 4. Our parks and public spaces will remain clean, safe, and well maintained, and will be accessible to more people to people to enjoy the health and wellbeing benefits they provide |
| We will partner with others to help achieve | 5. Working with neighbouring councils and partners, we will prevent homelessness and ensure that no one has to sleep rough on the streets of Oxford |
| | 6. Individuals and families in temporary accommodation will be moved more rapidly into secure housing with improved health and job prospects |
| | 7. Local voluntary and community groups will be better engaged with, supported and enabled to take a greater role in improving the city and the lives of citizens |
| | 8. Increasing numbers of people will walk and cycle around the city, benefitting their health and wellbeing |
| | 9. Our work with Thames Valley Police will keep communities safe and help reduce hate crime, human trafficking, drugs-related crime and antisocial behaviour |
| | 10. Vulnerable people will continue to be safeguarded against harm |
| We will use our influence to seek to achieve | 11. Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities |
| | 12. Citizens will increase their active engagement in civic and political life |

To support these outcomes we will take the following actions

- Implement an Equalities Action Plan that shapes our services and use of our community assets to address inequalities particularly for disadvantaged, hard-to-reach and excluded groups.
- Develop data sources to better understand the strengths and needs of our diverse communities and to target our work to where the gaps are. Work with our tenants and other citizens to understand their needs, simplify the way they can engage with us and involve them more in design and decision-making in regard to Council services and facilities in their local communities.
- Modernise our community assets and explore innovative approaches for their operation which encourages engagement and a sense of community ownership.
- Deliver a Thriving Communities Strategy that sets ambitions and actions to reduce isolation and support community involvement, health and wellbeing through active lifestyles, volunteering, cultural engagement, and use of our parks and community assets.
- Join up our service delivery at a local level, improve our landlord services for Council tenants and strengthen our relationships with housing associations to improve the service they provide to their tenants.
- Work with health partners to reduce health inequalities, particularly across disadvantaged communities.
- Work with neighbouring councils and partners in the city to deliver a cross-county approach to early intervention on rough sleeping and providing wraparound to support people moving from rough sleeping to safe and stable living arrangements.
- Develop a “One Council” approach to tackling homelessness.
- Work with Thames Valley Police, other partners and communities to tackle the visible drugs market, challenge racism, Antisemitism and Islamophobia, human trafficking and serious antisocial behaviour.
- Use our grants programme and partnership working to enable local voluntary and community groups to help create resilient communities, improve outcomes for citizens and reduce inequalities across our communities.
- Celebrate diversity by supporting and stimulating a wide variety of events and cultural activities that bring Oxford people together.

Priority: Pursue a zero carbon Oxford

In 2019 Oxford City Council declared a Climate Emergency and held the Oxford Citizens' Assembly on Climate Change. The clear message from citizens was that they want the city to continue to take a lead in reducing emissions and increasing biodiversity, while ensuring this does not impact citizens' living standards.

| Over the next four years we would like to see the following outcomes achieved as we pursue a zero carbon Oxford: | |
|---|--|
| We will deliver ourselves | 1. Oxford City Council will have reduced the carbon footprint from its own operations to zero |
| | 2. All new building by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon standards |
| | 3. We will have a significant programme of energy efficiency improvements across of our existing council housing |
| We will partner with others to help achieve | 4. All new building by developers in Oxford will be significantly more energy efficient – moving towards near-zero or zero carbon standards, with some examples of carbon-positive development |
| | 5. Higher energy efficiency standards will have been set for residential and commercial landlords |
| | 6. Oxford will have taken a leading role in the adoption of electric vehicles |
| | 7. Air quality throughout the city will have improved |
| | 8. Our streets, neighbourhoods and open spaces will be greener with more trees and other plants, and increased biodiversity |
| | 9. The city will become more resilient to climate change including improved flood defences |
| We will use our influence to seek to achieve | 10. Government will have introduced more rigorous energy efficiency standards on new build and brought forward the end of petrol and diesel vehicle sales |
| | 11. Citizens, businesses and other organisations in the city will be taking action to reduce carbon emissions and increase biodiversity |
| | 12. Citizens, businesses and other organisations in the city will recycle more and produce less waste |

