

Agenda

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City Executive Board

Date: **Thursday 15 September 2016**

Time: **5.00 pm**

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

For any further information please contact:

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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.

City Executive Board

Membership

Chair	Councillor Bob Price	Corporate Strategy and Economic Development
	Councillor Ed Turner	Finance, Asset Management and Public Health
	Councillor Susan Brown	Customer and Corporate Services
	Councillor Alex Hollingsworth	Planning and Regulatory Services
	Councillor Pat Kennedy	Young People, Schools and Skills
	Councillor Mike Rowley	Housing
	Councillor Christine Simm	Culture and Communities
	Councillor Dee Sinclair	Community Safety
	Councillor Linda Smith	Leisure, Parks and Sport
	Councillor John Tanner	A Clean and Green Oxford
	Councillor Andrew Gant	Liberal Democrat Group Leader
	Councillor Craig Simmons	Green Group Leader

The quorum for this meeting is three, substitutes are not allowed.

Future items to be discussed by the City Executive Board can be found on the Forward Plan which is available on the Council's [website](#)

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AGENDA

PART ONE **PUBLIC BUSINESS**

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 PUBLIC QUESTIONS

When the Chair agrees, the public can ask questions about any item for decision at the meeting for up to 15 minutes. Questions must have been given to the Head of Law and Governance by 9.30am one clear working day before the meeting (email executiveboard@oxford.gov.uk or telephone the person named as staff contact). No supplementary questions or questioning will be permitted. Questions by the public will be taken as read and, when the Chair agrees, be responded to at the meeting.

4 COUNCILLOR ADDRESSES ON ANY ITEM FOR DECISION ON THE BOARD'S AGENDA

City Councillors may, when the Chair agrees, address the Board on an item for decision on the agenda (other than on the minutes). The member seeking to make an address must notify the Head of Law and Governance by no later than 9.30am at least one clear working day before the meeting. An address may last for no more than three minutes. If an address is made, the Board member who has political responsibility for the item for decision may respond or the Board will have regard to the points raised in reaching its decision.

5 COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES

10 minutes of the meeting is available for any Councillor to raise local issues on behalf of communities directly with the Board. Priority will be given to those who have not already attended within the year and in the order received. Issues can only be raised once unless otherwise agreed by the Board. The Board's responsibility will be to hear the issue and respond at the meeting, if possible, or arrange a written response within 10 working days.

6 SCRUTINY COMMITTEE REPORTS

The following Scrutiny Committee reports have been, or may be, submitted to this meeting:-

- | | | |
|---|---|---------|
| a | OXLEP STRATEGIC ECONOMIC PLAN REFRESH | 13 - 16 |
| b | EQUALITY AND DIVERSITY REVIEW - RECOMMENDATION 15 | 17 - 18 |
| c | OXFORDSHIRE CREDIT UNION | 19 - 22 |
| d | QUARTERLY INTEGRATED PERFORMANCE 2016/17 - Q1 (MAY FOLLOW) | |
| e | TREASURY MANAGEMENT STRATEGY: ANNUAL REPORT AND PERFORMANCE 2015/16 (MAY FOLLOW) | |

7 ITEMS RAISED BY BOARD MEMBERS

- | | | |
|---|--|---------|
| 8 | EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF) INNOVATION PROJECTS - MATCH FUNDING | 23 - 36 |
|---|--|---------|

Lead Member: Councillor Price, Board Member for Corporate Strategy and Economic Development

The Executive Director, Regeneration and Housing has submitted a report which requests approval to commit match funding towards the Oxford City Council led element of the ERDF Innovation allocation for Oxfordshire, if funds are successfully awarded.

Recommendations: That the City Executive Board resolves to:

1. **Recommend Council** to approve the required match funding to deliver the capital (£33,939) and revenue (£45,000) elements of the projects detailed in this report.
2. **Delegate authority** to the Executive Director, Regeneration and Housing to enter into any necessary agreements to secure European Regional Development Fund funding

- | | | |
|---|---|----------|
| 9 | OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP (OXLEP) STRATEGIC ECONOMIC PLAN REFRESH | 37 - 160 |
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Lead Member: Councillor Price, Board Member for Corporate Strategy and Economic Development

The Executive Director, Housing and Regeneration has submitted a report to update Members on the consultation draft of the Strategic Economic Plan (SEP), and to agree feedback on it, prior to formal

endorsement of the document.

Recommendation: That the City Executive Board resolves to:

1. **Endorse** the draft Oxfordshire Local Enterprise Partnership Strategic Economic Plan, subject to the feedback in the report and any additional member comments being relayed to the Oxfordshire Local Enterprise Partnership Board for consideration.

10 CHANGES TO CHARGING FOR BUILDING CONTROL APPLICATION FEES

161 - 172

Lead Member: Councillor Hollingsworth, Board Member for Planning and Regulatory Services

The Head of Planning and Regulatory Service has submitted a report which sets new Building Control application fees and introduces one new charge.

Recommendation: That the City Executive Board resolves to:

1. **Approve** the proposed Building Control application fees and charges to take effect from 30 September 2016 and that a strategic review of the service will be undertaken by December 2016.

11 FIXED PENALTY NOTICES FOR FLY-TIPPING

173 - 176

Lead Member: Councillor Sinclair, Board Member for Community Safety

The Head of Community Services has submitted a report which requests adopting the powers to issue fixed penalty notices for fly-tipping in Oxford and set the fine levels.

Recommendations: That the City Executive Board resolves to:

1. **Adopt** the power to issue fixed penalty notices for fly-tipping offences under the Deposit of Waste (Fixed Penalties) Regulations 2016 and section 33ZA of The Environmental Protection Act 1990;.
2. **Delegate** to the Head of Community Services the power to authorise officers to issue Fixed Penalty Notices
3. **Approve** the amount of the Fixed Penalty Notice for fly-tipping at £400 and the lesser amount of £200 if paid within 10 working days and include these items in the Council's Fees and Charges.

12	<p>HOME CHOICE PILOT & RENT GUARANTEE SCHEME</p> <p>Lead Member: Councillor Rowley, Board Member for Housing</p> <p>The Executive Director of Regeneration and Housing has submitted a report which requests approval to adopt a Rent Guarantee Scheme to enable the delivery of a Home Choice pilot, providing support to tenants to help them become financially independent.</p> <p>Recommendation: That the City Executive Board resolves to:</p> <ol style="list-style-type: none"> 1. Adopt the proposed Rent Guarantee Scheme outlined in the report 	177 - 204
13	<p>LEISURE INVESTMENT OPTIONS</p> <p>Lead Member: Councillor Smith, Board Member for Leisure, Parks and Sport</p> <p>The Head of Community Services has submitted a report which seeks project approval to improve tennis provision at Florence Park and the car parking to the sports facilities at Court Place Farm.</p> <p>Recommendations: That the City Executive Board resolves to:</p> <ol style="list-style-type: none"> 1. Grant project approval for the improvements to: <ul style="list-style-type: none"> • Tennis provision at Florence Park • The car park at Court Place Farm as outlined in this report 2. Delegate authority to the Executive Director for Community Services, in consultation with the Board Member, Head of Financial Services and Head of Law and Governance to enter into any necessary agreements or contracts to complete the works. 	205 - 216
14	<p>COMMUNITY CENTRE STRATEGY 2016- 2020</p> <p>Lead Member: Councillor Simm, Board Member for Culture and Communities</p> <p>The Head of Community Services has submitted a report which requests the approval of the Community Centres Strategy which has been updated following consultation.</p> <p>Recommendation: That the City Executive Board resolves to:</p>	217 - 298

1. **Adopt** the Community Centre Strategy

15 TREASURY MANAGEMENT ANNUAL REPORT 2015/16 299 - 310

Lead Member: Councillor Turner, Board Member for Finance, Corporate Asset Management and Public Health

The Head of Financial Services has submitted a report which sets out the Council's treasury management activity and performance for the financial year 2015/2016. The report also identifies some reductions in interest rates in 2016/17 and recommends a change to the Treasury Strategy for 2016/17.

Recommendations: That the City Executive Board resolves to:

1. **Note** the report
2. **Recommend that Council** approve the amendment to the Specified Investments list attached at Appendix 1 (paragraphs 35 – 37 below)

16 QUARTERLY INTEGRATED PERFORMANCE 2016/17 - Q1 311 - 326

Lead Member: Councillor Turner, Board Member for Finance, Corporate Asset Management and Public Health

The Head of Financial Services has submitted a report to update Members on the Council's Financial Risk and Performance as at 30 June 2016.

Recommendations: That the City Executive Board resolves to:

1. **Note** the projected financial outturn, the current position on risk and performance as at the 30 June 2016;
2. **Recommend to Council** that additional budget of £0.118 million and £0.399 million is approved for Super Connected Cities and Disabled Facilities Grant expenditure to be financed from external grant funding in accordance with paragraph 12.

17 POOLED BUDGET ARRANGEMENTS FOR THE COMMISSIONING OF ADULT HOMELESS SUPPORTED ACCOMMODATION IN OXFORDSHIRE 327 - 334

Lead Member: Councillor Rowley, Board Member for Housing

The Head of Housing and Property has submitted a report which seeks agreement to enter into pooled budget arrangements with Oxfordshire County Council, Oxfordshire Clinical Commissioning Group and Oxfordshire District Councils; to agree Oxford City Council's initial 3 year contribution to the pooled budget from existing base budget provision.

Recommendations: That the City Executive Board resolves to:

1. **Approve** the commitment by Oxford City Council to enter into a pooled budget arrangement in order to fund adult homeless supported accommodation in Oxfordshire.
2. **Approve** Oxford City Council's annual contribution of £161,700 towards the pooled budget from Housing and Property's existing Homelessness Prevention funds base budget provision that is included in the current approved Medium Term Financial Plan
3. **Delegate to** the Head of Housing and Property Services, in consultation with the Board member for Housing, the discretion to increase/reduce the Council's contribution in years 4 (2020/21) and 5 (2021/22) from within existing approved Homelessness Prevention funds budgetary provision, if it is agreed by all parties to extend the current 3 year proposal.
4. **Delegate authority** to the Executive Director of Regeneration and Housing to enter into a Governance Agreement for the pooled budget before April 2017

18 **COMPULSORY PURCHASE ORDER-SPENCER CRESCENT, ROSE HILL**

335 - 344

Lead Member: Councillor Rowley, Board Member for Housing

The Head of Head of Housing & Property has submitted a report to obtain approval to initiate compulsory purchase proceedings in relation to a long term empty property.

Recommendations: That the City Executive Board resolves to:

1. **Delegate authority** to the Head of Housing and Property, in consultation with the Head of Law and Governance and the Head of Financial Services, to initiate compulsory purchase proceedings to acquire all interests in the property situated in Spencer Crescent, Oxford (full address provided in Appendix A)
2. **Delegate authority** to the Head of Law and Governance to take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order, including the publication and service of all notices and the presentation of

the Council's case at any public inquiry;

3. **Delegate authority** to the Regeneration & Major Projects Service Manager to take all necessary action to acquire and obtain possession of the property either compulsorily or by agreement and to negotiate and agree all matters relating to compensation payments;
4. **Delegate authority** to the Regeneration & Major Projects Service Manager to dispose of the property in accordance with the Disposal Options set out in this report.

**19 RENT SETTING FOR A HOUSING REVENUE ACCOUNT
PROPERTY LEASED TO A PARTNER AGENCY AS SUPPORTED
ACCOMMODATION**

345 - 350

Lead Member: Councillor Rowley, Board Member for Housing

The Head of Housing and Property has submitted a report which sets out the basis for the charging of rent for an externally leased HRA property to a partner organisation as supported housing

Recommendations: That the City Executive Board resolves to:

1. **Agree** rent setting on the basis set out in paragraphs 5, 6 and 7 of this report.

20 MINUTES

351 - 354

Minutes of the meeting held on 8 August 2016

Recommendation: The City Executive Board NOTES the minutes of the meeting held on 8 August 2016 as a true and accurate record.

21 MATTERS EXEMPT FROM PUBLICATION

If the Board wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Board to pass a resolution in accordance with the provisions of Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

The Board may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PART TWO
MATTERS EXEMPT FROM PUBLICATION

22	CONFIDENTIAL APPENDICES_ COMPULSORY PURCHASE ORDER-SPENCER CRESCENT, ROSE HILL Lead Member: Councillor Rowley, Board Member for Housing Appendices A, B and C are exempt from publication by virtue of Paragraph 3, Part 1 of Schedule 12A of the Local Government Act 1972 - Information relating to the business affairs of the Council.	355 - 360
23	CONFIDENTIAL APPENDIX_RENT SETTING FOR A HOUSING REVENUE ACCOUNT PROPERTY LEASED TO PARTNER AGENCY AS SUPPORTED ACCOMMODATION Lead Member: Councillor Rowley, Board Member for Housing Appendix 2 is exempt from publication by virtue of Paragraph 2 of Schedule 12A to the Local Government Act 1972 as it is likely to reveal the identity of an individual and the public interest in maintaining the exemption outweighs the public interest in disclosing the information as sufficient detail is given in the open report to enable a proper understanding of its purpose.	361 - 362

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.

a)

b)

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To: City Executive Board

Date: 15 September 2016

Report of: Scrutiny Committee

Title of Report: Oxfordshire Local Enterprise Partnership (OxLEP) Strategic Economic Plan Refresh

Summary and Recommendations

Purpose of report: To present a recommendation from the Scrutiny Committee on the Strategic Economic Plan Refresh

Key decision? No

Scrutiny Lead Member: Councillor Andrew Gant

Executive lead member: Councillor Bob Price, Leader of the Council and Board Member for Corporate strategy and Economic Development

Policy Framework: Vibrant, Sustainable Economy

Recommendation of the Scrutiny Committee to the City Executive Board:

That the City Executive Board agrees to relay the following feedback from the Scrutiny Committee to Oxfordshire Local Enterprise Partnership:

1. The report sets a clear goal on page 19 to deliver sustainable growth in line with the Brundtland Commission definition. The SWOT analysis (p29) identifies the risk that, as it stands, this will not be achieved with regard to climate change targets - a key indicator of sustainable development. Nowhere are the conclusions of this aspect of the SWOT analysis addressed. The document should include details of how the climate change targets are to be met.
2. The report and framework should make it clear that whilst the formal response from the business community was low this does not mean that views were not given and captured as part of this exercise. Businesses engaged through workshops and other informal channels with representatives of OxLEP

3. The poor connectivity of buses across the City is identified as a threat but not closed off. This position has been made worse by the reduction in subsidised bus services. The document should include actions and solutions in this area including better use of trips around the ring road and additional stops along established routes.

Introduction

1. The Scrutiny Committee reviewed the draft Strategic Economic Plan refresh at its meeting on the 5 September. The committee would like to thank Councillor Price and David Edwards for their attendance and support.

Summary and Recommendation

2. The committee would like to congratulate the OxLEP and officers on the draft framework document. It is well written and researched, identifies issues and provides for opportunities to achieve goals. Whilst recent discussions of Local Government structure in Oxfordshire had the potential to impact on the themes in the framework positively, it was accepted that the current position remains unchanged and the best use of partnerships such as OxLEP was therefore essential.
3. The committee made comments in the 3 areas of sustainability, engagement and bus connectivity which are reflected in the recommendation.

Name and contact details of author:-

Pat Jones on behalf of the Scrutiny Committee
Committee and Member Services Manager
Law and Governance
Tel: 01865 252191 e-mail: phjones@oxford.gov.uk

List of background papers: None

Suggested City Executive Board response to the recommendation of the Scrutiny Committee on the Oxfordshire Local Enterprise Partnership (OxLEP) Strategic Economic Plan Refresh

Provided by the Leader of the Council and Board Member for Corporate strategy and Economic Development

<i>Recommendation</i>	<i>Agreed?</i>	<i>Comment</i>
<p>That the City Executive Board agrees to relay the following feedback from the Scrutiny Committee to Oxfordshire Local Enterprise Partnership:</p> <p>1. The report sets a clear goal on page 19 to deliver sustainable growth in line with the Brundtland Commission definition. The SWOT analysis (p29) identifies the risk that, as it stands, this will not be achieved with regard to climate change targets - a key indicator of sustainable development. Nowhere are the conclusions of this aspect of the SWOT analysis addressed. The document should include details of how the climate change targets are to be met.</p> <p>2. The report and framework should make it clear that whilst the formal response from the business community was low this does not mean that views were not given and captured as part of this exercise. Businesses engaged through workshops and other informal channels with representatives of OxLEP</p> <p>3. The poor connectivity of buses across the City is identified as a threat but not closed off. This position has been made worse by the reduction in subsidised bus services. The document should include actions and solutions in this area including better use of trips around the ring road and additional stops along established routes.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>The aspiration of the LEP should clearly be that the internationally agreed targets for carbon reduction should be achieved as an integral component of the growth pattern of the local economy.</p> <p>This matter was raised and extensively discussed at the most recent OxLEP Board meeting and will be captured in the final draft.</p> <p>The contribution of high quality and priority bus services to the connectivity between the key residential and employment centres across the county has been recognised in the County Council's Transport Strategy and features strongly in the LEP's vision for the future development of the Oxford Science Transit Corridor.</p>

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To: City Executive Board

Date: 15 September 2016

Report of: Scrutiny Committee

Title of Report: Report of the Equality and Diversity Group – update

Summary and Recommendations

Purpose of report: To present the views of the Scrutiny Committee on representations received from Stonewall in response to the Committee's view that the Council's contribution as a Stonewall Diversity Champion did not represent good value.

Key decision? No

Scrutiny Lead Member: Councillor Tom Hayes

Executive lead member: Councillor Brown, Board Member for Customer and Corporate Services

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 Council ceases to be a Stonewall Diversity Champion and invests the fee currently paid to Stonewall (£2.5K) to better effect.

Introduction

1. The City Executive Board (CEB) considered a review report produced by the Equality and Diversity Group at its meeting on the 14 July. Recommendation 15 was:

"The Council seeks to obtain better value from its status as a Stonewall Diversity Champion and, failing that, considers whether the small membership fee would be better invested in other means of tackling discrimination"

2. The CEB received written representations from Stonewall on this recommendation and asked the Scrutiny Committee to consider these and report back on recommendation 15.

Summary and Recommendation

3. The Scrutiny Committee's view remained unchanged. The review group lead member said that they had received representation from officers that engagement with Stonewall was on occasions problematic and did not produce outcomes of value. The money, however small, could be spent more productively.

Name and contact details of author:-

Pat Jones on behalf of the Scrutiny Committee
Committee and Member Services Manager
Law and Governance
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List of background papers: None
Version number: 1.0

To: City Executive Board

Date: 15 September 2016

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

Title of Report: Credit Union Services

Summary and Recommendations

Purpose of report: To present recommendation of the Finance Panel on credit union services

Scrutiny Lead Member: Councillor Craig Simmons, Chair of Finance Panel

Executive lead members: Councillor Susan Brown, Board Member for Customer and Corporate Services

Recommendation of the Scrutiny Committee to the City Executive Board:

That the City Executive Board states whether it agrees or disagrees with the recommendation set out in the body of this report.

Introduction

1. The Finance Panel convened discussions on credit union services at its meetings on 7 April and 30 June 2016. The Panel considered a credit union services evaluation report, the Council's response to the evaluation report and submissions from Oxfordshire Credit Union. Representatives of both credit unions operating in Oxford were invited to the meetings. The Panel would like to thank Mark Luntley, David Soward and Sue Tanner, who attended on behalf of Oxfordshire Credit Union, as well as Councillor Susan Brown, Board Member for Customer & Corporate Services, and Paul Wilding, Revenue and Benefits Programme Manager.

Background

2. Credit Unions promote saving and provide banking services and affordable credit to those who might otherwise struggle to access such services. Credit Unions are essential delivery providers in the Council's Financial Inclusion Strategy. The two Credit Unions operating in Oxford have been funded through the Council's

commissioned advice programme, both to aid their sustainability, and to facilitate a proposed merger, whereby the smaller Blackbird Leys Credit Union (BBLCU) would have been effectively subsumed by Oxfordshire Credit Union (OCU).

3. Following the breakdown of the proposed merger, the Council commissioned an evaluation report to articulate the way forward for credit union services in the City. The evaluation report set out what actions the credit unions could take in order to become sustainable, and also made 21 recommendations to the Council. In autumn 2015 the Board Member and Executive Director discussed the outcomes of the report with representatives of both Credit Unions.

Summary and recommendations

4. The Panel noted regret that the merger had failed and heard that there was no prospect of this proposal being resurrected because the two Credit Unions had very different operating models. BBLCU wanted to continue to maintain an office in the community staffed by volunteers, while an office-based cash-based model was not considered to be practically or financially viable for OCU. OCU had found that cash cards were popular with its members and they had received only seven visitors in a six month period as opposed to 700 telephone contacts. BBLCU was now thought to be pursuing a merger with a credit union based in South Northamptonshire.
5. The Board Member for Customer and Corporate Services said that the evaluation report was a valuable piece of work that had made useful recommendations following an impasse over the failure of the proposed merger. She said that the Council had spent some £100k supporting credit unions over recent years, which was a lot of money to spend without realising the aim of having self-sustaining Credit Unions.
6. Representatives of OCU agreed that the evaluation report was an excellent piece of work. The Panel heard that since the report was published OCU had strengthened its position by implementing the recommendations and addressing a number of identified issues. OCU had gained 100 new members through working with local employers, had increased lending and was trying hard to expand. As of April 2016 OCU had £500k in savings, £250k out in loans and 800 active members. OCU had also increased their capital asset ratio from 3.4% to 5% and had budgeted to pay a dividend of 1% this year, although that would be subject to a decision at their annual general meeting. All of these key financial headlines had moved in the right direction since the report was published.
7. The Panel heard that OCU was now financially self-sustaining but had some further asks of the Council. These were to activate a payroll deduction facility and promote OCU to Council staff, and to consider contributing funding for a part-time development manager who would promote OCU much more extensively on the ground. Based on extrapolations from national figures, there were approximately 2000 people in Oxford with pay day loans and some £1.7m was taken out of the local economy each year in interest payments on these loans.

8. The Board Member for Customer and Corporate Services welcomed the progress made by OCU, including a budgetary provision to pay dividends this year. She said that promoting OCU to staff would require further thought as she would want to be sure that this would be in the best interests of Council employees given that most staff had opportunities to access more competitive interest rates on savings and the Council's own loan option (which had low take up) was likely to be more advantageous to them.
9. Representatives of OCU advised that their scheme was different as it required borrowers to save and would over time steer them out of debt. OCU wanted to attract savers as well as people facing financial difficulties but there may be some financially excluded Council employees who would not feel comfortable borrowing from their employer or would not want their employer to know they were in financial difficulty. The Panel heard that OCU had agreed with other employers not to promote the higher interest rate short-term loans they had started to offer (within very tight constraints) following a recommendation in the evaluation report.
10. The Panel suggest that the Council should accept the request to promote OCU to Council employees, provided that OCU pay a dividend to investors and the information is provided carefully alongside other options that enable Council employees who may be looking to borrow or save to make the best decisions they can in accordance in their personal circumstances.

Recommendation – that the Council promotes OCU to its employees alongside other options and within a carefully framed context, on the basis that OCU pay a dividend to investors.

11. In terms of funding for a development Manager, the Panel encouraged OCU to submit a funding application through the Council's open grants programme. While the bid would need to be considered in the round and on its merits the Panel expressed a hope that it would be successful. The Revenue and Benefits Programme Manager advised OCU to be clear when making a bid as to what tangible outcomes the funding for a development manager would deliver, such as increases in membership and income.

Name and contact details of author:-

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List of background papers: None
Version number: 0.1

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To: City Executive Board
Date: 15 September 2016
Report of: Executive Director, Regeneration and Housing
Title of Report: European Regional Development Fund (ERDF)
 Innovation Projects – match funding

Summary and recommendations	
Purpose of report:	Request approval to commit match funding towards the Oxford City Council led element of the ERDF Innovation allocation for Oxfordshire, if successfully awarded funds.
Key decision:	Yes
Executive Board Member:	Cllr Bob Price, Corporate Strategy and Economic Development
Corporate Priority:	Vibrant, Sustainable Economy
Policy Framework:	Oxford Economic Growth Strategy
Recommendation(s): That the City Executive Board resolves to:	
<ol style="list-style-type: none"> Recommend Council to approve the required match funding to deliver the capital (£33,939) and revenue (£45,000) elements of the projects detailed in this report. Delegate authority to the Executive Director, Regeneration and Housing to enter into any necessary agreements to secure European Regional Development Fund funding 	
Appendices	
Appendix 1: Risk Assessment	
Appendix 2: Equality Impact Assessment	

Introduction and background

- Officers have been working with local partners to deliver elements of the county-wide European Regional Development Fund (ERDF) allocation for Innovation. This includes the provision of a new co-working space for business start-ups linked to the Smart Oxford initiative initiated by OSP, of which the council is a leading partner. It also includes Programme Management resource to play a leading role in the delivery of the wider Smart Oxford strategic programme.

2. The 'Smart Oxford Incubator' is a collaborative co-working space, proposed within vacant accommodation in Oxford Town Hall. It will nurture and accelerate new and growing businesses in digital, technology and social enterprise sectors. This will enhance the pipeline of new growing businesses in these sectors, and promote public sector innovation and commercialisation.
3. A business case has been prepared by the Oxfordshire ERDF Innovation consortium and is with DCLG (Department for Communities and Local Government) for agreement. Members are asked to approve the authority for officers to accept the grant (if successful and subject to contract), and commit the required match funding to deliver the project.

Smart Oxford Incubator

4. There is a shortage of small business accommodation in Oxford. In line with the Economic Growth Strategy and the emerging OxLEP Innovation Strategy, officers are pursuing an aim to increase supply, and support a stronger network of enterprise centres and innovative spaces to support local business creation and accelerated growth. With the recent closure of 'the Hatch' in Little Clarendon Street, owned by Barclays and managed by 3Space (based on wider asset based considerations), the supply shortage for start-ups has been exacerbated.
5. To help address this issue, a group of partners has been brought together by officers, targeting specific business sectors with unmet and latent demand for workspace, whilst generating income through identification and use of under-utilised property assets. One such broad market segment is co-working provision - flexible workspaces that support collaborative communities of new entrepreneurs seeking a lean business model, and a workspace solution to enable a focus on accelerating innovative business ideas by working closely with their peers.
6. There is the availability of approximately 2800 sq. ft. (261 sq. m.) within the Town Hall that could be refurbished to support businesses attracted to co-working, whilst generating a modest return for the Council. A dedicated, standalone space accessed from Blue Boar Street of 1800 sq. ft. is immediately available as an initial phase.
7. Officers have received a proposal (agreed in principle, subject to contract) from Oxford Trust and Oxford Innovation, to lease and run the space as a not for profit operation. The space will be run in conjunction with a newly proposed 'Pod' co-working space in the Oxford Centre for Innovation (OCFI) and the space for more established businesses at One St Aldate's.
8. A core element of this proposal is that link between the Town Hall space and 'The Pod' at OCFI (plus the related Oxford Hackspace). It is intended that these co-working spaces are jointly managed and operated to maximise the benefits and ensure synergy across spaces for start-ups across the City, providing an affordable and supportive environment accommodating new business start-ups in a shared workspace.

9. The specific aims of this proposal include:

- a. Enhancing the supply and range of workspace available – up to 260m2 (starting with a self-contained 170 m2 space)
- b. Support the creation enterprises with growth potential – circa 40 enterprises over 3 years
- c. To remove barriers to enterprise for more local residents, reducing inequality
- d. Build on Oxford's reputation for innovation excellence and 'Smart City' ambitions
- e. To enhance the innovation ecosystem infrastructure within the city and link effectively with the wider enterprise/innovation space offering (e.g. the Oxford Centre for Innovation)
- f. To create a modest income for Oxford City Council to reinvest in services
- g. To remove match funding requirement for Smart Oxford by end of year 3
- h. To pilot an innovative concept that, if successful, might be scaled up within the city's wider regeneration programme (e.g. West End)
- i. To ensure a coordinated approach to meeting the support needs of business in-line with the Oxfordshire Business Support programme.
- j. Ensure the opportunity for local authority staff and academics to share knowledge, open challenges and ideas with members of the centre, to translate ideas to commercial enterprises more quickly.

Smart Oxford Programme Management (Fixed Term)

10. The ERDF funds provide opportunity to employ a dedicated, fixed-term (3 years), Programme Manager for Smart Oxford to ensure closer collaboration with business, boost sector development, and deliver products and services.

11. The Smart Oxford Programme Manager will be

- a. Engaging with businesses and organisations to support Smart Oxford and digital enterprises across the county
- b. Supporting the Smart Oxford Project Board
- c. Supporting community events and initiatives in the co-working space
- d. Co-ordinating support services to innovators and enterprises helping to develop and deliver projects and products that support Smart Oxford and wider smart city ambitions and aspirations across the county
- e. Help ensure Smart Oxford becomes a sustainable entity with an appropriate legal structure
- f. Lead and support fundraising initiatives including funding bids, investment and sponsorships
- g. Manage and co-ordinate up to 10 Smart Oxford workshops over three years
- h. Coordinate with colleagues on communications and marketing
- i. Provide leadership on Digital and Smart Oxford initiatives across the county
- j. Support open data platforms and linked initiatives that support business and product formation
- k. Build partnerships/collaborations to achieve aims
- l. Provide expert advice and support to innovators.

12. ERDF and City Council match funding will also ensure the commitment of additional resource from Oxfordshire County Council and the University of Oxford. The County Council, through the Transport Innovation Team, will commit resource of up to 1.5

FTE to work specifically on Smart Oxford projects and support. The University of Oxford will commit a post within the Knowledge Exchange and Impacts Team to work specifically on Smart Oxford projects and support. Taken together, this will ensure adequate resource of Smart Oxford to deliver against the vision and strategy that has been developed.

Financial implications

13. The costs and funding contributions are found in the table below:

ERDF Funded Innovation Projects						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	£	£	£	£	£	£
Item						
Capital Expenditure	67,878	0	0	0	0	67,878
Revenue Expenditure (incl in kind)	45,547	45,547	45,547	0	0	136,641
Revenue Income	(16,200)	(16,200)	(16,200)	(16,200)	(16,200)	(81,000)
Sub-Total	97,225	29,347	29,347	(16,200)	(16,200)	123,519
Funded by:						
Oxford City Council (additional funding)	(48,939)	(15,000)	(15,000)	0	0	(78,939)
ERDF	(49,486)	(15,547)	(15,547)	0	0	(80,580)
Sub-Total	(98,425)	(30,547)	(30,547)	0	0	(159,519)
Net Impact for Project	(1,200)	(1,200)	(1,200)	(16,200)	(16,200)	(36,000)
Net Impact for City Council						(2,061)

14. The City Council's capital contribution would be £33,939, which would be matched by an ERDF grant and fund the works required to bring the accommodation into a usable condition. The Council funding would be taken from potential slippage in the capital programme, but repaid as a rental from the Incubator.
15. The City Council's revenue contribution would be £45,000 (£15,000 per year), which would be matched by an ERDF grant and fund the Incubator Manager for three years. There would also be a contribution in kind of £45,000 that would be staff time from the Economic Development team.
16. The City Council would receive a rental of £10 per sq. ft. per year for a lease of 5 years with an initial six months' rent free period. Based on the initial phase alone this would yield £81,000 over the five years, and repay the Council's revenue and capital contributions.
17. A decision from DCLG on the award of the ERDF funding is not known at this time and there may be uncertainties post-BREXIT. If the ERDF support is not forthcoming it is proposed to proceed with the capital works on the basis of a five year lease to the Incubator under normal Assets officer delegation provided the rental covered the capital outlay by the Council. However, we would not fund the Manager post to provide business support.

Legal issues

18. The lease of Council assets will have legal and contractual implications as will recruitment of a programme management resource over a fixed term. The acceptance of EU funds will also result in a 3-year contractual obligation.

Level of risk

19. The Risk Register is attached at Appendix 1

Equalities impact

20. Equalities Impact Assessment is attached at Appendix 2

Report author	Matt Peachey
Job title	Economic Development Officer
Service area or department	Regeneration and Partnerships
Telephone	01865 252021
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Background Papers: None

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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
Funding not awarded (Smart Oxford Programme Manager element)	There is uncertainty about whether all non-committed funding contracts would be honoured, post EU referendum	Threat	Government approach to negotiations post referendum	No funding awarded, project unlikely to go ahead.	29-07-16	Matt Peachey	4	2						The Oxon ESIF Committee, advised through DCLG (Managing Authority) has recommended a business as usual approach for local funds. Officers work	December 2016			Matt Peachey
Funding not awarded (Smart Oxford Programme Manager element)	There is uncertainty about whether all non-committed funding contracts would be honoured, post EU referendum	Threat	Government approach to negotiations post referendum	No funding awarded. Project may still go ahead, but will need to be appraised further and considered as a commercial	29-07-16	Matt Peachey	3	2						The Oxon ESIF Committee, advised through DCLG (Managing Authority) has recommended a business as usual approach for local	December 2016			Matt Peachey
Recruitment of Programme Manager	A suitably qualified candidate is not identified for recruitment.	Threat	Lack of available expertise in the labour market, salary levels not sufficient. Perceived issues	Smart Oxford objectives not delivered as effectively	29-07-17	Matt Peachey	4	2						A well planned job specification and recruitment process utilising specialist advice on the	January 2017			Matt Peachey
Smart Oxford partners do not commit associated staff resource	lack of expertise to deliver Smart Oxford's objectives	Threat	Issues with funding or support of senior management	less ambitious delivery of Smart Oxford objectives	29-07-17	Matt Peachey	4	1						Partners (OxON CC and University of Oxford) have written to confirm staff resource to be committed to Smart Oxford	August 2016			Matt Peachey
Co-working costs over-run	Cost increases or unforeseen costs increase the overall budget beyond what is acceptable	Threat	External prices change or lack of awareness of all required inputs.	Investment case would need to be re-considered	29-07-16	Matt Peachey	4	2						An independently verified set of costings and layout for the co-working space has been produced. In any contracting, the budget will need to be made clear and adhered to	January 2017			Matt Peachey
Co-working operator proposal is not contracted	the proposed centre operator cannot manage the centre	Threat	Contractual agreement, funds, change in business conditions, change of personnel	New operator would need to be sought	29-07-17	Matt Peachey	4	2						Board approval has been given by both partner organisations (Oxford Trust and Oxford Innovation)	October 2016			Matt Peachey

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Form to be used for the Full Equalities Impact Assessment

Service Area: Regeneration & Partnerships	Section: Economic Development	Date of Initial assessment: 29-07-16	Key Person responsible for assessment: Matt Peachey	Date assessment commenced:
Name of Policy to be assessed:		ERDF Innovation projects Approval – CEB Report, September 2016		
1. In what area are there concerns that the policy could have a differential impact		Disability	Age	
Other strategic/ equalities considerations				

<p>2. Background:</p> <p>Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.</p>	<ol style="list-style-type: none"> 1. The 'Smart Oxford Incubator' is a collaborative co-working space, proposed within Oxford Town Hall. It will nurture and accelerate new and growing businesses in digital, technology and social enterprise sectors. This will enhance the pipeline of new growing businesses in these sectors, and promote public sector innovation and commercialisation. 2. Dedicated, fixed-term (3 years), programme resourcing for Smart Oxford to ensure closer collaboration with business in order to boost the growth of related sectors, and deliver projects, products and services that will benefit the public sector and city residents.
<p>3. Methodology and Sources of Data:</p> <p>The methods used to collect data and what sources of data</p>	<p>A range of business and economic data has been obtained and sought in producing the business case for the project including:</p> <ul style="list-style-type: none"> • Property prices • Property availability and reports on local supply, pipeline and demand • Awareness of ward and neighbourhood based inequalities • A rang of socio-economic and demographic information that highlights a need for a 'smarter' approach to city development (led by the OSP Smart Oxford Steering Group).
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • Why you carried out the consultation. • Details about how you went about it. • A summary of the replies you received from people you consulted. 	<p>Consultation has taken place with a range of business stakeholders from the digital, social enterprise and property sectors to ascertain the level of need for new work-space solutions that meet community needs. Conversations with groups of small business owners has supported the conclusion that a more accessible offering is required for early stage start-ups, such as that previously provided by the 'Hatch' co-working centre on Little Clarendon Street.</p> <p>Smart Oxford has consulted with a wide range of organisations and stakeholders on the approach to creating a 'Smart Oxford' project plan that genuinely meets resident's needs, and is citizen focussed, rather than technology focussed. The approach is to use social, environmental and economic needs, and information on the experience of a range of local services, to identify solutions, which may include technology.</p>

<ul style="list-style-type: none"> • 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 	
<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>Disability – The co-working proposal has been designed to ensure a satisfactory level of disabled access to the dual site co-working offer. The OCFI element, as well as certain parts of the Town Hall, will have adequate disabled access.</p> <p>Age – where younger people may have less access to available funds to start a business, and experience this as a barrier to entry, this proposal will provide a range of flexible low-cost membership options.</p> <p>Other factors – for the remaining primary equality strands, partner organisations that Oxford City Council intend to work with, will be required to provide evidence their own equality policies, and also evidence how their client application and marketing processes are inclusive.</p>
<p>6. Consideration of Measures:</p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>It is felt the above factors will make this a positive project from an equalities perspective, both in terms of developing more inclusive services, and reducing barriers to starting a business for more people.</p>
<p>6a. Monitoring Arrangements:</p> <p>Outline systems which will be put in</p>	<p>Quarterly against a range of economic and social indicators in line with ERDF funding guidelines.</p> <p>Quarterly monitoring reports and funding claims compiled by officers managing both linked projects</p>

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 evidence of discrimination.		will take place and be report to the ESIF committee and managing authority (DCLG).				
7. 12. Date reported and signed off by City Executive Board:						
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		Policy impact positive particularly in respect of improving city services for a range of residents and lowering barriers to starting a business.				
9. Are there implications for the Service Plans?	YES	NO	10. Date the Service Plans will be updated	Annually -	11. Date copy sent to Equalities Officer in HR & Facilities	N/A
13. Date reported to Scrutiny and Executive Board:			14. Date reported to City Executive Board:	Sept 2016	12. The date the report on EqlA will be published	

Signed (completing officer)

Signed (Lead Officer)

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

Organisational Development & Learning Advisor/ Equalities
Matt Peachey – Regeneration and Partnerships.

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To: City Executive Board
Date: 15 September 2016
Report of: Executive Director, Housing and Regeneration
Title of Report: Oxfordshire Local Enterprise Partnership (OxLEP) Strategic Economic Plan Refresh

Summary and recommendations	
Purpose of report:	To update members on the consultation draft of the Strategic Economic Plan (SEP), and to agree feedback on it, prior to formal endorsement of the document.
Key decision:	Yes
Executive Board Member:	Cllr Bob Price, Corporate Strategy and Economic Development
Corporate Priority:	Vibrant, Sustainable Economy
Policy Framework:	Oxford Economic Growth Strategy
Recommendation: That the City Executive Board resolves to:	
1. Endorse the draft Oxfordshire Local Enterprise Partnership Strategic Economic Plan, subject to the feedback in the report and any additional member comments being relayed to the Oxfordshire Local Enterprise Partnership Board for consideration.	

Appendices	
Appendix 1	Draft Strategic Economic Plan: Revised following consultation
Appendix 2	Strategic Economic Plan – Consultation Responses
Appendix 3	Risk Assessment
Appendix 4	Equalities Assessment

Introduction and background

1. The Oxfordshire Local Enterprise Partnership (OxLEP) is responsible for facilitating strategic development of the Oxfordshire economy, in partnership with local authorities, business and academia, and is now established as a key strategic partnership promoting the economic growth agenda to Government. OxLEP submitted their Strategic Economic Plan (SEP) to Government in March 2014. The

SEP set out the partnership's ambition to 2030 – to meet the needs of our diverse science and knowledge based economy, to drive innovation and accelerated growth. The SEP also helped determine the priorities for the Local Growth Fund budget awarded to Oxford and Oxfordshire to support strategic growth opportunities.

2. OxLEP is currently refreshing the SEP to incorporate new evidence that has become available over the last two years. In particular, a number of investment plans and strategies have been produced relating to skills, innovation, the environment, culture and tourism and transport. The greater global economic uncertainty that may define the next five years is also a driver, as is the LEP's desire to engage more widely with business, universities, research institutions, local authorities, voluntary and community sectors, and residents. OxLEP also anticipates that local government devolution will require complementary economic planning.
3. Oxfordshire's SEP is intended to be a widely-owned "economic route map" focused on supporting the economic performance, potential and prospects of Oxfordshire, and managing the county's economic growth to ensure it is sustainable and inclusive. Compared to the original SEP, this refreshed version is higher level, shorter and clearer. It has an emphasis on a strategic framework rather than the details of delivery, and ambition to reach a wider audience of stakeholders.
4. The draft SEP was prepared through a more consultative process than the original document. This refreshed version was informed by three public workshops, discussions with the local authorities, businesses, other key stakeholders, and a review of evidence. It was also shaped by a Steering Group, which reviewed the consultation responses. The final phase of consultation is with Local Authorities, LEP Board and Growth Board and will run through district Executive and LEP committee processes, scheduled to end on 7 October. This will be followed by publication in November.

SEP Vision and Themes

5. The full draft SEP as it stands can be found in the appendices. It should be noted that the comments contained in this report are based on a 'Consultation Draft' prepared in June 2016, the latest available draft at the time of writing. Following the public consultation period, a re-draft is being produced that is likely to be published at the end of August. This will be shared with Scrutiny and CEB when it becomes available.
6. For ease of reference, the vision and main themes are found below. The Vision of the SEP is that 'By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence.'
7. Themes: Oxfordshire has a successful economy based on innovation, enterprise and research. Both employment and Gross Value Added are growing strongly, activity and employment rates are high and there is very low unemployment. However, the draft SEP notes that issues of sustainability and inclusion, and global risks to continued local growth need addressing. The SEP's objectives for the county's economy by 2030 are that it should be:

Vibrant: a place where ambitious businesses and people thrive; and where aspiring young people choose to build their careers and their lives

Sustainable: environmentally (taking into account climate change, carbon emissions, heritage and patterns of resource use), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)

Inclusive: where all residents and businesses have a real stake in determining the county's future economic narrative and contributing fully to it

World-leading: recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

8. These outcomes will be achieved through four programmes, as in the original SEP, but with a set of strategic high-level priorities, rather than a detailed action plan. In each of these programmes, there are on-going projects and commitments. The SEP does identify new priorities to 2020, and a number of action areas. The programmes include:

People – delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive, employment and fulfilling jobs

Place – ensuring a strong link between jobs and housing growth, and providing both the quality environment and choice of homes needed to support “good” growth whilst capitalising upon our exceptional quality of life, vibrant economy and dynamic urban and rural communities

Enterprise – emphasising innovation-led growth, underpinned by the strength of university and other research, business collaboration and supply chain potential; and also recognising the significant contribution made through social enterprises

Connectivity – allowing people, goods and services to move more freely, connect more easily; and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

9. The SEP also aims to ensure inter-relationships and opportunities across these programmes are exploited, e.g. local commercialisation and application of technologies developed by research and business in environmental sustainability, health, low carbon, energy, and autonomous vehicles for example.
10. There is also a cross-cutting spatial dimension to the SEP, maintaining the principal focus on the Oxfordshire Knowledge Spine – from Bicester through Oxford to Science Vale in the south – as locations for housing and employment growth.
11. In delivering the refreshed SEP, OxLEP state a focus on clear governance and management arrangements, building on progress to date, working closely with local authorities, the Growth Board, businesses, voluntary organisations and residents.

Responses to Public Consultation

12. Of the 262 responses, 34 were made by organisations, with the remainder from individuals, the vast majority of whom support the stance offered by the CPRE and Need Not Greed Oxfordshire, namely that the LEP is an unaccountable non-elected body, aggressively driving growth. These also claimed that the LEP is responsible for unrealistic and unachievable housing and jobs figures contained in the SHMA, heavily influencing the Local Plan process which will result in new development that will destroy Oxfordshire's environment and communities. The key ask of many of

the respondents is that the SHMA figures for housing and jobs are lowered, and that the SEP should be prepared by an elected body and subject to a Strategic Environmental Assessment. These responses reflect a fundamental misunderstanding by the CPRE/Need Not Greed campaign. The SHMA was commissioned and adopted by the Oxfordshire Local Authorities, in accordance with their statutory planning obligations, and the LEP had no role in this. The SHMA has been tested and accepted in a series of examinations by Planning Inspectors, and the forecasts for economic growth are already being exceeded, confirming that low employment growth forecasts were adopted. The SHMA figures were subsequently adopted by the City Deal and SEP-but the LEP is not responsible for the SHMA. The SEP therefore aims to support the efficient management and delivery of planned economic growth, including the necessary skills and infrastructure, but it did not set the housing or employment forecasts or assessed need.

13. On 4 August 2016, a letter was sent to each of the Oxfordshire LAs by Need Not Greed, reiterating the group's concerns about the SEP. A joint council response was being prepared at the time of writing this report. The specific criticism made in the letter from Need Not Greed is that that the summary of responses provided by Councils to the LEP was not accurately summarised by the LEP in their consultation responses report. However, the purpose of this report is to agree feedback for CEB to relay to the LEP. This feedback is in specific response to the draft plan, which forms part of the SEP consultation timetable to October.
14. Consultation responses from the business community have been less evident. Given that the focus of the SEP is the economy and the process of wealth creation, this is a concern. However, it should be noted that significant effort was made to consult widely across public, private, academic sectors and residents. The campaign used the expected channels; press, social media, leaflets, events, business networks etc. Monthly visitor numbers to the LEP's website increased by 60% from 3,386 to 5,621, indicating increased awareness. An additional business consultation session was held on 20 July 2016 with a group of 13 business representatives from a range of sectors across the county. This enhanced the depth of feedback from the business community. In general, a range of comments were received across each theme. These can be characterised as constructive critique, but generally supportive.
15. A statistical breakdown of categorised comments can be found in the Appendix 2 report on consultation responses. This provides further detail of comments on the LEP's role, strategic area characteristics, priorities, challenges and opportunities, the sector and employment focus, planning for infrastructure and housing, and sustainability in its widest sense.
16. A range of comments have been received from officers, members, the Growth Board and LEP Board. Whilst broadly supportive, these comments will be reflected in the final draft of the SEP. These range from the need for a clearer focus on the audiences that matter (Government and business), balancing the needs of business and residents, avoiding Oxford centric focus, better detailing the economic narrative, more clarity in explaining the purpose of the SEP and going beyond the 'spine' to consider wider economic assets. Other comments include a need for more focus on business accommodation supply. Others felt that the focus could be more explicit on infrastructure planning as a priority to enable growth, and have a still greater emphasis on social inclusion and employment.

Additional officer comments for member's consideration

17. If the SEP is judged on the terms of reference for which the refresh intended (see para. 3), it can be shown to have achieved progress in those areas of focus. It is more accessible and clear in its aims and more of a strategic route map than a plan. In its current form, it will be likely to gain more traction with business and perhaps Government.
18. It is not a radical break from the previous SEP, which served Oxfordshire relatively well in terms of creating a compelling economic narrative and attracting available government resources. The key programme areas are the same as is the vision.
19. It recognises the importance of Oxford, both as a key growth hub in its own right, and as a brand that can help drive growth and investment county-wide. The SEP focus on the 'Knowledge Spine' remains, and is helpful, highlighting Oxford's growth needs and potential in this respect. It recognises the importance of Oxford's Transport to Work Area and the city as the functional economic centre for the county. The draft adequately reflects the importance of the two universities as providers of talent, growth and knowledge, but perhaps needs to factor in the increased risks they face going forward. The SEP also focuses on a diverse range of sectors at varying stages of development, so is supporting a flexible development path, which guards against the lock-in that some areas face through over dependency on sectors.
20. In terms of the focus on funding delivery, the SEP perhaps unnecessarily limits itself to Growth Deals, potential devolved funds and ESIF funds. The LEP might be encouraged to consider a framework for funding attraction for delivery from wider private and sovereign wealth resources. It should be realistic in recognising that Government sources are unlikely to be enough and ESIF funds very likely to end, possibly before the end of the programme in 2020. How will Oxfordshire Business Support be resourced once ESIF is gone for example? How will programmes on social inclusion and employability be funded without European Social Funds? Equally, without a wider and more creative approach to funding, it is fair to say the various Investment Prospectuses, will contain numerous projects, which even if strategically important, remain unfunded. More mention of the certainty of funding that is needed, and *might* be provided through devolution might be encouraged. A need to respond to the opportunities or issues created by changes in central government also places much of this emphasis in flux. The SEP should be positioned to respond flexibly to this uncertainty. Sheffield's recent securing of £1bn through a Chinese firm's investment in city centre projects is one such approach.
21. The draft contains a statement in favour of preserving the Green belt to prevent urban sprawl. Oxford City Council would contend some limited use of the greenbelt is inevitable to meet housing need in the most sustainable way, whilst enhancing wider environmental assets and promoting sustainable forms of development. Other Districts have already made the case for taking sites out of the Green Belt where policy supports this.
22. The SWOT for key themes covers the key issues and the themes and vision are cross referenced well to produce a compelling strategic vision. However, perhaps the 'People' themes should be also linked to the key challenges of housing, demographic challenges and social exclusion, rather than a skills and education focus only. The reference to Community Employment Plans (related to construction e.g. Westgate) is also positive.

23. The Place theme has an important recognition of wider infrastructure constraints (water, power, grid), but could focus more on commercial property quality and availability issues that constrain growth. Land is available but premises are less so. Could it better recognise constraints on central area's public realm and walking connectivity needs as they grow? It is positive the SEP understands that the quality of environment, heritage and culture are strong factors in a successful economy that attract talent and investment, based on quality of life considerations. The SEP helpfully goes beyond its technology and knowledge based growth approach here.
24. There is necessary focus on connectivity in transport, networks of business and digital sense. Overlap in terms of 'place' links with water, power etc. as mentioned in place would be an option to consider for highlighting these infrastructural issues. The SEP broadly supports Local Transport Plan 4, and emphasises a need to link with the new National Infrastructure Commission. The SEP highlights the development of eight corridors and areas, of which Oxford is one. It should serve Oxford's needs well but needs to recognise the extent of movement in and out through commuting to and within Oxford. Investment in the centre will benefit those on the edge of the area (housing and last mile transport for commuters are key). The SEP supports smarter approaches to development, which is encouraging given the focus of councils and universities on smarter development (e.g. Smart Oxford)
25. Delivery team – City and district economic development staff and other officers within a collaborative partnership delivery team are not mentioned here. The LEP uses more resource than its paid staff and this should be made clear. For example the LEP and officers work jointly on engagement with business. This wider resource, which works closely with the LEP as partnership organisation needs to be recognised with officers and business representation alike.
26. In the Delivery section, there is a focus on progress to date. The targets here are in large part local economic indicators, which are impacted by a range of factors beyond the delivery of the LEP, albeit the LEP does influence these. Perhaps more focus in future on more direct outputs that contribute to these outcomes would be helpful in managing expectations. Indicators such 'A Level' attainment can only be influenced by the LEP.
27. Finally, is there enough genuine recognition of new ways to help those at bottom of labour market? This will be important as an increasing focus on the need for inclusive growth is likely to come forward in policy.

Other implications

28. Sustainability – The SEP specifically focuses on the need for sustainable and inclusive growth that benefits local communities in terms of employment and quality of life.
29. Environmental – The draft SEP recognises the importance of sustainable growth in its widest sense and is under-pinned by a Strategic Environment and Economy Investment Prospectus that seeks to demonstrate the value of Oxford's green economy, infrastructure and assets, and seek for investment in key assets. It recognises the challenges around growth and environmental protection specifically, and seeks to offer a balanced approach to these needs.

Financial implications

30. No immediate financial implications.

Legal issues

31. No legal implications.

Level of risk

32. Risk Register attached at Appendix 3

Equalities impact

33. Equalities Impact Assessment attached at Appendix 4

Conclusion

34. Overall, the draft SEP offers a compelling high-level strategic framework for the future direction and priorities for development of the county's economy. It provides an adequate framework to position Oxford's specific economic needs within the county, national and international context.

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Background Papers: None	

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Refreshing Oxfordshire's Strategic Economic Plan

Draft – revised following public
consultation

Foreword



To be written to include reference to include references to:

The consultation exercise

Brexit

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Executive Summary

This refreshed version of the Strategic Economic Plan (SEP) for Oxfordshire takes into account evidence that has become available since the first SEP was produced in 2014, including new strategies relating to skills, innovation, culture and heritage, and natural resources and the environment. It acknowledges the changing context for Oxfordshire's economic well-being. It also responds to substantial engagement from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents. But like its predecessor, this refreshed SEP signals our strong ongoing commitment to sustainable economic growth across the county.

Oxfordshire's SEP is intended to be a widely-owned "*economic route map*" focused on supporting the economic performance, potential and prospects of Oxfordshire, and managing the county's strong economic growth to ensure sustainability and inclusivity. Compared to the original SEP, this refreshed version is higher level, shorter and clearer. It focuses on strategy rather than the details of delivery.

The Vision of the SEP is that

By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence.

Oxfordshire is notable for the excellence and scale of innovation, enterprise and research within the county, and for the dynamism of its economy: both employment and GVA (Gross Value Added) are growing strongly, activity and employment rates are high, and there is very low unemployment. The scale of recent investment in some of its most successful firms bodes well for the future. In addition, significant progress has been made over the last two years in delivering against most of the objectives set out in the 2014 SEP.

However, there are issues of sustainability and inclusion that must be addressed. There is also a need for greater resilience in the face of increased global risks and uncertainty.

We aim, with partners, to harness Oxfordshire's unique combination of assets to ensure that by 2030, the county's economy is recognised to be:

- **Vibrant:** a place where ambitious businesses and people thrive; and where young people choose to build their careers and their lives
- **Sustainable:** environmentally (taking into account patterns of resource use, climate change, carbon emissions, heritage assets), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)
- **Inclusive:** where all residents and businesses have a real stake and voice in determining the county's future economic narrative and contributing fully to it
- **World-leading:** recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

These outcomes will be achieved through four wide-ranging programmes, each with priorities to 2020, and a number of key action areas. The programmes are:

- **People** – delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive, employment and fulfilling jobs

- **Place** – ensuring a strong link between jobs and housing growth, and providing a quality environment that supports and sustains growth; and offering the choice of business premises and homes needed to support sustainable growth whilst capitalising on and valuing our exceptional quality of life, vibrant economy and urban and rural communities
- **Enterprise** – emphasising innovation-led growth, underpinned by the strength of Oxfordshire’s research, business collaboration and supply chain potential; recognising and reinforcing the significant contribution made by all sectors, all parts of Oxfordshire and all types of business
- **Connectivity** – enabling people, goods and services to move more freely, connect more easily; improving broadband and mobile coverage and capacity; and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

We will ensure that the inter-relationships and opportunities across these programmes are fully exploited. For example, we will encourage the local commercialisation and application of technologies developed by Oxfordshire’s research and business communities in areas which improve environmental sustainability and health outcomes (such as low carbon, low energy systems, autonomous vehicles and digital health) in order to benefit Oxfordshire’s people, places and connectivity.

There is an important cross-cutting spatial dimension to the SEP. We will maintain the principal spatial focus on Oxfordshire’s Knowledge Spine – from Bicester in the north through Oxford to Science Vale in the south – as the main location for housing and employment growth. However, we will also continue to encourage and support projects in the market towns and rural areas which support the objectives of the SEP, and ensure these areas are well connected to the Knowledge Spine (and elsewhere).

In delivering the refreshed SEP, the LEP will work through clear governance and management arrangements, building on the substantial progress that has been made over the last two years and supporting on-going initiatives to devolve significant responsibilities and funding to deliver local services and infrastructure improvements. It will work closely with key partners and stakeholders including Oxfordshire’s local authorities and the Oxfordshire Growth Board, and the county’s businesses, voluntary organisations, academic institutions, and residents.

Introducing Oxfordshire's refreshed Strategic Economic Plan

It is now two years since Oxfordshire Local Enterprise Partnership (OxLEP) published its first Strategic Economic Plan (SEP). In the interim we have achieved a great deal, and the SEP itself continues to be widely endorsed.

The decision to update and refresh the SEP has been prompted by our desire to continue to nurture Oxfordshire's economy. The refreshed SEP:

- reflects **new evidence and insight** that has become available over the last two years
- embraces a number of **investment plans and strategies** that have been completed (or are ongoing) within the county, relating (for example) to skills, innovation, culture and heritage, and the environment
- acknowledges the changing **wider context** for Oxfordshire's economic well-being – and particularly, the far greater global economic uncertainty that is likely to define the next five years, including in relation to the outcome of the referendum on the UK's membership of the EU
- responds to substantial **engagement** from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents
- anticipates that the **process of devolution** will progress substantially over the months/years ahead.

Through the refresh process, we have sought to ensure that Oxfordshire's SEP is a **widely-owned "economic route map"** for the county as a whole. It focuses on realising the opportunities in Oxfordshire to achieve **sustainable economic growth** and to conserve its natural resources and built heritage. It has been informed by a series of public workshops and it has benefited from a full public consultation (which generated almost 300 written responses).

Box 1: What we mean by sustainable economic growth

The 1987 Brundtland Report defined 'sustainable development' as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. What does this mean in the context of Oxfordshire's Strategic Economic Plan?

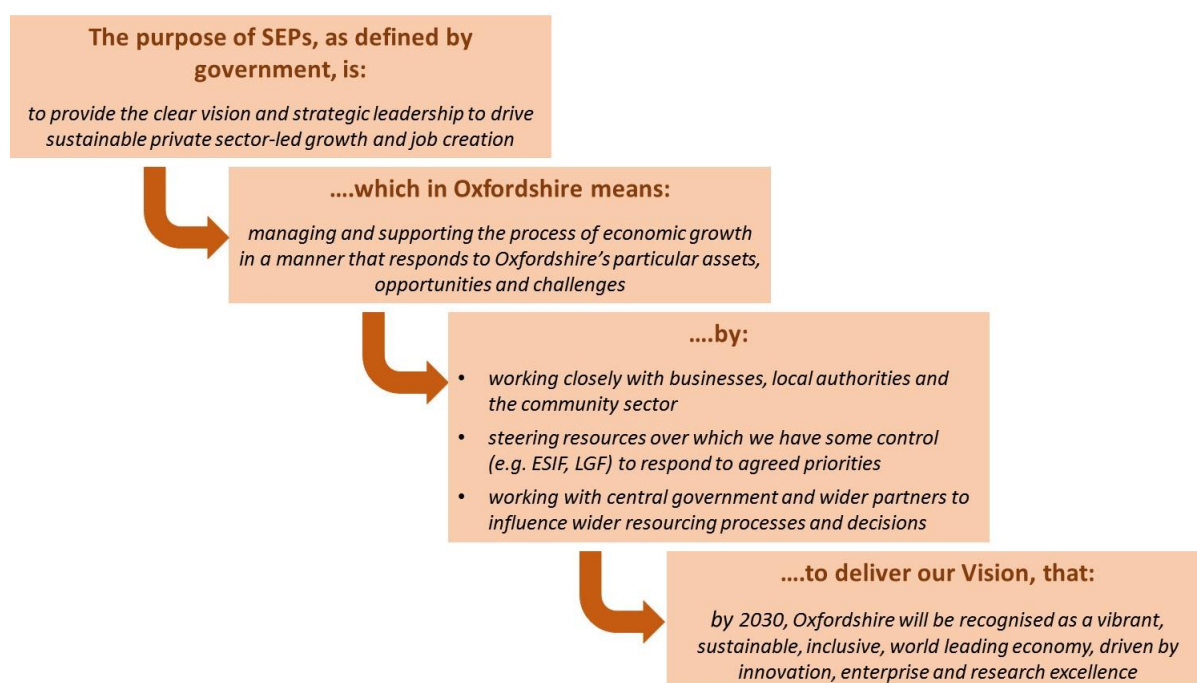
Oxfordshire LEP was established by the Government to support economic growth in Oxfordshire. Its focus, therefore, is on supporting economic growth which delivers sustainable and inclusive outcomes and creates a vibrant and world leading business environment. This type of growth will:

- enhance and develop community coherence and connectivity, building-in community well-being and resilience for the future
- ensure today's and tomorrow's residents can find good jobs and homes they can afford in the county
- use the incredible scientific and technological expertise in Oxfordshire's institutions to stimulate economic growth which is more sustainable, more inclusive and genuinely world leading in its characteristics

- enable infrastructure improvements which we all want, but know we cannot afford without the public and private sector funding that only comes with planned growth
- enable us to insist on, and afford, new development which is high quality and enhances the built environment
- enable investment in developing the skills of our young people
- make better use of limited and precious resources such as water, energy and land
- ensure that Oxfordshire continues to make a strong, positive contribution to the national Exchequer.

Growth therefore needs to be both supported and managed, to produce positive, sustainable outcomes. This is what the LEP is seeking to do: to achieve the vision in the Strategic Economic Plan

Figure 1: The purpose of Oxfordshire's Strategic Economic Plan (SEP)



A profile of Oxfordshire's economy today – and its assets, opportunities and challenges

The economic headlines

Overall, Oxfordshire generates output to the value of about £20.5bn (data for 2014, in current prices, from ONS) from about 400,000 jobs (including both employees and self-employment jobs) in a total of 30,000 enterprises.

Oxfordshire performs well on key metrics of productivity and it is consistently in the upper echelons of league tables relating to the economic performance of LEP areas:

- in 2014, GVA per hour worked in Oxfordshire was an estimated £32.70 – compared to a UK average of £31.00
- in 2013, GVA per filled job was estimated to be £51.2k; the UK average was £48.8k.

In the year to March 2016, some 358,000 residents aged 16-64 were in employment (whether employed or self-employed). Both activity and employment rates are higher than the regional average – and substantially higher than the national average. The rate of unemployment is very low. Hence Oxfordshire is currently approaching full employment.

The largest employment sectors in Oxfordshire are education (51,000 employees, 14.9% of all employees in employment), professional, scientific and technical (41,000, 12.1%), health (40,000, 11.8%) and retail (32,000, 9.4%). Employment in tourism – which is cross sectoral – also accounts for around 32,000 jobs (9.5%)¹.

Over the last few years, Oxfordshire's economy has performed strongly, and the scale of recent investment bodes well for future growth. Between 2011 and 2014, the number of jobs in Oxfordshire – including employee and the self-employment jobs – grew by 7.8%, compared to growth of 6.2% nationally. Within this total, employee job numbers grew by 6.3% to 341,500 (compared to 5.3% nationally), while the number of self-employment jobs grew slightly faster. The rate of GVA growth from 2011-14 was also above the national average (15.6%, compared to 12.1% for the UK).

Since 2011, employment growth in Oxfordshire has been much faster than was expected through the forecasts used as the basis for the Strategic Housing Market Assessment². The sectors with the biggest increase in employees 2011-14 were professional, scientific and technical (an increase of nearly 7,000 employees), construction (5,500 increase), business administration and support services (3,300 increase) and transport and storage (2,200 increase). The number of employees in manufacturing and public administration and defence declined by just over 1,000 in each sector over the 2011-14 period.

Science and technology based clusters in Oxfordshire are particularly strong and distinctive, nationally and internationally. By 2014, there were 46,100 employees in high tech sectors in Oxfordshire, 13.5% of total employee jobs in Oxfordshire. GVA growth in key high tech sectors was well above the national average (e.g. GVA in 'information and communication'

¹ Sectoral employment is taken from the Business Register and Employment Survey (BRES) – latest data is for 2014, published in the autumn 2015. Employment in tourism is based on figures in the Oxfordshire Creative, Cultural, Heritage and Tourism Investment Plan.

² The Planned Economic growth employment forecasts envisaged growth between 2011 and 2021 of just under 50,000 jobs, which is equivalent to just under 15,000 over the period 2011-14. This compared with actual growth of just over 30,000 jobs – twice the rate forecast.

grew by 29.3% in Oxfordshire between 2011 and 2014, compared with 8.4% in UK). In the 12 months to July 2015, Oxford's technology firms received a reported £1.4bn in investments - more than five times the previous year's total of £250m. Over 20 new Oxford technologies and ventures received a record £2.6m in proof-of-concept funding in 2014 alone. This bodes well for future growth.

Some 85% of Oxfordshire residents in employment live and work in the county. However, both inbound and outbound commuting increased between 2001 and 2011 for all Oxfordshire districts with the exception of South Oxfordshire, where there was a slight fall in out-commuting. In 2011, 57,000 people commuted into Oxfordshire, 10,000 more than in 2001, and there was a daily net inflow to Oxford of nearly 30,000 workers, up 16% since 2001.

One reason for increased commuting into Oxfordshire is the high housing costs and associated issues of affordability³. It is therefore encouraging that housing completions have increased over the five years to 2015, compared with a national average of 15%⁴. However, completions remain well below the objectively assessed need: a total of 3,124 new homes were completed in the county in 2014/15, compared with a need averaging approximately 5,000 per year⁵.

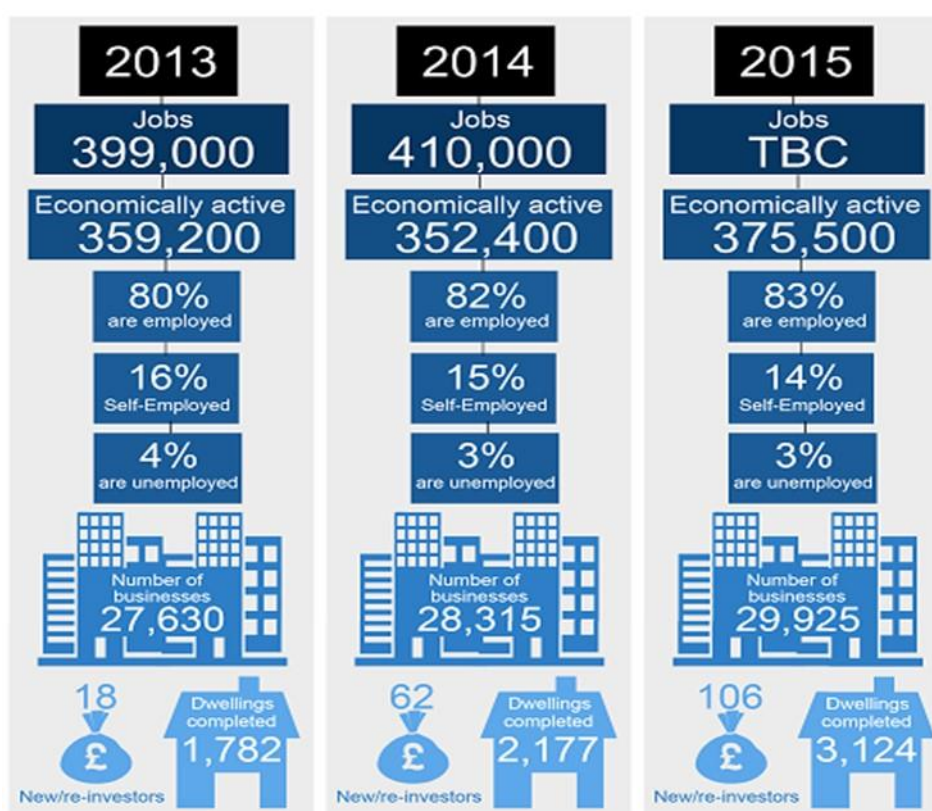
As at June 2016, some 2,635 people in Oxfordshire were claiming Job Seekers Allowance (JSA), or Universal Credit (UC). This equates to an unemployment rate of just 0.6%, compared to 1.8% for Great Britain. Since March 2014, when the first SEP was published, the number of Oxfordshire residents on JSA/UC has declined by nearly 40%. This is to be welcomed. However it does point to the challenges for growing and new businesses seeking to recruit staff from a small pool of potential labour. Furthermore, the people claiming in work benefits are likely to be those who face particular challenges in accessing training and work, meaning that they will need additional and targeted support to help them move closer to the labour market.

³ It is notable also that several of the businesses that were consulted in the course of refreshing the SEP commented specifically on the growing incidence of long distance commuting, particularly from the Midlands, as result of housing pressures and prices. The businesses considered that this was not sustainable long term, not least because employees typically "got fed up" after about a year and then moved onto other jobs

⁴ Sources: local authority annual monitoring reports for the Oxfordshire figure, DCLG for the national figure.

⁵ The 'objectively assessed need' for the period up to 2031 was identified in the 2014 Strategic Housing Market Assessment for Oxfordshire, commissioned by the Oxfordshire local authorities.

Figure 2: Understanding how the economy of Oxfordshire is changing



Oxfordshire's wider assets for economic prosperity

Oxfordshire is home to some of the UK's principal resources for high quality, knowledge-based, economic growth:

- The recent official UK-wide assessment of all university research, the Research Excellence Framework, found that the **University of Oxford** has the country's largest volume of world-leading research. This research sets academic agendas and the University of Oxford is among the top 5 in the world on every key indicator for both teaching and research. The University of Oxford has had over 50 Nobel Prize winners, more than most countries, and total external research has increased every year for the last 10 years, reaching £523m in 2014/15.
- **Oxford Brookes University** is among the best of the newer universities nationally and consistently ranks within the top 10 universities in the UK for income from intellectual property, reflecting the strong impact of its research.
- There is a unique grouping of '**big science**' and other research facilities, primarily in **Science Vale** in the south of Oxfordshire, including the Culham Centre for Fusion Energy and – at Harwell – the Science and Technology Facilities Council (STFC) Rutherford Appleton Laboratory; Diamond Light Source, the national synchrotron facility; the ISIS Pulsed Neutron Source; the Central Laser facility; the UK Space Gateway, including the Satellite Applications Catapult Centre; the European Space Agency; and the Medical Research Council's facilities.
- Oxfordshire has some **outstanding and fast-growing businesses with names that are widely recognised around the world**, ranging from newer companies like Adaptimmune and Immunocore to more established ones like Sophos, Williams F1, Oxford Instruments

and Blackwell, and global brands such as BMW, Siemens, Unipart and Oxford University Press.

- There is momentum linked to **Science Vale Oxford**, **three Enterprise Zones** (at Harwell, Didcot and Milton Park), **two Garden Towns** (Bicester and Didcot) and an **increasing supply of specialist science and business parks and incubator space** (for example, at Begbroke, Bicester Business Park, Harwell Science and Innovation Campus, Milton Park, and Oxford Science Park).
- There is improving access to **long term risk capital**, particularly through the establishment of two major new funds in 2015:
 - University of Oxford and Oxford University Innovation (the University's technology commercialisation subsidiary) launched a partnership with newly created Oxford Sciences Innovation plc (OSI) to invest £320m in science and technology-based spin-outs from Oxfordshire's research facilities
 - the Woodford Patient Capital fund, based in Oxfordshire, raised £890m at launch.
- Oxfordshire has a **strategic location** – which is close to both a booming world city (London) and a global hub airport (Heathrow); and is an integral part of the UK's **Golden Triangle** (defined between Cambridge, London and Oxford).

Figure 3: Oxfordshire's Strategic Economic Assets



The economic importance of our built and natural environmental assets

Oxfordshire's built heritage and natural environment have played a substantial part in the county's economic and social development and they will continue to be a vital part of its future. Many of Oxfordshire's towns and villages are attractive and vibrant places in which to live, work and relax. The county's natural capital – including its land, soils, air, water, animals and plants – is distinctively rich and diverse. Oxfordshire's urban and rural heritage is outstanding. The county's residents, businesses and other organisations – wherever they are located – all benefit economically, socially and culturally from these assets.

However, some of these assets are in decline or under threat, and investment is needed to reverse this damage. As the economy and the population grow, and the effects of current and future climate change are felt⁶, the county needs to be prepared in order to minimise damage to the natural environment, build resilience and reduce risk.

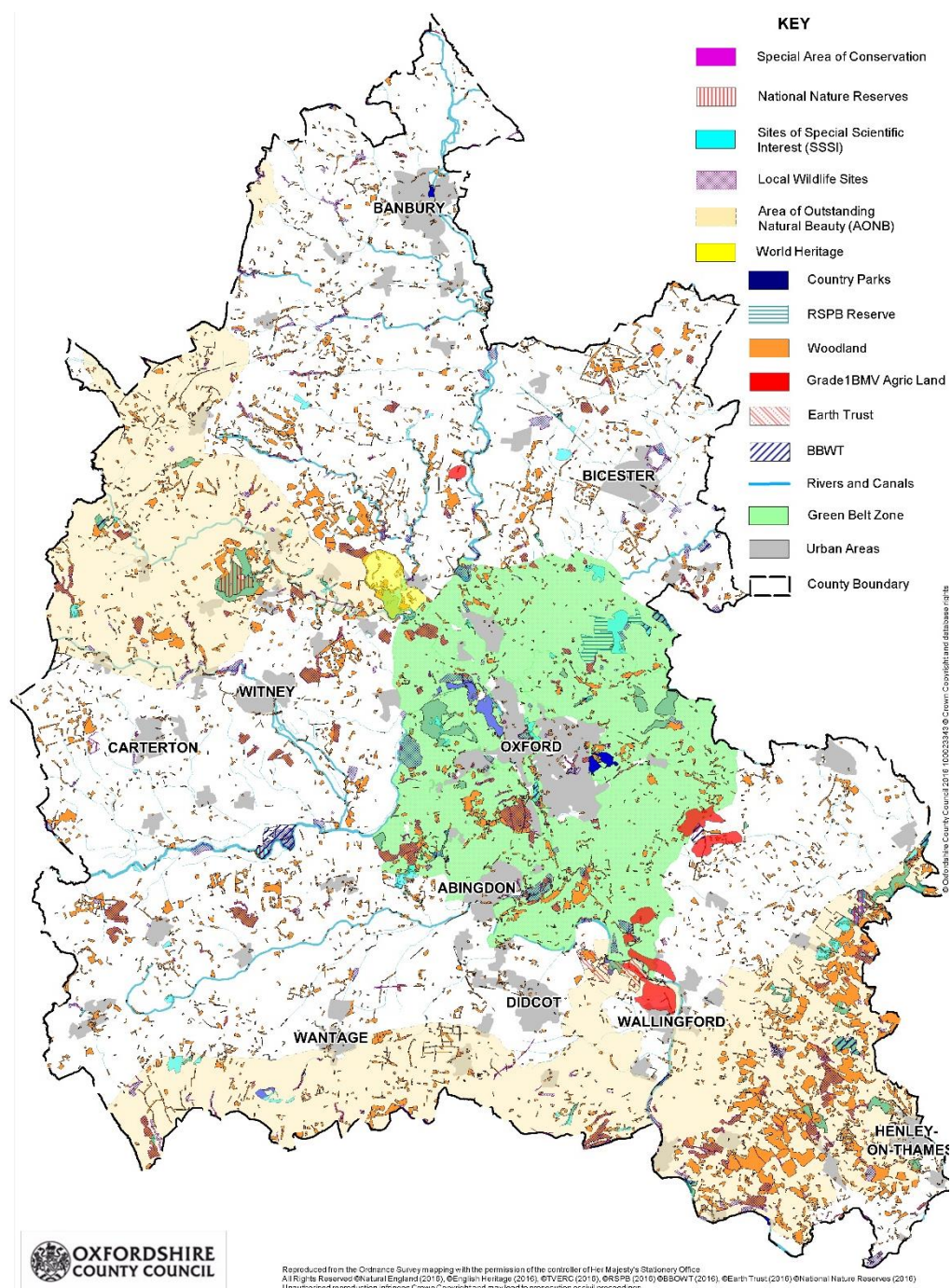
It would be misleading to suggest that economic growth does not give rise to environmental pressures. However, Oxfordshire has some real opportunities to apply local research and innovation to repair and enhance its natural capital as well as the built environment. For example, Oxfordshire has world leading research and commercialisation in areas such as solar and fusion energy and electric vehicles, and low carbon sectors already account for about 7% of the economy. Well targeted investments can bring about multiple benefits including added economic value, more efficient use and greater protection of natural resources and more pleasant surroundings, all of which make the county a more desirable place to live and work.

The outstanding quality of its natural and built environment – and the importance of both in relation to its economic well-being – is described in two plans we have produced with partners since the 2014 SEP: the **Strategic Environmental and Economic Investment Plan (SEEIP)** and the **Creative, Cultural Heritage and Tourism Investment Plan (CCHTIP)**. These two documents provide a great deal of evidence and insight with regard to the economic importance of our natural and built environment, and also the way in which sustainable economic development can support the successful management of our environmental assets (see Annex B for a summary of the plans).

Oxfordshire's economic assets are second to none – particularly in combination with its environmental, heritage-related and cultural resources. With them come real opportunities and challenges in relation to economic growth – and, for the people of Oxfordshire and for OxLEP, some responsibilities.

⁶ See Oxfordshire's Low Carbon Economy – Report by the Environmental Change Institute and Low Carbon Oxford, October 2014

Figure 4: Oxfordshire's Strategic Environmental Assets



Economic geography

Against this backdrop, Oxfordshire has a very distinctive economic geography. Most of the county is within an Oxford Travel to Work Area (as defined at the time of the 2011 Census). Banbury – in the north – has a TTWA of its own (which extends into Northamptonshire) and parts of southern Oxfordshire are contained within the Reading TTWA, but Oxford is – demonstrably – the county's functional centre. The urban area of Oxford (including Botley which is in Vale of White Horse district) has a population of around 160,000 – slightly larger than that of the area administered by Oxford City Council. But on either definition, the city accounts for just under a quarter of the county's population, and around 30% of all the jobs in Oxfordshire.

Outside Oxford, the major settlements are stand-alone towns with a distinctive character – Bicester and Banbury in Cherwell (to the north and east); Witney in West Oxfordshire; Didcot, and Henley-on-Thames in South Oxfordshire; and Abingdon and Grove & Wantage in Vale of White Horse. These towns differ substantially from each other and some of them – notably Bicester, Didcot and Grove & Wantage – are set to see significant planned growth.

Much of Oxfordshire is rural. Parts of the county are of an extremely high environmental quality. Indeed, Oxfordshire overlaps with three different Areas of Outstanding Natural Beauty (Cotswolds, North Wessex Downs and Chilterns). Blenheim Palace and its Estate, and the University quarter in Oxford, are World Heritage Sites, reflecting their cultural and historical significance.

The area surrounding Oxford is Green Belt – a planning designation which was established to control urban sprawl and, in the case of historic cities like Oxford, to preserve its setting and special character.

These are the particular spatial characteristics of a county which is both distinctive and beautiful. In a fast growing county such as Oxfordshire it is inevitable that at times there may be conflicts between economic development, environment assets and the Green Belt. However, if development is planned and delivered well, with adequate resources – and if natural resources are appropriately valued – the outcome should be net environmental gains.

Progress in delivering our Strategic Economic Plan

Our original SEP included a series of Objectives, structured under each of four Programmes. For the most part, the timescale for the delivery of these Objectives was through to 2030/31, so two years in, we still have some way to go. However, we are making good progress⁷. This section provides an overview of the progress made so far. This has been made possible by the LEP securing, in collaboration with partners, substantial funds through the Oxfordshire City Deal, Local Growth Fund and the European Structural and Investment Funds (ESF, ERDF, EAFRD). The table below summarises the funding secured and the leverage and outputs it will provide.

Table 1: Funding secured by the LEP with support from partners in the last two years

Source	Amount secured	Leverage	Total investment	Expected outputs
City Deal (January 2014)	£55.5m	£1,216m	£1,271.5m	18,000 jobs, 7,500 homes, by 2021
Growth Deal 1 (January 2015)	£108.5m	£100m	£208.5m	6,000 jobs, 4,000 homes, by 2021
Growth Deal 2 (January 2015)	£9.9m	£593.54m	£603.44m	
Total	£173.9	£1,909.54	£2,083.44	

Table 2: European Structural Investment Funds⁸

Source	Amount allocated	Expected outputs
European Regional Development Fund	€9.9m	754 business supported
European Social Fund	€9.4	1,000 people helped into training and work
European Agricultural Fund for Rural Development	€2.8	TBC – discussions with Defra on-going
Total	€22.1m	

One element of progress is the production of four cross cutting plans intended to support implementation of the SEP. These include the **Strategic Environmental and Economic Investment Plan (SEEIP)**, the **Creative, Cultural Heritage and Tourism Investment Plan (CCHTIP)**, the draft **Innovation Strategy** and the **Oxfordshire Skills Strategy**. The main

⁷ More detail is available in OxLEP's Progress Report, 2011-2015

⁸ The Chancellor Phillip Hammond has announced that the Treasury will guarantee government funding for projects backed by ESIF which are signed before the Autumn Statement. The Treasury will assess whether other projects that are signed after the Autumn Statement should also get a guarantee. Some of Oxfordshire's ERDF bids are at assessment stage and we are confident that we will reach contract stage by the Autumn Statement. Other ERDF funding project calls have yet to be issued and we await further guidance on these.

provisions of all four are summarised below; more detailed synopses are available in Annex B.

Figure 5: Oxfordshire's Strategic Economic Plan – and four cross-cutting strategies which underpin it

	People	Place	Enterprise	Connectivity
Strategic Environmental Economic Investment Plan	Engaging people in the environment and enabling more sustainable lifestyles	Enhancing the quality and resilience of urban areas Improving the management of land to reduce flood risk, enhance water resources, and promote biodiversity	Growing the green economy in Oxfordshire	Promoting and enabling access to the countryside
Creative, Cultural, Heritage and Tourism Investment Plan	Productive and engaging experiences Skills, talent development and business growth	Creative place-making	Skills, talent development and business growth	Collaboration
Oxfordshire Innovation Strategy	Innovation for all Innovation for social good Nurturing talent and developing skills	Building innovation spaces	Reinforcing the science and research base for innovation Attracting significant business Attracting capital Embedding innovation in the ecosystem	Understanding the Ecosystem: Strengthening our Networks
Oxfordshire Skills Strategy	Creating a skills continuum to support young people through their learning journey Upskilling and improving the chances of young people and adults marginalised or disadvantaged from work To increase the number of apprenticeship opportunities		To meet the needs of local employers through a more integrated and responsive approach to education and training To explore how we can better retain graduates within Oxfordshire to meet the demand for higher level skills our businesses need.	

Alongside projects funded through City Deal and Local Growth Fund (see Tables 3 and 4 below), the following paragraphs summarise other aspects of progress, structured around the four SEP programmes (people, place, enterprise and connectivity). The LEP's role in delivery varies; in some areas it takes a leadership role and seeks to influence decision-making by others, locally and in government nationally; in other areas, it acts as the main

delivery organisation; in others, it acts as a broker – for example, linking partners to each other and to sources of funding – or a facilitator (working with partners, with them in the lead delivery role).

Annex A provides a more detailed analysis of progress in relation to specific commitments in the original SEP.

In relation to People...

We have seen **employment and activity rates** rise in Oxfordshire, ensuring that more people are contributing to – and benefitting from – our growing economy. Over the last two years, we have also seen a **greater uptake in apprenticeships** through our Oxfordshire Apprenticeships Programme.

Our O2i programme (Opportunities to Inspire) is promoting greater collaboration between schools and local businesses, and helping to inspire our young people and make them aware of the employment and career opportunities within Oxfordshire.

Our European Social Fund programme is starting to deliver. Activate Learning has recently won a contract to run Building Better Opportunities, a £1.2 m project that will help more than 300 Oxfordshire residents who are long term unemployed access the labour market. The three-year project will run to 2019.

In relation to Place...

We have made substantial headway in relation to some major new schemes. These include some with outstanding credentials for sustainability (e.g. **North West Bicester and the newly designated Didcot Garden Town**) and innovation (e.g. **Graven Hill**), and which are also providing a focus for both housing and jobs growth.

The District Local Plans are all moving through the plan making process. The Cherwell Local Plan has already been adopted and Oxford City Council has just embarked on a review of its Local Plan. Other District Plans are all in advanced stages of development. This has helped accelerate **housing delivery**, which has increased by 74% over the last five years. However, the scale of housebuilding is still well below the objectively assessed need (as evidenced in the Strategic Housing Market Assessment for Oxfordshire, produced by all the local authorities working together), and **housing costs** have continued to increase relative to incomes, with the result that Oxfordshire is among the least affordable places in the country to live: data from CLG (for 2013) suggest that the ratio of median house prices to earnings is 8.66 across Oxfordshire (compared to 6.72 across England as a whole)⁹⁹.

In relation to Enterprise...

More jobs have been created within Oxfordshire than were anticipated through the forecasts that informed the Strategic Housing Market Assessment. This process has been bolstered by macro-economic conditions, but there has also been an impact from some of our early local initiatives and from the City Deal – notably the creation of the **Enterprise Zones**. The focus on jobs growth through implementing key projects is even more important following the Brexit decision and consequent economic uncertainty.

We have seen some major investments in our science and knowledge-based infrastructure and these should lead to further economic growth downstream. For example, we have seen

⁹⁹ Data sourced from CLG Live Table 577

investment in the **Satellite Applications Catapult** at Harwell, the **Begbroke Accelerator** and the **Oxford Bioescalator**.

In addition, we have been delivering some major projects such as **Oxfordshire Business Support (OBS)**. This promotes, co-ordinates and delivers support to local business to help them develop and grow. It also provides a mechanism for integrating national and local business support. It is targeted at start-ups, high growth SMEs, social enterprises and innovative entrepreneurs via a range of free or subsidised products and services. During 2015/16, nearly 12,000 businesses and individuals engaged with the OBS helpline and website, and almost 700 of these were supported via the Triage system and also through our Network Navigators.

Our **Invest in Oxfordshire** service continues to foster greater Foreign Direct Investment in Oxfordshire by helping overseas and domestic businesses locate in the county. In 2015/16, Invest in Oxfordshire handled 169 enquiries, of which 33% were from UK companies and 67% from foreign firms. 43 of these inquiries were from companies in the life sciences sector, 34 from the creative sector and 21 from automotive and advanced engineering.

In relation to Connectivity...

We have seen significant investments and improvements – notably the opening of **Oxford Parkway** railway station, with a fast direct link to London Marylebone; and also enhancements to the **coverage of superfast broadband** county-wide. Around 80,000 premises across Oxfordshire now have access to faster fibre broadband as a result of the Better Broadband for Oxfordshire roll-out, including many in some of the more difficult to reach parts of the county. Of those 80,000, more than 64,500 households and businesses have access to ‘superfast’ broadband speeds of 24 megabits and above¹⁰.

We have advanced a number of **innovative collaborations, focused on connectivity**; this includes (for example) working on major data analytics projects. We have sought to advance innovative solutions linked, for example, to the interface between energy and mobility.

However, the evidence suggests that **congestion on our roads is continuing to increase**. Whilst there have been some important incremental improvements (including to junctions on the A34), the scale of the challenge remains substantial.

Table 3: Oxfordshire's City Deal – including projects started by 2016

Projects	City Deal funding	Total investment
Harwell Innovation Hub - a new facility focussed on promoting open innovation based at the Harwell Campus. Delivered by The Science and Technology Facilities Council.	£7m	£14.1m
Culham Advanced Manufacturing Hub - a new facility focussed on remote handling, with applications across a number of different industries where there are extreme environments (nuclear, space, underwater, underground. Delivered by the United Kingdom Atomic Energy Authority.	£7.8m	£21.2m
Oxford BioEscalator - a new-breed of incubator space to nurture small spin-off companies in the life science sector with the capacity to grow into mid-sized companies. Situated in the Old Road Campus in Oxford, it will allow co-location with hospital and research facilities and staff	£11m	£21m

¹⁰ <http://www.betterbroadbandoxfordshire.org.uk/cms/content/track-budget-and-time>

Projects	City Deal funding	Total investment
and sharing equipment that allow “adjacent innovation” to develop at scale. It will also support single teams to manage multiple biotech companies which will significantly reduce management costs. Delivered by The University of Oxford.		
Begbroke Innovation Accelerator - a new facility located at Begbroke Science Park, focused on the advanced engineering sectors of automotive, nuclear materials, advanced materials, robotics, as well as in nano-medicine, pharmaceuticals, motorsport and supercomputing. Delivered by The University of Oxford.	£4.2m	£11.2m
Oxfordshire Innovation Support for Business - a tailored business support programme which will bring together a network of existing provision, amplify and enhance existing services to businesses and plug gaps with bespoke programmes in order to promote innovation based growth. Delivered by the Oxfordshire LEP.	£2m	£7m
A package of measures that will improve access to the Science Vale Oxford Enterprise Zone from the national and local road network. This will increase reliability – and in turn provide the confidence necessary to attract business investment and high skilled employees. Delivered by Oxfordshire County Council.	£6.1m	£28.2m
Schemes to support the regeneration of Oxford’s Northern Gateway and the A40 approaches to Oxford . The package of measures will relieve congestion and deliver growth at the Northern Gateway development site, including 800 houses, of which 300 are additional to current plans, and up to 8,000 new jobs. Delivered by Oxfordshire County Council.	£7.3m	£17.8m
A programme to increase the number of young people taking up Apprenticeships , with a particular focus on courses that will support Oxfordshire’s growth sectors: advanced engineering and manufacturing; space technology and biosciences. Delivered by Oxfordshire County Council.	£1.5m	£1.5m

Table 4: Growth Deal funding secured for projects started by 2016

Project	Growth Deal funding	Total investment
Centre for Applied Superconductivity - a new centre of innovation to coordinate the interaction between key industry players, Oxford University, cryogenics companies, and end users (including SMEs). Delivered by The University of Oxford.	£4.5m	£6.5m
Oxfordshire Centre for Technology and Innovation - development of a Technology and Innovation Training Centre in Oxford to address skills shortages across engineering, electrical, design, and emerging technologies. Delivered by Activate Learning.	£4.5m	£7.8m
Didcot Station Car Park Expansion - packages of measures for car park expansion. Part of the expansion and improvement of Didcot station as a key gateway to Science Vale high tech cluster and the Enterprise Zone. Delivered by Great Western Railway.	£9.5m	£23m

Project	Growth Deal funding	Total investment
Advanced Engineering and Technology Skills Centre – a collaboration with Abingdon and Witney college, the centre will address skills shortages in Science Technology Engineering and Maths subject areas by supplying skilled technicians at Harwell Oxford and elsewhere in Oxfordshire; and deploying the unique expertise and facilities available at and around Harwell Oxford as a learning resource for the rest of the UK and globally. Delivered by Abingdon and Witney College.	£4m	£5.9m
Northern Gateway – a package to improve transport in North Oxford and enable the Northern Gateway development, which will provide business and research space, and new homes. Delivered by Oxford City Council.	£5.9m	£452.5m
Oxpens – transport and site improvements to support the Oxpens development, which will provide office and research space and new homes in the heart of Oxford. Delivered by Oxford City Council.	£3.5m	£150m
Activate Care Suite – to improve adult social care and health. Delivered by Activate Learning.	£0.4m	£0.6m

Our Vision

By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence.

Oxfordshire is set apart by the excellence and scale of **innovation, enterprise** and **research** within the county:

- **Innovation** is the application of new ideas in any context and permeates Oxfordshire's economic life. It includes innovation driven by science and technology, particularly in the life sciences, space technologies, digital sectors, and the automotive and motorsport industries. It includes innovation in heritage, tourism and culture; and in the use of environmental assets and sustainable technologies. It also includes social innovation. It abounds in, for example, service delivery, whether by the public sector, private sector or through voluntary sector organisations. Throughout, the *process of innovation* is one of Oxfordshire's strengths: a survey by ERC found that firms in Oxfordshire reported the most innovation activity compared to other regions in the UK. We will seek to harness this fully to deliver our Vision
- **Enterprise** is another defining feature of Oxfordshire. Within the county, there are around 30,000 enterprises (or 35,000 local units). These range from major companies – like BMW and British Gas at Cowley, Siemens and Polartec at Eynsham/Woodstock, RM and Oxford Instruments, and major publishing houses (like Oxford University Press (OUP) and Blackwell UK) – through to micro businesses. Nearly 90% of Oxfordshire enterprises employ fewer than 10 people, but these smaller businesses are a dynamic element in the enterprise mix. Oxfordshire's enterprises span fast-emerging global players in knowledge-based sectors (e.g. Sophos, Adaptimmune and Immunocore) and firms that are focused on service delivery in local markets. Within Oxfordshire, there is also a vibrant social enterprise sector.
- **Research** undertaken in Oxfordshire is outstanding. It includes world-leading research under the auspices of the University of Oxford and Oxford Brookes University. Harwell and Culham are major foci for "big science", and there are significant numbers of businesses that undertake leading-edge research and development. Oxfordshire's research excellence is underpinned by world class science. At the same time, the county can genuinely claim global specialisms in social science and the humanities, with widespread potential applications.