To support these outcomes we will take the following actions

- Reduce Oxford City Council's carbon footprint from our own activities to zero where we pay the bill – including our buildings and fleet Develop and implement an action plan in response to the recommendations of the Oxford Citizens Assembly on Climate Change.
- Work with tenants to agree and implement a programme of retrofitting our council housing to significantly reduce emissions.
- Work in partnership across the county to coordinate our response to the climate emergency.
- Use our influence with government, partners, businesses and citizens to lobby, inform, convene, educate and campaign to help respond to the climate emergency.
- Engage all commercial and residential landlords to level up energy efficiency standards towards B rating, with information provided and enforcement action where necessary.
- Create a citywide network of electric vehicle charging points to encourage the take-up of electric vehicles.
- Implement a Zero Emissions Zone - initially in the city centre and eventually citywide - to improve air quality and encourage further take up of ultralow emission vehicles.
- Encourage and enable further innovation and investment in green technology in Oxford, moving from pilot to full deployment wherever possible.
- Use our planning system to ensure the natural environment is enhanced and carbon emissions are reduced through all new development.
- Work in partnership with others to increase the city's resilience to climate change, particularly flooding.
- Encourage and enable public access to nature and support a significant programme to increase biodiversity and tree-planting.
- Reduce amount of waste we collect and increase the proportion we recycle.
- Review our People Strategy, ways of working and use of technology to reduce Oxford City Council employees' overall travel to work impact on the environment.

Our organisation

To achieve our aims, we need to be responsible, reliable, adaptable and innovative as an organisation. We need to think and act strategically and at pace, actively engaging citizens in helping us make the decisions that impact them. We need a diverse workforce that is representative of Oxford and offers opportunities to under-represented or disadvantaged groups. We need a supportive and motivating environment that brings out the best in our staff. We need the right structures in place including wholly-owned businesses, joint ventures and partnerships to maximise the resources we can bring to bear. We need strong governance, robust processes and efficient systems to ensure our people are equipped and empowered to deliver their best for Oxford.

Our vision for our organisation

A skilled and confident team, with clear roles and responsibilities, delivering flexible services for citizens that respond to continuing change.

Our values for our organisation

Excellence – engage, delight and inspire. We take pride in our work and go the extra mile. We ensure high standards and do our best every day.

Ownership – step up, drive it and deliver it. We collaborate, communicate and we're accountable. We do what we say we'll do.

Inclusion – be yourself, bring your own perspective and you'll belong. We aim to be real, honest, approachable and work together to make a difference.

Challenge – do things differently and change the environment. We ask why, we challenge the status quo, and we innovate at every turn.

The external context for our strategy

Like all organisations we need to be prepared for, and responsive to developing trends, new challenges and change that emerge at a local, regional, national and global level. These include both threats and opportunities for Oxford. Over the next four years we expect this to include:

- The need to significantly accelerate actions to combat climate change while managing increased risks of flooding
- Managing and mitigating the impacts of Brexit on Oxford's citizens and businesses
- Responding as necessary to the agenda set out by the new national Government elected in December 2019
- Opportunities to apply innovations in technology and big data to improve the productivity of public services, alongside the task of managing the disruption to jobs that is likely to accompany this
- Harnessing the Oxford-Cambridge Arc growth opportunity to ensure we deliver inclusive and clean growth for Oxfordshire
- The high cost of housing in Oxford putting ownership out of the reach of many, and insecure tenancies preventing families setting down roots
- Rising levels of obesity and an ageing population that puts increasing pressure on many public services
- The increasing impact of cybercrime

How we'll use this strategy

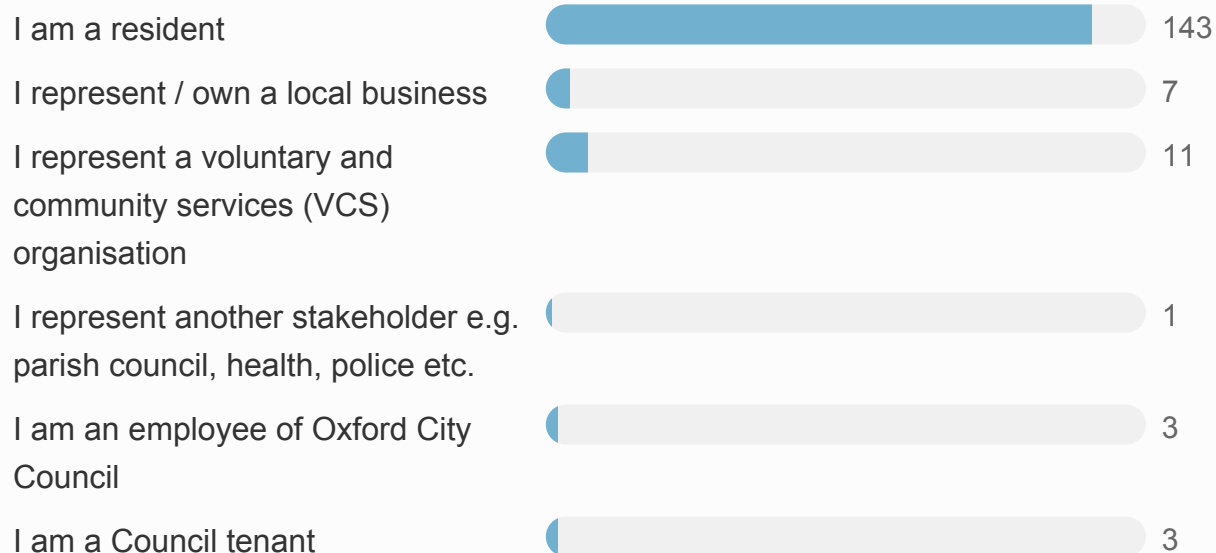
This strategy is designed to be used as a framework to guide our thinking and decision-making and resource allocation, and help ensure that everything we do takes us closer to achieving our vision. It succeeds Oxford City Council's Corporate Plan 2016-20 and updates our objectives, while maintaining the same overarching aims to achieve sustainable systematic change for Oxford.

The strategy is underpinned by the Medium-Term Financial Strategy 2020-2024 that sets out our financial priorities and commitments over the next four years. To support the delivery of the strategy, we will produce an annual Business Plan that will set specific priorities for the year ahead and report on progress against agreed key performance indicators. In turn the Business Plan will be complemented by Oxford City Council's annual Budget that will allocate resources against the priorities set.

Summary of Responses

1

In which role are you responding to this survey?



2

In terms of meeting its overall objective of 'Building a World Class City for Everyone' the Council's key aims are, by the end of 2024, to:

- Enable an inclusive economy
- Deliver more affordable housing
- Support thriving communities
- Pursue a zero carbon Oxford

Please let us know if you agree or disagree with what we aim to have achieved by the end of 2024 - either directly through our own actions, in partnership with others, or by seeking to influence others to take action.

Enable an inclusive economy:

- Oxford needs a more inclusive economy wealth is distributed across our communities and where all citizens can share the benefits of growth.

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--|----------------|-------|---------|----------|-------------------|
| a. Our staff are more skilled and confident in delivering services our citizens want and the workforce as a whole better reflects Oxford's diverse population | 29 | 59 | 53 | 12 | 3 |
| b. Our businesses' income underpins service delivery and our supply chain supports more local businesses, including social enterprises and cooperatives, promoting wider benefits to the local economy | 32 | 73 | 38 | 9 | 3 |
| c. Oxford's economy is stronger, with diverse sectors providing a wider range of accessible business and employment | 43 | 51 | 35 | 21 | 5 |

| | | | | | |
|--|----|----|----|----|----|
| opportunities that help address inequality | | | | | |
| d. We have secured different types of new workspace in the city to support business and employment growth | 20 | 49 | 68 | 16 | 2 |
| e. The movement of people and goods into and within the city has improved, resulting in less congestion, better air quality and faster journey times | 53 | 25 | 13 | 32 | 32 |
| f. Oxford's city centre is relevant and accessible to more of our citizens, while the impacts of tourism are better managed and more of its economic benefits retained locally | 41 | 38 | 18 | 37 | 22 |
| g. The city centre is expanding to the west, including attractive new | 26 | 45 | 45 | 25 | 14 |

| | | | | | |
|---|----|----|----|----|---|
| areas emerging around the station, in Oxpens and Osney Mead | | | | | |
| h. Many more of Oxford's employers are socially and environmentally responsible, pay the Oxford Living Wage and consider people and planet alongside profit | 61 | 34 | 46 | 9 | 5 |
| i. Local organisations adopt practices which support an inclusive economy and recognise the social value implications of their business decisions | 35 | 57 | 48 | 13 | 1 |
| k. Oxford is improving the workforce skills it needs through better educational attainment and more training for the jobs of the future | 39 | 45 | 45 | 12 | 9 |

3

Deliver more affordable housing: Intervention is needed to address Oxford's housing crisis where existing homes are unaffordable for many and demand for good quality homes outstrips what is available.