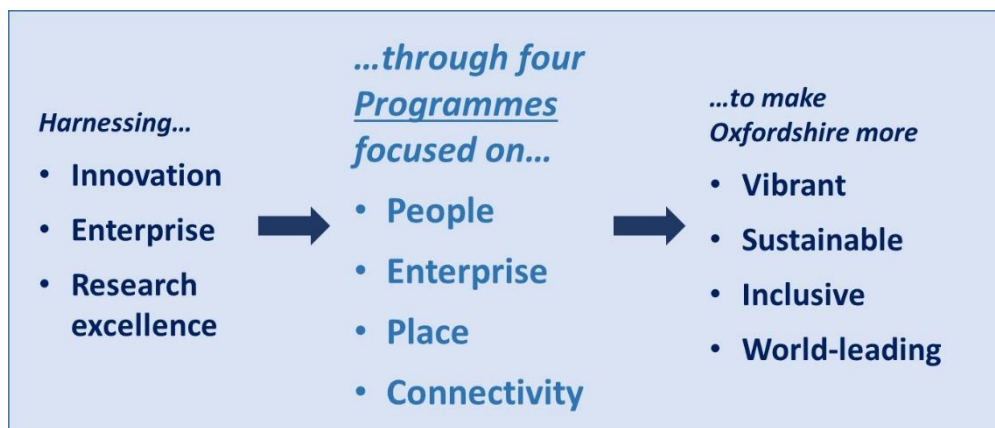
By linking these three overarching themes, we will ensure that by 2030, Oxfordshire's economy is widely recognised to be:

- **Vibrant:** Oxfordshire will be a place where ambitious businesses and people thrive; and where young people choose to build their careers and their lives, contributing to the vibrancy of Oxfordshire's communities
- **Sustainable:** Oxfordshire will be on a trajectory for growth that is sustainable environmentally (taking into account climate change, carbon emissions, heritage, the natural environment and patterns of resource use), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)

- **Inclusive:** Oxfordshire will be a place in which all residents – irrespective of age, gender, or ethnicity – have a real stake in determining the county’s future economic narrative and contributing fully to it
- **World-leading:** Oxfordshire will be a place that is recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

Our Programmes

In order to realise our Vision, our Plan is structured around priorities which define **four Programmes**.



These four Programmes are:

- **People** – delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive, employment and fulfilling jobs
- **Place** – ensuring Oxfordshire’s places provide a sustainable mix of jobs, homes, social, community and recreational facilities, and a high quality built and rural environment
- **Enterprise** – placing an emphasis on innovation-led growth, underpinned by the strength of university and other world leading research, business collaboration and supply chain potential; and recognising the importance of supporting enterprises in many sectors of Oxfordshire’s economy
- **Connectivity** – enabling people, goods, services and information to move more freely, by improving physical and digital connectivity supporting a fast-moving, growing and dispersed economy.

These four programmes are closely inter-related and inter-dependent. To support economic growth, firms need access to an appropriate range of supporting infrastructure and services, to manage the significant uncertainties of the global economic environment (see Box 2), and to be able to recruit and retain appropriately skilled people. These people need housing which is affordable, located in attractive places which provide an appropriate mix of services and facilities, and which are well connected to other places within and beyond Oxfordshire by physical and digital links.

The scale of growth envisaged

The SEP is based on the scale of growth set out in each of the District’s adopted and emerging Local Plans, which for Oxfordshire involves an additional 88,000 jobs between 2011 and 2031 and approximately 100,000 new homes.

To put this in context, between 1991 and 2011, total jobs in the county increased by 94,000, or 42%, compared to the forecast jobs growth of 23% between 2011 and 2031.

The SEP supports delivery of the scale of growth envisaged in the District Local Plans, but it does not itself add to those plans (see Annex C for a full explanation of the relationship between the SEP and Local Plans). Each Local Plan is subject to full Strategic Environmental

Impact Assessment to provide reassurance that the consequences of the planned growth have been properly considered and mitigated.

Should the scale of planned growth be adjusted in future revisions to Local Plans – either upwards or downwards – then the SEP will be reviewed accordingly.

Spatial dimensions

There are important inter-relationships between the programme areas and the economic geography of Oxfordshire. The main locations for housing and employment growth will be within the Oxfordshire Knowledge Spine (see Figure 3) – stretching from Bicester in the north through Oxford to Science Vale in the south (including the major research centres at Harwell, Culham, the growing towns of Didcot, Grove and Wantage, and major employment areas such as at Milton Park and Harwell). This spatial focus is reflected in the adopted and emerging Local Plans within Oxfordshire, and in the scale and location of investment in the infrastructure for research, enterprise and connectivity in the county.

However, this spatial focus is not exclusive. There are many important firms and economic assets elsewhere in the county, and we will continue to encourage and support projects in the market towns and rural areas which help implement the SEP. We will also ensure other areas are well connected into the Knowledge Spine, so that the benefits of economic growth are accessible to all. Improved connectivity with adjoining areas is also important for Oxfordshire's economy, including the market towns which in many cases have strong cross boundary functional links (for example, the high performance engineering cluster extends across much of Oxfordshire, Northamptonshire and Bedfordshire; whilst the Cotswold tourism offer extends across west Oxfordshire and Gloucestershire; and the Thames Valley IT cluster extends across southern Oxfordshire and Berkshire).

People

Headline SWOT assessment - People

Strengths and opportunities

Highly qualified workforce

Very attractive place to live and work

Globally leading research and firms working at the leading edge of technology attract the best talent to Oxfordshire

Large student population, providing recruitment opportunities for local firms

Buoyant labour market – less than 2,700 JSA claimants (0.6%) across the county – the lowest nationally

Weaknesses and threats

Housing in Oxfordshire is among the least affordable in the country

Rapidly ageing population with a declining working age labour force

Pockets of social and economic exclusion, especially in Oxford

Very tight labour market – difficult for employers to recruit

Future recruitment and retention of specialist expertise may be threatened by Brexit-related uncertainty concerning foreign nationals working in Oxfordshire

Current characteristics

Oxfordshire's **people are the county's principal resource** in supporting the next phase of economic growth: they are versatile, adaptable, highly skilled and in great demand.

Employers, however, are **struggling to recruit** the people they need¹¹ with the skills that they require against a backdrop of (close to) full employment. Moreover, particularly for younger working age residents, Oxfordshire is a very expensive area to live and work, and retention problems are widespread in the early adult age groups.

The **affordability of housing** across the county is a major concern for local people who are not already home-owners, and those wanting to move to jobs in the county. The challenges are acute for younger people and those in less well-paid jobs. For example, there is clear evidence that high housing costs are affecting Oxfordshire's ability to recruit and retain nurses and teachers – key professions in terms of the county's overall quality of life.

ONS's sub-national population projections suggest that within Oxfordshire, the population aged 20-64 is set to decline through to 2037 (whilst the overall population will increase by over 13%). However, this will depend on the scale of housing growth actually achieved.

In addition, there are very challenging issues with regard to **social inclusion**. Their scale is not great overall – but in many respects, that makes the challenges harder as the issues of exclusion can easily be overlooked against a background of general prosperity. There is a

¹¹ According to the UKCES Employer Skills Survey, in Oxfordshire 2013, 8% of employers (c 1800 businesses) were reporting hard to fill vacancies where impacting on their business (compared to 5% nationally).

need for excellent and creative responses to help more disadvantaged Oxfordshire residents to move into the labour market.

Currently, the landscape for the **delivery of post-16 training and education** is being restructured. Oxfordshire is part of an Area Review process, the aim of which is to ensure a better alignment between providers, firms and learners, with the needs of the economy firmly in view. Moreover, appropriate skills provision needs to feature in any devolution deal that Oxfordshire partners agree with government.

Self-employment is increasingly important, particularly in Oxfordshire's rural areas, and there is a need to support the distinctive needs of the self-employed, for example through the provision of on-line advice and guidance for remoter businesses and sole traders, and encouragement to build homes which are designed to enable home working.

Priorities to 2020

In delivering the SEP, particular priority will be attached to:

Education and skills

- ensuring that skills provision is aligned more effectively with the needs of employers
- understanding – and responding to – the aspirations and frustrations of young people as they seek to build their lives and their careers in Oxfordshire, by creating a 'skills continuum' to support them through their learning journey
- increasing STEM skills among Oxfordshire's young people
- increasing the number of apprenticeship opportunities

Reducing exclusion

- addressing exclusion from the labour market, by up-skilling and other measures to help young people and adults marginalised or disadvantaged from work

Recruitment and retention

- emphasising the importance of people as well as firms in terms of inward investment – Oxford has plenty of firms that will grow fast if they can recruit and retain the right people, including through international recruitment. Government controls on immigration must not hamper the ability of Oxfordshire firms to grow
- ensuring that the specialist skills of those military personnel in Oxfordshire who choose to remain in the county when they leave service life are used as far as possible in the local economy

Attitudes to growth

- demonstrating the genuine potential benefits of "good economic growth", defined as growth which is sustainable in economic, social and environmental terms (to be determined through Local Plans).

Actions to deliver our Programme

The **Oxfordshire Skills Board** was established in 2011. It works closely with the LEP in order to achieve improvements in the skills infrastructure available to Oxfordshire's employers and the learning opportunities available to students, residents and workforce. The Oxfordshire Skills Strategy to 2020 was developed by the Skills Board. It sets out the strategic priorities necessary to support economic growth to 2020 and is currently being refreshed.

Through our European Social Fund programme, we have developed with the Big Lottery Fund, a £1.2m programme that will focus on helping those residents that are long term unemployed to move closer to the labour market. Activate Learning is running this activity, called Building Better Opportunities, from 1 August 2016 for three years¹². The project will help 300 Oxfordshire residents to seek training and work opportunities.

With the Big Lottery Fund, OxLEP has issued a project call for an engagement programme to help those young people in Oxfordshire who are not in employment, education or training (NEET), and a transition programme to help young people at risk of becoming NEET – using match funding from the Big Lottery Fund to make a project total of just under £1m. The project will help 445 young people who are NEET, or at risk of becoming NEET over a three-year period. At the time of writing, the bids are being assessed and we are confident the project will start in January 2017.

In addition, OxLEP and the Skills Funding Agency (SFA) have jointly issued a project call for an Oxfordshire Community Grants scheme with a value of just under £0.5m that will be focused on helping around 250 people within their communities to move closer to the labour market. This will start delivering in January 2017. Grants will be available throughout the county and community groups and other eligible organisations will be able to bid for grants of between £5,000 and £50,000.

Taken together, these projects to help our longer term unemployed residents represent an opportunity for Oxfordshire to tackle social exclusion and enable local people to access some of the local jobs being generated through business start-up and growth, and through employment-generating new development.

Community Employment Plans (CEPs) will also support people to access job opportunities arising from new development. They include employer-led initiatives relating to both the construction phase for all large developments, and the end user phase of large commercial development, and include measures such as apprenticeships and training schemes, local procurement and links with schools and colleges. A number of CEPs are already in place across Oxfordshire (see Box 2 for an example), and more are in the pipeline. The LEP will support local authorities to include such proposals as part of their local plan policies and supporting text.

The LEP will continue to support the Oxfordshire Apprenticeships programme which aims to increase the number of apprentices in Oxfordshire through wide-ranging engagement with Oxfordshire schools, advertising campaigns, workshops, and by increasing the number of Apprenticeship Ambassadors. The programme has already benefitted from £1.5m of City Deal funding, focusing particularly on sectors that support Oxfordshire's growth including: advanced engineering and manufacturing; space and satellite, creative and digital; and life sciences.

The LEP will support implementation of the recommendations of the Post-16 Review. This will see potential realignment within our Further Education infrastructure to better reflect the skills needs of our economy.

In the short term, OxLEP will seek clarity from the Government regarding the status of EU and other non-UK citizens working in the UK and the current and potential future barriers to attracting EU and other non-UK staff to the UK. Access to the best talent internationally is crucial to the success of the universities and big science facilities as well as to many of the firms in the county.

¹² <http://www.cityofoxford.ac.uk/news/project-support-long-term-unemployed-back-work>

Box 2: Westgate Community Employment Plan

In 2013, we successfully agreed with Land Securities the development of a Community Employment Plan for the Westgate shopping centre redevelopment. The key objectives of the Westgate CEP are:

- to procure supply chain locally
- to provide Oxfordshire residents with sustainable jobs
- to equip people with the skills to be successful, with a particular focus on youth and longer term unemployed groups
- to give communities the opportunity to grow for good

Two plans have been agreed for the Westgate development, covering the Construction and End User phase. 750 outcomes have been agreed across the two CEPs, taking account of the length of the build plus a sensible period of time post opening of Westgate Oxford to ensure optimum outcomes for the local community.

There have been a number of successes within the current Construction CEP:

- 50 people attended pre-employment training, 11 people attended site work experience, and 3 people have been employed on the site
- 2 individuals employed as a result of the CEP and Laing O'Rourke's involvement with City of Oxford College.
- 18% of those employed on the site have Oxfordshire postcodes
- 39.50% of procurement to date awarded from within the local supply chain
- significant attendance at local career events such as Career Fest, etc.
- Land Securities and Laing O'Rourke have become lead partners supporting the future School of Construction and Science Technology Engineering and Maths (STEM) Centre on the City of Oxford Campus at Blackbird Leys
- Laing O'Rourke is currently supporting University Technical College Oxfordshire with its Project Base Learning programme.

Each CEP is measured and monitored as part of ongoing dialogue through monthly meetings with a variety of key external and internal stakeholders. All progress is shared regularly with Oxford City Council.

Box 3: Apprenticeship Programme

Oxfordshire Apprenticeship is a brand currently funded out of Oxfordshire's City Deal with an aim to promote and increase Apprenticeship opportunities within Oxfordshire. The three-year project started in April 2014 with targets to increase Apprenticeship starts for young people by 525 and to raise awareness of Apprenticeships amongst 1,850 employers.

Activities delivered include:

- Developing a website (www.oxfordshireapprenticeships.co.uk) with information aimed at young people, parents and employers on Apprenticeships, case studies of local Apprentices and employers, and a local vacancy search function. The website gets around 2,500 hits per month.
- Developing and training a network of 30 Apprenticeship Ambassadors who support events to share their experiences, including appearing on local radio, and attending schools and employer events.
- Delivery of various PR campaigns including social media (over 2,900 Twitter followers and over 1,000 likes on Facebook), bus advertising, digital marketing and radio.
- Supporting school events including careers events, talks to parents and young people, and delivery of workshops.
- Delivering of 'making sense of Apprenticeship' events, drop in surgeries aimed at SMEs, attendance at employer networks to promote Apprenticeships and one to one support for employers thinking about taking on an Apprentice for the first time.
- Procurement of 8 projects with partners.
- Sponsorship of the Apprenticeship of the year award category at the Cherwell Business Awards and Oxfordshire Business awards.

Place

Headline SWOT assessment - Place

Strengths and opportunities

Oxfordshire is one of the most attractive places in the country to live and work

It has a high quality built environment – particularly in central Oxford and some of the market towns and villages

Within the county, there are extensive areas of high environmental quality and sensitivity as described by the SSSI, SAC and AONB series: Oxfordshire has a high level of natural capital found mainly in rural areas

Oxfordshire has internationally significant cultural and heritage assets, and an important tourism and cultural sector as a consequence

Weaknesses and threats

There is a need to balance the opportunities for economic development with the possible compromise to the natural environment

Housing in Oxfordshire is among the most expensive and least affordable in the country

New housing delivery has improved significantly, and at a faster rate than nationally, but it remains well below the objectively assessed requirement as set out in the SHMA, meaning that it is unlikely to have any impact on housing becoming more affordable

Oxfordshire is facing significant resource constraints – water, power supply and grid capacity (e.g. to upload solar energy) – which are challenging the extent and quality of its natural assets

Although countywide emissions of carbon dioxide fell by just over 8% from 2008 to 2013, if this trend continued, we would see emissions fall by 32% by 2030 (as compared to the public commitment to 50% reduction in the sustainable community strategy)

Current characteristics

Oxfordshire benefits from a **high quality built and natural environment**, which has evolved and changed over centuries. Significant parts of the built environment in Oxford, the market towns and villages are precious and should be conserved, but by no means all of the built environment is either attractive or fit for future purpose.

Within the county, there are extensive areas of high environmental quality and sensitivity – the designated AONBs in particular – plus important cultural and heritage assets.

As set out already, Oxfordshire's **housing is among the most expensive in the country**, making it difficult for young people in particular to afford to live locally. A recent study of house prices to earnings ratios (by Oxford University's Professor Dorling (February 2016)) showed that in January 2015, the ratio of average house prices to incomes in Oxford was over 15, compared to 14 in London. According to Professor Dorling, the average cost of a house in Oxford is £426,720, well out-stripping the average income of £26,500 of Oxford employees. This is reinforced by similar findings from the London-based Centre for Cities think tank which has found Oxford's housing is now the least affordable in the country. The problem of affordability is not confined to Oxford: the house price the earnings ratio in

South Oxfordshire is even higher than in Oxford, and house prices across the county are 50% above the national average and 13% above average for the South East region. According to Rightmove, the average price of a home in Oxfordshire as a whole is £377,533.

The result is hard to fill vacancies in low income jobs; long distance commuting from lower cost areas, and therefore more congestion on key transport routes; and less disposable income for the resident population.

Oxfordshire is facing **significant resource constraints** including in relation to water, power supply and grid capacity which need to be addressed to achieve sustainable economic growth.

Priorities to 2020

The overall priority for Oxfordshire's places is to plan simultaneously for both jobs and housing growth, putting in place the infrastructure required for both, whilst also protecting and where possible enhancing environmental quality and social inclusion.

The detailed priorities in relation to place can be summarised under four main headings: place-making, including housing delivery and affordability; supporting the implementation of the SEEIP; support for the development plan system; and dealing with infrastructure constraints.

Place-making

- working with Oxfordshire's local authorities (through the local plan preparation process and by responding to individual planning applications for strategic development sites), to ensure high quality housing meeting the full range of demand and needs is delivered close to jobs and with supporting retail, community, social, transport and green infrastructure and recreational facilities and services. This includes support for master-planning which is being used for bringing forward a range of major allocated development sites across the county. An analysis of the natural resources required to support these plans is also required
- supporting innovative approaches to the supply of a sufficient quantity of genuinely affordable housing, for example through community land trusts, Neighbourhood Plans, self-build schemes and employer initiatives to provide housing for their key workers, recognising that we and our partners are significantly restrained unless there are (radical) changes in housing policy at a national level
- supporting the design and delivery of innovation districts in suitable locations across the county (comprising mixed use, high density developments providing space for innovative businesses of different sizes, an appropriate mix of housing for the local workforce, supporting facilities and services and a high quality built environment)
- ensuring the high quality of our built and rural environments is maintained, and managing change in ways which produce better outcomes for local residents and businesses, and the natural environment. New development can, and should, enhance the existing built environment, through excellent design and the use of high quality building materials, and provide appropriate green infrastructure. At the same time, the sustainability of the existing built environment must be improved.

Supporting implementation of the SEEIP

We will support the implementation of the **Strategic Environmental and Economic Investment Plan** (SEEIP – see Annex B for a fuller summary), which will mean:

1. Growing the green economy in Oxfordshire
2. Enhancing the quality and resilience of urban areas
3. Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity
4. Promoting and enabling access to the countryside
5. Engaging people in the environment and enabling more sustainable lifestyles.

Support for the development plan system

- supporting the development of growth plans which fully consider the available and potential capacity of infrastructure in the broadest sense
- supporting the delivery of new housing and employment space which has been allocated for development in approved Local Plans, for example through securing funding for access or infrastructure improvements. This includes support for strategic allocations which may result from Oxford City's unmet housing need, which may also result in significant economic development opportunities
- communicating the priorities of the SEP to local planning authorities in their preparation of local plans and to local organisations in the preparation of neighbourhood plans.

Dealing with infrastructure constraints

- supporting the preparation of an Oxfordshire Infrastructure Strategy by the Oxfordshire authorities by spring 2017. This will identify, map and prioritise infrastructure requirements to 2040 under the themes of: transport; education; health services; other strategic community and environmental infrastructure (e.g. waste management); energy and utilities; flooding and water management; broadband and connectivity; and green infrastructure
- ensuring that all homes and businesses have access to resilient broadband with at least 24MG download capacity, and to a good mobile phone signal.
- supporting the utilities study, commissioned by the Growth Board to map utilities capacity against Local Plan ambitions countywide
- supporting the preparation of a locally-informed energy strategy for Oxfordshire to act as a business case for investment and grant support from Ofgem, etc.
- providing continued support for the implementation of flood alleviation schemes.

Actions to deliver our Programme

In most cases under the Place programme, OxLEP will play an influencing and brokerage role, persuading and supporting partners to take action, and helping to secure funding where appropriate.

OxLEP acknowledges the challenge faced by the local planning authorities in providing for the scale of housing and employment growth expected over the next 20 years, and will provide support wherever possible to ensure delivery of new homes and jobs.

The Oxfordshire authorities are committed to allocating land for development through their Local Plans with housing delivery across the County up by 75% in the last two years. However, sustaining this level of increase will not be possible without greater investment in infrastructure and flexibilities to support delivery of the programme of infrastructure investment, unlock land and ensure that local authorities have the levers and capacity to

bring forward sites for development. These priorities are forming the basis for our ongoing devolution discussions. These will potentially bring forward a series of interventions which, alongside continued Local Growth Fund (LGF) investment, should support our place shaping priorities and increase housing delivery. These include:

- an integrated approach to strategic planning for infrastructure, housing and employment that builds on Local Plans and existing joint working through the proposed Combined Authority Growth Board
- a partnership with the HCA to develop and support a housing investment strategy and consolidated funding allocation address the county's housing priorities and enable delivery of the mix of housing needed to support economic growth, including a substantial proportion of starter homes
- development of a Land and Property Partnership Board to support the use, deployment and regeneration of public land and other major landholdings
- development of housing development companies with access to a revolving investment fund and supported by strengthened local authority CPO powers to unlock housing delivery
- locally-set planning fees to increase and align resources needed to support the significant growth in strategic site delivery.

OxLEP is also committed to supporting attractive, sustainable and resilient places (including Garden Towns at Bicester and Didcot). Major actions agreed within the SEEIP include the development of a Sustainability and Environment Sub-Group to the LEP and the setting up of a £13 m Oxfordshire Environmental Investment Fund.

Partners in Oxfordshire are committed to the delivery of "Smart Oxford"¹³. Smart Oxford, involving private, public and voluntary sector partners, aims to build a stronger, safer, economically and environmentally sustainable city and surroundings taking advantage of the latest data-enabled solutions. Smart Oxford will provide new solutions in areas such as housing, health, transport to address issues of congestion, air pollution as well as promoting innovation, and generating jobs and growth. The LEP will promote increased access to data to facilitate this, for example, through data sharing agreements as part of the approval process for major commercial planning applications.

OxLEP is focusing £1.6m of its European Structural and Investment Fund (ESIF) monies (principally European Regional Development Fund - ERDF) on low carbon agendas in order to mitigate climate change. With match funding, this will equate to a £3.2m low carbon programme for Oxfordshire which will help 180 businesses reduce their carbon footprint. Delivery should commence later in 2016.

Oxford City Council has led on the delivery of '**Low Carbon Oxford: A Route Map to 2020**'. The Route Map is an action plan that sets out how the city of Oxford expects to meet its commitment to reduce carbon emissions by 40% by 2020. This target was established in the Council's sustainability strategy in 2011 and subsequently adopted by the Low Carbon Oxford Partnerships' Pathfinder members as a common goal.

By setting out the actions that partners around the city have taken and intend to take to reduce carbon, the Route Map provides a rigorous underpinning of Low Carbon Oxford's efforts to facilitate members' actions and projects that deliver change. It provides an

¹³ <http://oxfordsmartcity.uk/cgi-bin/index.pl>

understanding of which actions have the greatest impact and the exercise was an opportunity to explore and plug any gaps in the plan.

From both a City Council and Low Carbon Oxford perspective, the Route Map is a key step in progressing the transition to a low carbon economy. As the project moves forward there will be a need to look beyond the now standard solutions of energy efficiency and renewable generation. There will be a focus on operational transformation and the impacts of the supply chain. The Route Map provides the baseline from which leaders in sustainability can begin to shift from delivery roles into an increasing function as a facilitator of change, such as working with business operations to reduce the impact of on-site deliveries.

In relation to the resilience of Oxfordshire's places, OxLEP has secured £25.85m through Local Growth Fund to part fund the Oxfordshire Flood Risk Management Scheme (total investment £88.35m), which is a comprehensive package of measures to mitigate the risks of damage to homes, businesses and transport connections caused by excessive flooding. This project will be delivered by the Environment Agency and will be implemented in the period 2018-21.

In addition, OxLEP has also secured £0.6m through the Local Growth Fund toward funding Upstream Flood Storage at Northway (total investment £1.9m). This is a comprehensive package of measures to mitigate the risks of damage to homes, businesses and transport connections caused by excessive flooding. This project will be delivered by Oxford City Council in the period 2016-17.

OxLEP's support for flood alleviation also includes promoting the application of new technologies that improve flood protection. For example, the Oxford Flood Network consists of water-level sensors placed in a range of locations and connected through innovative wireless technology to provide information and early warnings to citizens in flood-prone areas.

Box 4: An example of high quality place-making and innovative approaches to housing delivery: Graven Hill

The Graven Hill site lies just to the south of Bicester and extends to about 188 hectares in size. It is the first project of its type in the UK, allowing people to build their own homes.

1,900 new self-build homes can be accommodated on the site and the first plots are already available for sale.

There is the potential to provide a wide variety of sizes of dwelling, including large individual plots for grand designers, or smaller plots for those on more modest budgets. There are also opportunities for groups of people to work collaboratively to build their homes, including building terraces of eco homes or low cost apartments.

<http://gravenhill.co.uk/>

Box 5: Culham Smart City: people, place, enterprise and connectivity

"Culham Smart City" recognises that people will use digital tools in new and exciting ways for mobility, health, education and entertainment.

The world-class R&D at the University of Oxford's Robotics Institute, the new RACE (Remote Applications in Challenging Environments) facility at the UKAEA's Culham site, and Oxford Brookes Cognitive Robotics Laboratory are examples of excellence that place Oxfordshire at the heart of an emerging disruptive technology. Global companies involved include: Amey, Arriva,

Bosch, JLR, Nissan, Siemens and many more. This work links with the big data catapults: Transport Systems, Future Cities, Digital and Satellite Applications. Strong local council support means access to planning and transport and housing data and agreement around strategic use of emerging technology to maximise impact, locally and internationally.

As a specific example, plans for Culham Smart City represent a nationally significant opportunity to draw together all the key elements, building a significant quantity of next generation housing close to employment, enabling upgrades to key infrastructure and signposting how we will live in the future. This also links with plans for testing and deploying emerging autonomous vehicle technologies along the Knowledge Spine that links Bicester, Oxford, Culham and Didcot. Smart Oxford creates a pipeline to use our world class research to address real world challenges and increase Oxfordshire's contribution to the national economy. OxLEP has a key role working with the councils, universities, national labs, industry and investors in coordinating the delivery of a coherent plan. OxLEP will promote increased access to data, for example, through data sharing agreements as part of the approval process for regeneration and infrastructure projects.

Enterprise

Headline SWOT assessment - Enterprise

Strengths and opportunities

Outstanding strengths and opportunities in research and its commercialisation

Large and diverse high tech economy, including many firms with exceptional growth potential

Globally significant sector strengths in automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies

Wide range of social enterprises dealing with an equally broad spread of social issues

Excellent access to patient risk capital for innovative businesses and spin outs from the research base

Good provision of business incubation facilities, particularly within the Knowledge Spine.

Weaknesses and threats

Relatively low levels of new starts, and a small proportion of high growth businesses

High growth businesses are concentrated mainly in Oxford and southern Oxfordshire, where constraints on growth (linked, for example, to traffic congestion) are most acute

Declining working age population means labour shortages are likely to get worse

Concerns about congestion, housing costs and access to skills threaten firms' ability and willingness to grow in Oxfordshire

Oxfordshire's firms are very international – in relation to their markets, workforce and networks. They are therefore vulnerable to global economic shocks or significant policy changes, such as in relation to international migration

Current characteristics

Oxfordshire is remarkable for the **range of business sectors and scientific disciplines** in which there is real strength and depth.

The county has some outstanding success stories in business formation and growth – particularly in science and technology-based sectors. It has globally significant strengths in five areas, all of which have huge growth potential: automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies (see below); and these have been a particular focus for inward investment. Oxfordshire also has an internationally renowned grouping of universities and research institutions which are increasingly focused on local commercialisation of their R&D, and on building links with Oxfordshire businesses.

Figure 6: Inward investment enquiries by sector, 2015/16

Automotive and Advanced Engineering	21
Life Sciences	43
Space and Space-related Technologies	12
Creative (IT Publishing and Media)	34
Energy and Environment	7
Professional and Business Services	10
Retail	2
Food and Drink	6
Tourism and Leisure	6
Other	28

(Source: Invest in Oxfordshire)

Invest in Oxfordshire has developed a series of Sector Profiles that explore the strengths, capabilities, opportunities and prospects of the key sectors in the county. These are summarised below in Figure 7. The sector profiles are primarily a promotional and marketing tool that provides prospective national and international investors with accurate and detailed information.

Figure 7: Oxfordshire's key sector profiles

Automotive and motorsport	Creative and digital	Electronics – sensors and instruments	Life sciences	Space technologies
<ul style="list-style-type: none"> 24,000 people employed in manufacturing across the county; 3,700 of these directly in motor vehicles Part of a wider cluster which extends across Oxfordshire, Northamptonshire, Buckinghamshire and Milton Keynes R&D expertise: Oxford University, Oxford Brookes University, F1 companies, Mobile Robotics Group (autonomous vehicles) Some global brands including BMW Mini and three F1 teams (Williams, Renault and Manor Marussia) Expertise in technologies for autonomous, electric and hybrid vehicles, batteries and energy storage, and lightweight materials 	<ul style="list-style-type: none"> One of the UK top 10 creativity and innovation hotspots (NESTA) Sector strengths in: publishing, computer games, software development, cybersecurity, big data, TV and film, broadcast and production and sound Over 22,000 people employed in digital employment across the county The largest centre of publishing in the UK outside London Part of the SuperConnected Cities programme, rolling out superfast broadband to everyone throughout Oxford 	<ul style="list-style-type: none"> Well-established electronics industry: over twice the national proportion of optoelectronics employees Track record of attracting global electronics companies: Toshiba, CN Innovations, Sharp's European research centre, all based locally World-class R&D facilities, e.g. at Harwell Campus and at Culham Diverse commercial base: R&D, design and manufacturing 	<ul style="list-style-type: none"> University of Oxford is ranked first in the world for both life sciences and clinical, pre-clinical and health (Times HE World University Rankings 2015-16) Investment magnet: Oxfordshire life science companies have raised over \$1.5bn in investment since 2014 Fast-growing university spin-outs Clinical trials: University of Oxford Medical Sciences Division and the Oxford University Hospitals NHS Foundation Trust run one of the biggest clinical trial portfolios in the UK 	<ul style="list-style-type: none"> Already attracted leading international space technology companies such as Lockheed Martin, Thales Alenia Space and Elecnor Deimos Internationally state-of-the-art robotics and autonomous systems Space Studio Banbury is a unique new school for pupils with an interest in maths, technology and space, and works closely with the space industry to develop and deliver the curriculum BIS estimates the space industry could generate 100,000 new jobs in the UK by 2031: and the UK Space Gateway at Harwell Campus puts Oxfordshire at the centre of the UK and European space industry: ESA, ECSAT, RAL Space, the Satellite Applications Catapult

There has been strong employment growth in Oxfordshire in the last few years, but sustaining that growth over the long-term is a significant challenge, particularly given the uncertainties caused by the EU referendum result. The SEP has an important role in supporting the building of resilient local economies.

Amongst a proportion of high growth businesses, there is a need for stronger management and marketing capabilities to complement technical excellence (i.e. building management teams to enable growth). The establishment of several specialist funds has improved access

to finance for businesses with high growth potential, and the provision of business incubator facilities in the county is relatively good. However, many new and small firms still experience problems of access to finance and to flexible property, particularly those which are not linked to research based institutions.

Oxfordshire is the UK's first official 'Social Enterprise County'. The award recognised the wide range of social enterprises dealing with an equally broad spread of social issues. The county also has many strong enterprises in its rural areas and market towns, as well as within the main Knowledge Spine

Priorities to 2020

The SEP identifies priorities for enterprise relating to all employment sectors, and more specifically to both the five globally significant, wealth creating sectors, and the large employment sectors which provide the majority of jobs for Oxfordshire's people.

Support for all businesses and all parts of the county

- improving productivity across all sectors, to 'create more from less': for example, by encouraging businesses to adopt energy efficiency approaches, to use resources more efficiently throughout their supply chains, and by supporting training
- focusing on export promotion among businesses with the potential to operate in international markets, and working in collaboration with UKTI to ensure its full support for exporting by Oxfordshire firms
- supporting start up and scale up of businesses in Oxfordshire through, for example, improved provision of incubator and grow-on facilities, business advice and access to finance, and an enhanced on-line presence for small firms. It is important that Oxfordshire both supports more start-ups and also retains and supports established firms, particularly those with high growth potential
- celebrating Oxfordshire's business successes across all sectors, to raise the profile of Oxfordshire's businesses both internally (within the county) and externally, and to establish role models for the next generation of entrepreneurs
- improving national and international marketing of Oxfordshire and its firms, and consistent messaging about quality growth – to benefit local businesses and attract public and private sector investment into the county
- encouraging all employers to provide flexible jobs that can work for those on the margins of the labour market
- encouraging businesses to fully understand and mitigate their impact on the natural environment, exploiting opportunities available within the knowledge economy and new approaches such as the circular economy and natural capital accounting.

Support for globally significant, wealth creating sectors

- linking firms to networks and support, both within and across sectors, for example by strengthening the Network Navigators initiative and by helping firms navigate the research community in Oxfordshire
- supporting the local commercialisation and application of technologies developed by Oxfordshire's research and business communities in areas which improve environmental sustainability and health outcomes, such as low carbon, low energy systems, autonomous vehicles and digital health, in order to benefit Oxfordshire's people, places and connectivity and to complement activities under each of the four programmes

Support for large employment sectors

- delivering the Creative, Cultural Heritage and Tourism (CCHT) Investment Plan, which identified four main thematic areas:
 - productive and engaging experiences;
 - skills, talent development and business growth;
 - creative place-making; and
 - collaboration.
- supporting interrelationships between the tourism economies of Oxfordshire and surrounding areas, such as the Cotswolds
- supporting other important employment sectors which include retail, logistics and distribution, health and social care, and education (e.g. through access to finance and business support, access to training, and in making provision through the planning system for an appropriate range of premises in the right locations).

Actions to deliver our Programme

In relation to Enterprise, OxLEP will be directly involved in delivering a range of business support, as well as working with partners to ensure priorities are addressed in all areas of the economy and of the county.

We intend to continue to advance the delivery of business support through **Oxfordshire Business Support (OBS)**. This requires appropriate funding for the long term sustainability of the service. It includes the Network Navigators programme, which is a support and signposting service focused specifically on the globally significant sectors and also, most recently, on tourism. OxLEP will also establish a business ambassadors service to celebrate and communicate Oxfordshire's business excellence and distinctive successes.

Our €9.9m European Regional Development Fund has been allocated to deliver against the ambitions of our Enterprise Programme. These include priorities linked to 'SME Competitiveness' (£3.9m), which will help 469 Oxfordshire businesses to start up and grow, and 'Research and Innovation' (£3.7m) which will help 285 businesses grow and innovate through collaborative work with research institutions and with each other.

We will continue to sponsor Venturefest (£10,000 a year), the West Oxfordshire Business Awards (£1,950), the Cherwell Business Awards (£1,000), the Oxfordshire Business Awards (£6,000), and business networks such as B4.

We will also prioritise the activities of **Invest in Oxfordshire** to promote inward investment into Oxfordshire, and build further on our already strong links with UKTI to support increased exporting by Oxfordshire firms.

OxLEP, in collaboration with the University of Oxford, has led on the production of an Innovation Strategy for the county (see Annex B for a summary of the draft strategy), and once finalised, we will support its implementation.

Specific measures to support commercialisation and scale up include RACE at Culham, the Bioescalator and the Centre for Applied Superconductivity (the last a public/private partnership).

Business site assembly and deliverability is a concern in parts of Oxfordshire due to viability issues, and pressures to convert business premises into homes is creating a shortage of business premises, especially small scale business premises. We will help overcome

constraints to the development of land allocated for employment uses where there are shortages of market led supply by contributing to emerging Local Plan consultations and by responding to individual planning applications and Master-plans for strategic development sites.

We will also help to shape and respond to the Government's proposed industrial strategy: this is a significant opportunity for Oxfordshire, as it is likely that most of all of the globally significant sectors in Oxfordshire will be priorities for the Government.

Connectivity

Headline SWOT assessment - Connectivity

Strengths and opportunities

There has been significant improvement in rail, with the first new connection to London in 100 years and station in Oxfordshire for 80 years, but with more investment needed to enhance capacity and reliability

Bus travel is amongst the country's most modern and innovative (e.g. in terms of payment)

Recent road investment has addressed some important pinch-points

Oxford Transport Strategy Rapid Transit and Park & Ride network will support growth and economic development in Oxford and along the Knowledge Spine

Active & Healthy Travel is a growing area of importance. While it requires investment, there is a commitment to prioritise this area to meet transport and health objectives and address limited past progress

There is an opportunity to apply some outstanding research undertaken in Oxfordshire's research institutions to solve or reduce local connectivity problems

Oxfordshire has a very large number of business networks, some of which have a regional or national profile (e.g. OBN)

Weaknesses and threats

Congestion on Oxfordshire's roads remains a significant issue, despite targeted investment in the strategic network

Oxford City suffers from serious traffic congestion, which is forecast to get worse. This affects the speed and reliability of bus travel, undermining its image and ability to attract more users

Broadband has seen some significant upgrades but there are still areas in rural areas that do not have superfast broadband, and access to resilient broadband is a frequent concern for businesses

Similarly, mobile phone coverage remains patchy across the county

Oxfordshire's business networks are mainly sector specific and opportunities for cross over benefits between sectors, technologies and businesses may be missed

The capacity of the electricity grid in Oxfordshire is constrained – particularly for renewables connections, but also for supply connections

Current characteristics

Oxfordshire is a **very well connected** county. Strategically, it has excellent links to London, Heathrow, the Midlands and the south coast ports. The rail network has been improved by the new Oxford Parkway station and the direct link to Marylebone, and there are further significant improvements in the pipeline (e.g. electrification of the Great Western Mainline). Business use of London Oxford Airport has increased.

However, roads within Oxfordshire and the major routes beyond the county such as the M40, A34 and A40, all suffer from **congestion**. Oxfordshire County Council's Congestion

Report (2014/15) shows a steady increase in average journey times across Oxford city and an increase in congestion across the county. This is partly the result of high housing costs in the county forcing people to commute long distances to work.

Figure 8: Highway Network in the morning peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)

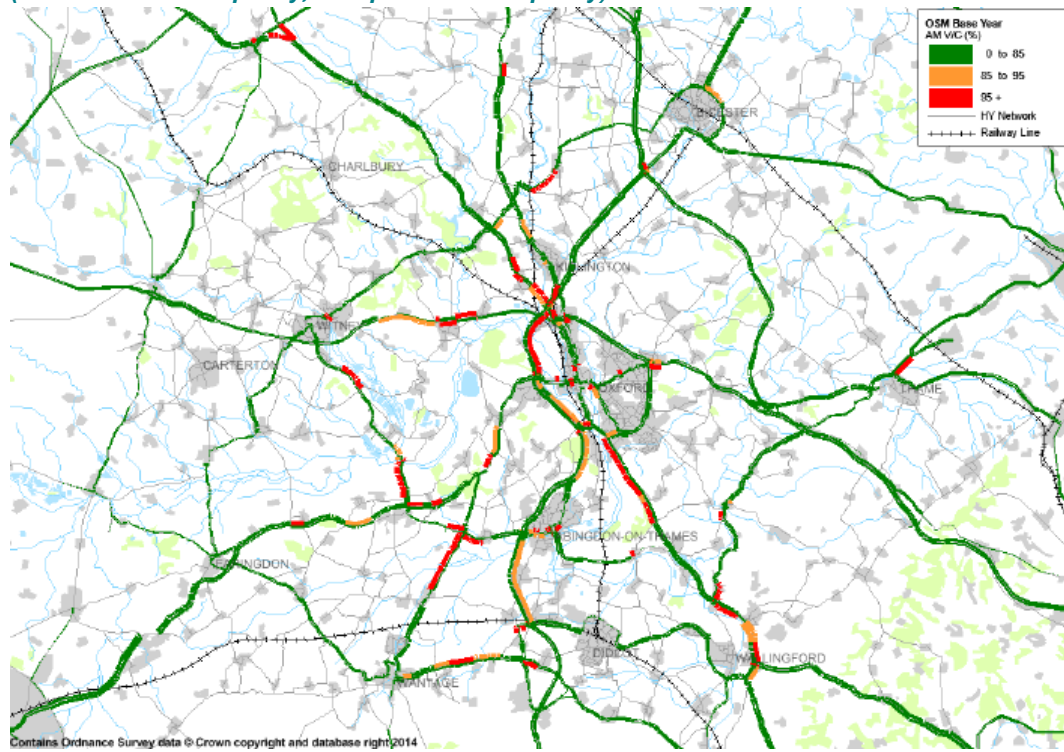
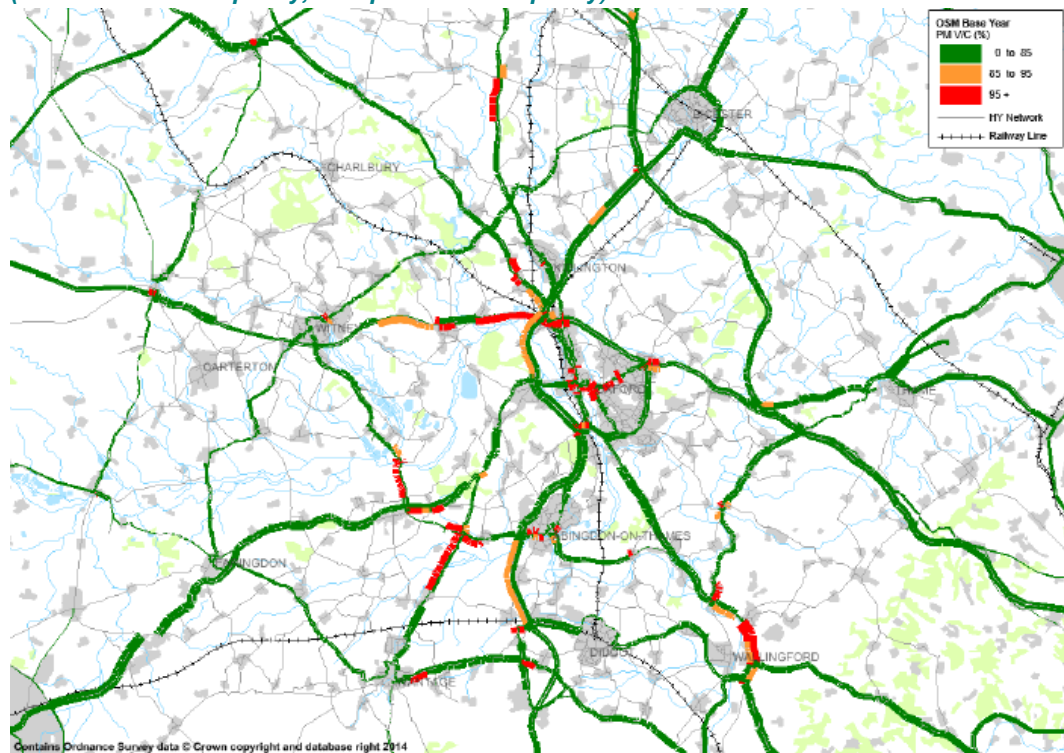


Figure 9: Highway Network in the evening peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)



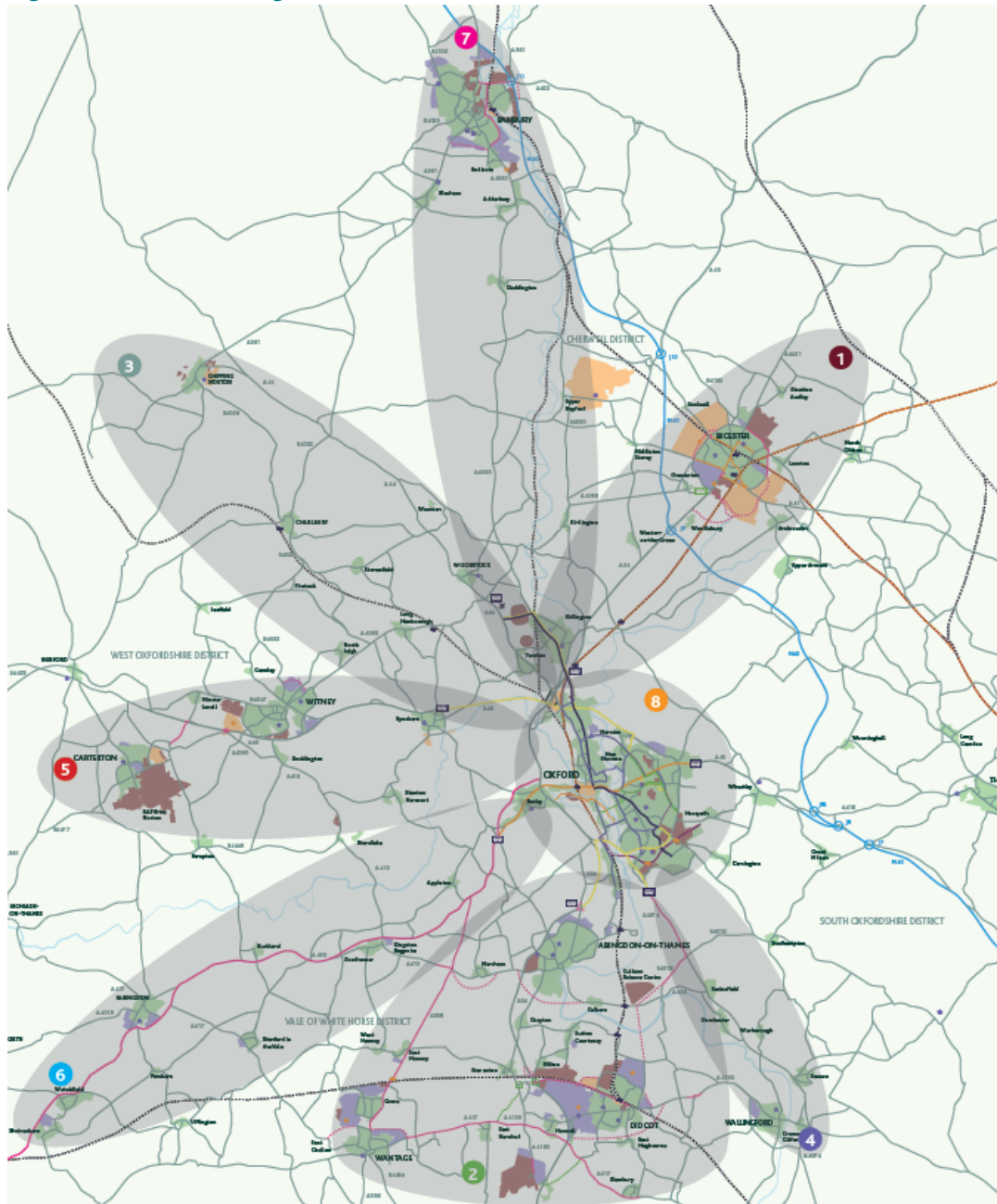
Digital connectivity within Oxfordshire is generally good, although there are still some gaps. Access to broadband across the county has improved but further improvements are needed

both to broadband and to mobile phone networks to ensure all homes and businesses can benefit from high capacity telecommunications.

The **business community is well networked**, including some strong sector focused networks such as OBN (for the life sciences), long established business angel networks, and a growing network for entrepreneurs. However, the existing networks are quite fragmented and are mainly sector focused.

Oxfordshire is also developing some **outstanding technologies which could improve connectivity** both locally and more generally. For example, Oxbotica, which originated from Oxford University's Mobile Robotics Group, was identified by the Wall Street Journal as one of the 'Top 10 Tech Companies to watch in 2015' and claimed it *"may be one of the few companies in the world to rival Google in driverless cars"*.

Figure 10: Oxfordshire's growth corridors



Priorities to 2020

In delivering the SEP, particular priority will be attached to:

Improvements to physical connectivity in Oxfordshire

- overcoming current capacity bottlenecks on road and rail networks within the county, both by network improvements and by getting better use out of existing road capacity through use of innovation technology and by encouraging change to more sustainable travel modes
- ensuring, through the planning process, that connectivity improvements are linked to the scale and location of planned housing and employment growth
- supporting the implementation of an Oxfordshire Infrastructure Strategy and the Local Transport Plan for Oxfordshire, including the Oxford Transport Strategy and the Science Transit Strategy, which includes various measures to improve the frequency, reliability and speed of public transport links between different locations in the Knowledge Spine
- supporting partners in implementing the Oxfordshire Active & Healthy Travel Strategy

Improvements to virtual connectivity with Oxfordshire

- completing countywide broadband and mobile network coverage, to ensure all workplaces and homes have good internet and telecoms connectivity; and, subsequently, ensure there is continual improvement to give sufficient broadband speed and network capacity for modern businesses
- continuing the Network Navigators initiative and strengthening network coordination across sectors

Improvements to connectivity in a regional context

- supporting the work of the National Infrastructure Commission in relation to east-west connectivity through the Cambridge – Milton Keynes – Oxford corridor
- working with partners in 'England's Economic Heartland'¹⁴ to develop strategies to improve the capacity of transport corridors across Oxfordshire and into surrounding areas, including towards Cambridge and to London and Heathrow.

Actions to deliver our Programme

OxLEP – and its partners – is committed to the delivery of the Connectivity Programme, including transport improvements to address constraints to growth and improve the quality of life. Specific strategies which OxLEP will work with partners to implement include:

- The **Oxfordshire Local Transport Plan 2015-31**, which both addresses existing congestion where it is damaging the economy or hindering economic growth, and identifies ways to avoid exacerbating transport problems due housing and economic growth. The Plan includes strategies for all transport modes and area and route strategies. Capital funding for transport schemes is largely dependent on Local Growth Fund, which is secured through the LEP, but delivery is primarily the responsibility of the local authorities and transport companies. The LTP will also draw on other funding sources where possible such as the Local Sustainable Transport Fund (LSTF)

¹⁴ <http://www.englandseconomicheartland.com/Pages/home.aspx>

- The **Science Transit Strategy** – This is a long-term ambition to transform public transport along the Knowledge Spine. The Oxford Science Transit will be a fully integrated public transport system that connects the area’s centres of innovation and economic growth with the two universities. It will mean that people using Oxford Science Transit will be able to hop on, and off, high-frequency bus and rail services using “smart” tickets (akin to Oyster cards), planning their journeys using real-time information and updates. The City Deal will enable the first phase of the Science Transit by focusing on the major pinch points in the network: the A34 between Abingdon and south Oxford and the access into Oxford from the A34 along the Oxford Southern Bypass. This project will be delivered by Oxfordshire County Council. Its total cost will be £23.5m, of which £8.7m will be funded through the Oxfordshire City Deal. The Science Transit Shuttle is currently in its pilot phase.
- The **Smart Oxford Strategy**, which aims to exploit the opportunities arising from data-sharing and smart city technologies to: make city services more efficient; make homes and businesses more sustainable, in terms of resource consumption; improve resilience to emergencies such as flooding; improve safety; and lead to better health outcomes
- The **Oxfordshire Strategic Infrastructure Strategy**, commissioned by the Growth Board in May 2016 (and due to be completed by spring 2017) to bring together infrastructure priorities into a single overarching Oxfordshire Infrastructure Strategy which incorporates green infrastructure.

The implementation of these plans and strategies will involve substantial resources and some difficult decisions. For example, measures requiring implementation include a workplace parking levy, zero emission zones and more car restraint in Oxford, and the Science Transit Strategy requires significant improvements to the frequency and journey times to public transport between key locations within the Knowledge Spine. The LEP will support the County Council and Oxford City Council in the sensitive implementation of contentious proposals, for example through its business networks, and in bidding to central government for resources. It will press partners to ensure that all new developments of housing and for employment use are well connected by bus as well as car, and have links to rail services.

Specific examples of projects already underway and funded through City Deal and Local Growth Fund, are provided in the section on “Progress in delivering our Strategic Economic Plan”. An example of a project to be implemented from 2017 onwards is the Science Vale Cycle Network improvements (total investment £4.9m, including £4.5m from Local Growth Fund). This is providing greater connectivity between Science Vale and the newly improved Didcot station by bike, and will be delivered by Oxfordshire County Council.

An example of partners’ actions to deliver the Connectivity Programme is the experimental iMaaS programme, a two-year project to provide real-time, predictive and personalised information across all local transport networks in Oxfordshire. The project involves collaboration between Oxfordshire County Council, Chiltern Railways, Oxford Bus Company, Great Western Railway, Milton Park, Harwell and Culham Science Centre, the Met Office and Transport Focus. It records and maps every transport input – every user journey, every disruption – in order to develop a suite of tools for different users (travellers, transport operators, major employers and employment areas, etc), such as a fully personalised, automated travel advisor, transport on demand smart ticketing, dynamic routing and optimisation of congestion and traffic flows in real time.

The LEP also endorses Cherwell District Council’s support in its Local Plan (Part 1) for the growth of air related business activities at Oxford Airport.

We will continue to support the Better Broadband for Oxfordshire initiative to make sure that as many premises as possible have access to high speed broadband provision.

In relation to business networks, OxLEP will continue to deliver directly the Network Navigators initiative, which provides business support and signposting specialists for each of the five globally significant sectors (described earlier) plus (most recently) tourism. OxLEP will also play a lead role in supporting a cross-sectoral business group to raise the profile of Oxfordshire and to attract public and private sector investment into the county.

OxLEP will also continue to work with regional partners to develop initiatives to improve strategic transport links extending beyond Oxfordshire but which are very important to the efficient functioning of the Oxfordshire economy. These include: inputs to the National Infrastructure Commission's review of links between Oxford, Milton Keynes and Cambridge; working with the Highways Agency on its national route based strategies; working with rail companies on planning for increased capacity and improved journey times and reliability; working with coach companies on long distance routes such as to Heathrow and London; and supporting Thames Valley Berkshire Local Enterprise Partnership in relation to a Third Thames Crossing.

Figure 11: Map showing inter-regional transport projects

Map has been commissioned

Moving forward in delivery

Monitoring and review

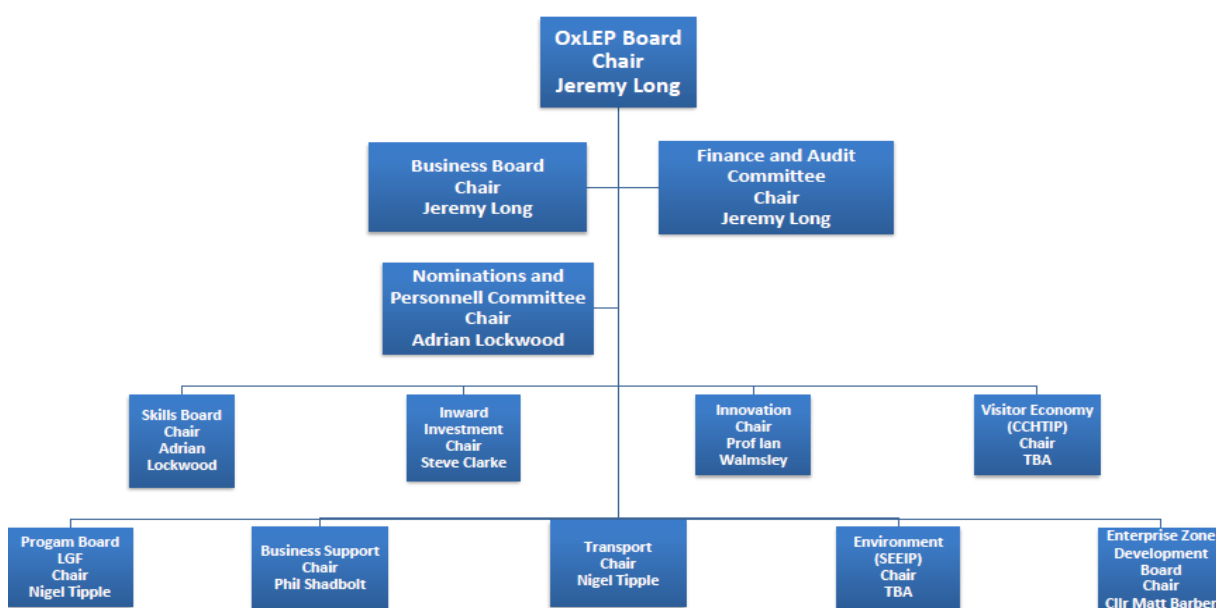
We are committed to an on-going process of monitoring and review. We will monitor progress in relation to our Programmes and the projects we, and partners, are supporting. We will also monitor changes in the economic and policy context for the SEP, and the extent to which our programmes are delivering sustainable and inclusive economic growth.

The SEP will be reviewed regularly to reflect changing circumstances and progress made. For example, if significant changes are made in Local Plans to the housing or job targets for Oxfordshire (upwards or downwards), or to Government funding for local economic development, we will respond by updating the SEP.

The OxLEP Board

The OxLEP Board is continuing to develop in order to deliver the SEP. New sub groups will be set up to drive forward the work on the SEEIP, CCHTIP, Skills Strategy and the Innovation Strategy.

Figure 12: The OxLEP Board and sub-group structure



Wider governance arrangements

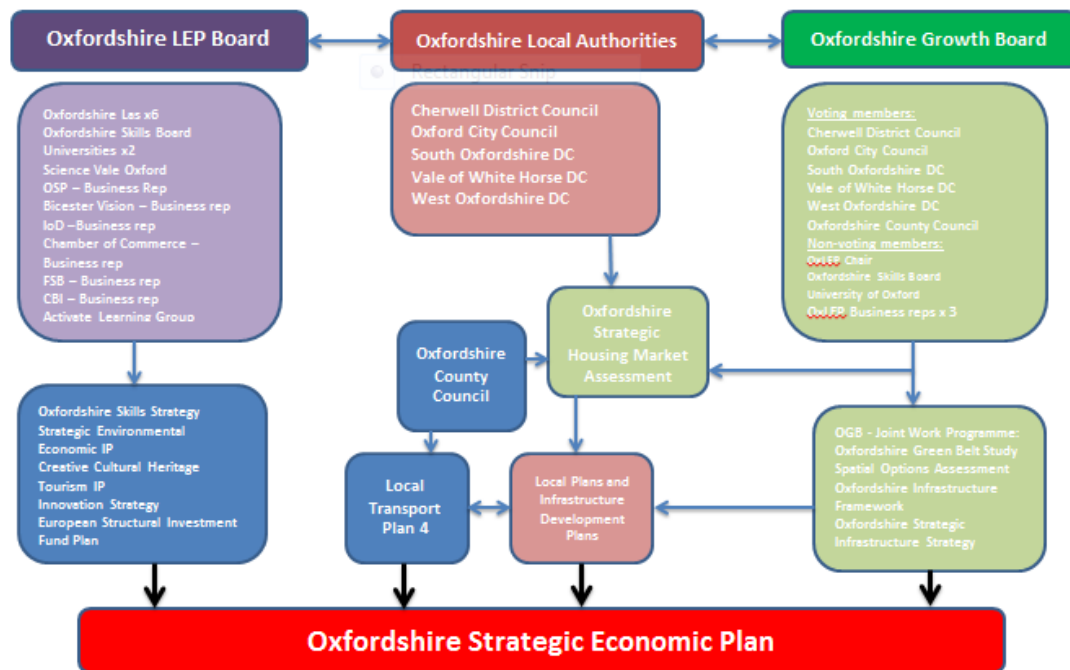
OxLEP will work closely with its key partners and stakeholders to deliver the SEP. Key relationships – and their links to wider strategic processes – are summarised in the graphic below.

This shows that:

- Oxfordshire's **five district councils** – as the local planning authorities – will continue to have responsibility for preparing and delivering Local Plans

- **Oxfordshire County Council**, as the strategic transport and education authority, will continue to have particular responsibility for key elements of the transport and education infrastructure
- All six local authorities (as voting members) – together with OxLEP and various other non-voting members – will continue to comprise the **Oxfordshire Growth Board** with a focus on the collaborative delivery of City Deal (and other) commitments.

Figure 13: Oxfordshire LEP, Growth Board and Local Authority Relationships and Responsibilities



Devolution proposals

The Oxfordshire local authorities are committed to securing significant devolution of responsibilities for service delivery and associated funding. Currently, there is on-going discussion about the governance arrangements related to devolution, both between Oxfordshire’s local authorities and with central government. Further progress will also depend on the extent to which organisations such as Highways England, Network Rail the Homes and Communities Agency and the NHS are prepared to commit funding as well as devolved responsibilities to deliver infrastructure and service improvements.

Whatever the detailed future governance arrangements, we are committed to securing an outcome which benefits Oxfordshire by increasing our collective ability to direct resources to our priorities and manage local service delivery and investment more efficiently.

OxLEP’s wider responsibilities

Within this overall context, OxLEP – with its Board drawn from the business sector, the universities, further education colleges, local authority leaders and the voluntary sector – has overall responsibility for the delivery of the SEP.

We have developed a series of strategies which are “daughter documents” to the SEP. These include strategies for skills; environment and the economy; culture, heritage and

tourism; and innovation. In addition, we have led on the development of a series of sector propositions which are being used, particularly, for inward investment marketing purposes.

We also have responsibility for the delivery of a series of programmes, including successive Growth Deals and ESIF funding (to the extent it continues in future). As explained elsewhere in this strategy, OxLEP's roles in relation to delivery vary, and much of it is managed through partner organisations.

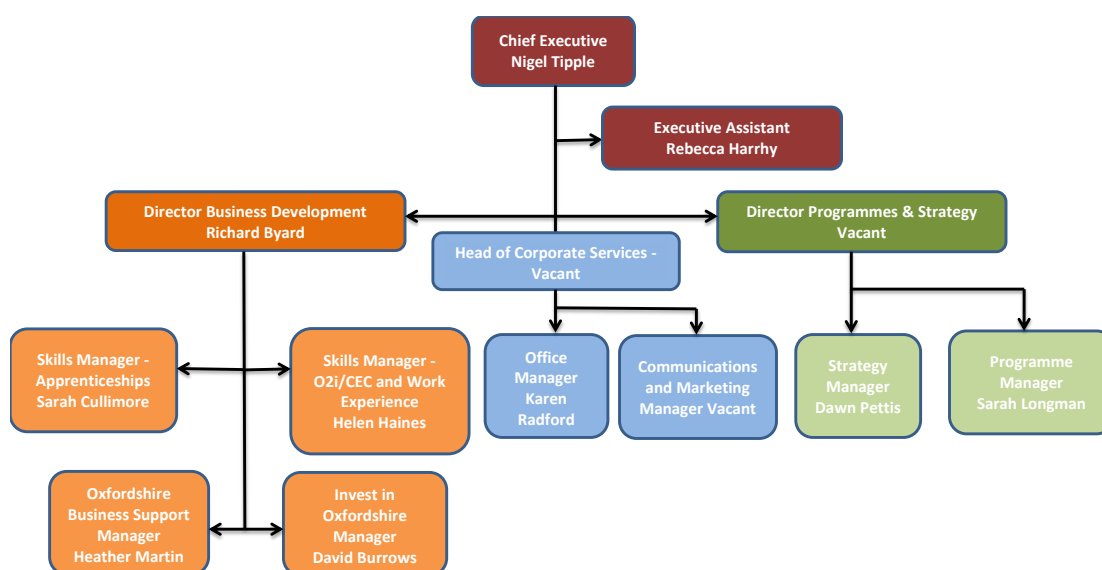
Delivery team within the LEP

Within the LEP, the key officers within the wider delivery team are introduced within Figure 15. The capacity of the team has, recently, been increased with the secondment of Oxfordshire County Council's Economy and Skills Team (from 1st April 2016).

The LEP will continue to operate through its constituent parts/brands in the delivery of key SEP programmes. These include:

- Oxfordshire Apprenticeships
- O2i (Opportunities to Inspire)
- Oxfordshire Business Support
- Invest in Oxfordshire
- Oxfordshire Work Experience

Figure 14: LEP Executive Team






Annex A: Progress in delivering our Strategic Economic Plan

This annex provides detailed information on progress against specific objectives in the original SEP.

Snapshot of progress in delivering the objectives set out in our original SEP

KEY:

In relation to the original objectives set out in the SEP:

	...good progress appears to be being made		...some, or mixed, progress – but there is more to do		...little or no progress has been made
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Objective from the Strategic Economic Plan, March 2014		Evidence of progress by April 2016	
People			
Increase the working age population qualified to level 2 and above to 90%		<ul style="list-style-type: none">The proportion of the population aged 16-64 qualified to level 2 and above has increased from 79% in 2012 to 82% in 2014 (source: APS) – so it is moving in the right direction. It is well above regional and national benchmarks. However there is some way to go before the target set out in the SEP is achieved.	
Ensure our further education capital stock meets the needs of 21 st century learners and employers		<ul style="list-style-type: none">In response to identified need, both City of Oxford and Abingdon & Witney Colleges have secured funding via OxLEP to develop state of the art facilities to support increased science, technology, engineering and mathematics (STEM) provision. City of Oxford College has also secured funding to develop the 'Activate Care Suite' to support increased social care provision	
Improve school attainment above the national average of 60.4% of GCSE students achieving at least five A* to C grades including English and Maths		<ul style="list-style-type: none">The way in which school attainment is measured has changed. For state-funded schools nationally, some 56.85% of GCSE pupils achieved at least five A* to C grades including English and Maths; in Oxfordshire the corresponding figure was 59.4%. These data relate to 2014However, despite the overall performance being very close to target, there are big disparities between different schools, and there are high teacher attrition rates due to the high cost of housing. However, although these are significant issues to be addressed, neither relate specifically to the objective	
Increase the amount of Skills Funding Agency funding that supports our STEM sectors by 15% to better reflect our economic profile		<ul style="list-style-type: none">SFA financial data no longer allows the ability to scrutinise funding to subject areas; only to providers.However given both City of Oxford and Abingdon & Witney Colleges have each secured in excess of £4m Local Growth Funding to develop STEM centres leading to over 650 additional STEM based learning outcomes annually from Sept 2018 (AY) it's reasonable to assume an increase in the percentage of funding that supports STEM will follow.	
Deliver 1,150 more apprenticeships for young people with a focus on our priority growth sectors		<ul style="list-style-type: none">Latest full academic year figures are for 2014/15 and are rounded to the nearest 10. There were 2,510 16-24 year old Apprenticeship starts from August 2014 to July 2015, with 2,450 starts during the same period the previous year. This is an increase of 2.4%, and compares favourably with a decrease of 2.5% across the South East region	
Retain our graduate talent		<ul style="list-style-type: none">26% of Oxfordshire's graduates remain in the county to work after completing their courses, including 18% of Oxford University graduates and 26 % of Oxford Brookes University graduates - See Infographic belowRetaining graduate talent continues to be challenging.	

Objective from the Strategic Economic Plan, March 2014		Evidence of progress by April 2016
		<p>Evidence suggests that around 45% of graduates of the University of Oxford and almost 20% from Oxford Brookes have opted to work in London (source: <i>Future of Cities: Graduate mobility and productivity</i> Foresight report published by Government Office for Science, March 2016)</p> <ul style="list-style-type: none"> In general, a high proportion of graduates employed in the south east are either those returning to the region (following study elsewhere) or those who studied locally (source: <i>ibid</i>)
Maximise our environment to encourage sustainable living, enhancing quality of life and a range of opportunities for people to learn, improve their skills, and improve health and well-being		<ul style="list-style-type: none"> Some evidence of progress, particularly in major new developments like NW Bicester and Graven Hill
Place		
Provide between 93,560 and 106,560 new homes by 2031		<ul style="list-style-type: none"> The number of dwellings completed in Oxfordshire has risen year on year, but it is still well adrift of the rate implied by the headline target that has been agreed by the local authorities (informed by the SHMA)
Accelerate the delivery of new homes		<ul style="list-style-type: none"> As above
Provide accessible housing that is affordable for the people who work in Oxfordshire		<ul style="list-style-type: none"> Recent evidence suggests that Oxfordshire continues to experience real challenges The latest available data from CLG are for 2013. These suggest that the ratio of median house prices to median earnings is 6.72 across England. It 8.66 across Oxfordshire, and in South Oxfordshire, the figure is 10.52
Deliver flagship gateway developments and projects that stimulate growth		<ul style="list-style-type: none"> Progress is being made with regard to the delivery of some flagship projects such as Oxford Northern Gateway, North West Bicester and Harwell Campus
Deliver the Oxford Flood Risk Management Strategy		<ul style="list-style-type: none"> Preferred option to be published in June 2016, Outline Business Case to be submitted to the Treasury August 2016
Ensure new housing makes innovative use of blue and green infrastructure		<ul style="list-style-type: none"> Delivery is on-going
Enterprise		
Grow Oxfordshire's world-class technology clusters, leading to a GVA uplift of £6.6bn to 2030		<ul style="list-style-type: none"> There is a lag in the production of GVA data are the latest available estimates from ONS are for 2014. These suggest that between 2012 and 2014, Oxfordshire grew at 5.0% per annum. This was faster than all other LEP areas except London (which grew at 5.8% per annum) In its commentary, ONS comments on the period from 2008-2014. It states that "<i>In Oxfordshire, strong growth in the information and communication sector and the real estate sector contributed to the overall strong GVA growth</i>"
Achieve a more balanced economy through fostering a dynamic private sector and new business start-ups, creating at least 85,600 new jobs by 2031		<ul style="list-style-type: none"> Over recent years, Oxfordshire has seen the pace of jobs growth (i.e. on a workplace-based measure) exceed the indicative target that was quoted in the original SEP and has informed emerging local plans Again though, there is a lag in the production of data. ONS' Jobs Density dataset suggests that the total number of jobs in Oxfordshire increased from 378,000 to 399,000 between 2011 and 2013
Capitalise on the global reputation of Oxfordshire's knowledge base translating academic and research excellences into wealth generation for all our residents		<ul style="list-style-type: none"> We have secured government funding for four new innovation centres to support the commercialisation of research: an Innovation Accelerator for advanced engineering businesses at Begbroke; a Bioescalator to support the commercialisation of bioscience and medical related research, in Oxford; the Harwell Innovation Hub, focused on open innovation; and the UKAEA Culham Advanced Manufacturing Hub, focused on remote handling technologies

<i>Objective from the Strategic Economic Plan, March 2014</i>		<i>Evidence of progress by April 2016</i>
		<ul style="list-style-type: none"> Oxford University and Oxford University Innovation have established a £320m fund, Oxford Sciences Innovation, to invest in spin outs from the University of Oxford, Culham and Harwell
Fulfil our potential as an internationally renowned business, academic and research centre to attract a minimum of 30 new high value foreign direct investments per year		<ul style="list-style-type: none"> 28 foreign direct investments were supported in Oxfordshire during 2015/16 - 14 of which were high value. 8 of the investments were within the Life Sciences sector. The county has also benefitted from substantial additional investment by major foreign owned firms already in Oxfordshire, such as BMW, and new investment by international agencies such as the European Centre for Space Applications and Telecommunications (ECSAT) Following deeper analysis of key sectors, detailed proposition documents were published in January 2016 to develop a greater understanding of the Oxfordshire offer with UKTI overseas posts and local partners and support the increased marketing, promotion and targeting of high value investment opportunities.
Connectivity		
Improve accessibility of international connections through direct rail connections from The Knowledge Spine to national hubs and airports and reduced congestion on strategic highway links, particularly the A34		<ul style="list-style-type: none"> Chiltern Railways has invested in a direct fast link to London Marylebone from the new Oxford Parkway station via Marylebone Significant improvements to the strategic road network, such as to A34 junctions with the M40, the Peartree interchange north Oxford, and at Milton/Didcot and Chilton The National Infrastructure Commission has been asked by the Government to investigate options for improving transport links between Oxford and Cambridge
Reduce the distance and barriers between our core economic areas across the Knowledge Spine through providing a minimum level of public transport services of four per hour and maximum journey time of 30 minutes		<ul style="list-style-type: none"> Implementation of the first phase of the Oxford Science Transit strategy, providing a direct link between Oxford and Harwell Improved access to Milton Park; and improvements at Botley
Increase the capacity and improve the efficiency and resilience of our local transport network by reducing congestion on key highway links		<ul style="list-style-type: none"> Despite some improvements to the strategic road network in Oxfordshire, particularly at key junctions, the evidence gathered by Oxfordshire County Council shows that levels of congestion on Oxfordshire's roads has increased over recent years
Spread the benefit of transport investment across Oxfordshire		<ul style="list-style-type: none"> Increasingly, the focus of transport planning is on a series of corridors across Oxfordshire in addition to the Knowledge Spine. The purpose of this broader emphasis is to encourage a strong link between transport investment and the main locations of housing and employment growth However there have been recent cuts to rural bus services
Explore the potential of 5G technologies underpinned by the development of the 5G Innovation Centre for Future Mobile Communications and Internet Technology		<ul style="list-style-type: none"> TBC
Increase connectivity between people and the quality natural environment to develop integrated sustainable transport routes		<ul style="list-style-type: none"> Preparation and the beginnings of implementation of the Oxford Science Transit strategy

Annex B: Summaries of Oxfordshire's three cross-cutting strategies

Box B1: Oxfordshire's Creative, Cultural, Heritage and Tourism Investment Plan (CCHTIP)

The creative industries and tourism play a key role in economic growth: 9.5% of employment in the county is already in tourism (32,000 jobs). Indeed, there is a 'virtuous circle of growth, quality and sustainability' at play, where each sector depends on the other for its success (creative industries to sell the tourism offer, for example), but each is independently driving economic growth, innovation and competitiveness across the county. The CCHTIP therefore provides a framework for growth which '*shapes a new agenda for joined-up working and cross sector commitment,*' with CCHT sectors at the core.

Four thematic areas were developed for the CCHTIP and inform the proposals:

- Productive and engaging experiences
- Skills, talent development and business growth
- Creative place-making
- Collaboration (a cross-cutting theme)

Experience Oxfordshire is the Destination Management Organisation for Oxfordshire, with a brief to encourage cross-sector collaboration and drive economic growth. The county already receives sizeable inward investment, due to the strength of its cultural offer: galleries, museums, music services, stately homes, festivals and events; as well as Oxford city, market towns and villages, and a beautiful rural landscape. The aim is to use the creative industries to enhance the experience for visitors and residents.

Oxfordshire is home to several thousand creative SMEs and bigger businesses. The county's strengths lie in publishing, software, games and design/crafts. Many of these are based outside Oxford, in rural towns and villages, heightening the need for excellent digital connectivity in rural areas. They are innovative and resilient: flexible responses to change have enabled businesses and the local economy to adapt and avoid economic stagnation, by developing new innovative business models.

Many in-county organisations – including Oxford University, Oxford Brookes University and schools and colleges – are already working with the Oxfordshire Skills Board, to ensure the county's skills need is met at all levels. The county's strong library network helps with this.

The CCHTIP matters because Oxfordshire is 'set for significant growth' and needs to prioritise the sectors that will help to achieve this. The county will retain its competitive edge only by 'connecting [its] strengths and coordinating [its] offer,' and innovating in order to win investment which is becoming ever-harder to secure

Box B2: Oxfordshire's Strategic Environmental and Economic Investment Plan (SEEIP)

Oxfordshire's natural environment has played a major part in the county's economic and social development and it will continue to be a vital part of its future. Its natural capital - including its land, soils, air, water, animals and plants – is distinctively rich and diverse. These assets provide a huge range of financial and societal benefits, from food and energy, through flood protection and pollution clean-up, to outdoor recreation, health and inspiring landscapes and surroundings.

The county's residents, businesses and other organisations - whether they are based in the City of Oxford, the market towns or numerous villages - all benefit economically and culturally from these assets.

These assets are in decline and investment is needed to reverse this damage. As the economy and the population grow, and the effects of current and future climate change are felt, the county needs to be prepared in order to minimise damage to the natural environment, reduce risk and protect the vital services provided to the people of Oxfordshire.

Recent advances in our understanding of the services provided by our natural capital offer major opportunities to repair and enhance the latter. Improvements nearly always bring about multiple "co-benefits" with added economic value, efficient use of natural resources and more pleasant surroundings, all of which make the county such a desirable place to live and work.

There is also the scope to develop new innovative environmental management strategies, products and services for export, attracting inward investment and creating jobs. A specific opportunity lies in the new field of "green infrastructure" with nationally pioneering work taking place in the county.

Environmental expertise within Oxfordshire is extensive: both the University of Oxford and Oxford Brookes University, together with external research centres, manufacturers, businesses, charities and community groups, are working together (and separately) to protect and maintain the natural environment. The SEEIP emphasises that *'the expertise and activity across the county will be even more effective when harnessed, coordinated and targeted towards common goals.'* Collaboration on working towards a number of environmental priorities is the aim of the SEEIP.

The vision of the SEEIP is: *"for Oxfordshire to benefit from a high quality, resilient environment which supports economic growth, development, health, wellbeing and prosperity for all"*. This will be achieved by an innovative, efficient environmental sector working together with other public and private sectors to:

- Attract and deliver investment in the county
- Ensure sustainable, long-term stewardship of natural capital
- Develop new and improved environmental knowledge, goods and services

This leads to five strategic priorities for investment:

1. Growing the green economy in Oxfordshire
2. Enhancing the quality and resilience of urban areas
3. Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity
4. Promoting and enabling access to the countryside
5. Engaging people in the environment and enabling more sustainable lifestyles

Box B3: Oxfordshire's Innovation Strategy (draft)

The draft sets out a strategy to better understand, increase, and make use of innovation in Oxfordshire. The strategy is structured around ten key themes, each of which underpins innovation across all sectors. For each theme, the needs, drivers and existing work are explored (illustrated by case studies of current initiatives) as well as the challenges that remain for an innovation-driven economy and a 'wish list' of projects that would deliver this vision. The ten themes are:

1. *Understanding the Ecosystem* – a deeper understanding of innovation activities in Oxfordshire will allow for better support of underdeveloped areas and identify opportunities for interactions across disciplines.
2. *Strengthening our Networks* – the networking community is thriving in Oxfordshire, but the challenge is to develop and maintain connections between sectors.
3. *Building Innovation Spaces* – despite the growth of innovation spaces across the county, increasing demand means that Oxfordshire needs both a strategic and tactical approach to better understand where to develop new innovation spaces.
4. *Reinforcing the Science and Research Base for Innovation* – the science and research base must be reinforced through translation to the wider community and increased accessibility to entrepreneurs and businesses.
5. *Innovation for All* – innovation needs to be accessible and adopted by all sectors. The research and knowledge base in Oxfordshire must impact all aspects of the economy, with innovation incorporated into environmental, cultural and heritage programmes to drive growth in the region.
6. *Innovation for Social Good* – building strength in social enterprise by linking social innovators, encouraging sustainable businesses for social good, and better funding, facilities and networks.
7. *Nurturing Talent and Developing Skills* – Oxfordshire has one of the most highly skilled workforces in the UK, but the growing challenge is attracting, developing and retaining skilled workforces in the region.
8. *Attracting Significant Business* – making Oxfordshire attractive to innovative companies and institutions. Investment to provide business space and build networks at a regional, national and global scale will be required to attract companies into the region.
9. *Attracting Capital* – ensuring that capital is available for innovative businesses. A variety of funding sources are available in Oxfordshire but resources are more limited in some sectors and there is a need for a more closely networked and mutually reinforcing culture.
10. *Embedding Innovation in the Ecosystem* – developing Oxfordshire as a testbed for innovation to accelerate the adoption and accessibility of innovations across the ecosystem. Disciplines such as Healthcare, Smart City and Low Carbon have led the way in using Oxfordshire as a living laboratory

Box B4: Oxfordshire Skills Strategy to 2020

Oxfordshire has one of the most innovative and highly-skilled populations in England. However, a small but important proportion of its population are unable to fully participate in the labour market because they lack the skills and opportunities to do so. One of the key aims of the Skills Strategy is to help these residents – through specialist and on-going support - into paid employment. Another key aim is to retain highly-skilled graduates from its two universities.

A highly-skilled workforce is crucial for economic growth and skills development is a core priority for OxLEP. In collaboration with the Oxfordshire Skills Board, it has been working to transform the skills landscape. Starting with schools and colleges, OxLEP has worked to improve careers advice and apprenticeship opportunities from the bottom up. However, this requires ‘a step change in approach, attitudes, focus and aspiration from partners,’ as well as young people. In order to achieve sustainable economic growth which maximises local employment opportunities for all, there is a need to align:

- Young people: given appropriate skills training and opportunities in county skill shortage areas
- Providers: who must meet employer demand for worker training in (current and future) growth sectors, and
- Employers: who must become more engaged with the county’s skills agenda.

In so doing, Oxfordshire hopes to develop and nurture: a workforce which is aligned with employers’ needs; a flexible training and education sector which responds to employers’ needs and which ‘produces employment-ready young people’; and a coordinated services approach which enables young people to transition easily from education to employment.

In order to achieve these goals, the Skills Strategy sets out five Strategic Priorities to 2020:

- SP1) *To meet the needs of local employers through a more integrated and responsive approach to education and training*
- SP2) *Creating the ‘skills continuum’ to support young people through their learning journey*
- SP3) *Up-skilling and improving the chances of young people and adults marginalised or disadvantaged from work*
- SP4) *To increase the number of apprenticeship opportunities*
- SP5) *To explore how we can better retain graduates within Oxfordshire to meet the demand for the higher level skills our businesses need.*

Annex C: Explanation of the relationship between OxLEP, the SEP and development planning

The purpose of Local Enterprise Partnerships is to “*provide the clear vision and strategic leadership to drive sustainable private sector-led growth and job creation in their area*” (Local Growth: Realising Every Place’s Potential; BIS, 2010).

To do this, LEPs are expected to produce and maintain an up to date Strategic Economic Plan (SEP). This has various purposes, including steering bids for funding for economic development, skills and infrastructure projects. Oxfordshire benefits from strong economic growth, therefore the SEP focuses on supporting and managing the economic growth to ensure sustainable and inclusive outcomes.

In producing Local plans, Oxfordshire’s local authorities are required to give due consideration to the SEP. They are not bound by what it says if other factors (e.g. environmental constraints) are considered to be more important, but there must be a robust case for overriding the SEP which will withstand scrutiny by the Government.

Local Planning Authorities have a statutory duty to prepare and maintain an up-to-date Local Plan, which sets out the proposed scale and location of development in the area over the next 15 to 20 years and in doing so seeks to balance economic, social and environmental considerations. This is different from the role of the LEP, which is expected to focus on supporting economic growth, albeit growth which is both sustainable and socially inclusive.

Part of the essential evidence base for a Local Plan is an assessment of the likely future growth of employment, and of the requirement for new homes. The expected scale and characteristics of employment growth are usually assessed using econometric forecasts which take into account past trends and policy changes. The housing requirement is assessed through a Strategic Housing Market Assessment (SHMA), which should be produced for the functional housing market area, usually adjusted to coincide with local authority boundaries, and which is required by the National Planning Policy Framework (NPPF) to be kept up to date.

In Oxfordshire, the five District Councils, supported by the County Council, decided jointly to commission a SHMA for the whole County, within which the requirements for individual districts were identified. The work was led by GL Hearn. Separately, the local authority client group commissioned employment growth forecasts from Cambridge Econometrics, in association with SQW, in order to inform the SHMA and Local Plans. The methodology used to produce the Oxfordshire SHMA was consistent with Government guidance and the housing requirements identified took account of forecast employment growth as one factor influencing future housing needs. There was a consultation on the SHMA methodology and all local authorities subsequently accepted the final report of the SHMA.

The original Oxfordshire SEP was prepared at the same time as the SHMA, in 2013. It incorporated the figures for employment growth produced for the SHMA, and the housing requirement figures produced by the SHMA. *The employment and housing growth figures in the Oxfordshire SEP are therefore a product of the local planning process (i.e. the SHMA), not an input to it.*

The SEP Refresh is using the same figures for growth as the original SEP and the SHMA. There are three main reasons for this:

- Employment growth since 2011 has been stronger than indicated by the employment forecasts used by the SHMA and the SEP. This is during a period of economic recovery, so the actual figures may be expected to be positive. However, it suggests that the employment forecasts are soundly based and are a good basis for planning
- The SHMA has been tested at the Cherwell Local Plan Examination in Public in 2014 and the Inspector's report of June 2015 concluded that it formed an appropriate basis for the proposed level of housing growth in Cherwell. This effectively endorsed the SHMA as a sound evidence document which underpins the development of Local Plans in Oxfordshire
- It is important that there is consistency between Local Plans and the SEP.

Note that during the workshop discussions that informed the development of this consultation draft of the refreshed SEP, some attendees expressed support for a county-wide approach to the environmental, social and economic assessment of the impact of the figures contained within the SHMA.

Annex D: List of acronyms

CCHTIP	Creative, Cultural Heritage and Tourism Investment Plan
EAFRD	European Agricultural Fund for Rural Development
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
NEET	Not in Employment, Education or Training
OxLEP	Oxfordshire Local Enterprise Partnership
SEEIP	Strategic Environmental and Economic Investment Plan
SEP	Strategic Economic Plan
SFA	Skills Funding Agency
STEM	Science, Technology, Engineering and Mathematics

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Strategic Economic Plan – Consultation Draft

Report on Responses

Introduction

1. The consultation draft of the refreshed [Strategic Economic Plan 2016](#) (SEP) was prepared during the spring through a highly inclusive process. It was informed by three public workshops and bilateral discussions with the local authorities and other key stakeholders, as well as by a review of evidence. It was also shaped by a large Steering Group and – under its direction – it attempted to reconcile and accommodate wide-ranging early inputs.
2. The consultation period on the draft of the refreshed Strategic Economic Plan has recently drawn to a close. In total, 262 sets of comments have been received and OxLEP would like to thank all of those who took the time to make comments. Many of the responses have alluded to the issues surrounding the relationship between the SEP/LEP and local plan-making processes. In addition, many observations were made in relation to the scale of planned growth.
3. Of the 262 responses, 34 were made by organisations (see annex 1), with the remainder from individuals, the vast majority of whom support the stance offered by the CPRE and Need Not Greed Oxfordshire, namely that the LEP is:
 - an unaccountable non-elected body
 - aggressively driving growth
 - responsible for unrealistic and unachievable housing and jobs figures contained in the SHMA
 - heavily influencing the Local Plan process which will result in new development that will destroy Oxfordshire’s environment and communities.
4. The key ask of many of the respondents is that the SHMA figures for housing and jobs are lowered, and that the SEP should be prepared by an elected body and subject to a Strategic Environmental Assessment.
5. Consultation responses from the business community have been less in evidence – both in terms of business representative organisations and individual firms. Given that the focus of the SEP is the economy and the process of wealth creation in Oxfordshire, this is a concern.

Publicising the Consultation

6. The consultation was publicised as widely as resources would allow. We produced and distributed 10,000 leaflets to parish and town councils as well as libraries. We asked the parish and town councils to further distribute the leaflets amongst the businesses and homes in their areas and also to display in public places including village halls, post offices, shops, play centres and pubs. The leaflets were also available at our partners locations including council offices, innovation centres etc.
7. We undertook a wide reaching social media advertising campaign on Facebook, LinkedIn and Twitter in addition to our general social media activity to almost 4,000 Twitter followers and there have been continuous tweets throughout the consultation period. Our messages have also been distributed through our local authority, government and business partners and followers.
8. Our social media advertising campaign statistics show that we reached:
 - 70,508 via Facebook
 - 45, 152 via LinkedIn
 - 30,865 via Twitter
9. Two mailshots were sent to our 2000 + mailing list – one at the beginning of the campaign and again in the final week of the consultation period as a reminder. The mailshot was also distributed through our partner networks including the Oxfordshire Town Chamber Network and their 53 networks and events groups across Oxfordshire with a reach of 6500 plus members and businesses.
10. An advertisement was placed in Taylor Newspapers with a distribution of over 24,000 copies and a geographical area of Abingdon, Bicester, Didcot, Wallingford, Wantage and Witney is covered. In addition, we have undertaken radio interviews with BBC Radio Oxford and Jack FM. The Oxford Mail and Times and Taylor Newspapers have covered the SEP on several occasions.
11. Figures from Google Analytics show that between 21 April to 27 May, 5,621 people visited the LEP website, of which 62% were new visitors. In the previous five weeks (from 17 March to 21 April) the number of visitors was 3,386, meaning that the number of visitors increased by 60% during the consultation period. This suggests that whilst we may have reached many people and organisations, we did not get the balance of responses we were expecting.

The consultation results

12. A detailed breakdown of the comments received is at Annex 2. Set out below are some key headlines:

Characteristics, priorities, challenges and opportunities

- 39 (15%) of respondents felt that the priorities and commitments should be SMART and capable of being monitored over time; that more analysis of the local economy could be included; and that the SEP should mention the outcome of the EU Referendum
- 32 (12%) said that the SEP does not articulate the challenges and how they will be overcome; needs to respond to local, national and global change and does not adequately describe Oxfordshire's unique character
- However, 19 (7%) of respondents thought that the SEP captured and described well the characteristics, priorities, challenges and opportunities.

OxLEP's roles and responsibilities

- 138 (53%) considered the SMHA figures for housing and job creation up to 2031 unrealistic and unachievable and considered that the SEP refresh was an opportunity to lower these figures and to address local need.
- 112 respondents (43%) made comments relating to the undemocratic nature of the LEP and questioned why it is responsible for writing the SEP.
- 58 (22%) considered the consultation inadequate
- 33 (13%) respondents noted that there is confusion about the LEP and its relationship with the Oxfordshire Growth Board and local authorities, especially around planning powers, and the possible impacts of devolution and the referendum.
- 14 (5%) meanwhile considered that the SEP clearly explained its role and responsibilities, and are in support of what the SEP is attempting to achieve

Key sectors and employment (People/Enterprise)

- 70 (27%) respondents thought that a greater diversity of employment should be encouraged so more of the existing population benefit, including in rural areas and market towns not in the Knowledge Spine; and that it should pay attention to sectors other than Science, Technology, Engineering & Maths (STEM)
- 18 (7%) of respondents felt that the SEP should have a focus on the lower paid end of the local economy, and those who are not in employment, including older people.
- 6 (2%) felt the SEP recognised the inequalities issue, and support the activities to tackle social exclusion that is outlined in the SEP
- 18 (7%) thought the SEP should say more about training and apprenticeships.

Sustainability, social and environmental impacts (Place)

- 191 (73%) are concerned about the level of growth 'proposed' by the SHMA and that its impact on the environment (including air quality / flooding / climate change) and

quality of life has not been considered. Many called for the SEP to be subject to a Strategic Environmental Assessment.

- 6 (2%) were more positive and alluded for the need to plan and deliver the growth well
- 11 (4%) said that the priorities in the SEEIP need to be delivered and that the principles should be embedded at the highest levels of strategy and plan making

Planning for infrastructure and housing (Place/Connectivity)

- 119 (45%) respondents asked how the SEP could be properly assessed without knowing what infrastructure is required to support it, and also expressed concerns about the mismatch between new housing development and the infrastructure generally.
- 107 (41%) felt that the SEP does not address the housing needs of the existing population.
- 13 (5%) made comments about broadband
- 13 (5%) said that the SEP should recognise the key role that rural areas and market towns play in the Oxfordshire economy.
- 12 respondents want the SEP to allude to local transport concerns including the need for a transport interchange in central Oxford, new train stations and a focus on sustainable active travel (walking/cycling)
- We received a good number (9) of comments about the need to make more in the SEP about the importance of regional transport links, including supporting a new Thames crossing at Reading.

Comments from the local authorities, Growth Board and the OxLEP Board

13. The district councils were all broadly supportive of the SEP and below are some key points made:

- Cherwell District Council felt that the SEP is a significant improvement on the 2014 version but needed further work to tighten up the Priorities to 2020, should reflect on the challenges facing Oxfordshire in terms of the SHMA figures, and that the SEP could go further in ensuring the county's natural and built environment is maintained, and to manage change in ways which produce better outcomes for local residents and businesses.
- Oxford City Council considered that the SEP Refresh structure needed recasting and the language improved, and needs to be credible to its principal audience – the business community and government.
- Oxfordshire County Council recognises the SEP as an influential tool and felt that it could draw out the actions in the SEEIP, that it could possibly look beyond 2030, say more about Community Employment Plans and be more explicit that infrastructure planning, funding and delivery is a priority of the SEP in itself.