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|----------------|-------|---------|----------|-------------------|
| a. Oxford City Council has increased the supply of high quality, energy efficient housing with a balanced mix of homes for sale and to rent at different price points | 34 | 40 | 40 | 21 | 19 |
| b. Our Blackbird Leys regeneration delivers high quality homes and a better use of space | 29 | 45 | 64 | 10 | 5 |
| c. More Council and private sector tenants are supported to stay in their homes where they face the prospect of eviction | 34 | 48 | 59 | 8 | 4 |
| d. We have created a positive planning | 20 | 35 | 52 | 24 | 23 |

environment so developers, housing associations and others view Oxford as a good place to build a range of different housing types

e. With other councils we have an agreed countywide approach to meeting housing need

f. Working with housing associations we have delivered more move-on accommodation for people housed in homeless hostels

g. Working with landlords we have improved the quality and energy efficiency of privately-rented homes in Oxford.

h. Oxford's Green Belt is expanded, to provide much-needed housing

| | | | | |
|----|----|----|----|----|
| | | | | |
| 30 | 37 | 54 | 15 | 17 |
| 44 | 43 | 56 | 7 | 3 |
| 40 | 44 | 40 | 16 | 13 |
| 25 | 35 | 44 | 21 | 27 |

while allowing the city to protect sites valued by local people for leisure, recreation and employment.

i. New housing including new urban extensions are built to create strong communities with good local amenities and transport links into the city

30

36

43

14

31

4

Support thriving communities: Oxford's diverse communities should be equipped, supported and enabled to ensure everyone is able to play a full part in the life of our city.

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|----------------|-------|---------|----------|-------------------|
| a.Oxford City Council's services, grants, community and leisure facilities, parks and cultural events have helped reduce inequality, increase cohesion and improve health | 49 | 44 | 44 | 15 | 3 |

| | | | | | |
|---|----|----|----|----|----|
| and wellbeing across Oxford's communities | | | | | |
| b. Children and young people's resilience and confidence is increased through the educational and recreational activities we offer | 50 | 55 | 33 | 8 | 7 |
| c. Our public spaces remain clean, safe, well maintained and are more accessible | 53 | 56 | 17 | 21 | 6 |
| d. With a focus on homelessness prevention, and working with neighbouring councils and partners, we ensure no one should have to sleep rough on the streets of Oxford | 70 | 28 | 12 | 23 | 21 |
| e. Homeless individuals and families in Oxford are moved more rapidly through temporary accommodation into secure housing | 62 | 26 | 40 | 15 | 11 |

| | | | | | |
|---|----|----|----|----|---|
| and are helped to improve health and job prospects | | | | | |
| f. Local voluntary and community groups are supported and enabled to take a greater role in improving the city and the lives of citizens | 41 | 53 | 47 | 12 | 1 |
| g. Increasing numbers of people walk and cycle around the city | 65 | 42 | 24 | 16 | 7 |
| h. Our work with Thames Valley Police keeps communities safe and has helped to reduce hate crime, human trafficking, drugs-related crime and antisocial behaviour | 51 | 49 | 37 | 12 | 6 |
| i. Vulnerable people are safeguarded against harm | 50 | 48 | 35 | 17 | 4 |
| j. Oxford's diversity is celebrated and communities are more cohesive | 39 | 60 | 44 | 7 | 3 |

k. Citizens are actively engaged in civic and political life

40

54

44

11

5

5

Pursue a zero carbon Oxford: The clear message from Oxford's Citizens' Assembly on Climate Change is that citizens want the city to continue to take a lead in reducing emissions and increasing biodiversity

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--|----------------|-------|---------|----------|-------------------|
| a. Oxford City Council has made significant progress on the journey to reduce its own carbon footprint to zero | 55 | 45 | 31 | 16 | 10 |
| b. All new building by Oxford City Council is progressing towards near or net-zero carbon standards | 55 | 38 | 52 | 8 | 4 |
| c. Our existing council housing is being made more energy efficient | 51 | 49 | 49 | 5 | 3 |
| d. Oxford has taken a leading | 49 | 44 | 29 | 22 | 13 |

| | | | | | |
|--|----|----|----|----|----|
| role in the adoption of electric vehicles | | | | | |
| e. Air quality throughout the city continues to improve | 59 | 28 | 29 | 24 | 17 |
| f. All new development in Oxford is progressing towards near or net-zero carbon standards, with some examples of carbon positive development | 53 | 34 | 52 | 10 | 7 |
| g. Higher energy efficiency standards are set for residential and commercial landlords | 49 | 49 | 44 | 8 | 5 |
| h. Our streets, neighbourhoods and open spaces are greener with more trees and other plants | 56 | 39 | 26 | 24 | 10 |
| i. The city is more resilient to climate change including improved flood defences | 51 | 40 | 32 | 18 | 14 |

| | | | | | |
|---|----|----|----|----|---|
| j. Government introduces more rigorous energy efficiency standards on new-build and brings forward the end of petrol and diesel vehicle sales | 59 | 38 | 37 | 14 | 7 |
| k. Citizens, businesses and other organisations in the city are taking action to reduce carbon emissions and increase biodiversity | 55 | 50 | 30 | 13 | 6 |
| l. Citizens, businesses and other organisations in the city recycle more and produce less waste | 49 | 63 | 32 | 10 | 1 |

6

As Government grant reductions begin to have a financial impact our approach to balancing the budget needs to change if services are to be maintained. To what extent do you agree or disagree with these approaches?