- South and Vale District Councils consider that the SEP is too Oxford-centric, needs to contain more evidence and data to back its claims, the Connectivity theme is too heavily skewed towards physical infrastructure and would like the SEP to refer to the importance of suitable business accommodation
- West Oxfordshire DC considered that the SEP was too focussed on the Knowledge Spine, could tap into the military presence, and should not put forward the idea of a county-wide Design Guide.

14. The SEP refresh was considered at both the OxLEP Board and the Oxfordshire Growth Board and the following observations made:

- A stronger narrative is needed to emphasise how the economy has changed over the last decade, but with a particular focus on the last few years (since the original SEP was produced), and the priorities for the future.
- The need for a stronger focus on the particular purpose of the SEP, and in turn, define the audience. This means in practice a clear aim to enable Oxfordshire businesses to grow and securing increased employment and GVA.
- Particular attention to be paid to the county's key sectors as identified, in the main, through the sector propositions, the cultural/heritage (through the Creative Cultural Heritage Tourism Investment Plan – CCHTIP to be launched on 11 July) and environment sectors ([Strategic Environmental Economic Investment Plan](#)), but also on our programme around social inclusion and access to employment.
- The narrative needs to change slightly and the number (and length) of illustrative "boxes" need to be lessened.

Outcomes of the consultation

15. Annex 2 shows our responses to the comments received. These comments and our responses in return, were considered and agreed by the SEP Refresh Steering Group at a meeting on 15 June.

Next steps

16. During the summer months we will progress with developing the SEP further in the light of the comments received where it is possible to do so. We may contact stakeholders to clarify inputs where needed.

Annex 1 – Organisations who responded to the SEP Refresh Consultation

- Ace Training & Consultancy
- Alliance of Environmental Groups, including: Berks, Bucks & Oxon Wildlife Trust, Chilterns Conservation Board, Cotswolds Conservation Board, CPRE Oxfordshire, Earth Trust, North Wessex Down AONB Partnership, Oxford Friends of the Earth, RSPB, South Oxfordshire Sustainability, TOE2, Wild Oxfordshire, Wychwood Project
- Bicester Vision
- Bodicote Parish Council
- Bourton Parish Council
- Cherwell District Council
- Chilterns AONB Conservation Board
- CPRE Oxfordshire
- Deddington Development Watch
- Drayton St Leonard Parish Council
- Eynsham Society
- Harwell Bicycle Users
- Letcombe Regis Parish Council
- Need Not Greed Oxfordshire
- Oxford City Council
- Oxford Civic Society
- Oxford Green Belt Network
- Oxford Preservation Trust
- Oxfordshire County Council
- Oxfordshire Cycling Network
- Oxfordshire Friends of the Earth
- South Oxfordshire District Council
- South Oxfordshire Sustainability Alliance
- Sunningwell Parish Against Damage to the Environment (SPADE)
- Sunningwell Parish Council
- Thame Town Council
- Thames Valley Berkshire LEP
- Vale of the White Horse District Council
- Wantage and Grove Campaign Group
- Waterstock Parish Meeting
- Watlington Parish Council
- West Oxfordshire District Council
- West Oxfordshire Monorail
- Woodstock Town Council

Annex 2 - Oxfordshire Strategic Economic Plan Refresh – Consultation Responses

Characteristics, priorities, challenges and opportunities

	Comments	Number of respondents	OxLEP comments
Nature of the Priorities to 2020 and the Commitments			
1	<ul style="list-style-type: none"> The priorities and commitments are not SMART, and it is not clear what the LEP will actually do, or what partners will do. How will the priorities and commitments be monitored? Better the SEP is called a 'strategy' rather than an 'plan' if it is to be aspirational rather than contain time-bound targets Much of delivery will be undertaken by others. LEP needs more 'influencers' Need to establish a baseline so SEP can be monitored SEP does not set any priorities or commitments for the environment/Place theme The SEP needs a section that analysed hard data to give the reader a greater understanding of the Oxfordshire economy Commitments are woolly and priorities meaningless and have no metrics/evidence based concrete proposals No proper analysis of the economy – shallow document There is no mention about what happens if we come out of the EU 	39	<p>The Priorities to 2020 will be developed further (especially in terms of the Place theme), made SMART and will form the basis for future monitoring.</p> <p>The SEP will set out what Priorities OxLEP will deliver directly, what it will enable and where it will influence/support/lobby</p> <p>We will include a greater analysis of the Oxfordshire economy The outcome of the EU Referendum</p>

	<ul style="list-style-type: none"> • Perhaps need to extend timeframe of SEP refresh to take EU referendum into account • Key characteristics do not give information on number of jobs created since the original SEP, does not make clear the high employment rate. • The characteristics show clearly that the 5,000 per annum housing target is unachievable • The SEP and associated delivery plans need to contain clear milestones. However, reflecting the delivery milestones of some major planned and potential strategic infrastructure improvements there may be a need to look at longer term ambitions up to 2040, in line with the emerging Oxfordshire Infrastructure Strategy being prepared by the Growth Board and Oxfordshire County Council • Periodic reassessment of the SEP should be clearly stated with a commitment to reassess the SEPs aspirations in light of prevailing economic conditions • SEP needs a clear statement about what it is aiming for after 2020 • The map on page 32 shows no detail and therefore no commitments 		<p>will be included in the final version of the SEP</p> <p>We will include a section on achievements since 2014</p> <p>We will state in the SEP where Commitments may have a timeframe beyond 2030.</p> <p>We will include a commitment to review the SEP regularly in the light of changes to the economy.</p> <p>We will revisit the map.</p>
The extent to which the challenges facing Oxfordshire are identified and captured			
2	<ul style="list-style-type: none"> • The characteristics, challenges and objectives are well described • SEP is an very good/excellent document • The SEP refresh is a significant improvement on the 2014 SEP • The commitments and priorities seems right • SEP contains a lot of really useful information • Challenges and opportunities are well described • The SEP grasps the challenged faced 	51	<p>The SEP will acknowledge the challenges, especially around the key issues around the lack of affordable housing and transport congestion.</p> <p>We will firm up the narrative of the SEP, especially in relation to what</p>

	<ul style="list-style-type: none"> • The SEP correctly recognises the rural nature of the county, with challenges of over-development and the stresses that come from excessive housebuilding. • Innovation-led growth and research and development opportunities are clearly articulated in the SEP • The SEP paints an accurate picture of the current state of the area but the forward look is predicated on a continuation of trends that are not healthy or certain to come about. Need caveat around the ambitions • Reinstatement of the Vision is welcomed and the SEP refresh should emphasise that we are some way towards realising the Vision. • Good to see that the SEP mentions the needs of rural communities as well as the potential of Oxford and its Universities • SEP does not articulate the challenges and how they will be overcome • All gloss and no substance • The SEP does not reflect on the challenge of delivering the scale of growth envisaged by the SHMA, taking into account the backlog of delivery across Oxfordshire • It is unclear what the SEP is doing for ordinary people already living and working in Oxfordshire who face unaffordable housing and congestion • The SEP does not identify well enough the issues and barriers which need to be overcome which the strategy can support to reach objectives • Imaginative solutions to housing are needed that minimise the impact on the rural environment. These are not described. • Does not address the two fundamental constraints – lack of affordable housing and congestion 		<p>OxLEP delivers, enables and influences. This should help the reader understand the role of OxLEP in relation to the local planning authorities' statutory duties in seeking to balance the environmental, social and economic impacts of development proposals through the Local Plan process.</p> <p>It is important to note that the Oxfordshire economy has grown rapidly over the last few years – it has not faltered, as suggested in the comments (see response under "OxLEP's roles and responsibilities", comment 1, below).</p> <p>We will state clearly our ambitions for social inclusion throughout Oxfordshire.</p> <p>We will provide clear evidence of our economic strengths in the research and innovation sectors.</p>
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	<ul style="list-style-type: none"> • The ambitions will be difficult to realise without substantial improvements to transport infrastructure and housing • The issues in People, Place and Connectivity should be resolved before there is any significant further expansion in employment in Oxfordshire • SEP 2016 have failed to refresh the fundamental platforms of the 2014 SEP – no acknowledgment that the economy has faltered • SEP needs to respond to local, national and global change and uncertainty • The SEP shows an arrogant disregard for the strengths of the county • The SEP is a poor document, • Language in the SEP is abstract, meaningless, turgid and repetitive • LEP is reliant on central government funding and funding from the EU – ignores the need for holistic planning • SEP focus too narrow • SEP will magnify the differences in Oxfordshire and be a force for unrest and disharmony • Real vision and thinking outside the box are needed but SEP fails • SEP does not adequately describe rural/environmental assets i.e. waterways • SEP does not mention employment and social issues faced in Cherwell • The potential of the Oxfordshire economy to contribute to the national economy is not highlighted. • The SEP does not showcase the unique character of Oxfordshire • The SEP does not mention agriculture • There is no new evidence in the SEP • Does not provide evidence to support claims about scale of innovation, 		
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	research excellence etc.		
Other comments			
3	<ul style="list-style-type: none"> • SEP is too Oxford centric • Science Vale continues to strengthen as an independent, sustainable centre and Culham, Howbery Park etc need recognition. • SEP needs to mention the role of town and parish councils in relation to economic growth 	4	The SEP will acknowledge the areas outside Oxford City and the Knowledge Spine, and describe the key roles played by market towns and rural areas in the Oxfordshire economy.
4	<ul style="list-style-type: none"> • The SEP presents a positive view of the economy and the progress but to the man in the street it is difficult to read and relate to. Services have clearly declined even with an increase in population in towns such as Wantage • Ordinary people will not understand the SEP and its implications • Lack of transparency around the relationship between the SEP refresh and the original SEP, including the targets 	3	The principal audience for the SEP is government and business. Government is the audience because the SEP provides the framework for a lot of the funding for infrastructure, skills, etc that Oxfordshire receives. Business is the audience because the SEP is intended to support the continued growth of local firms as well as more new start-ups. However, we will produce a summary that will be a more appropriate read for the general public
5	<ul style="list-style-type: none"> • Challenge is how to deliver not 'growth' but 'sustainable development' so as to maintain quality of life 	1	See our response to comment 2
6	<ul style="list-style-type: none"> • The biggest challenge is to get wider understanding of the balance that needs to be struck between influential, mainly older elements of the rural population, and the proponents of growth who are mainly 	1	See our response to comment 2

	younger, urban dwellers		
7	<ul style="list-style-type: none"> The LEP's priority should be to address the needs of Oxfordshire residents who don't need new jobs but improved services 	1	See our response to comment 2
8	<ul style="list-style-type: none"> We are not applying for as much funding as we should 	1	The SEP provides a framework for decisions by Government about funding. More detailed plans such as the SEEIP and CCHTIP are intended to help organisations to access funding from government and European funding
9	<ul style="list-style-type: none"> Priority should be the restoration of public services through ending austerity policies 	1	This is not in the scope of the SEP
10	<ul style="list-style-type: none"> In identifying the challenges to delivering the SEP (p10), need to highlight the disparity between the delivery of houses anticipated in the SHMA (~5,000 completions PA) and the real delivery that has been achieved in recent times as noted in the infographic on page 11. 	1	We will highlight this issue in the final version of the SEP. However, it is important to note that the rate of housing delivery is increasing
11	<ul style="list-style-type: none"> The differing aims and objectives of each local planning authority bordering the Oxford Fringe is not an aid to an overall strategy 	1	See our response to comment 2
12	<ul style="list-style-type: none"> There is a gap between what planners understand by the Oxfordshire economy, and the what the public understands 	1	Noted
13	<ul style="list-style-type: none"> SEP should draw on the work done for the Cherwell Local Plan to help refine it 	1	We will continue to work with our public sector partners to refine the SEP
14	<ul style="list-style-type: none"> SEP should be leading the way by pioneering a steady-state economy 	1	The purpose of LEPs is to support economic growth in their local area
15	<ul style="list-style-type: none"> The draft well describes the spatial context and the Oxford <i>functional</i> 	1	We will revisit the map for this

	<i>economic area.</i> Given that the Knowledge Spine is a very relevant spatial reference it would make sense in this section to link the economic function and status of Oxford to the Knowledge Spine and describe the quantum of jobs, homes and connectivity and accessibility investment planned in the corridor.		section.
16	<ul style="list-style-type: none"> The preparation by the Oxfordshire Growth Board and Oxfordshire County Council of an Oxfordshire Infrastructure Strategy should be identified as a priority in the SEP 	1	Agreed – we will allude to the work of the Growth Board in the SEP
17	<ul style="list-style-type: none"> Support the point made under “sustainability” (p25) that “Innovative place...plans simultaneously for both jobs and housing growth – and puts in place the infrastructure required for both.” We feel that this point is fundamental to the purpose of the SEP and would encourage that it be reiterated with a higher status within the Place and People sections and the overall introduction. 	1	Agreed
18	<ul style="list-style-type: none"> Smart Oxford is a core partnership programme and giving it support should be listed as a priority in this section. Note within the priorities and Connectivity sections that congestion problems will also be relieved by getting better use out of existing road capacity through use of innovation technology and by encouraging change to more sustainable travel modes – see Smart Oxford. 	1	Agreed
19	<ul style="list-style-type: none"> In terms of overall presentation and context: <ul style="list-style-type: none"> - At the conclusion of each programme section, a set of priorities is listed. It would be helpful for partner and public understanding to state 	1	Agreed

	<p>who is responsible for delivery and for the more tangible ambitions, when delivery is expected. Where the expectation is that the LEP itself jointly owns the priority we should consider in each case whether this is realistic given the programme infrastructure in place.</p> <ul style="list-style-type: none"> - Overall the refreshed SEP is a more strategic document. However, it would be helpful in that context to review how the SEP signposts where detail for specific growth centres such as Bicester, Banbury, etc. can be found. - The SEP should be a usable and used document and would encourage the development of an interactive pdf or “micro-site” version that links together the SEP with the local and national plans and policies it relates to, helping to contextualise the document and keep it relevant into the future. - Annex C which describes the relationship between the SEP and development planning and fig. 6 which shows OxLEP in relationship to its principle partners is welcomed. - To further set the SEP in context and to aid understanding, it would be helpful to include a simplified graphic early in the document setting out the relationship between the SEP and its subsidiary documents and the strategies and plan that drive it. This would also allow an early commentary on the relationship between the LEP and the Growth Board. 		
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OxLEP's roles and responsibilities

	Comments	Number of reponses	OxLEP comments
Oxfordshire Strategic Housing Market Assessment			
1	<ul style="list-style-type: none"> Object as the SEP is based on ludicrously optimistic growth numbers for housing and jobs. Figures have been dreamt up/plucked from the air and not up to debate. They are based on errors and assumptions that have not been subject to challenge. Forecasted working age populations are declining and LEP does not take this into account. Numbers are over aggressive and will relate into inappropriate Local Plans Rate of proposed housebuilding is unachievable and fails Oxfordshire residents and rural nature of the county Numbers including population projections need to be revisited Rights of fictional population have more rights than the present population Targets will cause mass immigration and will increase population by 38% in a generation Growth is all about greed and profits for a few. Growth targets are obsessive, or artificially enforced, unrealistic Need for 45,000 new homes as articulated by Need Not Greed Oxfordshire Global uncertainty should be catalyst to reconsider targets SEP needs to introduce more realistic and sustainable targets, followed by a full public consultation led by a democratically elected and accountable body 	138	<p>This issue was addressed in the SEP Frequently Asked Questions.</p> <p>As we explained, OxLEP are not the “owners” of the overall housing growth figures contained in the Strategic Housing Market assessment (SHMA), nor on its own the job growth figure that came out of the Oxfordshire Economic Forecasting Report. Vale of the White Horse DC on behalf of all the City and Districts Councils commissioned both the SHMA and the economic forecasting report to underpin the SHMA, which was produced in accordance with national government guidelines. The economic forecasting report</p>

	<ul style="list-style-type: none"> • The county already has full employment and an aging population. • LEP takes no responsibility for SHMA targets – vicious circle • There is full employment already and we have a successful county with universities, heritage, tourism, research etc, so why more growth? • Why is the county all out to force the SEP in such a truncated timeframe – growth should be organic and communities should be asked about their vision of growth • LEP should be campaigning for more growth across the UK where unemployment is high, i.e. the North West/East • Need for a UK perspective on housing/job growth • SHMA housing need figures are higher than level of need to support the Committed Economic Growth scenario, leading to an imbalance between housing/jobs – SEP needs to recognise this. Work on Oxford's unmet needs may help address this. • Oxfordshire should not be ruined by an attempt to give a better life to those who should be encouraged to improve conditions in their own communities 	<p>was also intended for the LEP to use as evidence of job growth to include in the first SEP. The LEP/SEP is informed by the <u>outcome</u> from the SHMA process, but has not <u>generated</u> the numbers.</p> <p>We understand that revised guidance on how to undertake a Strategic Housing Market Assessment may be published later in 2016. It will be up to the Oxfordshire Growth Board to decide if and when it is appropriate to update the Oxfordshire SHMA in the light of this new guidance.</p> <p>The jobs figures inform the provision of land and premises, infrastructure requirements, and the need for housing (although household forecasts are the primary influence on housing provision). The jobs figures are based on projections linked to the past and likely future performance of Oxfordshire's sectors. In fact, the expected rate of growth 2011-31 is lower than was achieved historically</p>
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			(1981-2011), and the rate of jobs growth over the period 2011-14 has been significantly higher than the trajectory implied by the jobs growth figure for 2011-31. Therefore although the numbers sound large, the expected scale of jobs growth 2011-31 is neither unrealistic nor aggressive.
Nature of the Oxfordshire Local Enterprise Partnership			
2	<ul style="list-style-type: none"> • The SEP has been developed by an unelected group/quango with vested interest in growth and does not represent the views of most of the residents of Oxfordshire. • Why is the LEP in charge of making decisions about the future of Oxfordshire? • Inappropriate that OxLEP is responsible for producing SEP which is the basis for Local Plans • LEPs have been given outrageous powers to dictate planning policy. Unethical. • Why does the LEP exist when we have county, district and parish councils to work together? • OxLEP should be abolished and all powers placed in local government • Meetings held in private so not open to scrutiny • OxLEP is unknown even to elected councillors and does not engage in a meaningful way. 	112	<p>Local areas were invited by government to form Local Enterprise Partnerships in 2011 to replace the nine Regional Development Agencies in England.</p> <p>The public and private sectors were asked to submit proposals for LEPs. The six Oxfordshire local authorities proposed the establishment of the LEP for Oxfordshire.</p> <p>OxLEP does not develop planning policy – this is the responsibility of the local planning authorities.</p>

	<ul style="list-style-type: none"> • There should be a wide ranging and binding democratic consultation through a referendum as to whether the SEP is acceptable • Respondents are not being given the opportunity to comment on the overall targets. • There is huge concern about the accountability of the LEP and the lack of transparency • OxLEP say that the public get their say when commenting on local plans but by that time the economic strategy has already been accepted and being promoted • Local authorities should object to the OxLEP/SEP • The LEP is an inappropriate body to carry out this work • OxLEP should be replaced • The refresh should be a full scale re-examination of the overall growth figures for Oxfordshire • Growth targets are accepted only because it is in the interest and /or to the benefit of OxLEPs commercial board members • LEP cuts across established planning system and bypasses democracy • Oxfordshire Growth Board should take responsibility for the SEP and its implementation • There is no individual in the LEP responsible for Place and the environmental agenda. • OxLEP should be a democratically elected body which takes full responsibility for its growth plan 		<p>OxLEP is a business-led partnership, and its principal wider constituents are local government and organisations like the universities (all of which are represented on its Board). The LEP is not local government but it has representatives from local government steering its work. For the LEP itself, the key priority is to work closely with businesses and to support them so that they invest in Oxfordshire and in turn can provide opportunities for local people. Supporting this process will often mean attempting to secure funding from central government (and the EU).</p> <p>In explaining its work, OxLEP has made considerable efforts to engage with the public. It will continue to do so within the context set out above.</p>
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The SEP Refresh Consultation

3	<ul style="list-style-type: none"> • There has been insufficient publicity about the SEP. • To date the public have not been consulted • Limited consultation • Lack of consultation is a disgrace • Public not engaged in any meaningful way • Consultation not advertised/poorly publicised • Consultation period is not long enough • Not a real consultation – just a box ticking exercise • The LEP has not worked hard to consult grass roots organisations such as Parish Councils • LEP is missing out on valuable responses • The workshops and consultation were an insulting farce • Consultation should be carried out by Oxfordshire County Council • Changes were made to the SEP refresh document after publication showing a lack of understanding around the basics of public involvement • The on-line response form was not fit for purpose • Inadequate information was provided around alternative ways of responding • Inappropriate mandatory sign up for OxLEP emails in order to submit comments • There was no vision of other responses (eg local authority consultation would display all responses received) • Need comments from the younger generation • Why is OxLEP consulting now after so many planning applications are already in the pipeline? 	58	We undertook a wide ranging consultation – see paragraphs 6 to 11 above.
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OxLEPs relationships with the Growth Board and local planning authorities			
4	<ul style="list-style-type: none"> • The roles and responsibilities of the LEP, local authorities etc are clearly explained • OxLEP is there to guide and facilitate and this comes across well in the SEP • SEP should be synchronised with the work of the Oxfordshire Growth Board, work that is now well overdue. This would allow SEP to be absorbed into strategic planning and encourage 'good growth' • The SEP will play an important role in guiding the work of the LEP and influencing Local Plans • Fully support the LEP – its framework and operating model • OxLEP could and should take a more active role in Local Plan preparations and Examinations in Public • SEP is an effective high level document but suggest there needs to be alternative versions for different audiences? • SEP should set out its role in supporting tourism alongside Experience Oxfordshire • SEP should be focussed solely on business, development and what the government thinks is best for Oxfordshire this week • There is a lot of confusion about the role of the LEP and how residents can influence the work of the Growth Board and Skills Board and how they are accountable. • There is a low level of awareness of the LEP • Inadequate explanation of rationale/scope/governance of OxLEP in the SEP • It is not clear how OxLEPs relationships with the local authorities will play out, or how its role will change, if there is a devolution settlement. • SEP should reference the unitary debate and the possibility of significant changes in governance structures in the medium term 	47	<p>We will make the role of the LEP, and its relationship to other bodies such as the Growth Board and the local authorities, clearer in the second draft of the SEP. We will also refer to the broad areas of funding and responsibility being considered for devolution</p>

	<ul style="list-style-type: none"> • The state of local authority finances and the upheaval in reorganising local government, including community planning, will move the goal posts again • The fact that the local planning authorities are on the LEP Board reinforces the impression that there is insufficient independence of the planning process from the economic growth agenda • Any claims made by OxLEP that it should not consider the social, and environmental impacts and that they are the responsibility of the local authorities is disingenuous, given that the local authorities themselves are principle members of OxLEP. • LEP is part of a complex structure meaning that few people understand the present arrangements • The local authorities have no say at all in the SEP, which are written by private consultants • More publicity around the LEP is needed • OxLEP needs to set out how it is working with other LEPS • Communications and engagement of SEP and SEEIP could be improved. • Need a delivery arm with better funding and focus on rural tourism/accessible countryside should be introduced to lead on the ambitions in the SEEIP. • Fails to provide sufficient strategic leadership for the resolutions of linked constraints of housing and infrastructure deficit. Instead OxLEP abdicates responsibility for this to individual local authorities • SEP should be debated by all local councils and at the Oxfordshire Growth Board. All should have the power to veto the SEP • LEPS are an almost Orwellian monster of private interests appointed by Whitehall to drive through the SEP over the heads of local people and their elected representatives. 		
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	<ul style="list-style-type: none"> • The chances of realising the objectives remain the political and bureaucratic obstacles represented by the configuration of the councils within the county • Achievement of the Place aspirations relate to planning policy and are outside the remit of the LEP • LEP lack any public credibility and acts to attract external funding to help growth 		
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Key sectors and employment (People/Enterprise)

	Comments	Number of responses	OxLEP comments
Sector and geographical spread			
1	<ul style="list-style-type: none"> A greater diversity of employment should be encouraged so more of the existing population benefit, including in rural areas and market towns not in the Knowledge Spine. The SEP should provide support for a range of sectors, including rural businesses, tied to local employment needs, with access to business support Commitments and priorities should be made towards development of businesses outside the Eight Great Technologies. Eight Great Technologies replaces by Oxfordshire key sector propositions is confusing Skills provision for the local population should be aligned with the needs of local employers SEP focusses on 'intellectual' side of the economy and not on wider sectors It would be helpful for the SEP to acknowledge the multiple roles of some rural businesses, for example by adding to the priority "ensuring there is also support for enterprise not linked to the research infrastructure" an additional example: "...and by understanding and valuing the diversity and impact of rural enterprises." Support for local businesses should be a higher priority than schemes for a world-leading economy There is too much focus on Science Technology Engineering and Maths 	70	<p>The SEP will recognise the value of rural businesses/those outside the Knowledge Spine, and identify the range of support that the LEP provides for such businesses.</p> <p>However, there are two main reasons for the main focus on the Knowledge Spine:</p> <ul style="list-style-type: none"> i) It includes the main concentration of economic assets in the county and the greatest opportunities for growth ii) Many of the jobs likely to be created in the Knowledge Spine are science and engineering related and are well

	<p>(STEM) and not enough on social care, construction, health and education</p> <ul style="list-style-type: none"> • SEP does not recognise rural industries such as farming, forestry, countryside management etc • Little reference to how the LEP is going to improve the conversion of R&D into private sector business growth • Need to look at employment types that are doing less well. • Is LEP happy with unchanging proportion of micro businesses (employing less than 20 people) • Trend for self-employment need to be analysed • Little reference to the number of public sector jobs – need to be stripped out to give a true picture of the employment base • Equal weight needs to be given to the three growth hubs – if employment growth were to be spread more evenly it would reduce pressures on roads, green belt • Growth at all costs does not distinguish between high and low quality jobs • The SEP contains no apparent strategy for the phasing of business expansion, how such expansion will be monitored, measured and assessed in relation to the environment and residents • As most new employment will come from existing businesses, is the SEP advocating fracking as a source of employment? • There is too much about business opportunities. It is too commercial • Need to recognise the importance of the publishing sector • The SEP should include a more detailed map showing key areas within and without the Knowledge Spine • There is a lack of diversity in the types of employment available in Oxfordshire • Science and engineering should be priorities 		<p>paid. These types of job have the greatest local multiplier effects in terms of generating demand for local goods and services.</p>
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	<ul style="list-style-type: none"> • The should be more emphasis on towards the developments in the Nuclear Fusion industries out of current research projects • Need to focus on the energy sector 		
Social inclusion			
2	<ul style="list-style-type: none"> • The Skills Strategy is supported • The activities of OxLEP to target activity for the long term unemployed is supported • Good to see a recognition of the inequalities issue • The proposals to increase the availability of suitably qualified people in Oxfordshire are reasonable and should be successful • Bicester would welcome an opportunity to shape the Skills Strategy to help the town's present and future workforce • The SEP ignores the low paid, zero hours side of the economy. • Insufficient account is taken of economic uncertainties • Greater social and economic equality and increased well-being should be a priority. Areas of deprivation and social mobility issues have been ignored. • The 'just in time' economy generates poor paid and temporary employment. • No mention of support or protection for these jobs regarding contracts, training or working conditions • Far more needs to be done for young people who are unlikely to achieve Level 2 qualifications • People on ESA and young people who have social care involvement need more attention in the SEP. • Little attention being given to people from lower socio-economic groups • Need to create a more inclusive Oxford • More focus on other sectors and jobs – farmers, carers, teachers, 	24	We will include reference to social inclusion and our projects to help tackle it via our European Social Fund programme . The Oxfordshire Skills Strategy is intended to support young and disadvantaged people into jobs

	<p>shopkeepers etc</p> <ul style="list-style-type: none"> • The only jobs being created in Bicester is in low-paid retail/warehousing. Smaller shops in the town centre are closing which is terrible for Bicester. • New warehouses should be built on the army base which is rail connected • Need more cooperatives and self-employment with support for tele-working 		
Training and apprenticeships			
3	<ul style="list-style-type: none"> • Whilst training and apprenticeships aspects are positive and supported, there is not enough focus on existing residents, including the potential of older workers • Need to retrain older people • Need to recognise the military as an economic benefit • Need more apprenticeships • Construction training and jobs needs to be a priority, especially for local young people • Needs to be a broad spread of non-skilled, semi-skills, skilled and professionals • SEP should address the crisis in social care to include key worker status of workers, recruitment and retention, social care apprenticeship scheme etc • Need high quality, high skilled jobs (including technicians) for local people • Improve skills in a way that helps the existing workforce to grow their careers and income • Need more training in engineering, IT and computer programming • Need to further educate and train young people but little investment to help small businesses do this • People move to Oxfordshire because of autism bases but what about when they become adults? Where are the schemes to help them into work? • SEP is disparaging about the over-64's 	18	We will describe our work on training and apprenticeships in the final version of the SEP.

4	<ul style="list-style-type: none"> The SEP needs a stronger emphasis on Community Employment Plans for strategic development sites 	5	We will describe our on-going work on Community Employment Plans
Other comments			
5	<ul style="list-style-type: none"> The SEP needs to identify West Oxfordshire's key role in the Oxford city region, namely the Woodstock/Eynsham area. Carterton is also a key area for growth University spin outs could be exploited outside of Oxfordshire, especially areas that have more fragile economies 	2	See our response to comment 1 above
6	<ul style="list-style-type: none"> Plenty of talk about housing, but not a lot on jobs – where are the new jobs coming from? 	1	The SEP will explain the scale and sectors in which new jobs have been created in the last few years, and where new jobs are expected to come from in future
7	<ul style="list-style-type: none"> SEP should look at how employment land / business space can be bought forward across the county – lack of it is hampering economic potential 	1	Much of the infrastructure investment that has been, and will continue to be supported by the LEP, is designed to bring forward for development sites that have been allocated in Local Plans for housing or employment use
8	<ul style="list-style-type: none"> Space Studio at Banbury faces an uncertain future – where will students work? 	1	This is out of scope for the SEP
9	<ul style="list-style-type: none"> SEP is not clear on support for small businesses 	1	We will describe our work on business support
10	<ul style="list-style-type: none"> There is a lack of understanding of the innovation chain. 	1	Refer to the Oxfordshire Innovation Strategy

11	<ul style="list-style-type: none"> There should be closer working with STFC 	1	The LEP already works closely with STFC and other research organisations to support research commercialisation and more business engagement with the science and technology facilities in the county
12	<ul style="list-style-type: none"> Golden Triangle not supported 	1	Noted
13	<ul style="list-style-type: none"> SEP should mention the Rural Productivity Plan 	1	We will refer to this as appropriate
14	<ul style="list-style-type: none"> People theme mentions '<i>persuading people of the genuine potential benefits... linked to good economic growth</i>' – the SEP does not explain how this will be achieved 	1	We will make our Priorities and Commitments SMART
15	<ul style="list-style-type: none"> Need for improvements in productivity is not mentioned Need to compare Oxfordshire's productivity with other areas 	2	Improving productivity is listed as the first priority of the SEP under the Enterprise programme area
16	<ul style="list-style-type: none"> Automotive sector should be supported in Bicester 	1	Automotive is one of the five key sectors that OxLEP has identified for support
17	<ul style="list-style-type: none"> Network Navigator role for Bicester would be welcomed 	1	Network Navigators are sector focused, and are an important initiative for the LEP
18	<ul style="list-style-type: none"> Recruitment of workers from abroad may produce stress in communities. How is OxLEP going to promote integration? 	1	This is out of scope for the SEP
19	<ul style="list-style-type: none"> No need to retain graduates 	1	Retaining graduates is an important way to ensure Oxfordshire companies can find the specialist skills they need

20	<ul style="list-style-type: none"> Food sector should form part of the low carbon/enterprise strands 	1	The food sector is mentioned in the SEEIP
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Sustainability, social and environmental impacts (Place)

	Comments	Number of responses	OxLEP comments
Social and environmental impacts			
1	<ul style="list-style-type: none"> Support the intention of the SEP to ensure that the high quality of the built and natural environmental assets is maintained A strong and defensible greenbelt must continue to form an important element of planning policy. However, it should be recognised that the greenbelt in its current form may not offer the best long term and sustainable route to achieving this goal and that to achieve coherent development in the knowledge spine that enhances the environmental position overall, the specific boundaries of the greenbelt may need to change. (p12). Any change in this area is for local planning processes but as with housing completions, we would caution that the SEP should not give the impression that development particularly of the knowledge spine can be achieved without impact on the environment and the greenbelt, albeit in our opinion an ultimately positive one, if planned and delivered well. SEP should stress that it aligns with the growth proposals in each districts' local plans and does not have to be subject to an SEA to provide reassurance to the public that the growth planned has been properly considered in terms of impact and mitigation Recognise that the SEP is legally not subject to an SEA but LEP is encouraged to consider a voluntary approach 	197	<p>See Annex 3 below on the need to undertake a Strategic Environmental Assessment – advice from Oxfordshire County Council</p> <p>See Annex D of the draft SEP on the case for sustainable and inclusive economic growth</p>

	<ul style="list-style-type: none"> • The social and environment impacts of the SEP have not been considered. • The SEP should be subject to a full Strategic Environmental Assessment • Measures need to be put in place to mitigate half-finished housing estates that are not joined up with infrastructure • Impact of proposed growth would be irreversible • The growth plans will undermine quality of life, nature, make congestion worse and increase pressure on services and infrastructure • SEP should set out how environmental impacts will be mitigated. • Over-emphasis on financial and material over social, environmental, spiritual values • The growth proposed is unnecessary for Oxfordshire and its residents and it will damage the environment and rural nature of the county and reduce green space. The SEP should recognise this and acknowledge that avoidance and mitigation are integral to the economic development process • SEP will result in loss of villages, independent shops and culture • It will have a detrimental effect on the character of the area which will effect recruitment for existing employers. • It takes no account of the local view • Need to avoid urban sprawl • The SEP ignores impact of growth on climate change and national debt • The key environmental assets mentioned in the Forward do not flow through the following text. Need to see the impacts of the strategy on natural resources • There is a need for a more realistic county-wide growth plan that prioritises brownfield sites, takes into account the needs of existing communities and recognises the value of the environment/rural areas. The county-wide growth plan can be properly assed in terms of the social, environmental and 		
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	<p>economic impacts.</p> <ul style="list-style-type: none"> • The SEP is designed to provide for the needs of people elsewhere and ignores the real needs of local people. • Notional job targets are leading to actual housing figures. There are no breaks, caveats or checkpoints. • Growth should be capped to 10% of present population to take account of the actual possibilities in Oxfordshire, rather than setting high growth aspirations and then trying to fit in the housing assumed. • Growth should be phased and focussed on the needs of existing population. • The SEP refresh should be an opportunity to introduce lower growth targets for the county that are more realistic. Current targets are being used to justify building in the Green Belt and in Areas of Outstanding Natural Beauty. • Cultural and amenity heritage are endangered • The plan makes no attempt to balance the needs of the population and the environmental impacts of growth and climate change. • Affordable housing and congestion are key constraints to any growth. SEP does not recognise this • Need to think about 'good growth', rather than what is planned. • New jobs should be going to areas of the country where there is empty housing • Environmental degradation is a threat to the Oxford brand and this is not mentioned in the SWOT for 'Place' • SEP should address the limits to growth and what these are. • SEP should encompass health, well-being, air quality, environment, economy, social inclusion, tourism etc and show how these are all connected 		
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	<ul style="list-style-type: none"> • There is little commitment to the tourist industry • Air Quality Management Areas will be affected by development • Sustainability is poorly articulated • Air pollution in Oxford and the towns is already above health limits. The growth proposed would make it illegal and be contrary to the Environment Act 2005. This plan will make air quality worse. • Air pollution will increase. Need to reduce fossil fuel consumption and find more renewable energy sources. • SEP will increase air pollution, nature destruction and missed climate change targets • No commitment for a low carbon future and renewable energy • No mention of air pollution / climate change / flooding / water quality and associated health risks • Concerned that Oxfordshire is not on track to meet carbon reduction commitments • Does not mention biodiversity • Rural areas like Harwell are being concreted over • The LEP is already responsible for an 86% expansion in the population of Shrivenham, with no adequate services • Shipton-under-Wychwood is already ruined by recent housing development • Concern that Bodicote going to get more housing on the back of this plan • The SEP does not appreciate the extent to which present economic success rests of the attractiveness of the county and is put at risk by the growth proposed • SEP should set out a clear definition of 'sustainable development' which complies with the AONB Management Plan • SEP does not pay sufficient attention to the Green Belt 		
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	<ul style="list-style-type: none"> Does the SEP satisfy the 2006 Natural Environment and Rural Communities Act 'Good' growth is not defined 		
The Strategic Environmental Economic Investment Plan for Oxfordshire and the SEP			
2	<ul style="list-style-type: none"> The SEP should: <ul style="list-style-type: none"> Set out a clear definition of what OxLEP envisages by sustainable development and embed these principles in the SEP and every project that is developed and funded Carry out an SEA Make clear OxLEP's commitment to develop a Green Infrastructure Strategy Establish the SEEIP Sustainability and Environment Sub Group Establish the Central Environmental Investment Fund Build on existing natural capital assets Should not rely on the SEEIP to set out and deliver environmental, rural and tourism factors as these should be embedded at the highest level SEEIP fails to treat the natural environment as anything other than a commercial asset to be exploited Despite the SEEIP the SEP gives no strategic commitments or priorities to placing the environment at the heart of a developed economy Importance of farming not mentioned Does not address natural capital 	11	<p>See annex 3 about the need to prepare an SEA.</p> <p>We are committed to implementing and further developing the SEEIP with the help of partners.</p> <p>The SEP will refer to the SEEIP and support implementation of its policies</p> <p>The SEEIP mentions farming and natural capital</p>
County-wide plans and strategies			
3	<ul style="list-style-type: none"> We need a 'Structure Plan' approach to be developed jointly by elected councils Need a county-wide plan 	12	We will need to await the outcome of the Oxfordshire Devolution agenda to determine whether

	<ul style="list-style-type: none"> The SEP should foster strategic planning for Oxfordshire. The 'Duty to Cooperate' is clearly failing in the county. Need for a county wide plan was mentioned at the workshop but not included in the SEP refresh SEP to include specific action to support an Energy Masterplan for Oxfordshire Adopted and emerging local plans provide a resource for the SEP to articulate future strategic land allocations The Place section should state the role of Local Plans and how they set out spatial strategies for the county. This is a resource for the SEP to draw from to articulate future strategic development areas SEP should be analysed by the local planning authorities and the agreed result should be considered the SEP for Oxfordshire The CCHTIP could think about more than just tourism and enhance cultural opportunities Need a fully resourced local nature plan to accompany the SEP 		<p>there will be a county wide planning authority. This is not the role of the LEP.</p> <p>The CCHTIP includes cultural activities</p>
4	<ul style="list-style-type: none"> A county-wide Design Guide is supported Design guide is an interesting proposition but would be better fit for Local Plans rather than being part of the SEP suite of documents 	3	We agree that a Design Guide is a matter for Local Plans, although the LEP will be a strong advocate of high quality design across the county
	<ul style="list-style-type: none"> A county-wide Design guide is not supported 	1	Noted
Other comments			
5	<ul style="list-style-type: none"> Priorities should include food, forestry and biodiversity enhancement for combined ecological and social benefits 	1	See the SEEIP
6	<ul style="list-style-type: none"> Need more studies on the environment 	1	See the SEEIP

7	<ul style="list-style-type: none"> Need more open space and trees. Need to improve the management of land to reduce flood risk etc 	1	See the SEETIP
8	<ul style="list-style-type: none"> Heritage/legacy building such as the university colleges must be supported. 	1	See the CCHTIP
9	<ul style="list-style-type: none"> Tourist potential should include importance of Cold War history 	1	Our priorities for tourism are in the CCHTIP
10	<ul style="list-style-type: none"> The SEP should promote Electric Vehicle (EV) fast charging points to promote a sustainable environment 	1	Part of LTP4/Smart Oxford programme
11	<ul style="list-style-type: none"> Too much focus on low carbon economy where outcomes will be decided at a macro level 	1	The SEP rightly identifies things that can be done at a local level to support a low carbon economy
12	<ul style="list-style-type: none"> Need a commitment to zero carbon development 	1	Matter mainly for local planning authorities but OxLEP supports growth of a low carbon economy
13	<ul style="list-style-type: none"> Need to retain current employment buildings 	1	Matter for local planning authorities. Retention has been made more difficult by recent changes in planning regulations, which are a central government matter.
14	<ul style="list-style-type: none"> Need to highlight the role and importance of business in driving forward innovation in sustainability and to encourage the SEP to address the role of the LEP in encouraging business to fully understand and mitigate their impact on the natural environment 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> We will refer to Oxfordshire's Low Carbon Economy report

Planning for infrastructure and housing (Place/Connectivity)

	Comments	Number of responses	OxLEP comments
Infrastructure			
1	<ul style="list-style-type: none"> How can the SEP be properly assessed without knowing what infrastructure is required to support it and whether this is deliverable? There are plans for a dramatic increase in house building but nothing substantial for improving the road network/other infrastructure, leading to more congestion or a breakdown of the transport infrastructure. Infrastructure needs to be built before the housing Need for green infrastructure and leisure facilities No plans to build schools, hospitals, increased health provision or increase energy supplies Ignores the NPPF requirement on infrastructure Infrastructure will have a low priority in developers plans Developers will cherry pick sites There is no tie-in with existing transport infrastructure LEP should address the A40 issue as it is an important investment corridor Oxford and its immediate surroundings are just one large traffic jam Reduction in rural bus routes will increase congestion Need integrated approach to infrastructure development Need to look outside of the county boundary – regional transport routes are important There are major inadequacies in water supply and national grid 	119	<p>The SEP provides an important framework to enable Oxfordshire to secure infrastructure funding of all kinds from Government.</p> <p>The SEP supports links between economic and housing growth and infrastructure improvements</p> <p>The Oxfordshire Growth Board is undertaking a range of work in the coming months including the Oxfordshire Infrastructure Framework, The Oxfordshire Strategic Infrastructure Strategy (to look beyond 2030). Regional infrastructure work is being taken forward by the England Economic Heartland programme.</p> <p>The SEP will allude to this work.</p>

2	<ul style="list-style-type: none"> • Oxfordshire Growth Board and Oxfordshire County Council's work on the Oxfordshire Infrastructure Strategy will set out an agreed approach to the identification and prioritisation of the critical infrastructure – as such the SEP makes up a key element of the economic case for infrastructure investment – it is therefore an important document • Need a focus on Active Travel • There is a lack of ambition around transport particularly sustainable active travel. Oxford is a cycling city • Need a long term plan to develop and maintain a public transport system • Oxfordshire needs additional railways (including between Oxford and Witney – monorail) with new stations (i.e. at Grove) and excellent cycle routes (especially to employment areas), paths and bridle routes. • Need good, clean public transport – what happened to the electric buses? • Cycle way at Great Western Park junction with B4493 very poorly designed. • Need for transport solutions for young people in rural areas wishing to access training and jobs • Oxfordshire residents travel out of Oxfordshire for work and leisure and visa-versa and this needs to be recognised • All roads approaching Oxford suffer serious congestion which the recent road/junction works will not resolve. There is a need for a new relief road from either north or south Abingdon across to the M40. • There is little consideration of the need for transport solutions at the local regional level to alleviate the serious problems of congestion caused by high levels of private car use. • No mention of a genuine transport interchange in central Oxford 	12	<p>The SEP will refer to the Oxfordshire Infrastructure Strategy</p> <p>Oxfordshire County Council is developing an Active Travel Strategy.</p> <p>The SEP will refer to LTP4 where necessary</p>
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Affordable housing provision			
3	<ul style="list-style-type: none"> • The SEP does not address real need – providing the right type of housing, in the right place, for the right people and at the right price. • Building new homes will not affect price and make it more affordable to local people • We cannot build our way to affordable housing – the housing market is insensitive to supply economics • Not only is there no capacity to deliver housing need, the industry itself is incapable of delivering the housing required • Nothing about housing people on current housing waiting lists • People need an appropriate property at an affordable level – there is no consideration of this in the SEP. • The real need for local people is providing somewhere for them to live, in a healthy environment and within their budget. • Without affordable housing and a healthy environment, talented young people will continue to move away. Giving permission for housing estates is not increasing building rates or bringing prices down. • Low cost housing is needed especially social housing in our expanding towns. • SEP should emphasise the need for social and key worker housing with a reduction in market housing that is going to buy to let landlords • Need to mention Community Land Trusts • Need more emphasis on the quality of new housing. • Under-occupation is an issue • The price of housing in Oxford is so high that well-off people are commuting to London. • Homes in Bicester are being built for people commuting to London 	107	<p>A priority under the Place programme area is to “support the delivery of new housing and business space which has been permitted by the planning system, for example through securing funding for access or infrastructure improvements”</p> <p>In addition, the Place section states that there is a need to “evolve approaches to social/affordable housing, consistent with the overall Vision, which provide better access to housing for low income and disadvantaged groups”</p> <p>The local authorities, rather than the LEP, have the main means to identify the scale and mix of housing needs and to ensure delivery of affordable housing through local plan policies and planning permissions. However, they are also constrained in what they can do to ensure affordable housing is genuinely affordable.</p>

	<ul style="list-style-type: none"> • No realistic policies on affordable housing • No analysis of the need for housing in communities • Who are the new houses for? • Need starter homes for local people, including older people • Congestion and house prices will continue to rise even without the SEP • Need for many affordable homes • Need to rethink densities – should be higher than 30 dwellings per hectare • Need for support for smaller housing plots • The houses that London-based property developers want to build will not provide a home for the homeless or family in housing need • Need to restrict ownership of second homes and discourage the commuter corridor to London • SEP should develop a campaign strategy aimed at government and London to accelerate the need to house people near to where they work. • LEP should work to influence its partners to adopt policies to tackle the lack of affordable housing, for example, encouraging Oxford City to prioritise development sites for housing than for further jobs growth. • University colleges could bring forward land already identified in the Local Plan • SEP should encourage a programme similar to Cherwell DC whereby buildings in disrepair or vacant are used to provide affordable housing • No new jobs to be created until housing situation is resolved • To encourage a large proportion of executive and commuting home buyers will change the traditional nature and customs and make it difficult for enterprise to develop • Too much executive homes being built in villages • To continue to increase employment opportunities with Oxfordshire prior 		
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	<p>to the provision of truly affordable and social housing will make the situation worse by further increasing house prices and resulting in even longer commuting distances</p> <ul style="list-style-type: none"> • Oxfordshire has great potential but without infrastructure and affordable and social housing, the county will cease to be 'one of the most attractive places in which to live and work' 		
4	<ul style="list-style-type: none"> • Encroachment into the Green Belt is inevitable but only where no brownfield options remain as it has many former military and landfill sites which would improve the landscape if developed • Oxfordshire would benefit if Oxford, Bicester, Didcot and Abingdon were grown and integrated to become Greater Oxford. The scale of public transport could then be realised with connections to Birmingham, Bristol and London. • Excavate some of the Thames Floodplain and with the spoil build elevated causeways on which to build housing • If Oxford is full within the Green Belt boundaries, then it should become denser or grow upwards 	4	Noted
Broadband/digital connectivity			
5	<ul style="list-style-type: none"> • Broadband access is poor / is a major issue • Digital connectivity must be a key element in the next generation economy • There is a need for superfast broadband, to be free in public spaces • The emphasis on broadband is good but are the speeds ambitious enough? • Need a focus on broadband 'not-spots' • Need a focus on mobile coverage • Improving ICT with intelligent broadband networks will enable greater productivity without the need to travel • Need to highlight community-owned solutions i.e. community broadband 	13	<p>A priority of the SEP under the Connectivity programme area is to complete countywide broadband coverage.</p> <p>The final version of the SEP will be clear on progress via the Better Broadband for Oxfordshire project, the Growing Places Fund support for superfast broadband for the</p>

	<p>initiatives etc</p> <ul style="list-style-type: none"> Encouraged by the mention in the SEP related to telecommunications, road/rail and the grid which are critical for growth 		Enterprise Zone and the funding for superfast broadband in remote rural areas using the Agricultural Fund for Rural Development as outlined in the ESIF Plan
Spatial elements			
6	<ul style="list-style-type: none"> Need more business space and employment in market towns Market towns not recognised Oxford has enough science and industrial parks The SEP ignores south Oxfordshire – the villages and towns bordering Buckinghamshire Neighbourhood Plans are not being given credence as not recognised in the SEP Need for a new settlement outside the Green Belt along the main railway route How is Banbury to be incorporated into the Knowledge Spine? Need to mention Thame as a larger market town LEP should designate the whole of Bicester as an Innovation District 	13	We will refer to the key role played by market towns in the Oxfordshire economy in the final version of the SEP
Northern Gateway			
7	<ul style="list-style-type: none"> The Northern Gateway development will make traffic congestion much worse by providing more employment for new workers rather than providing new housing for existing workers Northern Gateway will be illegal in terms of air pollution Object to northern Gateway Suspend Northern Gateway until coherent plan is in place 	4	Noted but out of the scope of the SEP. This is a matter for the local planning authority.

Regional transport			
8	<ul style="list-style-type: none"> • Congestion and disruption on the A34 will not be resolved by a link to the M1 and the East • Should not develop around the A34 – expansion of Didcot needs to be carefully planned and surrounding villages retained. • Funding cuts and resources going into HS2 will mean that many infrastructure projects will not happen • SEP fails to identify networks and links to Reading, Hugh Wycombe, Milton Keynes and Gloucester 	4	We will make clear our regional infrastructure ambitions in the SEP, including the work of the England Economic Heartland programme
9	<ul style="list-style-type: none"> • The SEP recognises the overlapping nature of the Functional Economic Market Area (FEMA) and how the inherent Travel to Work Area often serve different FEMA. Relationship between Oxfordshire and Thames Valley Berkshire LEP could be further strengthened in the SEP. • A34 needs to have three lanes • Agree with aspiration for the Oxford-MK-Cambridge link • Closer attention should be paid to economic advantages of East-West rail. • Building on recent research, the regional transport corridors in the Greater Thames Valley should look at a two stage investment strategy: <ul style="list-style-type: none"> - Improving the core network of radial routes into London/M25 - Improving routes between growth towns in the GTV • The SEP should make more use of the need to improve north/south routes which could dilute dependency on London/radial routes • The SEP should emulate a statement made in the Oxfordshire Local Transport Plan 4 confirming support for a new Thames Crossing at Reading 	9	See response to 2 above. Detail in LTP4
Local transport			
10	<ul style="list-style-type: none"> • Oxford Airport is of county-wide significance 	4	Noted

	<ul style="list-style-type: none">• Oxford area should network with Abingdon, Banbury, Witney, Bicester etc• SEP needs to reiterate the need for radical transport solutions in LTP4		
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Annex 3 – Legal advice on a Strategic Environmental Assessment for the SEP

The principal area of concern raised by respondents appears to be the contention that the Strategic Economic Plan should be assessed in accordance with Regulation 9 of the Environmental Assessment of Plans and Programmes Regulations 2004 to determine whether it “is likely to have significant environmental effects” [Reg.9(1)].

However, a plan, programme or modification (referred to, for ease of reference, hereafter as “a Plan”) is only subject to this determination if it is of a description referred to in Regulation 9. Therefore, a Plan would have to fall within one of the following categories before the need to decide whether or not it would have significant environmental effects would arise:

- (a) have been prepared after 21.7.04 and “set[s] the framework for future development consent of projects” [Reg. 5(4) (a) and(b)]; or
- (b) prepared for [inter alia] industry, transport...tourism, town and country planning or land use and set[s] the framework for future development consent of projects of a specified type [Reg.5(2)(a) and (b)] or in view of the likely effect on sites is required to be assessed pursuant to Article 6 or 7 of the Habitats Directive [relating to special areas of conservation] [Reg 5(3)] ; or
- (c) is for a minor modification of a plan of the type referred to in sub-paragraph (b).[Reg9(1)].

Therefore, (as it has not been suggested that the Habitats Directive would apply to the circumstances of this case) formal determination as to whether a Plan would be likely to have significant environmental effects would only apply where that Plan set the framework for future development consent for projects. If it does not, then it is not necessary to make such a determination either way.

The SEP does not set the framework for future development consent. Whilst it may be of persuasive value or influence in directing future economic development to appropriate areas, and to that extent could be a material consideration in the determination of a planning application, it has no planning status per se and could not be enforced to require either a positive determination for an application fulfilling its criteria, nor a refusal for an application which was in apparent conflict with it. Its aims and objectives are to stimulate economic growth and prosperity and to lever in financial investment and as such it does not formulate planning policies per se.

A relatively recent Supreme Court case on the circumstances which are necessary for a strategic environmental assessment (“SEA”) to be required is R. (on the application of HS2 Action Alliance Ltd) v Sec. of State for Transport [2014]. In that case the Supreme Court found that the command paper which announced the government’s proposal to promote the HS2 high speed rail link was not subject to SEA as, although it was prepared for transport, (and thus partially met the criteria in (b) above) it did not set the framework for future development consent. Lord Carnwath, delivering the leading judgment stated:

“It is not therefore to be assumed...that because a project is “strategic” in nature (as HS2 undoubtedly is) the presumption must be in favour of assessment under this directive.”[para 35]. He continued in paragraph 36:

“One is looking for something which does not simply define the project, or describe its merits, but which sets the criteria by which it is to be determined by the authority responsible for approving it.” He held that the paper “does not in any way constrain the decision-making process of the authority responsible...” He was supportive of the view expressed to him that “influence” in the ordinary sense [was] not enough. The influence must be such as to constrain subsequent consideration and to prevent appropriate account from being taken of all the environmental effects which might otherwise be relevant. Lord Sumption elucidated further:

“What it means is that the policy framework must operate as a constraint on the discretion of the authority charged with making the subsequent decision about development consent. It must at least limit the range of discretionary factors which can be taken into account in making that decision, or affect the weight to be attached to them....it cannot be enough that a statement or rule is influential in some broader sense, for example because it presents a highly persuasive view of the merits of the project which the decision maker is perfectly free to ignore but likely in practice to accept.”

This latter statement perfectly encapsulates the position of the SEP, an Oxfordshire planning authority in determining an application may find the provisions of the SEP highly persuasive, but it does not intrinsically have greater weight than other material considerations and does not constrain that determination. It is the Local Plan which is instructive in this regard. The same considerations and conclusion with respect to the SEP apply equally to the SEEIP and CCHTIP.

Conclusion

In conclusion, the SEP (as too the SEEIP and CCHTIP) does not meet the qualifying criteria for a determination under Regulation 9 as to whether a SEA is required as it does not set the framework for future development consent. As the DCLG appears to have pointed out in its guidance, it should not be treated in the same way as the Local Development Plan. Therefore, the lack of such an environmental assessment and of any recorded decision as to why it was not considered to be required at the time the SEA was published or adopted (under Regulation 11, or otherwise) is not unlawful.

Katherine Stubbs
Solicitor
For and on behalf of Nick Graham
Chief Legal Officer and Monitoring Officer
Corporate Services
2016

Oxfordshire County Council
County Hall, New Road, Oxford
OX1 1ND

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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
SEP - spatial focus	Not highlighting Oxford's economic potential, assets and needs adequately	Threat	Publication	reduced investment	22-07-16	Matt Peachey	3	3						Ensure adequately prepared document before publication	Oct 2016			
SEP - strategic focus	Not enough focus on housing, transport, employment and skills	Threat	Publication	poorly directed investment	22-07-16	Matt Peachey	4	2						Ensure adequately prepared document before publication	Oct 2016			
Impacts on planning policy	Undermining/supporting certain policies around housing, transport or	Threat/opportunity	Publication	undermines council policy aims	22-07-16	Matt Peachey	4	2						Ensure adequately prepared document before publication	Oct 2016			

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Form to be used for the Full Equalities Impact Assessment

Service Area: Regeneration & Partnerships	Section: Economic Development	Date of Initial assessment: 22-07-16	Key Person responsible for assessment: Matt Peachey	Date assessment commenced: 05-09-16	
Name of Policy to be assessed:		Draft Strategic Economic Plan			
1. In what area are there concerns that the policy could have a differential impact		Race	Disability	Age	
		Gender	Religion or Belief	Sexual Orientation	
Other strategic/ equalities considerations		Safeguarding/ Welfare of Children and vulnerable adults	Mental Wellbeing/ Community Resilience	Marriage & Civil Partnership	

<p>2. Background:</p> <p>Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.</p>	<p>See report point 1. The SEP impacts on sustainability and inclusiveness of economic growth – hence the assessment.</p>
<p>3. Methodology and Sources of Data:</p> <p>The methods used to collect data and what sources of data</p>	<p>Full desk review, public workshops, all available public data relating to economic growth and deprivation</p>
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • 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. 	<p>See paragraphs 11-14 of the attached report.</p> <p>The draft SEP was prepared through a more consultative process than the original document. This refreshed version was informed by three public workshops, discussions with the local authorities, key stakeholders, and a review of evidence. It was also shaped by a Steering Group, which collectively reconciled input received. Significant effort was made to consult widely across public, private, academic sectors and residents. The campaign used the expected channels; press, social media, leaflets, events, business networks etc. Monthly visitor numbers to the LEP's website increased by 60% from 3,386 to 5,621, indicating increased awareness. Consultation is ongoing. A business consultation session was scheduled for Jul 20th to enhance feedback from this group of stakeholders. Each Council is also being consulted in the same way on the current draft referred to in the Appendices</p>

<ul style="list-style-type: none"> • A statement of what you plan to do next 	
<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>Positive across each in that the 'People' programme of report contains a strategic focus on enhancing employability of those not in the labour market.</p> <p>Positive in terms of Place with a focus on provision of a greater range of housing for local communities.</p>
<p>6. Consideration of Measures:</p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	N/A
<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</p>	<p>Monitoring of impacts will be carried out by the LEP as part of their ongoing monitoring and evaluation of impact across a range of economic and labour market measures.</p>

assessment of your monitoring, making clear whether you found any evidence of discrimination.						
7. 12. Date reported and signed off by City Executive Board:						
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		The Draft SEP will have a positive impact on equalities.				
9. Are there implications for the Service Plans?	YES	NO	10. Date the Service Plans will be updated	TBC	11. Date copy sent to Equalities Officer in HR & Facilities	1 Aug TBC
.13. Date reported to Scrutiny and Executive Board:	5 Sept 2016		14. Date reported to City Executive Board:	15 Sept 2016	12. The date the report on EqlA will be published	

Signed (completing officer)

Signed (Lead Officer)

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

Organisational Development & Learning Advisor/ Equalities

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To: City Executive Board
Date: 15 September 2016
Report of: Head of Planning and Regulatory Service
Title of Report: Changes to charging for Building Control application fees

Summary and recommendations	
Purpose of report:	To set new Building Control application fees and to introduce one new charge.
Key decision:	Yes
Executive Board Member:	Cllr Alex Hollingsworth, Planning and Regulatory Services
Corporate Priority:	Vibrant and sustainable economy, efficient and effective council, strong and active communities
Policy Framework:	None
Recommendation: That the City Executive Board resolves to:	
1. Approve the proposed Building Control application fees and charges to take effect from 30 September 2016 and that a strategic review of the service will be undertaken by December 2016.	

Appendices	
Appendix 1	Building Control - Existing and proposed fees
Appendix 2	Risk register.
Appendix 3	Equalities Impact Assessment.

Introduction and background

1. Building Control application fees were last amended by Oxford City Council in 2010/11 as a result of a change in legislation and the fees have remained the same since January 2011. The Local Authority (LA) Building Control function has been under scrutiny for several years and it is proposed to undertake a strategic review of the service by December 2016. As part of the review it is now considered appropriate to increase fees and charges to continue to ensure full cost recovery. The Council has a statutory responsibility to administer the Building Regulations but operates the service in a competitive environment where fee income is ring-fenced outside of the general fund and operates on a cost recovery basis.

Alterations to existing fees

2. There are two types of Building Regulation applications submitted to LA Building Control relating to new building work. These are Full Plans and Building Notice applications, both attract the same fee level under the existing 2011 fee tables published by Oxford City Council. With regard to retrospective and unauthorised building work a Regularisation application can be submitted to the LA Building Control.
3. The proposal is to apply a 10% increase to the majority of the application fees as shown in the existing and proposed tables in Appendix 1. This reflects the increase in costs in providing these services and ensures that the Council recovers its costs. There is a proposal for Oxford City Council Building Control to provide bespoke, application fee quotations for building work such as the construction of 3 dwellings or more, large extensions and underpinning works in future. This will ensure cost recovery is achieved.
4. There is a proposal for a significant fee increase for the conversion of garages into habitable rooms. The existing fee is £250.00 including VAT. However, this building work and Building Control activity is more in line with the service delivered for residential extensions and as a result, this particular application requires the same inspections to be carried out by Building Control. Therefore, the proposal is to increase the existing fee in line with the building Control work carried out for a domestic extension, being a minimum of £500.00 including VAT, subject to total floor area.
5. Where building work is delayed or halted several months or years after the Building Regulations application has been submitted to the Council this may result in Building Control work that often exceeds the application fee charged. In these circumstances the Council is allowed to charge a supplementary fee to recover these additional costs and from now on will do so.

Legal Issues

6. The proposed fee increases by Oxford City Council, Building Control are in accordance with The Building (Local Authority Charges) Regulations 2010 (SI 2010/404). These Regulations authorise LAs in England and Wales to fix their own charges in a scheme, based on the full recovery of their costs, for carrying out their main building control functions relating to Building Regulations.
7. The regulations require the charging scheme to set out the hourly rate used to calculate the charges and the factors taken into account in estimating how much time the charged for services will require. These are set out in Schedule 4 of the recommended charging schedule.
8. Where the LA determines a charge other than a standard charge the LA shall give the relevant person notice in writing specifying the charge and the factors taken into account in determining the charge.
9. In accordance with Regulation 10, Oxford City Council, Building Control has provision within the charging scheme for the handling and consideration of complaints relating to the determination of any charge. Complaints and considerations can be submitted using the Council's 3C's webform.
10. Regulation 12 requires a LA to publicise amendments to their charging schemes for at least 7 days before the date on which the changes come into effect. It is

recommended that the proposed increases to existing fees and charges take effect from 30 September 2016.

Financial implications

11. The Building Control income targets are set on a cost recovery basis. Administrative procedures are already in place with regard to obtaining fees arising from charging an increased fee for all Building Control applications and supplementary charges.
12. The fee increase proposals will deliver cost recovery where the Building Control service is exposed to risk as a result of insufficient information being submitted and poor quality builders providing sub-standard workmanship and materials. The proposed fee increase and supplementary charges will address existing financial risks to the Building Control service and reflect the increased costs in the five years since the fees were amended. Currently the costs to the Council of providing the service are higher than the fee income and in 2015/16 there was a charging account deficit of £38,700. The additional Building Control income estimated for 2016/17 is £19,000, rising to £38,000 in 2017/18 and each full financial year thereafter. The strategic review of the service will take into account remaining financial pressures and seek to provide a solution to develop a sustainable Building Control Service.

Level of risk

13. A risk register is included in Appendix 2. The risks are considered manageable, and to be outweighed by the benefits of the proposals offered.
14. To summarise, it is important Building Control application fees ensure full cost recovery, while at the same time remaining competitive in view of the increasing challenge from Approved Inspectors. The proposed application fee increases and supplementary charges will provide an improved Building Control service, allowing the team to further increase their focus on customer service delivery, improved reputation and securing more projects.

Equalities impact

15. No adverse impacts were identified and there is no potential for discrimination from the proposed fees and charges. In addition, Regulation 4 of the Building (Local Authority Charges) Regulations 2010, states that Building Control fees cannot be charged for certified, disabled adaptation applications.

Report author	Paul Smith
Job title	Building Control Team Leader
Service area or department	Planning and Regulatory
Telephone	01865 252063
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Background Papers: None

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Appendix 1: Existing and proposed fee tables for Building Control

Schedule 1

Existing and Proposed charges for the creation of or conversion to new dwellings

Number of Dwellings	Existing Building Control Fee inc VAT	Proposed Building Control Fee inc VAT
1	£766	£842.60
2	£1,021	£1,123.10
3	£1,277	Please contact for a quotation
4	£1,481	
5	£1,685	
6	£1,889	
7	£2,094	
8	£2,298	
9	£2,502	
10	£2,706	
>10	Please contact for a quotation	

Regularisation - Regularisation applications made in respect of unauthorised work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.

Schedule 2

Existing charges for extensions, conversions and other alterations

Type of Work		Existing Building Control Fee inc VAT
1	Erection/extension of a detached or attached garage with a floor area not exceeding 60m ²	£250.00
2	Extension with a floor area not exceeding 10m ²	£455.00
3	Extension with a floor area between 10m ² – 40m ²	£583.00
4	Extension with a floor area between 40m ² – 60m ²	£705.00
5	Extension with a floor area between 60m ² – 100m ²	£766.00
6	Loft conversion	£531.00
7	Basement conversion/works	£531.00
8	Multiple work (e.g. extension & basement/loft conversion/works) up to £100,000	£930.00
9	Conversion of garage to habitable space	£250.00
10	Re-covering of roof / upgrade of thermal elements	£154.00
11	Replacement windows/doors	£123.00

For detached buildings ancillary to the dwelling, refer to the same size extension.
Please note some detached, non-habitable buildings less than 30m² in floor area may be exempt from control under the Building Regulations.

1 2	Conversion of previously exempt buildings to habitable accommodation	£250.00
1 3	Installation of solar panels or PV arrays on the roof	£123.00
1 4	DIY Electrical Installations*	£600.00

Regularisation - Regularisation applications made in respect of unauthorised work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.

Proposed charges for extensions, conversions and other alterations

Type of Work		Full Plans and Building Notice Fees Inc VAT
1	Extension including controllable conservatories, not including basements (for more than one extension, use the total sum of internal floor area)	
	Extension up to 10m ²	£500.00
	10m ² – 40m ²	£641.30
	40m ² – 60m ²	£775.50
	60m ² – 100m ²	£842.60
	Over 100m ²	Please contact for quotation
	Basement or part basement	Please contact for quotation
2	Small domestic garages and carports and stores (Detached garages less than 30m² may be exempt)	
	Up to 40m ²	£300.00
	40m ² – 60m ²	£400.00
	Over 100m ²	Please contact for quotation
3	Erection or non-habitable extension of detached building not used solely as a garage/carport/store	
	30m ² – 60m ²	£775.00
	60m ² – 100m ²	£842.60
	Over 100m ²	Please contact for quotation
4	Loft conversion	
	Up to 100m ²	£584.10
	Over 100m ²	Please contact for quotation
5	Conversion of garage to habitable space	
	Up to 10m ²	£500.00
	Up to 40m ²	£641.30
	40m ² – 60m ²	£775.50
	Over 60m ²	Please contact for quotation
6	Controllable work (Not Competent Person Schemes)	
	Rewire/partial rewire of a single dwelling	Please contact for quotation
	Any other controllable electrical work	Please contact for quotation
7	Multiple work (eg extension & basement/loft conversion/works)	

	up to £100,000	£1023.00
	Underpinning	Please contact for quotation
8	Energy efficiency improvements (Not Competent Person Scheme)	
	New and replacement windows and doors (Up to 7 windows and 2 doors to be installed at the same time).	£135.30
	Removal/renovation of a thermal element	£169.40
	Installation of solar panel/s	£250.00
Regularisation - Regularisation applications made in respect of unauthorised work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.		

Schedule 3

Existing and Proposed charges for works not listed in schedules 1 or 2 i.e. structural alterations, refurbishments, internal alterations.

Estimated cost of works	Building Control Fee inc VAT	
	Existing	Proposed
£0 - £5000	£270.00	£297.00
£5001 - £10,000	£337.00	£371.00
£10,001 - £20,000	£490.00	£539.00
£20,001 - £50,000	£644.00	£709.00
£50,001 - £75,000	£920.00	£1,012.00
£75,001 - £100,000	£1,225.00	£1,348.00
For works costing more than £100,000 please contact the office for a fee quotation - 01865 252807 or buildingcontrol@oxford.gov.uk .		
Regularisation - Regularisation applications made in respect of unauthorised work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.		

Schedule 4 General

Complaints relating to the determination of any charge can be submitted to:

https://www.oxford.gov.uk/info/20097/report_it_online/512/make_a_comment_compliment_or_complaint

The hourly rate which has been used for the calculation of the charges is £59. In determining the charges the Council has taken account of:

- (a) the existing use of a building, or the proposed use of the building after completion of the building work;
- (b) the different kinds of building work described in regulation 3(1)(a) to (i) of the Building Regulations;
- (c) the floor area of the building or extension;
- (d) the nature of the design of the building work and whether innovative or high risk construction techniques are to be used;

- (e) the estimated duration of the building work and the anticipated number of inspections to be carried out;
- (f) the estimated cost of the building work;
- (g) whether a person who intends to carry out part of the building work is a person mentioned in regulation 12(6) or 43(4) of the Building Regulations in respect of that part of the work;
- (h) whether in respect of the building work a notification will be made in accordance with regulation 41(4) of the Building Regulations;
- (i) whether an application or building notice is in respect of two or more buildings or building works all of which are substantially the same as each other;
- (j) whether an application or building notice is in respect of building work which is substantially the same as building work in respect of which plans have previously been deposited or building works inspected by the same local authority;
- (k) whether chargeable advice has been given which is likely to result in less time being taken by the local authority to perform the chargeable function;
- (l) whether it is necessary to engage and incur the costs of a consultant to provide specialist advice or services in relation to a particular aspect of the building work, so far as relevant to each charge.

Appendix 2: Risk register.

					Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
Title	Risk description	Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
169	Building Control - Increase & Introduce Additional Application Fees	Threat	Increase in application fees	Possible short term reduction in the number of Building Control applications. Possible customer dissatisfaction and the potential for customers to use Approved Inspectors (Private Building Control).	27/07/16	Building Control Team Leader	3	3	N/A	N/A	3	2	Level of charges remains competitive. Benchmarking exercise undertaken with other LAs	Building Control to measure and review application numbers and fee income.	31/03/2017			Building Control Team Leader
	Building Control - Increase & Introduce Application Fees	Opportunity	Review of the Building Control application fees in accordance with the current BPI process. The fees have not been reviewed since 2011 and certain fees are not viable in the current market.	The opportunity to align the fees in relation to the neighbouring LAs. This will ensure cost recovery of officer time spent on applications. Furthermore, the potential to increase the current income for Oxford City Council Building Control.	27/07/16	Building Control Team Leader	2	2	N/A	N/A	3	3	The proposed fee increases have been set in accordance with neighbouring Local Authorities and market tested on historic and current applications.	Record and review the number of applications received. In addition, monitor and review customer feedback via customer feedback and LAGAN.	31/03/2017			Building Control Team Leader

Appendix 3 - Equalities Impact Assessment

Initial Equalities Impact Assessment screening form

1. Within the aims and objectives of the policy or strategy which group(s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

None of the groups will be disadvantaged.

Regulation 4 of the Building (Local Authority Charges) Regulations 2010 specifically exempts charges for works related to disabled facilities.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

No adverse impacts were identified.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

There is no need to consult on the introduction of new Building Control fees because there are no adverse impacts that have been identified. In addition the regulations specifically exempt charges for works related to disabled facilities.

The Council is required by regulation 12 of the Building (Local Authority Charges) Regulations 2010 to publicise a change in fees and this will be carried out via the website.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

No adverse impacts were identified.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

Fees are reviewed on an annual basis. If an unintended consequence has come to light there will be an opportunity to remedy any negative impacts.

Lead officer responsible for signing off the EqlA: Ian Wright

Role: Service Manager

Date: 29 July 2016.

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To: City Executive Board
Date: 15 September 2016
Report of: Head of Community Services
Title of Report: Fixed Penalty Notices for fly-tipping

Summary and recommendations	
Purpose of report:	To adopt the powers to issue fixed penalty notices for fly-tipping in Oxford and set the fine levels.
Key decision:	Yes
Executive Board Member:	Cllr Dee Sinclair, Community Safety
Corporate Priority:	Strong and Active Communities, A Clean and Green Oxford
Policy Framework:	Corporate Enforcement Policy
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Adopt the power to issue fixed penalty notices for fly-tipping offences under the Deposit of Waste (Fixed Penalties) Regulations 2016 and section 33ZA of The Environmental Protection Act 1990;. 2. Delegate to the Head of Community Services the power to authorise officers to issue Fixed Penalty Notices 3. Approve the amount of the Fixed Penalty Notice for fly-tipping at £400 and the lesser amount of £200 if paid within 10 working days and include these items in the Council's Fees and Charges. 	

Appendices	
Appendix 1	Risk Register

Introduction and background

1. As of 9 May 2016 Local Authorities were given additional powers to tackle environmental crime by issuing fixed penalty notices for fly-tipping. The Unauthorised Deposit of Waste (Fixed Penalties) Regulations has amended the provisions of section 33 of The Environmental Protection Act 1990 to allow for the imposition of fixed penalty notices (FPNs).

2. FPNs provide a quicker and proportionate alternative to prosecuting fly-tippers through the courts although in serious cases or in cases where the recipient of an FPN fails to pay the penalty, prosecution remains an option.

Delegated officers

3. The Community Response Team, working closely with Direct Services, Green Space Team and Legal Services, will lead on the investigation of fly-tipping offences. The Council is required to authorise staff to issue FPNs to fly-tipping offenders. Only authorised staff will be able to issue FPNs.

Financial implications

4. The legislation provides that the Council can set the FPN level at an amount between £150 and £400. The legislation also allows for a reduction in the FPN amount as an incentive for early payment. The Council is allowed to retain the receipts from FPN payments.
5. To reflect the seriousness with which the City Council takes this type of environmental crime, the maximum possible fine under the new legislation, £400, is recommended. A reduction for early payment within 10 working days is also recommended, as set out in the table below.
6. Funds raised from penalty notices are used to support the investigation of environmental offences.

Fixed penalty	£400
Early payment within 10 working days	£200

Legal issues

7. Investigations and prosecutions for fly-tipping offences will be conducted in accordance with the Corporate Enforcement Policy.

Equalities impact

8. Equalities Impact Assessment is not necessary as this does not impact on the protected characteristics under the Equalities Act 2010.

Report author	Richard Adams
Job title	Community Safety Service Manager
Service area or department	Community Services
Telephone	01865 252283
e-mail	radams@oxford.gov.uk

Appendix 1

FPNs for fly tipping: CEB report risk register

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
FPNs for fly-tipping	Untrained officers	T	New legislation can result in officers unclear of processes and procedures to effectively investigate offences.	Failed prosecutions	27/05/2016	S Manton	4	4	4	2	4	1	Officers are trained in fly-tipping investigations for prosecution at court. Officers have been trained in the issuing of fixed penalty notices for other offences.	A short briefing on any specific issues pertinent to fly-tipping during the issueing of a fixed penalty notice.	30/06/2016	Green	100	S Manton

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To: City Executive Board
Date: 15 September 2016
Report of: Executive Director of Regeneration & Housing
Title of Report: Home Choice Pilot & Rent Guarantee Scheme

Summary and recommendations	
Purpose of report:	To request approval to adopt a Rent Guarantee Scheme to enable the delivery of a Home Choice pilot, providing support to tenants to help them become financially independent.
Key decision:	Yes
Executive Board Member:	Cllr Mike Rowley, Housing
Corporate Priority:	Meeting housing need An efficient and effective council
Policy Framework:	Housing Strategy 2013-18
Recommendation: That the City Executive Board resolves to:	
1. Adopt the proposed Rent Guarantee Scheme outlined in the report	

Appendices	
Appendix 1	Home Choice Pilot – Project Initiation Document
Appendix 2	Landlord Offer
Appendix 3	Risk Register
Appendix 4	Customer Offer

Introduction and background

1. On 28 April 2003 the Council established the Home Choice Scheme as part of the new Housing Options and Prevention Service. The Home Choice Scheme provides housing in the private rented sector to people at risk of homelessness. The scheme's objectives are to reduce homelessness, and the cost of placing people in temporary accommodation. The scheme has been very successful,

with 950 households currently housed under its provisions. However, annual new starts have been falling for some time, and were 79 in 2015/16 compared to 200 in 2010/11. This adds increased pressure on temporary accommodation, which is of greater cost to the Council.

2. The main reason for the reduction in new starts under the Home Choice scheme is the high cost of renting privately in Oxford. Since Local Housing Allowance rates were reduced in 2011, the gap between Housing Benefit and market rents has been increasing annually. Table one below shows the current shortfall.

Table One

Property size	Monthly LHA Rate	Median Market Rent	Gap to LHA
1 bedroom	£688.57	£875.00	£186.43
2 bedroom	£834.08	£1,050.00	£215.92
3 bedroom	£997.27	£1,275.00	£277.73

3. Tenants housed by Home Choice receive payments to top-up their Housing Benefit to the level of the agreed rent charged. These are usually paid as a matter of course to minimise the landlord's financial risk. However, other private tenants seeking support from the Council by applying for a Discretionary Housing Payment (DHP) are required to undertake activities to reduce their need for a DHP, such as looking for work. Despite the decrease in Home Choice new starts, the volume and amount of top-up payments have increased, as shown in Tables two and three below.

Table Two

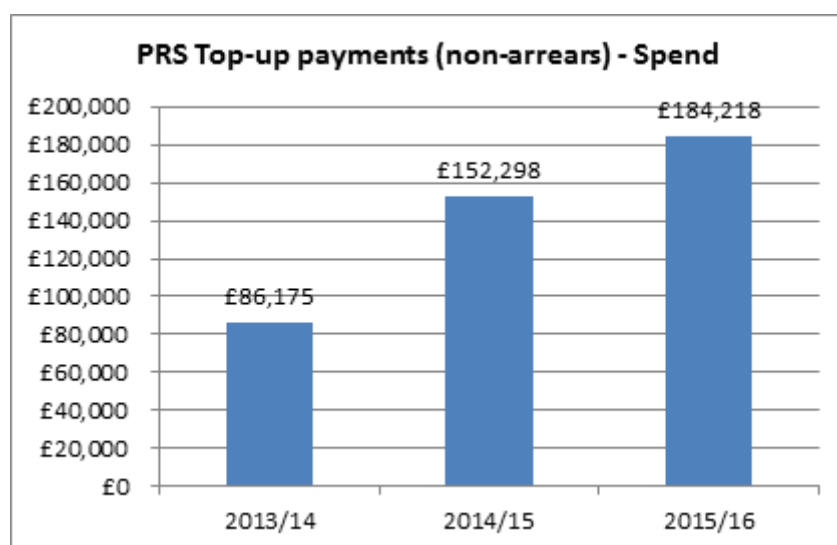
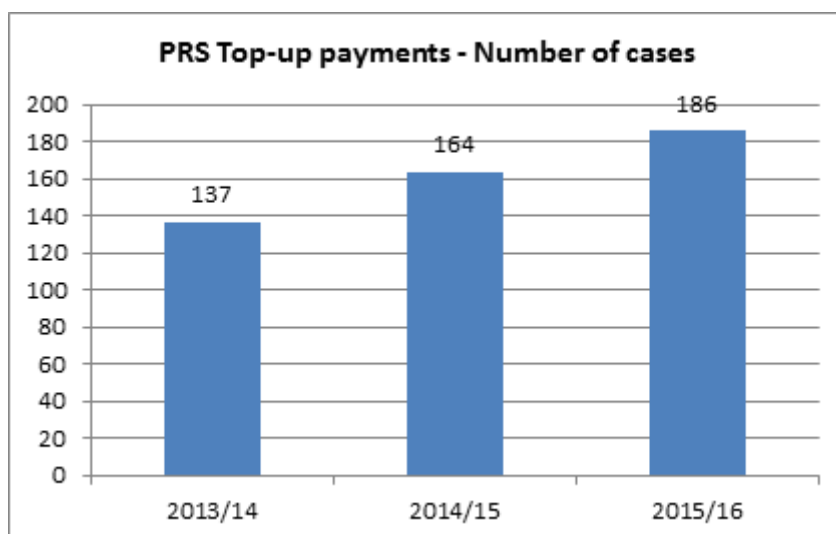


Table Three



4. To address the inequality in treatment and make the Home Choice model more sustainable, a pilot project which applies the approach used for awarding DHP's to tenants financially supported by the Home Choice Scheme is underway. The aim of the pilot is to help tenants become financially independent of the Council. The pilot will run for two years and aims to support a minimum of 80 tenants housed through the Home Choice Scheme. The objectives are for at least 20 tenants to become financially independent of the Council, and for a further 64 tenants to engage in training, remove barriers to entering work, or increase their earnings from work. Further details of the pilot are set out in the Project Initiation Document at Appendix One.
5. Tenants housed by Home Choice will have their Housing Benefit and top-up payment paid to them directly. They will then be responsible for paying their rent themselves, which will be collected by the Council's Incomes Team. This is the same model which is used for Council tenants of working age. This model helps tenants prepare for the introduction of Universal Credit, under which housing costs are by default paid to the tenant, not the landlord.
6. Any top-up payment paid in the pilot will require certain conditions to be fulfilled. These conditions will be based on a holistic assessment of the tenant's situation and on a plan agreed with the tenant in order to increase their financial independence from the Council. This will normally have the objective of moving the tenant into employment, or increasing earnings from employment. Any agreed conditions will be designed to be achievable, and support will be available from either the Council or one of its partners. The tenant's situation will be reviewed every three months, and providing conditions have been met, they will continue to receive their top-up payment. This mirrors the approach taken in assessing eligibility for Discretionary Housing Payments.

7. In order for this approach to work, the Council needs to be able to withdraw financial support for people who do not engage with the support provided. Under the current Home Choice model, this would potentially provide too great a risk to landlords and result in the withdrawal of properties from the scheme. A new model is therefore required to enable the pilot project to move forward.
8. A report from Inside Housing Solutions Ltd, has been commissioned to consider how a Rent Guarantee Scheme (RGS) could be developed which is attractive to landlords. A rent guarantee is a highly attractive offer to some risk averse landlords. This has been evidenced by consultation undertaken by Inside Housing Solutions Ltd as part of their report. Informal conversations with existing portfolio landlords have also shown that there is interest in the product.

Rent Guarantee Scheme

9. The RGS is an extension of the existing support offer to landlords agreed by the CEB in 2003 (the Home Choice scheme). However, because the Council will be acting as a rental managing agent for the landlord, this establishes a new relationship and so approval of CEB is sought. The design of the proposed scheme is as follows:
10. The new scheme will only apply to people housed in Oxford, and will be limited to the following situations:
 - Prevention cases - those customers threatened with homelessness within 28 days (this may increase to 56 under new prevention duty proposed by the government)
 - Home Choice tenancies renewing or potentially ending through no fault of the tenant (e.g. landlord seeking higher rent)
 - Families with an accepted duty in our temporary accommodation
11. When placing tenants in an available property, two or three suitable families are usually shown the property and introduced to the landlord. The selection process is based on who is at the nearest point of homelessness, the suitability of the family based on their motivation and ability to sustain a tenancy based on past behaviour (e.g. no previous tenancy breaches in last two years) and finally the choice of the landlord.
12. Initial rents in the Scheme would be up to £925 per month for two bedroom properties, £1,110 per month for three bedroom properties and £1,375 for four bedroom properties. Although these levels are lower than market rents, landlords would typically expect to pay a 12% management charge to letting agents which is a cost the Council won't be charging. Rents will be reviewed on an annual basis in line with market conditions.

13. Further details of the RGS can be found in the Landlord Offer document at Appendix Two. However, research indicates landlords will be attracted by the additional features of the scheme as follows:
- Rent Guarantee to the landlord for the term of the Assured Shorthold Tenancy, with rent paid in advance (usually three months in advance)
 - Damage bond of two months' rent (in addition to the rental guarantee)
 - No administrative charges
 - Fully vetted prospective tenants (checks include immigration status, housing and credit history)
 - Free model tenancy and management agreements
 - Free quarterly property inspections undertaken in the first year
 - Free Gas Safety check every year
 - Low cost in-house, reliable maintenance service (optional)
14. In the event that a tenant of the RGS doesn't pay their rent, it will be necessary for the Council to arrange for the landlord to carry out enforcement action which may result in eviction proceedings. In such circumstances the tenant could be viewed as having made themselves intentionally homeless, although this may be contested.

Finance

15. The costs associated with this pilot, including those for engaging with tenants and rent collection will be met from the Council's Transformation Fund. This is outlined in the Project Initiation Document at Appendix One.
16. In 2015/16, the Home Choice scheme cost for payments to landlords or agents to support new lettings, or sustain existing tenancies, was £461,000. This budget will continue to be used, and will also cover the annual gas safety inspection costs from the pilot. Property inspection costs will be covered from the existing staff resources in the Home Choice team.

Legal

17. The Housing Act 1996 permits local authorities to discharge their homeless duties through securing suitable, available accommodation for the household. This can be through an offer of private rented accommodation, although this has usually been through a 'qualifying offer' (which required the consent of the applicant).
18. The Localism Act 2011 amended the 1996 Act, creating a new power that allows suitable 'Private Sector Offers' to be used to end the main homeless duty, without requiring the applicant's agreement.
19. If an applicant becomes unintentionally homeless within two years of the tenancy start date, a new 'Reapplication Duty' applies providing they remain eligible and are homeless unintentionally. It provides more of a 'safety net' for such applicants for this two year period.

Risk

20. The RGS is facilitating the piloting of a new operating model. A risk register is attached at Appendix 3.

Equalities Impact

21. There is no equalities impact as there is no change in the criteria for customers being housed in the private rented sector, however this scheme is expected to mitigate the risk of not having suitable PRS accommodation available locally, reducing the need for families to spend longer in temporary accommodation. The new approach will also address the differential approach currently applied in granting top-up payments for customers in Home Choice property and Discretionary Housing Payments to other customers also at risk of homelessness.

Report author	Paul Wilding
Job title	Revenues & Benefits Programme Manager
Service area or department	Welfare Reform Team
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Background Papers: None

Please note in the table below the version number of your report that was finally cleared at each stage

Report Stage	Version Number
First Draft: <i>Commissioned and cleared by Director</i>	v.0.2
Second Draft: <i>Cleared by Legal and Finance</i>	v.0.4
Organisational Draft: <i>Cleared by the Chief Executive</i>	v.0.6
Final Draft: <i>Cleared by the Board Member</i>	
Final Report: <i>Cleared by Labour Group</i>	

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Project Initiation Document (PID)

Project Title: Home Choice Tenants Support Pilot

Date: 26 January 2016

Client/Sponsor: Jackie Yates/Stephen Clarke

Project Manager: Paul Wilding

Responsible Programme: Organisation Development & Customer Service(ODCS)

Version No: 0.2

Approvals: 1. ODCS
2.

Project Initiation Document (PID)

1 Background

A pilot has been proposed to trial a rent guarantee model for Home Choice customers, with a small number of customers being supported by the Housing Needs team following the model used by the Welfare Reform Team (WRT), with active support from that team.

The pilot was proposed due to an inequity in the way similar customers are treated depending on whether they receive a Discretionary Housing Payment(DHP) from the WRT, or a top-up payment from Housing Needs. DHP's are awarded with conditions attached, such as taking steps to find work, looking for cheaper accommodation, or getting personal finances under control. It is intended that they are awarded for short periods. Top-up payments do not have conditions, and although subject to review, tend to be awarded on an on-going basis.

Housing Needs customers in receipt of financial support had an average cost of £1,500 in 2014/15, although new starts were higher at £2,100. This cost is increasing due to the widening gap between market rents and the amount of Housing Benefit (called Local Housing Allowance) that can be paid for properties in the PRS. This currently averages £200 per month. With LHA rates frozen for the next four years, and demand for rental property increasing in Oxford, this gap will widen considerably over the coming years.

As of 30 September 2015 there were 208 customers pending referral to the Home Choice scheme, and 83 households in temporary accommodation for which the Council has a statutory homeless duty. 170 households are receiving top-up payments and there have been an average of 3 families in B&B accommodation at any one time during the year. Demand for support into the PRS is therefore high, and likely to remain high for a significant period.

The budget for Temporary Accommodation, Homelessness and Housing was overspent by £258k in 14/15, largely as a result of having to support customers in Bed & Breakfast accommodation and in the Home Choice scheme. In 15/16 it is forecast that this overspend will be £100k. One of the reasons for the reduced overspend is the reduction of new starts into the scheme. Supporting customers within the Home Choice scheme to become financially independent could significantly impact on both the overspend, and lead to an increase in new starts.

2 Project Objectives

2.1 Business Objectives

This pilot is intended to rollout the successful model of working in the Welfare Reform Team(WRT), to the Housing Needs Team. To meet the enormous Housing challenges faced in the city, private sector tenants need to be engaged with and helped to take responsibility for their situation. The Council cannot afford to indefinitely sustain tenancies in the private rented sector by meeting the growing disparity between benefit levels and market rents. The WRT have successfully supported customers affected by reductions in their benefit to move into work, or take other steps in order to sustain their tenancies without additional financial support from the Council.

The offer of a rent guarantee, under a new model (where the Council acts as managing agents), to landlords offering suitable property, in Oxford, to the scheme, at sub-market rates

is considered necessary to be able to continue to secure any access to the local private rented market for homeless / Home Choice customers.

Individual participants will therefore benefit from this pilot, and the Council will be able to support greater numbers of families at risk of homelessness into sustainable private rented accommodation.

2.2 Project Objectives

The aim of the project is to support customers housed by the Council in private rented sector (PRS) property, and in receipt of contributions towards their rent, to become financially independent. This would be achieved mainly by supporting those tenants into employment, or increasing their earnings if they are already in employment. The project will be delivered to those tenants moving into accommodation provided by the Council under the proposed Rent Guarantee Model (RGM), and existing Home Choice tenants who migrate into the RGM when their top-up payment is due for renewal, where the landlord agrees to switch to this model.

The outcomes of the project would be that customers would benefit from improved outcomes as they would be supported to move into employment/ better paid employment, and/or remove barriers to employment such as problem debt, low level mental health issues or lack of appropriate skills. Landlords both inside and outside the rent guarantee model would gain confidence in that approach, increasing the potential pool of properties to the Council to make available in that scheme.

The project will operate as a pilot for the first two years, but the intention would be to maintain the operating model if it proves successful. As well as testing the viability of the Rent Guarantee Model it will measure impact in the following areas:

- The level of participant engagement in the project, both landlords and tenants
- The number of participants sustaining their tenancy independently (without a top-up) by the end of the project
- The number of out of work participants who move into work
- The number of in-work participants who increase the number of hours they work, or increase their earnings
- The number of participants who access training
- The number of participants who make progress following referral to support services (e.g. CAB for debt advice)

3 Project Scope and Exclusions

Customers being placed into the PRS under the new rent guarantee model and those migrating to this model from the existing Home Choice scheme, will be in scope of this project, and the project will run for an initial two years. It is anticipated that there will be 40 new starts in the scheme for each year.

Customers in scope of the project will be assigned a caseworker, and have a needs assessment conducted when they are placed in a property. This will be used to determine the support required to enable the customer to become financially independent of the Council (this will usually be through entering employment, or by increasing earning for customers already in work). The support needs will determine the conditions that will be attached to the top-up payment they will receive to make up the difference between their Housing Benefit and amount of rent. The nature of the conditions will determine which external partners they will need to be referred to for support. The caseworker will agree these with the customer

along with any timescales, including a review of their conditions. It is proposed that the initial top-up payment is made for 6 months, with further top-ups being dependent on meeting the conditionality requirements.

Under the Rent Guarantee Model, Housing Needs will pay the rent to the landlord in advance. The tenant will receive their Housing Benefit paid directly to them, and they will be responsible for paying their rent back to the Council. This follows the same model as the Direct Payments Project in the Rents Team, and will apply the same level of safeguards in relation to vulnerability or arrears. Where a top-up payment ceases due to conditions not being met, the tenant will also need to pay this additional amount to their rent account. A solution will need to be developed in the Northgate system to allow the Rents Team to collect the rent owed by participants in the project and manage rent arrears.

A new caseworker resource will be required to support customers. To meet the Council's aim of extending the operating model of the Welfare Reform Team, this resource would be based within Housing Needs, but would be supported by the WRT. The aim of this role would be to support customers into employment, or to increase their earnings from employment. The caseworker would require an intensive period of training, for 6-8 weeks followed by on-going support from their manager (and from the WRT). A full time resource would be required, but ideally this would be split over more than one post in order to provide some resilience. Half an FTE would be required in the WRT to support the caseworker in Housing Needs. This role would undertake the initial training and on-going mentoring of the caseworker, reviewing arrangements with Home Choice and amending processes where necessary, identifying new partners for the new cohort of participants, managing the specialist support role (see below), providing resilience during periods of peak work for the caseworker, and monitoring and evaluating the pilot.

The cohort of participants represents a new area of work for the Council. It is expected that a large number will be in low paid work, and will require progression within work to be able to sustain their tenancy independently. To support this, a specialist support worker will need to be procured for 2 days a week for the latter 18 months of the project. The anticipated cost for the 18 months is £18,000.