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--|----------------|-------|---------|----------|-------------------|
|--|----------------|-------|---------|----------|-------------------|

| | | | | | |
|---|----|----|----|----|---|
| Increase homelessness funding by £1.2million per year to provide extra services for rough sleepers | 70 | 41 | 24 | 12 | 7 |
| Commit £18million of new capital investment and £1million of additional operational expenditure to tackle the climate emergency | 81 | 33 | 24 | 9 | 9 |
| Pay City Council and Oxford Direct Services Ltd (ODS) workforce at least the Oxford Living Wage and encourage other Oxford employers to do the same | 79 | 47 | 18 | 4 | 6 |
| Continue to provide full Council Tax Reduction to those on the lowest incomes, while making the system simpler for customers and those who | 66 | 40 | 31 | 9 | 7 |

| | | | | | |
|---|----|----|----|----|----|
| administer the benefit | | | | | |
| Maintain the level of City Council grant funding for charities and voluntary organisations that support the community in a range of areas, from welfare benefits advice, to support to tackle isolation and loneliness to ensuring that culture is available to all | 64 | 59 | 22 | 5 | 3 |
| Using our wholly owned company, ODS to generate more income from external trading | 55 | 41 | 45 | 4 | 7 |
| Using our wholly owned company Oxford City Housing Ltd to develop social and market housing | 56 | 42 | 39 | 4 | 11 |
| Increase council tax by the maximum level permitted without a referendum (1.99% | 67 | 39 | 17 | 14 | 16 |

| | | | | | |
|--|----|----|----|---|--|
| per year) to safeguard services | | | | | |
| Work more closely with local councils and other organisations to deliver projects and save money | 75 | 53 | 22 | 2 | |

7

The Council's capital investment programme over the next four years totals £472 million. Some of the more significant schemes are detailed below. To what extent do you agree or disagree with these schemes?

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--|----------------|-------|---------|----------|-------------------|
| Covered market refurbishment £1.4 million | 54 | 42 | 39 | 15 | 3 |
| Disabled facility grants, adapting properties to support people with disabilities £4.8 million | 52 | 70 | 26 | 4 | 2 |
| Refurbishment and new build of some of our Community Centres £5.0 million | 32 | 70 | 33 | 12 | 6 |

| | | | | | |
|---|----|----|----|---|----|
| Works depot rationalisation to enable extra income from ODS £12.4 million | 34 | 45 | 57 | 6 | 9 |
| New council housing - £133 million | 67 | 41 | 24 | 9 | 11 |
| Council dwelling kitchen/bathrooms, heating, roofing, fire doors and electrical replacement, funded out of tenants' rents £25.0,million | 53 | 65 | 26 | 7 | 3 |
| Extra youth work on council estates, funded out of tenants' rents | 65 | 50 | 30 | 7 | 1 |
| Environmental improvements to estates, funded out of tenants' rents £4.7million | 58 | 65 | 20 | 6 | 4 |
| Regeneration programmes to improve housing and community centres £17.2million | 41 | 57 | 42 | 6 | 6 |

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Over the four years of the Medium Term Financial Strategy we will build and acquire an additional 1082 new homes, ensure that our existing homes are properly maintained (including meeting the new “Oxford Standard”), improve the environment on our estates (through the “Great Estates” programme), improve the energy efficiency of existing homes and provide particular support to the regeneration of central Blackbird Leys and Barton.

In what order should the council prioritise the following with 1 being your most important priority and 5 being your least important priority.

Select the most applicable option in each row. You can only select one option in each column.

| | 1 | 2 | 3 | 4 | 5 |
|--|----|----|----|----|----|
| Building and acquiring new council homes | 39 | 19 | 14 | 19 | 39 |
| Maintaining the quality of existing council homes | 23 | 39 | 28 | 27 | 14 |
| Investing to improve the environment and services on council estates | 14 | 26 | 38 | 24 | 30 |
| Improving energy efficiency of existing council homes | 38 | 25 | 27 | 28 | 14 |
| Targeted estate regeneration replacing poor | 27 | 29 | 31 | 29 | 29 |

| | | | | | |
|-----------------------------------|--|--|--|--|--|
| quality homes with new housing | | | | | |
|-----------------------------------|--|--|--|--|--|

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Are there any other comments that you would like to make on Oxford City Council's draft Medium Term Financial Strategy 2021-24 and Consultation Budget 2020 -21?

This question has been answered 55 times.