There would also be a training requirement for the remainder of the Housing Needs and WRT teams (including managers) to ensure that they supported the approach of the project in their engagement with potential participants and in order to support staff working directly in the pilot. It will be important to sell placement in the rent guarantee scheme as a positive outcome (due to the difficulty in accessing the PRS), and to ensure that customer responsibility is built into conversations at each stage in the process.

4 Constraints

Describe the constraints within which the project must operate.

Constraint Title	Description
Resource availability	Transformation funding approved for pilot
Timescales	Pilot to run for two years
Cost	Transformation funding approved (see below)
Statutory requirements	Rent Guarantee Model must ensure Council doesn't create Assured Shorthold Tenancies
Other Programmes / Projects	N/A

5 Project Organisation and Corporate Governance

The Project Team will comprise the following:

Paul Wilding (Project Manager)

Housing Needs Lead (Fatheya Latif/David Rundle)

Welfare Reform Team Lead (James Pickering/Richard Wood)

Legal Services Lead (Lindsey Cane)

Rents Team Lead (Kevin Lacey)

Progress will be reported to the informal meeting groups, the Welfare Reform Officer Group and Financial Inclusion Members Group, and formally to the ODCS Programme Board

5.1 Authority

[List the names of the persons/s accountable for the delivery of this project.]

Name	Role	Signature	Date
Jackie Yates	Project Sponsor		
Stephen Clarke	Senior User		

5.2 Structure

See separate document

5.3 Roles and Responsibilities

Name	Role	Responsibility
Core roles:		
Jackie Yates	Project Board: Project sponsor	Overall responsibility for ensuring that the project meets its objectives and delivers the projected benefits.
N/A	Project Board: Senior supplier	Represents the supplier interests within the project and provides supplier resources.
Stephen Clarke	Project Board Senior user	Represents the Service area directly benefiting from the project.
Paul Wilding	Project Manager	Plans and delivers the project on a day to day basis and is responsible for ensuring the project delivers to time, budget and requirements.

5.4 Reporting

See governance structure

5.5 Risks, Assumption, Issues and Dependencies (RAID)

Staff don't buy into the new approach of supporting tenants, which would mean tenants are not supported effectively and are not able to sustain their tenancies independently	4	5	20	Use of workshop events to communicate reasons for change, led by managers. Staff to be included in discussions to agree new customer journeys.
Rent Guarantee Scheme is unattractive to landlords so insufficient properties are obtained for use in the pilot.	3	4	12	Seek professional advice in developing an attractive landlord offer
Rent Guarantee Scheme is incompatible with making intentionally homeless decisions in the event of non-compliance with conditions, meaning that there is no disincentive for non-compliance by tenants.	3	4	12	Seek advice from Legal in designing the scheme
Large increases in market rents during the pilot make the Rent Guarantee Scheme unattractive to landlords	4	3	12	Build in flexibility to the scheme to allow for increases in rent to landlords
Lack of resilience in caseworker resource if this job is undertaken by one person,	3	4	12	Split the support work across more than one role
Homelessness increases due to non-compliance with conditions	3	3	9	Ensure sufficient time is given to initial training
Losses from the rent guarantee scheme are greater than anticipated by the rent guarantee model	3	3	9	Ensure sufficient resource is allocated to the development of the model.
Positive outcomes not achieved for customers in low paid work	3	3	9	Develop a model for supporting people in work. Include resources for the delivery of specialist support to this group.

5.6 Change Control

To follow the corporate standard

5.7 Lessons Learned

Lessons learned will be captured in monthly highlight reports, and sourced from experiences of both staff and participants in the project. Formal reporting will be conducted quarterly, and made to the ODCS Board.

5.8 Project Closure

If the pilot is successful, the new way of working will become business as usual. At the end of the two year pilot a report will be made to the ODCS Board with a recommendation for next steps, which may include a request to close the project.

5.9 Project Tolerances

Tolerance	Level
If additional budget required please refer to Finance	<i>Transformation funding to be used.</i>
Time tolerance is set at:	<i>2018</i>
Timescales for realisation of benefits are: See section 10	<i>When, how and how much will the benefits of the project be realised.</i>

6 Approach

The project will be managed as set out in the separate governance structure document.

6.1 Procurement Route

Consideration will be given to procuring the specialist support required for helping people in-work to increase their hours or earnings. This will be based on customer insight gained during the first three-six months of operations. Alternatively this resource may be provided internally.

7 Options

The only option that has been considered is that outlined in Section Three.

8 Other Resource Requirements

Training time for Housing Needs and Welfare Reform Team staff, 1 day per member of staff.

9 Project Deliverables

Rent Guarantee Scheme (RGS) set up and operated in a viable and sustainable way, following detailed advice from the Rent Guarantee consultancy report, including marketing; the detail of the offer; removing internal barriers and deterrents to meeting landlord needs; effective rent management; effective operation as a managing agent, using an agreed agreement; operating within the tolerances of the financial model and budgets.

Amendments to Northgate Housing system to collect Rents Team to collect monies due from private sector tenants.

80 properties secured from private sector landlords for letting through the RGS.

80 tenant participant, as new starters or existing tenants renewing their tenancy.

Individual support pathways for each tenant participant

Quarterly learning reports to help determine whether pilot is viable

9.1 Acceptance Criteria

The project is a pilot and so the project will be completed after two years of delivery. The extent to which the project has met the outcomes outlined in section 2.2 will determine whether the approach will become business as usual. Evaluation will also be carried out to capture learning from the project.

10 Project Benefits

List the key improvements the project is expected to bring about in the table below. Express these as far as possible in specific, measurable, achievable, realistic, and time-based terms. Any financial benefits should also be listed in section 5.1.

Benefit	Baseline	2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target
Increase in tenants able to sustain their tenancy independently	Baseline is zero as this is a brand new scheme	8	12		
Increase in tenants supported to manage their debts	As above	20	20		

10.1 Project Dis-Benefits

Please state any potential dis-benefits (negative side effects).

10.2 Environmental / Social / Economic Impact

	Impact
What is the likely environmental impact of this project?	No Impact
What is the likely economic impact?	<i>25% of participants will enter sustainable work or increase earned income, and 80% of participants will engage in training and/or remove barriers to accessing employment</i>
What is the likely social impact?	<i>Activities undertaken by participants will bring opportunities for participants to engage with employers, support agencies, and potentially other participants. For those who move into work the social and health benefits are well documented . The RGM brings more landlords and suitable property for nominated homeless clients to access on a sustainable basis.</i>

10.3 Equalities Impact Assessment

None required

10.4 Costs

Funding:				
Project Costs		16/17	17/18*	Total
Consultant for RGM		£7,500.00		£7,500.00
HN Caseworker		£35,000.00	£35,700.00	£70,700.00
WRT Support		£17,500.00	£17,850.00	£35,350.00
In-work specialist support		£7,000.00	£14,280.00	£21,280.00
Income Officer (Rents)		£9,000.00	£18,360.00	£27,360.00
ICT costs to amend Northgate		£10,000.00		£10,000.00
				£172,190.00
*2% uplift for staff costs				

The additional costs associated with offering a rent guarantee to landlords is to be found from within existing Housing Needs/Home Choice budgets.

11 Project Plan – High Level Milestones

List the high level milestones for the project. Once approved, they will help measure progress and achievement towards the end goal and will be used as the high level baseline against which activities will be co-ordinated and planned in detail as the project progresses.

Milestone	Start	Finish
Establish Rent Guarantee Scheme	Jan 16	April 16
Amendments to Northgate Housing System	Jan 16	April 16
Recruit and train new caseworker	Feb 16	May 16
Advertise RGS and obtain properties	April 16	Ongoing
Quarterly learning reports	July 16	Ongoing
Procure specialist support	Oct 16	Oct 16

11.1 Quality Plan

Please outline the key actions that will ensure the project meets the customers' expectations and the acceptance criteria e.g. quality review meetings. Where relevant please also indicate specialist quality standards and processes from external parties involved.

11.2	Activity	Responsibility (person or organisation)	Resources Required (e.g. User representation/time)
	Survey of landlords	Housing Needs	Time
	Survey of tenants	Housing Needs	Time
	Learning reports	Project Manager	Time








Stakeholder map and communications

The purpose of this table is to define all parties with an interest in the project and the means and frequency of engaging them. Large projects can append a separate Communication Plan where necessary.

Stakeholder	Information/Interest Requirements from Project (two way)	Communication Channel	Date or Frequency	Responsible individual
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Internal stakeholders				
ODCS	Requires regular reports	Tabled reports	For each Board	Project Manager
Housing Needs	Information	Brief at Team meeting, Intranet	At each meeting	Housing Needs Rep
Welfare Reform Team	Information	Brief at Team meeting, Intranet	At each meeting	WRT Rep
Rents Team	Information	Brief at Team meeting, Intranet	At each meeting	Rents Team rep
Members	Information	FI Members Group, website	As required	Project Manager
Council Staff	Information	Council Matters, Intranet	Monthly	Project Manager
External stakeholders				
Landlords	Promotion of RGS, Information	Targeted advertising, newsletter for updates	Ongoing	Housing Needs Rep
Partners providing support (e.g. CAB)	Required to provide updates on customers, Information	121 meetings, stakeholder meetings, website	Quarterly	Housing Needs and WRT reps
Public	Information	Website	Monthly	Project Manager

Appendix 2 – Landlords’ Offer

<i>Our safe and trustworthy offers by your Councils Home Choice team to help local families live in your good homes</i>	<i>Oxford Assured Lettings</i>	<i>Standard</i>
Guaranteed Rent for the term of the tenancy (usually one year) – so no risks from non-payment of rent or void periods		
Rent paid to the landlord, whether the tenant pays or not, up to three months in advance		
Monthly rent up to £925 for two bed, £1100 for three and £1375 for four beds with index linked increases.		
Damage bond of up to two months’ rent		
Up to £1000 finders’ fee, two months’ rent deposit and slightly higher rentals		
No fees or administration charges		
Fully vetted prospective tenants. Checks include immigration status, housing & credit history		
Choice of tenants to decide who is most suited for your property		
All tenants attend tenancy training and receive support to improve financial stability and quality of life, including support to ensure utility bills & council tax are set up		
Dedicated experienced account managers can advise you about compliance with the law and other Council services		
Free model tenancy and management agreements		
Free quarterly property inspections undertaken in the first year		
Free Gas Safety check every year		
Low cost in-house, reliable maintenance service (optional)		

Oxford Lettings - A safe, trusted and experienced team that understands the local rental market and landlord's needs

We are committed not just to ensuring that your property is let as quickly as possible, but to ensuring that any tenant we refer is prepared and able to rent successfully and for the long term.

How does the Guaranteed Rent work?

Backed by Oxford City Council so payment is accountable and guaranteed

We will:

- advise you on the level of rent you can receive for your property
- provide you with guaranteed rent for the term of the tenancy, even if your property is empty
- pay the agreed guaranteed rent at the agreed time by BACS, whether or not the Council has received the rent from the tenant.

What is a damage bond?

As the rent is guaranteed by legal agreement with the Council you only need to mitigate the risk of damage by the tenant, so we offer up to two months damage bond where the Council promises to pay for non- fair wear and tear damage. We follow the Government's tenancy deposit guidelines on how to resolve any disputes using check in and out inventories, photos and estimates

What do you mean no fees or administration charges?

Oxford Lettings do not charge the landlord or tenant any fees so the relationship starts well from day one. We can do this because by using private landlords we are saving taxpayers' money from being spent on more expensive temporary accommodation for families in housing need. The demand for affordable homes in Oxford is high so we also save on marketing costs.

How does the tenant selection work?

Renting privately is a popular option for many families, but they are often prevented from doing it because they can't afford to pay large amounts of rent in advance, high deposits and fees. This means they often ask the Council for help to find suitable accommodation in the private rented sector.

We carry out a comprehensive assessment of all our prospective tenants, checking their immigration status, housing, debt and credit history and only approving them if we are satisfied that they can sustain a private tenancy. In addition, all tenants attend coaching facilitated by our experienced team, which develops the skills and awareness necessary to be a good tenant and continue in your tenancy.

Speedy viewings, hassle-free lettings

We will liaise quickly with you and our large pool of prospective tenants to arrange viewings as soon as we approve your property as suitable. You can choose when to hold viewings and which tenant would best suit you and your property. We usually organise viewings within 48 hours of your property being made available.

Sign up - the simple way to let your property

Once a move in date has been agreed, we will assist you with every step of the sign up process, ensuring you are compliant with all the necessary legislative requirements.

You can use our landlord pack free of charge which includes a model tenancy agreement and Inventory document. We will:

- sign a management agreement with you for a period of 12 months.
- aim to view and inspect your property within two working days of you contacting us
- aim to sign the tenancy between you and your tenant within five working days.

- accompany all prospective tenants when viewing your property

All tenants will:

- attend tenants' training before being referred to you
- undergo a credit check
- be checked for any history of rent arrears, antisocial behaviour or damage to previous properties.
- Full immigration status check

Tenancy agreement

We can draft the Assured Shorthold Tenancy Agreement, which will be for a fixed period of no less than 12 months.

Utilities

- We will support your tenant to set up their utility suppliers.
- We will advise your tenant about their council tax responsibilities.

Tenancy management and support

A tenancy is a relationship and the success of your tenancy is often dependant on managing this relationship. We appreciate that from time to time problems will occur and that is why we offer all our landlords and tenants a unique tenancy coaching service, offering specialist help and expert advice. The success of this service is demonstrated by our tenancy sustainment rate, which currently stands at 85% with many tenancies now over ten years old.

As a landlord you will benefit from the direct help of a dedicated officer who will offer you expert advice and support with managing issues that may arise at your property, including guidance on legal processes and effective tenancy management. We do not charge for this service and you receive support for the length of the tenancy.

Your dedicated Housing coach and team will be on hand to support you, Monday to Friday 9am-5pm will aim to get back to you within 24 hours and resolve any issue within five days. In return you must:

- Report any problems or concerns with the tenancy at the earliest opportunity
- Ensure that the property is maintained to the agreed property standards.
- Serve the appropriate notices and follow the required procedures where possession is required

Free Gas Checks and Optional Repair service

As a thank you for working with us we can arrange free yearly gas checks and for extra peace of mind we offer a low cost maintenance service provided by the Council's trusted repairs staff. This service includes 24/7 emergencies. Prices on application.

If the option is not taken you will be responsible for arranging repairs to your home.

For more information please contact Mahmoud El Mahdy your housing coach or a member of the Home Choice team on 01865 252912 or 07483010436 or visit www.oxford.gov.uk

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**Rent Guarantee Scheme
Risk Register**

Risk ID	Date Raised	Project / Programme	Risk Category	Description of the Risk	Current Gross Risk Rating			Mitigating Actions	Action Due Dates	Action Ownwe	Residual Risk Rating			Status (Open / Closed)	Date of last update
					P	I	Score				P	I	Score		
RGS-001	20-Jan-16		Organisational, human & management	Rent Guarantee Scheme is unattractive to landlords so insufficient properties are obtained for use in the pilot.	3	4	12	Seek professional advice in developing an attractive landlord offer	01-May-16	David Rundle/ Fatheya Latif	2	4	8	Open	26-Jul-16
RGS-002	20-Jan-16		Economic, financial & market	Large increases in market rents during the pilot make the Rent Guarantee Scheme unattractive to landlords	4	3	12	Build in flexibility to the scheme to allow for increases in rent to landlords	01-Jul-16	David Rundle/ Fatheya Latif	2	3	6	Open	26-Jul-16
RGS-003	15-Feb-16		Economic, financial & market	Payments in rent received are considerably less than anticipated under the rent guarantee model.	3	3	9	Ensure sufficient resource is allocated to the development of the model.	01-Jul-16	David Rundle/ Fatheya Latif	2	3	6	Open	26-Jul-16
RGS-004	27-Jun-16		Organisational, human & management	A intentionally homeless decision would be open to legal challenge.	3	4	12	Ensure customers have ample opportunity to engage with support, and that all actions are clearly recorded.	01-Sep-16	David Rundle/ Fatheya Latif	2	3	6	Open	27-Jun-16

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Appendix 4 - Customer Offer

Home Choice pilot project - Tenant Offer

All the tenants in the Home Choice pilot project will be offered a tailored package of support and coaching to encourage them to take steps to increase the sustainability of their housing situation.

Tenants in the project can expect to be housed in a private rented property with Oxford City Council acting as the managing agent; and as a result of the city's housing market they can also expect to receive a shortfall payment to cover the gap between their rent charge and their housing benefit.

Therefore this package of support is essential to ensuring that tenants can achieve outcomes which will mean they sustain and thrive in their accommodation.

All tenants taking part in the Home Choice project will be given the same offer of a tailored support package provided by the housing coach to help them to sustain their tenancy in the long term, alongside the temporary award of a top-up payment to cover the rental shortfall which will be paid on the condition they engage with the support on offer.

Tenants can expect the following from the pilot:

- A new concept for the Home Choice pilot is that top-up payments, which have been used up to now by the council to support customers to pay the difference between their rent and housing benefit entitlement, will now carry conditions set between the customer and council to ensure the customer is moving towards a long term sustainable housing situation. This concept is central to the tenant offer. A sustainable housing situation is one where the tenant can afford to pay their rental shortfall themselves, through moving into employment, increasing their earnings or through means such as budgeting and seeking help with debt(s).
- Before a top-up payment is agreed, a plan with complementary conditions is set between the customer and the council. The customer will keep a copy of this so they know what they have agreed to do to in order to continue to receive top-up payments. Without the agreement of the tenant on a plan of action, a top-up payment cannot be agreed. Plans set must always be realistic and take account of the tenant's circumstances.
- The top-up plan can involve any action which would help the customer achieve outcomes which will mean they can afford their rental shortfall in the future. This could involve the housing coach supporting the customer find work, or it could be other wider options, such as applying for additional benefits or clearing debts.
- The housing coach will be trained in the Welfare Reform Team's work support package enabling them to coach and support tenants into work, and in turn be able to afford their tenancy without a top-up payment. Support will include the WRT's CV/applications and interview package, and the in-work support package. The Welfare Reform Team already offers a similar package of financial support in its delivery of the council's Discretionary Housing Payment process.
- The housing coach is not expected to support the customer alone; they should work closely and share best practice with the Welfare Reform Team. The housing coach will also have access to the Job Centre through existing links. The joint

working with the Welfare Reform Team will ensure a system of peer review is carried out. This peer review will act as a quality control on all plans and conditions set in the pilot, ensuring they are serving to help the customer and are reasonable, plus this will allow for decisions in both the pilot and the Welfare Reform team to be consistent with each other.

- The coach will refer customers through to partner organisations as appropriate. Partners will support those with specific needs best delivered externally, while other tenants will be supported directly by the coach to find employment. Where customers have been referred it is a requirement of the housing coach to stay in contact with the partner organisation and tenant to ensure they have successfully engaged with partners and are following their plans.
- As standard, an award of a top-up payment will be made for three months, with a new agreement needed for a renewal after the three months have passed. This renewal could have a new plan and conditions, or simply continue the previous ones.
- The top-up will be paid alongside the tenant's housing benefit in four weekly payments directly to the tenant in line with existing practice, which they will use to pay their rent account at the council. How the landlord receives the guaranteed rent is totally separate to this arrangement.
- An exception to direct payment can be made when the council decides the tenant is not able to manage these payments. In certain circumstances top-ups, alongside the housing benefit, can be paid directly to the rent account. This would normally be due to rent arrears at eight weeks, or another indicator such as substance addiction etc. The criteria for direct payments will be in line with the criteria used in the council's direct payment demonstration project, which is already established within the council's incomes team. The number of tenants not receiving direct payment will be carefully monitored.
- The top-up will usually only cover the LHA shortfall, not any means tested shortfall. This will be explained and agreed with the tenant.
- While the award of a top-up covers three months, the plan and conditions can be changed and adapted by the coach at any time if appropriate, the customer can also request a change at any time. Top-up plans should be flexible and adapt to changing circumstances, and it may be a new declaration is needed after agreeing a change.
- If a customer fails to follow their plan they have agreed the housing coach will take appropriate action which could result in top-up payments be stopped. However, in first instance this will normally be a conversation with the tenant to address the issue and agree something going forward where both sides are happy; as long as a new plan can be agreed a top-up can normally be allowed to continue. If the tenant persists in not following their plan and not engaging with support the housing coach may choose to remove the top-up support. The housing coach should be aware of the individual circumstances of each tenant when choosing to stop support and their capacity to meet their plans. At all times the housing coach must document this process and how they came to their decision.
- If a customer starts engaging again after a top-up has been stopped the coach has the discretion of restarting the payments, and backdating within a reasonable timeframe.
- An application form for a top-up is to be completed at the tenancy sign up and at six month intervals for as long as a top-up is required. This will help facilitate the conversation around the plan and conditions, while creating an audit trail and

allowing for budgeting needs and debts to be uncovered. It is not the intention for top-ups to be routinely turned down if the customer has marginal excess income. In-between new application forms plans will be updated and conditions checked at the three monthly renewals, this can be done verbally and doesn't require a form. This application form will be designed by the housing coach with the support from the Welfare Reform Team incorporating certain aspects of the DHP form.

- Top-ups will be offered to tenants in receipt of housing benefit, or the housing element of universal credit. There is the possibility of overlooking this rule in exceptional circumstances.
- The top-up, and the plan and support which come with it, are optional services. Tenants are perfectly entitled to reject this help, but they will need to be prepared to pay their own rental shortfall if they reject the support. This offer of support must be made clear before we accept that the tenant has rejected support, for example a customer rejecting support after a verbal meeting to clearly explain the offer and the consequences of not taking it up, and the risk of rent arrears that comes with this. This decision by the tenant must be well documented by the housing coach.
- When a customer falls under the remit of the Home Choice project and the Welfare Reform Team (i.e. they are in a HC project property and are affected by the benefit cap) the two teams must coordinate to decide who is the best to support the customer, and if a top-up or a DHP should be awarded.
- When a tenant starts work, and is in receipt of a top-up with the condition of finding work, a run-on of top up payment should be given before the support is removed in order to support the transition into work. As standard this support should be for one month. The housing coach will deliver the Welfare Reforms Teams in-work support package in order to help the tenant sustain their tenancy over this period.
- The housing coach will seek to contact the customer at least once a month when in receipt of top-ups, in order to ensure compliance with the conditions, at the same time as offering further support.
- Performance of the support provided by the pilot will be monitored, with the housing coach required to record all outcomes achieved from the project in order for it to be evaluated, such as numbers into work, but also those getting debts cleared and those increasing benefit entitlement. Also customer satisfaction will be monitored.

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To: City Executive Board
Date: 15 September 2016
Report of: Head of Community Services
Title of Report: Leisure investments

Summary and recommendations	
Purpose of report:	To seek project approval to improve tennis provision at Florence Park and the car parking to the sports facilities at Court Place Farm.
Key decision:	Yes
Executive Board Member:	Cllr Linda Smith, Leisure and Parks and Sport
Corporate Priority:	Strong, Active Communities Efficient, Effective Council
Policy Framework:	Leisure & Wellbeing Strategy 2015-2020
Recommendations: That the City Executive Board resolves to:	
1.	Grant project approval for the improvements to: <ul style="list-style-type: none"> Tennis provision at Florence Park The car park at Court Place Farm as outlined in this report
2	Delegate authority to the Executive Director for Community Services, in consultation with the Board Member, Head of Financial Services and Head of Law and Governance to enter into any necessary agreements or contracts to complete the works.

Appendices	
Appendix 1	Risk Register
Appendix 2	Equality Impact Assessment

Introduction and background

1. The Council's investments in leisure centres have proven very successful. Leisure centre usage has increased by 71 per cent over this period, with the biggest increase being in our target groups.

2. As we have now made a wide range of improvements to our leisure centres finding new opportunities is increasingly difficult.
3. The 2016/17 budget included £500,000 to invest further in the city's leisure provision; the intention is that this money helps secure match funding and or enables further revenue streams to be generated whilst continuing to improve participation.
4. This report recommends that part of this money be used to improve the tennis provision at Florence Park and improve car parking to the sports facilities at Court Place Park.

Broader benefits of sport and leisure

5. Sport and leisure are not only great ways to create strong communities, but these activities deliver significant social value which needs to be borne in mind when considering investments:
 - Young people who are active have numeracy scores, on average, 8% higher than those who are not.¹
 - The health gains of a 30-49 year old who regularly plays football are valued at £27,600 over their lifetime.²
 - The health cost of inactivity in Oxford is £2.1 million per year³

Proposals

Match funding to improve the tennis provision at Florence Park

6. Discussions have taken place with the Lawn Tennis Association (LTA) to see how we can make better use of the city's tennis courts and get more people playing tennis. We have a partnership agreement with the LTA which has led to them investing in our tennis coaching programmes. This programme combined with the coaching and development contract with Premier Tennis has been very successful and participation in tennis has significantly increased and we now have over 5,338 court bookings and 3,660 coaching sessions each year.
7. A provisional agreement is in place with the LTA to fund £133,000 to improve tennis provision at Florence Park, if it is match funded by the Council. The scheme involves adding lighting and improving the quality of the courts. There are no publicly accessible tennis courts in the city that have lighting so this investment will enable tennis to be played at more times throughout the year which is seen as a key to increasing non-club based tennis participation in the city.

Court Place Farm car park

8. The car park at the entrance to Court Place Farm, owned and occupied by the Council is in poor condition. There are two adjoining car parks, one is within the

¹ Department of Culture Media and Sport - Culture and Sport Evidence programme research, 2010

² Culture and Sport Evidence programme research

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

lease of OXRAD (a sports charity) and the other falls within the lease of Oxford City Football Club. The OXRAD car park is in reasonable condition and the one within the Oxford City Football Club lease is in good condition.

9. The Council has £75,000 in its budget to improve the surface of its car park at the entrance to Court Place Farm. Having carried out ground surveys the car park requires a drainage scheme and also ticket machines which requires a further c£117,000 inclusive of fees and contingency.
10. The car parks are all currently free of restrictions and charges. This has led to them being used by commuters as informal park and ride during the week as well as the legitimate sports and social uses primarily in the evenings and at weekends. We are proposing the introduction of a paid parking scheme across the three car parks with low charges for facility users and commercial charges for commuters.
11. The new parking scheme will generate a new revenue stream, once the capital cost of introducing the scheme is repaid then the income will be split based on the usage of the bays in each area of the car park.

Level of Risk

12. The risk register is shown in appendix one.

Environmental

13. We will maximise the low carbon opportunities within both schemes such as low energy lighting.

Equalities Impact

14. The Equalities Impact Assessment is shown in appendix two.

Financial Implications

Tennis Provision at Florence Park

15. The total scheme cost is estimated to be £266,000, this will be funded by £133,000 from the Council and £133,000 match funding contribution from the Lawn Tennis Association. Initial estimates show a minimum of £5,000 income per annum that could be generated. Further work on the business case will be undertaken to look at opportunities to increase this income figure further and also to get more people active due to the availability of an additional 5,000 court hours.

Court Place Farm Car Park

16. The total scheme cost is estimated to be approximately £192,000, this will be funded by the existing £75,000 on the capital programme for Court Place Farm car park increased by £117,000 from the Leisure Investment budget. Initial estimates suggest that the net income could be £18,000, but this is subject to consultation on fees and charges and finalisation of the business case.

Legal Implications

17. An agreement will be required with the Lawn Tennis Association which will include conditions as to how the funding will be spent. An agreement will also be required regarding the use and potential income split in respect of Court Place Farm.

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Job title	Head of Community Services
Service area or department	Community Services
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Background Papers: None

Appendix 1 - Risk Register

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
Financial	Fees & Charges	T and O	Applying charges for car parking	Public Challenge; Improved aviability of parking spaces for visiopters to Court Place Park.	29.07.16	Head of Community Services	2	2	1	1	1	1	Low risk	Effective and timely communications	March 2017	Open	0%	Head of Community Services
Continuous Improvement	Assett Management	O	Improved Council Assett	Greater Satisfaction and improved reputation	29.07.16	Head of Community Services	1	1	1	1	1	1	Low risk	Effective and timely communications	March 2017	Open	0%	Head of Community Services
Budget	Matched funding	T and O	Matched funding not provided by the Council	Reputation with a National Gocenring Body for Sport; Loss of £150,000 funding; investment in a council assett; opportunity lost to increase participation	29.07.16	Head of Community Services	3	3	3	3	3	3	Medium risk	Agree leisure investment proposlas	March 2017	Open	50%	Head of Community Services
Health & Wellbeing	Paricipation	T	Loss of opportunity to increase provision to participate.	Social impact loss	29.07.16	Head of Community Services	2	2	2	2	2	2	Low risk	Agree leisure investment proposlas	March 2017	Open	50%	Head of Community Services
Revenue	Income Streams	T and O	Ability to generate income from investment reduced.	Potetanil income stream loss of more than £5,000 per annum.	29.07.16	Head of Community Services	3	3	3	3	3	3	Medium risk	Agree leisure investment proposlas	March 2017	Open	50%	Head of Community Services
Financial	Capital cost increase	T	Council decides to lock Florence Park at night due to public consultation	Increase capital cost to isolate tennis courts or loss of floodlighting	29.07.16	Head of Community Services	2	3	3	3	2	3	Medium risk	Meet stakeholders	August	Open	20%	Active Communities Manager

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Appendix 2: Initial Equalities Impact Assessment

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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	Date assessment commenced:
Name of Policy to be assessed:			To invest to improve tennis provision at Florence Park and the car park at Court Place Farm.		

1. In what area are there concerns	Race None	Disability None	Age None
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that the policy could have a differential impact	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.	<p>This impact assessment has been undertaken to consider that part of this money used to improve the tennis provision at Florence Park and improve the car park at Court Place Park.</p> <p>Within the 2016/17 budget £500,000 has been identified to invest into the city's leisure provision; the intention is that this money helps secure match funding and enables further revenue streams to be generated.</p> <p>The report is linked to the Leisure and Wellbeing Strategy (2015-2020), which details our approach to tennis as <i>Focus Sport</i> where we can have most impact/ or where Oxford is a priority areas for the sport's governing body; alongside provision of high quality outdoor sports facilities.</p> <p>The Leisure and Wellbeing Strategy is supported by the Green Spaces Strategy, Playing Pitches Strategy and the Youth Ambition Strategy.</p> <p>No groups will be disadvantaged by the invested.</p>		
3. Methodology and Sources of Data:	<p>The investment is linked to the Leisure and Wellbeing Strategy (2015-2020). The strategy was developed using an extensive needs analysis and demographic research confirmed our target groups.</p>		

<p>The methods used to collect data and what sources of data</p>	<p>The strategy demonstrates improved understanding of our communities, barriers to under-represented groups and how we will better target our resources into creating a world-class leisure offer for everyone.</p>
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • 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 	<p>Plan for Public Involvement</p> <p>The Strategy's project scope was developed with a cross party group of councillors. The needs data was 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.</p> <p>Consultation was 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.</p> <p>A summary of the strategy will be developed with support from the services Equality & Diversity Service Improvement Group.</p> <p>The strategy was also promoted through the following groups and venues:</p> <ul style="list-style-type: none"> ○ 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

	<ul style="list-style-type: none"> ○ Oxfordshire Sports Partnership ○ A press release was used to promote the start of the consultation ○ Leisure providers ○ Leisure Partnership Board <p>Throughout the consultation period the draft strategy was available on the Council website and available for comment through the on-line consultation page.</p> <p>No surveys were planned as the needs analysis data provides a thorough evidence base.</p> <p>The consultation showed strong support for all aspects of strategy.</p>
<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>While it is not believed there will be any adverse impacts, the Leisure and Wellbeing Strategy details our approach and the measures we will use to mitigate this.</p> <p>Furthermore;</p> <p><u>Tennis provision at Florence Park:</u></p> <ul style="list-style-type: none"> • We have a partnership agreement with the Lawn Tennis Association (LTA), which has led to them investing in our tennis coaching programmes. This programme has been very successful and participation in tennis has significantly increased. • A provisional agreement is in place with the LTA where they will fund £150,000 to improve tennis provision at Florence Park, this funding needs to be match funded by the Council. • There are no publicly accessible tennis courts in the city that have lighting so this investment will enable tennis to be played at more times throughout the year.

	<p><u>Car park at Court Place Park:</u></p> <ul style="list-style-type: none"> • The car park at the entrance to Court Place Farm is in poor condition. • The Council has £70,000 to improve the surface of its car park at the entrance to Court Place Farm. Haven done ground surveys the car park requires a drainage scheme which requires a further c£90,000. • The car parks are all currently free and along with usage from users at Court Place Farm they are also used by commuters. We are proposing the introduction of a paid parking scheme across the three Court Place car parks with low charges for facility users and commercial charges for commuters. The charging scheme will be developed so facility users pay a discounted fee
<p>6. Consideration of Measures:</p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>As per the answer to question five.</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</p>	<p>As per the answer to question five.</p>

assessment of your monitoring, making clear whether you found any evidence of discrimination.						
7. 12. Date reported and signed off by City Executive Board:						
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		The Council's contribution for the tennis scheme will be c£135,000. This is very good value as it brings in match funding, enhances a council asset new income of £5,000 per annum and added participation due to the availability of an additional 5,000 court hours The total cost of the car park will be c£160,000. This investment also enhances and council asset and creates a new revenue stream				
9. Are there implications for the Service Plans?	YES	NO	10. Date the Service Plans will be updated		11. Date copy sent to Equalities Officer in HR & Facilities	July 2016
13. Date reported to Scrutiny and Executive Board:			14. Date reported to City Executive Board:	15 September 2016	12. The date the report on EqlA will be published	15 September 2016

Signed (completing officer)

Ian Brooke – Head of Service

Signed (Lead Officer)

Ian Brooke – Head of Service

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

Active Communities Manager

Leisure and Performance Manager

To: City Executive Board
Date: 15 September 2016
Report of: Head of Community Services
Title of Report: Community Centre Strategy 2016 to 2020

Summary and recommendations	
Purpose of report:	To request that the City Executive Board approves the Community Centres Strategy which has been updated following consultation
Key decision:	Yes
Executive Board Member:	Cllr Christine Simm, Culture and Communities
Corporate Priority:	Strong, Active Communities; Efficient, Effective Council
Policy Framework:	Leisure & Wellbeing Strategy
Recommendation: That the City Executive Board resolves to:	
1. Adopt the Community Centre Strategy	

Appendices	
Appendix 1	The Community Centres Strategy
Appendix 2	Risk Register
Appendix 3	Initial Equality Impact Assessment
Appendix 4	Summary of the Consultation feedback

Introduction and background

1. The draft Community Centres Strategy was approved for public consultation by the City Executive Board on the 17 December 2015. We received 181 responses to the consultation, most of which were from representative organisations. The consultation generated some very useful feedback which has shaped and improved the strategy.
2. The strategy identified eight priority themes, four under each of two action areas: Improving Facilities and Sustainable Management. These themes were in the main

supported through the consultation process and while we have made a number of changes to the strategy as shown in appendix four, the priority themes have remained the same.

Improving Facilities

1. Establish Rose Hill Community Centre as a widely used and inclusive community hub.
2. Draw up development plans for the Blackbird Leys and Barton Community Centres aimed at widening and improving the range of functions and activities which they offer, and securing effective community involvement in the management of these centres.
3. Consider the feasibility study on the development of East Oxford Community Centre and work with the Reference Group and stakeholders to extend and improve the range of activities offered at the centre.
4. Develop a prioritised maintenance plan for all centres with a five year time horizon.

Sustainable management

5. Identify and consult on ways in which those centres that are currently managed by the City Council can be effectively managed in future on a long term and stable basis with strong community involvement.
6. Review the current lease arrangements for each centre and seek to agree new long term arrangements.
7. Support Associations in developing management skills and expertise and in recruiting volunteers to run the centres' activities.
8. Support Associations to recruit and retain trustees and manage their buildings.

The consultation process

3. To initiate the consultation a copy of the draft strategy and a covering letter was sent to the following key stakeholders:
 - All the Community Associations
 - Oxfordshire Community and Voluntary Action
 - Oxfordshire County Council (focused on social care)
 - The Parish Councils
 - All the Primary and Secondary Schools and the FE Colleges
 - The Clinical Commissioning Group
 - Various health partners
 - Any interested parties
4. Throughout the eight week consultation the draft strategy was on the Council's website and available for comment through the on-line consultation page. A press release and posts on the Council's social media were used to launch the start of the consultation.
5. Focus group sessions were organised with representatives of the following groups to draw out more qualitative feedback on matters which affect them:

- Older people (over 60s)
- Health partners
- Young people
- Minority community representatives
- Federation of Community Centres

6. The feedback from these sessions is included in appendix four.

Summary of consultation results

7. The questionnaires showed a good level of support for most aspects of the strategy and we also received a lot of written responses and very useful feedback from the focus groups. The common themes from the consultation were:

- **Improved communication of what's available**
The consultation supports the need to better communicate what's available; this is included in the action plan.
- **Relationships with the Community Associations**
The Council very much values the work of the Community Associations and this is stated in the strategy. We have recently taken on a new employee who now works closely with and supports Community Associations.
- **Recognising the value of Community Centres**
While the broader value of well-run Community Centres is very much addressed in the strategy, we have added a new task to the action plan to find a way to demonstrate their social and economic value and a work group has been set up.
- **Sustainability of Community Centres and Associations**
The strategy recognises with reducing resources and aging buildings that this is a key issue. We will address this by creating a prioritised maintenance plan, working better with Associations and supporting them to obtain external funding creating business plans and recruiting and training trustees and volunteers.
- **Leases and licences**
A number of respondents wanted to be reassured that that the process of putting suitable leases in place would be progressed within reasonable timescales. The strategy states that we are aiming to have them all in place by November 2017. We are hopeful that we will be able to speed this process up now the West Oxford Community Centre lease has been agreed by CEB.
- **Terminology**
The used of the term tiers has been deleted as it created the suggestion of a hierarchy that was not intended.

Level of Risk

7. The risk register is shown in appendix two.

Environmental

8. Current and future projects within the centres will continue to place a high priority on ensuring low carbon technology is implemented.

Equalities Impact

9. The Equalities Impact Assessment is shown in appendix three.

Financial Implications

10. The action plan shows the financial position for the strategy. Developments beyond those currently funded through the Council's capital programme will have to be considered as part of the Council's overall budgetary process in the context that capital funding is likely to becoming increasingly tight.
11. The strategy will help support applications for external funding and also for allocating developer contributions.

Legal Implications

12. The main legal implications are covered in the section on leases.

Report author	Ian Brooke
Job title	Head of Community Services
Service area or department	Community Services
Telephone	01865 252705
e-mail	ibrooke@oxofrd.gov.uk

Background Papers: none

Oxford City Council's Community Centres Strategy 2016-2020

Bringing communities together:

Skills, Health & Life

Oxford City Council has decided to retain an extensive network of community centres across the city. They differ widely in their size, range of activities hosted and their physical condition. The publication of this strategy is designed to establish the foundations for the long term management of the network and the support structures provided by the Council. The centres represent collectively a substantial investment in community managed facilities and the Council's central strategic objective is to support them to be well used and inclusive places. This helps to bring people together, to provide a focus for local communities and to contribute to the wider objectives of improving skills, reducing inequalities and creating strong and active communities. Our resources will be prioritised so as to meet these objectives as effectively as possible.

In developing this strategy the evidence from a needs assessment (included in section six) that was undertaken by SLC consultants has been of major importance, and there has been extensive consultation with a steering group made up of representatives from the voluntary sector, the Federation of Community Associations, councillors and senior council officers. The strategy identifies ways in which the Council will support the development of the community centre network and prioritise its resources to extend and improve the ways in which the centres can serve their communities. The city's communities are diverse and constantly changing, and the pace of this change has increased. These contextual factors, and the fact that community centres increasingly also serve city wide communities of interest and identity, means that the way the centres are run needs to reflect these changes.

The strategy identifies eight priority themes, in two key action areas -
Improving Facilities and Sustainable Management:

Improving Facilities

1. Establish Rose Hill Community Centre as a widely used and inclusive community hub.
2. Draw up development plans for the Blackbird Leys and Barton Community Centres aimed at widening and improving the range of functions and activities which they offer, and securing effective community involvement in the management of these centres.
3. Consider the feasibility study on the development of East Oxford Community Centre and work with the Reference Group and stakeholders to extend and improve the range of activities offered at the centre.
4. Develop a prioritised maintenance plan for all centres with a five year time horizon.

Sustainable management

5. Identify and consult on ways in which those centres that are currently managed by the City Council can be effectively managed in future on a long term and stable basis with strong community involvement.
6. Review the current lease arrangements for each centre and seek to agree new long term arrangements.
7. Support Associations in developing management skills and expertise and in recruiting volunteers to run the centres' activities.
8. Support Associations to recruit and retain trustees and manage their buildings.

1. Setting the scene - Why do we need a Community Centre Strategy?

The Council owns 18 community centres of which the majority are managed by Community Associations. These Associations are essential to the running of these centres and their work is greatly valued by the Council. Where Associations have found themselves in difficulties the Council has offered support and assistance and in a small number of cases has stepped in to take on the management. The Community Associations are voluntary groups formed by members of the public who want to improve the quality of life in their neighbourhood. They are registered charities accountable to the Charities Commission for meeting their declared charitable objectives.

The Associations have become increasingly burdened with complex health and safety and building management issues, leaving less time to develop new activities, promote their centres, or work with organisations such as health services. This strategy focusses on finding new ways of supporting Community Associations in the recruitment, training and retention of trustees and also in building management.

Many community centre buildings are old and require increasing levels of maintenance. Across the centres there is currently around £1.5 million of backlog maintenance. While there is a strategic policy commitment to invest in the centres, continued reduction of government grants has made it increasingly difficult to dedicate a substantial budget to this purpose. The strategy explains what changes we need to make to prevent further deterioration in the fabric of community centres and to support the valuable services they provide.

There is also a need to ensure that each centre has an appropriate legal agreement in place. Robust legal agreements for tenants are essential to ensure health and safety requirements are met, for Associations to obtain external funding and to give the public confidence that its assets are being managed in the best interests of the communities they serve.

The Council operates services across the whole city and has focussed its resources in areas where there are the highest levels of social deprivation. The Council is committed to tackling deprivation and inequalities by providing high quality community hubs offering a broad programme of activities. The main priority areas are Blackbird Leys, Barton and Rose Hill and this is reflected in the priorities set out above.

2. What does the strategy cover?

- Our plans for the city's community centres
- How we will make community facilities more accessible
- Creating a sustainable management model
- Our approach to working with communities

3. Where does the strategy fit within the overall Council Corporate Plan?

The Corporate Plan is the Council's key policy statement and this strategy supports the following areas of the Corporate Plan:

Strong, Active Communities

Community centres can deliver broad benefits that will help to create strong and active communities. They aim to provide activities for all ages, and to provide places where people can go to meet, attend courses and engage in social activities.

Community centres can only be the vibrant and active places that we are aiming for if they attract residents and users. By improving the centres we aim to encourage a wider range of people to use them, to increase usage, to encourage community cohesion, reduce health inequalities and to tackle issues such as the isolation of older people.

A Vibrant, Sustainable Economy

Oxford is a thriving city and is experiencing a rapid growth in population and employment. As the local economy develops and changes it is vital that the facilities that are available to the different communities across the UK are also developed to reflect those changes.

Cleaner, Greener Oxford

The Council is committed to minimizing the carbon created by its activities. The new community centre at Rose Hill has incorporated a range of low carbon technologies such as solar panels to generate energy. All the development work within the strategy will incorporate the best possible low carbon approach.

An Efficient, Effective Council

The Council is willing to invest in community facilities where there is a strong business case both in financial terms and outcomes. The operation of the community centres in the city is efficient and effective where there is robust governance of the centre, its legal status is clear and it is well maintained.

By agreeing new leases the Council will clarify the responsibilities of Community Associations and the Council's undertakings. Having developed a mutually agreed set of criteria for the 'effectiveness' of a community centre in collaboration with community associations, the Council will continue to work with them to maintain that effectiveness. The Council will, through its directly-run community centres, lead by example.

4. The Oxford context

Demography

In common with many cities, there are major social inequalities in Oxford. The Index of Deprivation 2015 ranks Oxford 166 out of 326, which places the city just within the bottom half of the deprivation ranking for local authority areas in England.

People living in the least deprived areas of the city can expect to live around seven years longer than people living in the most deprived areas.

10 of Oxford's 83 'Super Output Areas'¹ are amongst the 20% most deprived areas in England. These areas, which are located in the Leys, Littlemore, Rose Hill and Barton areas of the city, experience multiple levels of deprivation – with low skills, low incomes and poorer levels of health.

Around 23% of Oxford's under 16s 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 to grow rapidly, with the 2016 population already estimated at 160,000.

¹ These are geographic areas used for statistical reporting www.ons.gov.uk

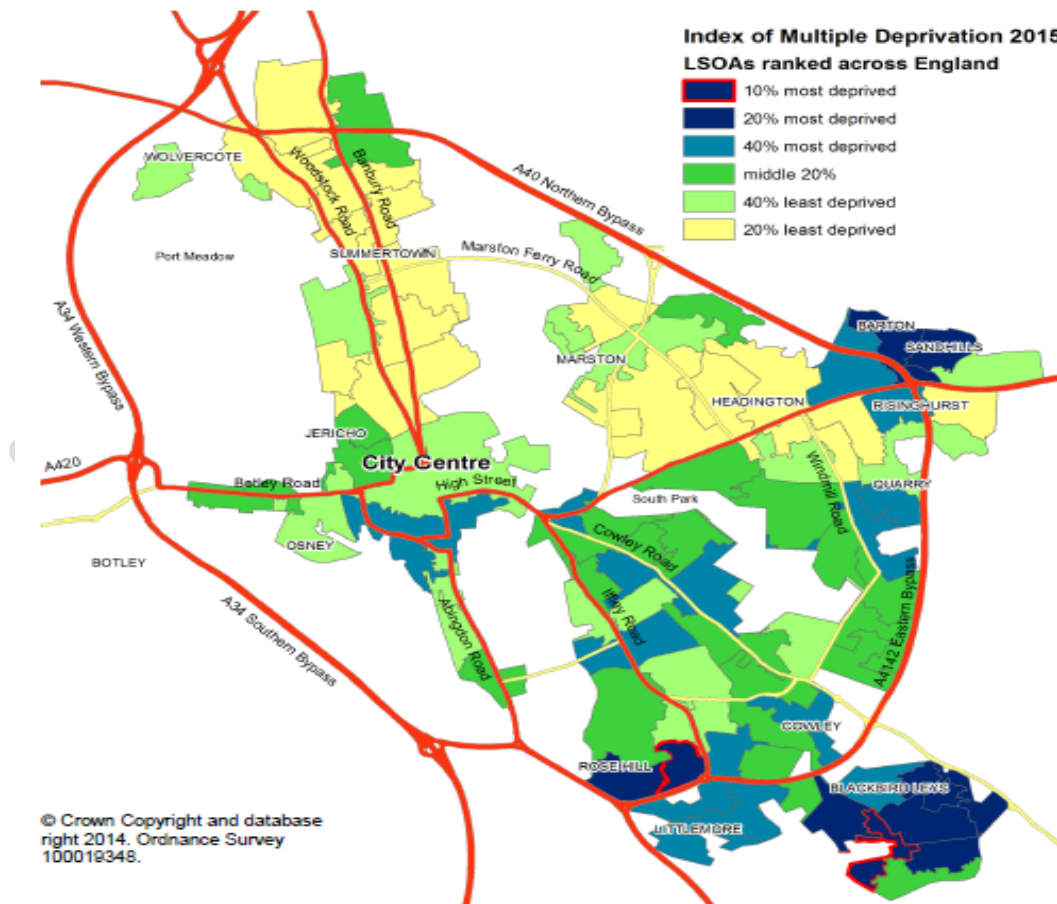
Oxford is a diverse city; in 2013, 28% of Oxford's residents had been born outside the UK and an estimated 4,000 short-term international migrants were living in the city. These factors, combined with large student numbers, create a significantly transient population and new and emerging communities make effectively communicating the availability of community facilities even more important.

Health

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

- A majority of Oxford residents do not undertake sufficient regular physical exercise to maintain good health.
- Life expectancy is 7.7 years lower for men in the most deprived areas of Oxford compared to the least deprived areas²
- The health cost of inactivity in Oxford has been estimated at £2.1 million per year.³
- 17,855 people in the Oxford City GP locality are registered with depression⁴
- Mental health issues among the older population are very often directly linked to isolation and loneliness.⁵

Figure 1 - Index of Multiple Deprivation 2015



Super Output Areas ranked across England

Source: Department of Communities and Local Government

² DOH: Public Health Observatories – Oxford Health Profile 2014

<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

⁴ Oxfordshire Mind's 2013 Community Mapping report

⁵ The Needs Analysis [for](#) Older People in Oxford.

National context

These physical and mental health problems are placing significant burdens on public services and reduce our citizens' quality of life. In addition, there have been cuts to health and to children's services, with valuable resources such as children's centres due to close in the near future.

To meet the challenges of these community needs, this strategy seeks to identify the ways in which community centres can best help to mobilise and channel a range of public, private and voluntary services.

5. Where we are now?

The Council's ambition is to deliver world class services. The main challenges and opportunities for community centres are that:

- The majority of Oxford's population do not currently use or engage with their local community centre
- Systems and procedures are not effectively shared, and centres are often competing for users
- There is very limited performance data and no agreed measures of activity that would help to assess the centres' effectiveness in meeting their objectives
- The Council invests around £1million each year in community centres: how should the value for money from this investment be assessed?
- Many of the buildings are of poor quality and there is a £1.5 million maintenance backlog
- Many Associations struggle to recruit and retain trustees
- The basis for occupation for many associations is uncertain. with some holding over on expired leases and others on outdated licences

However, our community centres successfully provide around 20,000 activity sessions each year demonstrating the potential and community benefits that could be attained by improving the current offer and developing the services on a longer term strategic basis.

The c£1 million that the Council invests each year on community centres consists of c£442,000 of direct costs (repairs and maintenance, waste and service charges and the support the Council commissions from Oxfordshire Community and Voluntary Action) and c£557,000 of "opportunity" costs derived from subsidised rental income and officer support costs.

As Council budgets reduce we need to look for new and more effective ways to run services and support community groups to best support the communities they serve. While all services differ, a good example is the Council's capital investment of £14.5 million into leisure centres to transform their quality and range of services. This has led to usage increasing by 71% (mainly in the subsidised target groups such as older people and children) and revenue costs reducing by £2 million a year, there is no maintenance backlog and usage continues to increase. This challenge is to move the community centres onto a similar upwards trajectory.

6. How we have developed the strategy

A steering group was set up to support the development of this strategy. The group included the CEO of Oxfordshire Community and Voluntary Action, the Chair and Deputy Chair of The Federation of Community Associations, the Board member for Communities & Culture, opposition members and senior officers.

Consultants were commissioned to undertake a geographic and demographic analysis of community centres using a Geographic Information System. They applied a 15 minute

walk time catchment for each centre. The catchment is based on a judgement of how far Oxford residents can reasonably be expected to travel to access community centre provision. This has been overlain with ward boundaries, and the 2015 Index of Multiple Deprivation (IMD) ratings of each lower super output area (LSOA).

A methodology was devised to objectively assess each centre and its impact on the community in terms of providing accessible coverage in strategic areas of importance.

COMMUNITY CENTRE ANALYSIS - DISTRIBUTION, CATCHMENT & IMPACT

1	Barton Neighbourhood Centre	15	Regal Community Centre
2	Blackbird Leys Community Centre	16	Risinghurst Community Centre
3	Bullingdon Community Centre	17	Rose Hill Community Centre
4	Cheney Community Centre	18	South Oxford Community Centre
5	Cotteslowe Community Centre	19	Wood Farm Community Hall
6	Donnington Community Centre	20	The Asian Cultural Centre
7	East Oxford Community Centre	21	East Oxford Games Hall
8	Florence Park Community Centre	22	West Oxford Community Centre
9	Headington Community Centre	23	St Margaret's Institute
10	Jericho St Barnabas Community Centre	24	The Barn
11	Jubilee 77 Community Centre	25	Barns Road Community Rooms
12	Littlemore Community Centre	26	Mortimer Hall Marston
13	North Oxford Community Centre	27	Littlemore Village Hall
14	Northway Community Centre and Sports Centre (<i>considered together for the purposes of this study</i>)	28	St Luke's
Key			
Not owned by OCC		Owned by OCC	

Table 1 – community centre key

The below insights map shows where the city's community centres are in relation to areas of deprivation.

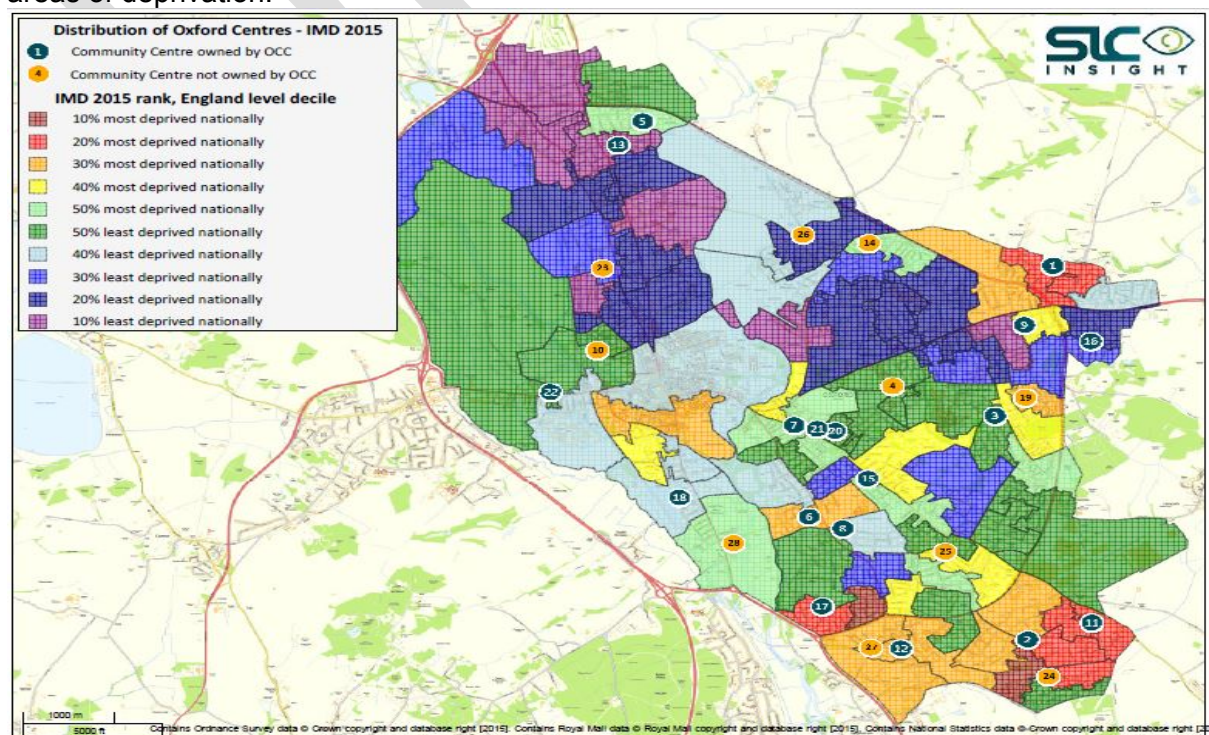


Figure 2 – location of community centres in relation to deprivation

Figure three shows the density of community centres using the 15 minute walk time. This map highlights the opportunity to combine the East Oxford Games Hall with East Oxford Community Centre to create an improved quality community hub which we will explore.

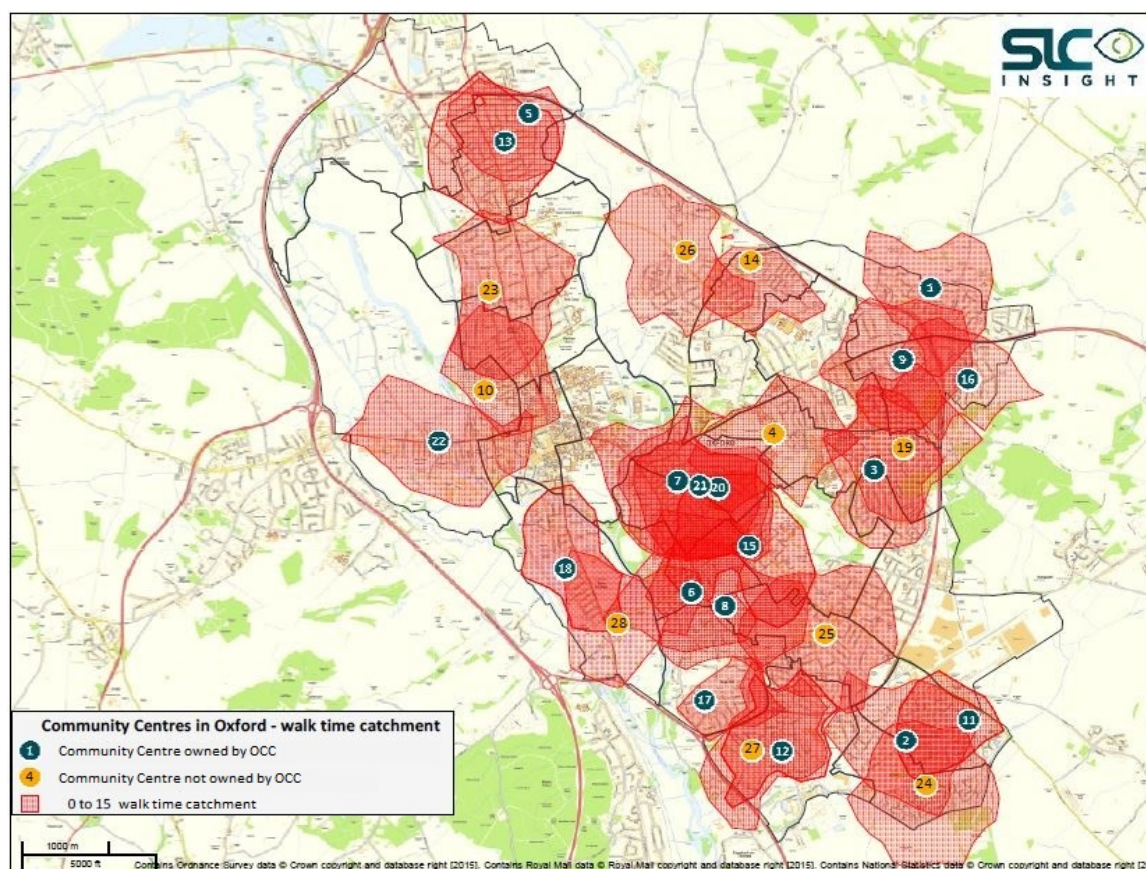


Figure 3 – community centre catchment areas

Predictably, Oxford's city centre has a large number of facilities as there is a wide range of community and educational facilities. Figure 3 shows gaps in community facilities in parts of Blackbird Leys, Marston and Churchill. This does not mean that new facilities are required, as there is a good overall provision, but it does mean that planning decisions shall take this into account and that an increased effort is needed to ensure that people are aware of their local facilities.

Centres and Areas of Strategic Importance

There are a number of centres which, from the perspective of their location and catchment area, serve an area of strategic importance in terms of relative deprivation levels which would otherwise not fall within the catchment of any other centre. The facilities which exclusively serve significant areas of LSOAs within the 0%-20% most deprived nationally are shown below

Ref	Name	Reason
1	Barton Neighbourhood Centre	Serves an area of Barton & Sandhills within 10%-20% most deprived nationally

2	Blackbird Leys Community Centre	Serves an area of Northfield Brook within 10%-20% most deprived nationally
11	Jubilee 77 Community Centre	Serves an area of Blackbird Leys within 10%-20% most deprived nationally.
14	The Barn	Serves an area of Northfield Brook within 0%-10% most deprived nationally and an area of Blackbird Leys within 10%-20% most deprived nationally
17	Rose Hill Community Centre	Serves an area of Rose Hill & Iffley within 10%-20% most deprived nationally

Table 2 - Centres of strategic importance

This evidence is combined with the Council's priorities and local knowledge to create our plans.

7. Our plans

Objective One – our investment plans

The Council will place a high priority on the establishment of high quality and inclusive community hubs in the priority areas that have been identified, providing a range of public and voluntary services including health, advice and leisure activities.

The new Community Centre at Rose Hill provides an example of the type of integrated and multi-functional space that would be sought for these hubs. Development at Barton Neighbourhood Centre will be supported by developer contributions, and the regeneration plans for the centre of Blackbird Leys incorporate a new Community Centre as part of the reorganisation and renewal of the area.

Investment in other Centres will be assessed in relation to the objectives of this strategy to foster strong and active communities, and to provide access to resources and services that will improve skills, reduce inequalities and improve health. £670,000 has been allocated to support improvements at the East Oxford Community Centre. Any changes will be informed by thorough consultation to assess levels of support for different types of improvement plan.

A key factor in the prioritisation of future capital investment, alongside the social policy objectives identified above, will be evidence of good governance and the existence of a long term lease.

Having now established a basis for terms of a lease that provides a suitably long term with no rent we see no reason why new leases could not be rolled out to all centres speedily. We will provide support to associations who want to complete a new lease through OCVA and support to meet reasonable legal fees.

The Council's annual repair and maintenance budget supports the day to day needs of the Centres, but larger sums for more substantial maintenance or improvement projects will require approval through the annual budget review process.

In some cases, as in Barton, developer contributions from CIL or Section 106 agreements will be available for potential allocation, and in others there may be opportunities to lever in external funding using a City Council allocation as a 'match' or 'pump prime'.

Major renewal plans are in prospect for two community centres (North Oxford and Jericho) that are affected by planned redevelopment schemes, and for which significant City Council involvement is required.

Many other centres have been working on plans for improvements and modernisations and as part of this new strategy, it is proposed to establish within six months a full schedule of these plans and to work with the Associations concerned to establish priorities. Taken together, the cost of the plans which represent the aspirations of the community centres is substantially greater than the likely available budget over the next few years, making the identification and winning of external funding sources of great significance if they are to be realised.

Objective Two – improved management

While the condition of buildings and facilities is important, it is the people and the activities that make community centres places that people want to visit. They need to be inviting, well managed and easy to access.

Leases

The leases through which Trustees hold their centres need to be brought up to date. In a number of cases, the contractual term of the lease has elapsed and the associations are “holding over” under the terms of that lease. Some centres do not have a lease, and are operating with a licence to occupy the building. This provides very few rights and no security of tenure. Leases not only enable the building occupier to have a clear relationship with the Council as landlord, they are also essential if Associations are to obtain external funding which will be increasingly important to improve facilities and develop premises.

The Council is taking two approaches in respect of the different current legal status of the Associations.

For those Associations who currently have a lease with continuity of tenure under the 1954 Landlord and Tenant Act we will undertake individual negotiations on that basis to agree how they can best meet the needs of their local communities. This applies to West Oxford, Bullingdon, Florence Park, Headington and Risinghurst.

All other Associations will be offered a new 25 year lease without an automatic right to renew at the end of the term. This is to protect the long term interests of the Council and its successors, but will be accompanied by assurances concerning the right to renewal if the Association’s and the Council’s objectives are being met.

When an Association is failing to meet its objectives the Council will work with the Association to support it to improve in order to minimise the risk of forfeiture.

Council managed centres

The Council’s preferred option is that robust, sustainable community organisations should manage the community centres. A report in 2014 commissioned from consultants found that there could be operational improvements and efficiencies to be gained by bringing all the Council run centres into a single body through a charitable trust. There may also be benefits from such a model for Association managed centres as they could choose to buy services such as caretaking, cleaning, ICT systems or bid writing from such a trust body. However, these potential benefits are not exclusive to a trust model and we will explore a number of options to see if there are ways to ensure that the centres that are currently managed by the Council can meet the needs of the communities they serve.

Volunteers

People volunteer for a variety of reasons. Some want to gain experience, some want to meet new people, to acquire new skills, or use volunteering as a way to get a new job or start a career. Others just want to give back to their community, to help a friend or promote a worthwhile activity. The Community Federation have asked for more support in attracting and developing volunteers for their Associations. This will be realised by placing increased focus on the work that the Council commissions from Oxfordshire Community and Voluntary Action to support volunteers. We have already responded by creating a Communities Officer post who works with volunteers and support Community Associations.

Service quality

The Council will introduce customer feedback cards at the centres it manages and undertake an annual survey with individuals who do not use the centres to find out what could be done to increase the attractiveness and usage of the centres.

We will undertake monthly quality audits of Council run centres and develop improvement plans. Quality will also be checked by introducing an external quality assurance system. Centres that are managed by Community Associations will be encouraged and supported to implement a continuous improvement plan and we will undertake an annual health check at these centres. These continuous improvement plans will clearly vary between large facilities and the smaller community halls where a relatively light touch will be appropriate.

Objective Three – improved community access

The Council's policy has been to place greater resource into working in communities with the greatest needs. There are Locality Officers in the priority areas (Blackbird Leys, Rose Hill, Barton, Littlemore, Northway, Wood Farm and Cutteslowe). Their role is to support the delivery of the priorities that have been agreed with local councillors for each area and to coordinate the Council's resources within these areas to support Councillors and work with partners to resolve issues. The Localities Team also help to keep local people informed about the facilities that are available to them and to help community groups find suitable venues. The Locality Officers are based in community centres around for half of their working week with the objective of helping the centres to become the heart of the community. They will support staff working in the centres with community engagement and outreach.

The transient nature of Oxford's population means that a large number of people will not be aware of what community spaces are available and others, for a range of reasons, will either not want to access them or feel that the community centre is not for them. The Council will take an active role in promoting the community offer and targeting promotions at underrepresented groups. One way this will be fulfilled is by having an improved website that promotes not only community hubs and community halls but also community rooms and sports pavilions.

The strategy recognises that some people now expect to be able to book services online. The Council will introduce an online booking and payment system at the centres it manages. This has the additional benefit of enabling usage data and will help us to market the centres. We will explore how the usage of the system can be extended to help people book community centres across the city.

This data and improved customer feedback also helps to inform what activities are provided and at what times.

8. Demonstrating the difference

We will develop a manageable number of measures that will help us to track the success of the strategy. The below are measures we will use in Council managed centres and in collaboration with the Community Associations we will seek to develop a mutually agreed set of measures for the centres managed by Associations. Where more data is needed to be able to set measures we will use the first year of the strategy establish the baseline.

Ref	Measure	2016	2017	2020 target
CC1	Usage of our community centres	Establish baseline	20% increase	20% increase
CC2	Number of sessions in our community centres	c22,000	25,000	30,000
CC3	Number of sessions targeting health improvement	Establish baseline	Increase by 5%	Increase by 5%
CC4	Number of sessions supporting targeting improving skills	Establish baseline	Increase by 5%	Increase by 5%
CC5	Income at Council managed centres	Establish baseline	Increase by 5%	Increase by 20%
CC6	Social impact of our community centres		Establish baseline	Increase by 5%
CC7	Revenue cost to the Council of community centres	£190k direct costs	Reduce by 10%	Reduce by 10%
CC8	Number of volunteers in our community centres	Establish baseline	Increase by 5%	Increase by 5%
CC9	Satisfaction levels	Establish baseline	>85%	>85%

Table 4 – measures

The final section of the strategy demonstrates how we will achieve the eight priorities.

Priority 1 –Rose Hill...an exemplar Community Hub

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
A well-used centre	Excellent promotion of the centre	Marketing plan implemented	Jan 2016	General Manager / Commercial Manager	£6,000 year one Then £2,000 per year
Inclusive usage	A diverse programme of activities	Quarterly programme reviews	2016 to 2020	General Manager	Officer time
Financially sustainable	Annual review of fees and charges linked to budgeting process	Review every September	Annually	General Manager	Officer time
High levels of satisfaction	A motivated and well trained team Obtain feedback from 20 users every month Regular facility audits Implement a quality management system	Training plan implemented Commence In place In place	Jan 2016 2016 onward 2016 2016	General Manager Duty Officer Performance Manager Performance Manager	£2,000 Officer time Officer time £1,000

Priority 2 –Improve Blackbird Leys & Barton Community Centres

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
BARTON					
Improved health offering at Barton	Support the expansion of the GP surgery at the centre and improve the sports hall	Plan developed Works complete	2016 2019	Assets Manager	£200,000 developer contribution
Improve the sense of arrival and flow of the building	Review previous schemes and develop an integrated and costed plan	Cost the scheme Implement the scheme	Sept 2016 Dec 2017	Assets Manager General Manager	Explore funding options
BLACKBIRD LEYS					
A new Community Hub	Develop as part of the district centre development	Develop brief for community hub Appointment of Delivery Partner Hub opens	2017 2017 2020	Partnership & Regeneration Manager Assets Manager Partnership & Regeneration Manager	The costs are still being developed and funding would need to be allocated Officer time

Priority 3 – Improve East Oxford Community Centre

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
Develop an affordable scheme	Improve the centre which may include consolidating existing community facilities to promote energy efficiency and reduced operational costs	Feasibility study finalised Progress project if viable	2017 2018	Head of Service	£670,000 Finance potentially raised by joining provision onto one site, external grants and through the Council's capital programme
Increased usage and satisfaction	Representative community reference group	Continue to develop the group	2016	Head of Service / Asset Manager	Officer time
	Increase satisfaction levels	Measure satisfaction	Jan 2016 onwards	Centre coordinator	Officer time

Priority 4 –Prioritised maintenance

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
Tackle the maintenance backlog	Prioritise funds	Develop schemes of work	Once a lease is in place	Head of Service/ Asset Manager	Part of the Council's corporate maintenance plan
	Support Community Associations to obtain external funding so improvement opportunities can be combined with maintenance works	Meet community associations to talk though opportunities	Summer 2016	Active Communities Manager	Officer time

Priority 5 – Sustainable, effective management

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
A sustainable, high quality delivery model for the centres the Council currently owns	Asses the financial viability differing management models and the scope of services that could be included	Complete feasibility report	Jan 2017	Head of Service	£12,000 Officer time
Improved systems and demonstrating impact	Robust consistent operating systems in place for Council manage centres	New system in place	Summer 2016	Active Communities Manager	Officer time
	Improved quality	All Council managed community hubs quality assured	2017	Performance Manager	£3,000
	Explore how we can demonstrate the social and economic value of Community Centres	Methodology in place	2017	Performance Manager / Community Federation	Officer time
A joined up community offer	Promote the community offer on the website	Improve web content for Council managed centre	Autumn 2016	Communities Support Officer	Officer time
			2017	Communities Support Officer	Officer time
	Review arrangements to support building management at centres operated by Community	All community spaces promoted on the same website Reviews undertaken	2016 then annually	Performance Manager	Officer time

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
	Associations				

Priority 6 - Appropriate lease arrangements

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
All centres have leases in place	Implement two lease types: Protected lease – negotiate terms with Associations An unprotected lease – standard terms with a breakage clause.	All centres on one of these lease	November 2017	Head of Service	Officer time

Priority 7 –Volunteers

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
Increased numbers, representatives and quality of volunteers in community centres	Improve how opportunities are promoted	Changes in place	Spring 2016	Active Communities Manager	Officer time
	Increase the focus in the work the Council commissions OCVA to do to support volunteers	Update the 2016/17 service agreement	May 2016	Grants officer	Commissioning budget of £43,000
	Improved training for volunteers	As above	Summer 2016	OCVA	As above
		Audit	Autumn 2016	OCVA	As above
	Develop a shared database of volunteers				

Priority 8 - Trustee recruitment and development

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
More, better trained and more diverse trustees	Work with partner organisations to better coordinate the recruitment and training of trustees	Working partnership in place	Summer 2016	Communities Manager	Officer time
	Review and refocus the OCVA commission	Update the 2016/17 service agreement	April 2016	Communities Manager	Commissioning budget of £43,000

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Appendix 2: Risk Register

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
People	The consultation project does not provide sufficient levels of engagement	Threat	Lack of interest, insufficient marketing, not targeting, lack of resources	Unable to provide sufficient evidence to support decision making for final strategy	29.7.15	Head of Community Services	2	1	2	2	1	2	Low risk	Consultation period longer than usual 6 weeks as 8 weeks allocated. Consultation plan in place including targeting of specific groups	Jan 16 end of consultation	Closed	Consultation will start once CEB report decision	Head of Community Services
Budget	Strategy outlines priorities for future investment and also regarding leases which will enable Community Associations to more effectively secure external funding	Threat	Negative feedback from consultation	Strategy delayed and subsequent investment plans and lease meetings with Community Associations is also delayed	29.7.15	Head of Community Services	3	2	2	1	2	1	Low risk	Community Centres Strategy group established with reps from the Federation and also councillors from all parties and also OCVA. Consultation also will be widely publicised.	Jan 17	Open	50%	Head of Community Services
Buildings	Current maintenance spend continues without clear prioritisation in relation to Strategy priorities	Threat	Failure to agree strategy in line with budget setting	Continued programme of current investment which does not address key priorities for strategy	29.7.15	Head of Community Services	2	1	2	1	2	1	Low risk	Consultation planned effectively and final report programmed to go to CEB to be in line with budget setting for future years	Jan 17	Open	Will progress when strategy agreed	Head of Community Services
Reputation	Challenge from stakeholders and communities	Threat	Negative feedback from stakeholders and consultation	Council Reputation	06.05.16	Head of Community Services	2	1	2	2	2	2	Low risk	Focus Groups completed as part of the Consultation process. Key stakeholders including OCVC, Oxford Federation of Community Centres representation on the Community Centres Strategy Group. New Officer in post with a	On-going	Open	On-going	Head of Community Services
Environmental	Efficient and Effective facilities and community buildings.	Opportunity	Current and future projects within the centres will continue to place a high priority on ensuring low carbon technology is implemented.	Energy Efficiency & opportunity for financial savings. Improving Facilities and Sustainable Management	06.05.16	Head of Community Services	1	1	1	1	1	1	Low risk	Engagement with OCC Environmental and Carbon colleagues.	On-going	Open	Will progress when strategy agreed	Head of Community Services

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Appendix 2: Equalities Impact Assessment

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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	Date assessment commenced: 29.7.15
Name of Policy to be assessed:			Oxford's Community Centre Strategy 2016 to 2020		
None					
1. In what area are there concerns			Race None	Disability None	Age None

that the policy could have a differential impact	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.	Oxford City Council recognises the broad value of community centres and is committed to ensuring they are vibrant and inclusive places. The Council sees community centres not just as places to bring communities together, but also as assets that need to achieve the council's objectives of improving skills, reducing health inequalities and creating strong and active communities. This strategy shows how the Council will prioritise its resources to maximise the potential from its community centres. The strategy details our plans, analyses needs across the City in order to provide a framework to provide appropriate facilities to meet the needs of residents for the future.		
3. Methodology and Sources of Data: The methods used to collect data and what sources of data	A geographic and demographic analysis of community centres using a Geographic Information System has been completed in June 2015. This applied a 15 minute walk time catchment identified for each. The catchment is based on a judgement of how far Oxford residents can reasonably be expected to travel to access community centre provision. This has been overlain with ward boundaries, and the 2015 Index of Multiple Deprivation (IMD) ratings of each lower super output area (LSOA).		
4. Consultation This section should outline all the consultation that has taken place on	Plan for Public Involvement A brief was submitted to the Public Involvement Board in August detailing the proposed Consultation for the strategy.		

<p>the EIA. It should include the following.</p> <ul style="list-style-type: none"> • 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 	<p>At the start of the consultation we sent the strategy and a covering letter to key stakeholders:</p> <ul style="list-style-type: none"> • All the Community Associations • Community Matters • Oxfordshire Community and Voluntary Action • Oxfordshire County Council (focused on social care) • The Parish Councils • All the Primary and Secondary Schools and the FE Colleges • The Clinical Commissioning Group • Health Partners • Other relevant community groups <p>The consultation was for eight weeks and the draft strategy was available on the Council's website and for comment through the on-line consultation page. A press release and posts on the Council's social media sites coincided with the start of the consultation. We also publicised through local community newspapers and also through OCVA website.</p> <p>We also held focus groups sessions to positively engage with the following groups:</p> <ul style="list-style-type: none"> • Older people • Health Services • Young People • Diverse groups • Federation of Community Associations
<p>5. Assessment of Impact:</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>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>There is a full range of groups and individuals listed above who were involved in the consultation.</p>
<p>6. Consideration of Measures:</p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>Extensive consultation was undertaken to ensure any negative impacts were understood.</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>	<p>The Strategy development has been overseen by a group which includes Councillors, Senior Officers, Representatives of the Federation of the Community Associations and the Chief Executive of OCVA. This group will oversee the monitoring arrangements for the development of the Strategy to ensure no adverse impact in the future.</p> <p>The monitoring arrangements included in the strategy are:</p> <ul style="list-style-type: none"> • Usage of our community centres • Number of sessions in our community centres • Number of sessions targeting health improvement

evidence of discrimination.		<ul style="list-style-type: none"> • Number of sessions supporting targeting improving skills • Cost to the council • Social impact of our community centres • Revenue cost to the council of community centres • Number of volunteers in our community centres • Satisfaction levels <p>There is very limited performance information on community centres so for most of the objectives the first year will be used to set baselines for the targets.</p>				
7. 12. Date reported and signed off by City Executive Board:						
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		The updates to the strategy as shown in appendix four				
9. Are there implications for the Service Plans?	YES	NO	10. Date the Service Plans will be updated	Jan-March 2016	11. Date copy sent to Equalities Officer in HR & Facilities	April 2016

13. Date reported to Scrutiny and Executive Board:	N/A	N/A	14. Date reported to City Executive Board:	June 2016	12. The date the report on EqlA will be published	June 2016
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Signed (completing officer) Ian Brooke – Head of Service

Signed (Lead Officer) Ian Brooke – Head of Service

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

Leisure & Performance Manager, Community Services

Appendix 4: Consultation Responses

Received From	Comments	Our Response
Older People Focus Group	Have the Council considered the volume of work required to enable volunteers to run Community Centres?	<p>Yes, this has been thoroughly considered. Volunteers donate an enormous amount of energy, commitment, skills and local knowledge to their communities through their service at community centres and community associations</p> <ul style="list-style-type: none"> • Oxford City Council recognizes and values this huge contribution and commitment, without which many citizens of Oxford would not access the services that they currently do • Oxford City Council also recognizes that attracting the financial resources and volunteers to run effective community centres and associations has never been more difficult • This strategy aims to build on the existing contribution of dedicated volunteers and ensure that community centres can be sustained through longer term relationships, increased support to CAs to attract skilled Trustees committed to great community services for all and support in effective management of community facilities.
Oxford Federation Of Community Associations	<p>Volunteers/Training (page 11); OFCA welcomes support with reference to “attracting and developing volunteers”. In our experience the work of Volunteers/trustees is often undervalued and their knowledge and skills can be under rated by the “professionals” who work for other agencies. The policy and legal pressures on trustees seem to increase every year and we are concerned about the impact of trustee fatigue and burn out. OFCA would want to be fully consulted about the support and training programmes which are commissioned from OCVA.</p>	<p>The work of volunteers and Trustees is often misunderstood and therefore as you have noted, undervalued.</p> <ul style="list-style-type: none"> • Particularly in the current climate, many potential Trustees are unwilling or unable to make the often substantial time commitment and this can mean that skilled people are required to take on tasks which need to be done for an organisation to survive/ earn its

		<p>keep.</p> <ul style="list-style-type: none"> • The Council is committed to working with you and using its resources to increase the number of people volunteering their time, skills and experience, and so reduce the pressure on existing Trustees • The Communities Team would welcome the opportunity to work with you to shape the support to Trustee recruitment and development so that this is relevant and adds value to your work.
Governors/Conference Office Ruskin College	<p>Volunteering is a valuable activity for many reasons and community centres should be welcoming and supportive for local people to get involved in their communities, learn and develop skills and experience and further promote the sense of local ownership that centres should have. There should be several avenues for volunteers to find out about what opportunities there are and while OCVA provides an excellent service it is not necessarily the first port of call for many people.</p>	<p>The contribution made by volunteers to the City of Oxford is substantial. As the Council knows from its own work, volunteers come in many shapes and sizes, come with different experience and different skills and time to contribute.</p> <p>The City Council has a Service Level Agreement with OCVA which at the time of writing is being focused down on effective management, governance, sustainability and funding and volunteer/ Trustee attraction and development. We would welcome your feedback on the service you have received. Apart from the SLA, the City Council invests £1.4 million in community and voluntary activities benefiting the City, many of which are driven or delivered by volunteers.</p> <p>The City Council now has a Community Officer position working with Community Associations and supporting the Council to improve its internal and external work on volunteering.</p> <p>As a Council we also welcome your feedback</p>

		on what else would effectively support you to attract volunteers whose time and experience ensure critically important services are delivered in the city.
Barton Community Association	It would be very helpful to place a monetary value on community associations and their volunteers as “value in kind” and this should sit alongside the money spent by OCC on community centres to give a more balanced overview of the service offered by both parties. The amount of money introduced into communities from external funders via community associations also needs to be acknowledged. Virtually without exception this funding would not be forthcoming without the presence of local groups such as the associations.	Thank you for this suggestion and we have added this into the action plan. Local community and voluntary organisations attract significant resources into the City every year. As a City Council, we know for example that the £1.4 million that we invest in voluntary and community projects and services to benefit the people of Oxford, our grantees are able to attract around £6 million to the City. The City Council would not be able to attract this funding. Community Associations similarly attract funding that otherwise would not benefit the City and its residents.
Oxford Federation of Community Associations	OCVA OK, but also some CA's could host training, and it could be widened out to other small voluntary groups. Training for not only volunteers but also staff and mixing it up to share experiences.	Thank you and we will talk this through with you.
Oxford Federation of Community Associations	Volunteers: Respect for voluntary commitment. Increased support for volunteers running centres. There wouldn't be centres without volunteers. More support for trustees and volunteers i.e. training and recruitment. Recognise more clearly the value of volunteers and the income generated by CCs. More positive outlook for strategy document re volunteers. Put a monetary value against community associations.	Please see earlier responses. The City Council agrees that the time commitment, energy, skills and local knowledge of Community Association volunteers including Trustees can come out more strongly in the strategy, along with the funding they succeed in bringing into Oxford.
Northway Youth Club	Strongly agreed with meeting needs, developing opportunities for volunteers ‘you should offer opportunities for us to volunteer for work experience’	Thank you for this feedback.
The Leys CDI Trustees	It is important to recognise that community organisations/groups very often produce cost-savings for the statutory sector including preventative work which can save money further down the line. The Leys CDI would encourage the Council to capture the economic	We agree that expressing volunteering contributions in monetary terms may help to communicate the tremendous value of community work.

	value of the community groups/organisations operating from the community centres in the context of volunteer contribution, savings to the public purse and new money raised. The captured economic value could provide convincing arguments to keep leases at an affordable level so that the community sector work is able to continue.	
The Leys CDI Trustees	It is certainly worth offering training to the associations which do run centres. However, where the City currently runs them we think it is because the management of the community buildings has historically proved pretty well impossible, in areas of deprivation, to give over to suitable, committed, volunteers to form the committees/associations successfully to manage these buildings. Perhaps the involvement of OCVA can reverse this trend. Community Centres are best managed by Community Associations - however in practice this is challenging. This is best done by supporting and enabling community associations to develop. The suggestion that Oxford City Council could provide some infrastructure services that community associations could buy in could well be helpful although it is often cheaper for charities to recruit their own staff due to having lower management costs and to recruit from the local community therefore supporting their local economy. Where there are challenges presented by community associations support can be given to work with these organisations to enable them to be representative of their communities and inclusive in their approaches	The City Council recognises that running effective Community Associations that provide services to local communities, of which running a Community Centre is often a small part, can be very challenging. We are keen to work with Community Associations wherever needed to support effective management of centres. The City Council is also investing in advisory services for Community Associations to access as a priority.
Health & Wellbeing Partnerships	Attract, support and develop community volunteers. Comment that this support and development should be on-going not just initially.	Agreed. The City Council continues to ring-fence its advisory service level agreement, grants budget and officer time to provide on-going support to community volunteers and associations at what is a very challenging time for both sectors.
Health & Wellbeing Partnerships	Increase the focus in the work the Council commissions Oxfordshire Community and Voluntary Action to do to support volunteers – Need to ensure they work with the new OCC Community Officer though and not	Over recent months the City Council and OCVA have been working together to bring greater focus to this agreement. There are a great many demands on OCVA at the

	duplicate	moment given the complexity of challenges faced by the community and voluntary sector, so focus is certainly needed. One of the areas we are seeking to improve is coordination between the Council (notably the Communities Team) and OCVA so that our work brings maximum benefit to the third sector and maximises cost-effectiveness of public money.
Comment via eConsul	If the vision was palpable and clear, I think it would be easier to find great volunteers. Also, those who provide the courses in the centres might also volunteer to take it in turn to run free classes/workshops or to allow a quota of people who could attend for free if they could not afford to pay at all. We could ask for sponsorship to run "healthiest community challenges". See obesity go down, depression, alongside similar candidates for lifestyle improvement. Involve the media	Thank you for your suggestions. I am sure Community Associations and Voluntary Organisations will read with interest.
Comment via eConsul	Respect the contribution of volunteers/trustees - their work, in my experience, is sometimes undervalued by the professionals who work for the Council and other agencies.*In the present economic climate there is likely to be increased pressures on centres to become more ""commercial"" in the letting of space - this should be avoided because it will undermine the social objectives of CAs."	The contribution and skills of volunteers is vitally important to Oxford and can sadly be under-valued. Many Council employees volunteer in their own time and are very well aware of the pressures you describe. There is always more that we can do to build empathy between sectors of the challenges faced. Whilst centres need realistically to cover their operating costs and often contribute to costs of community activities of an association, the Council is well-aware of the importance of safeguarding the social objectives of the CAs and this is now better reflected in the strategy.
Older People Focus Group	What is the Councils intention for East Oxford Community Centre?	We have undertaken a feasibility study to see if we can find a cost effective way to improve the centre. This has now been published.

Older People Focus Group	Now the Council wants to rip out the top half of the building at East Oxford Community Centre.	This is not accurate please see above
Older People Focus Group	What is the Councils proposal and timescales for returning the management of East Oxford Community Centre back to the Community Association?	The council has to step into due to serious failings; to make changes to the current management the council would need to be confident that it was in the best interest of the local community.
Older People Focus Group	Did the Council really mean to take back the management of East Oxford Community Centre when the Association Trustees had £36k in the bank and a turnover £73k.	The Council has to step into due to serious failings that it was formally made aware of
Older People Focus Group	The bar at East Oxford Community Centre was a disaster.	See above
Comment via eConsult	Please provide suitable heating (and better insulation would save a lot of money in the long run) for EOCC upstairs hall. The rest of the building is well heated, through a central system. Upstairs is freezing in the winter, and this must put people off attending anything where they are not super active.	We will explore these options.
Comment via eConsult	All these are fine but under (3) "Efficient, Effective Council" it is properly emphasised that where "there is a strong business case there should be an investment in community facilities". In this respect I think that the City Council should explore better use of all the facilities on the East Oxford Primary School/ Children's Centre/Early Intervention hub/Adult Education site (as these could better be developed as part of a more coherent package for the community that is strategically engaged with the Community Centre)	We agree and will continue to work with partners where there are opportunities to develop community access.
Comment via eConsult	<p>I think the reference groups need to be more inclusive. I would like to be involved with the East Oxford reference group as someone who has used the site for over 20 years. I particularly want to be involved in discussions on any changes to the building as I want to see as much space for exercise retained.</p> <p>I think East Oxford Games hall should not be lost. It should be improved into a two storey building with two halls to double the capacity. Any hall space available in the area is quickly filled with</p>	It is important that the reference group is inclusive and we are working towards that aim. To ensure that it is effective the group size also needs to be manageable. You can still feed in your views to any member of the reference group. We are exploring how best to provide fit for purpose community space within the East Oxford CC feasibility work. We will ensure that a timetable of activities is

	<p>groups from dance to juggling all kinds of keep fit and is also available for groups to hire for community activities. These groups are usually self-funding, cost the council nothing, indeed bring in rental revenue and are crucial in the area's mental and physical wellbeing. It will not be possible to keep to the statement in the strategy to extend activities if we close this space and remove the floor in EOCC hall as I have heard has been suggested. We will be cutting space by a two thirds if we do this. I feel very strongly that groups who use the games hall are being ill served and pressure on EOCC will increase.</p> <p>The East Oxford community centre needs some work but we should keep all the hall space and NOT REMOVE THE FLOOR. I would like to see MORE hall space so keep the existing building, and NOT USE THE SPACE OUT THE BACK FOR HOUSING, build more hall space on the buildings out the back but if possible keep the outdoor area. I would like a website and time table of events to be developed and improved so information would be widely available for the public.</p>	available once feasibility work has been undertaken.
Comment via eConsult	<p>I want to see that existing hall space is retained at the very least but increased if possible. Halls very quickly get booked out with all kinds of groups that improve people's lives in many ways.</p> <p>I don't want East Oxford games hall to close and the groups get pushed into EOCC which is already well used in the evenings. It is a different kind of facility and should not be lost. It has been well used for many years. It is nonsense to talk about extending activities when closing this hall will mean a reduction.</p> <p>I have put neutral where I feel that you are not being clear about what you mean.</p>	The feasibility study has now been published. It seeks realistic solutions to maximize space in a way that is affordable.
Older People Focus Group	Will the strategy reflect the diversity of our communities?	Yes; geographic and demographic mapping analysis was completed and overlaid with ward boundaries, and the 2015 Index of Multi Deprivation ratings.

Older People Focus Group	Alternative therapy, health care provision and opportunities for the Black, Asian and Minority Ethnic groups are needed at Rose Hill Community Centre.	The new centre has very been successful in attracting users from the whole community. The centre will soon be offering health care provision.
Focused outreach work with specialist communities	Catchment areas for community centres. This isn't always as relevant for community centres that appeal to diverse or faith groups. For example all Community Centres operating in East Oxford have a wider reach than that of the geographical region around that area. Will city wide community groups falling out of 'catchment areas' be at a disadvantage when wanting to hire venues for community activities?	The revised document picks up the point about groups defined by identity and interest are becoming as important as locality.
Comment via eConsult	I think all parts of the City deserve an excellent local centre. The one that cries out for improvement, and which should truly be a hub is the Asian Cultural Centre. It is sadly underused by "Asian" people, although they should be a high priority.	Thank you for this feedback, we are keen to better understanding of the usage of all the city's centres.
Cutteslowe Community Association, on behalf of all Trustees	On p. 10 there is a discussion of investment plans, indicating that investment will be prioritized into centres where there is the greatest social need and where the centre has robust governance and a long term lease in place. There is no indication of what the investment plans actually are or who will be responsible for funding.	The council has an overall budget for all its buildings which is prioritised based on need and condition. We will also support you to explore other funding options. Each year the Council sets a four year budget. The element included for community centres will be reviewed in the lead up to the budget for 2017/18.
Cutteslowe Community Association, on behalf of all Trustees	How much of the maintenance backlog of £1.7m (page 3) is attributable to Cutteslowe and what does it include?	We will talk this through at a meeting with the CA
Cutteslowe Community Association, on behalf of all Trustees	Will funds be available from the new Community Infrastructure Levy to improve the Centre? Where does the Council expect to get 'developer contributions' that might be available to Cutteslowe?	It is possible that future CIL money could be used and this is included in the strategy. These needs will have to be assessed against the other calls on CIL.
Focused outreach work with specialist communities	Oxford City Council has income targets for the centres they own. Should these profits turn over significant income, how will this money be reinvested into the local community?	This would be a great position to reach, although the centres are costly to run and we are trying to get to a position that they are sustainable as the Council will have less

		money in the future to support the centres. Any surplus is returned to the main budget for decisions about reallocation.
Comment via eConsult	There are several references in the strategy to the funds provided by the Council but there is little or no mention of the economic value of centres - eg's ; income generated by lets and the concessions made to low income groups; local fund raising and grants (including 106 payments); the cash in kind value of the contribution made by trustees and volunteers.	We will investigate how other providers measure Social Return on Investment and have added this to the action plan.
Comment via eConsult	Fund more days showing what we do in our community centres	The Council offers a wide programme of grant funding opportunities. Details can be found on the Council's Grants web page. This page also shows external funding opportunities.
Older People Focus Group	How will the Council interact with people during consultation of the strategy?	<p>To initiate the consultation a copy of the draft strategy and a covering letter was sent to key stakeholders such as, Community Associations, Oxfordshire Community and Voluntary actions, Oxfordshire County Council, Primary and Secondary Schools, Health Partners, etc. Throughout the eight week consultation the draft strategy was on the Council's website and available for comment through the on-line consultation page. A press release and posts on the Council's social media were used to launch the start of the consultation. Focus group sessions were organised with representatives of the following groups to draw out more qualitative feedback on matters which affect them:</p> <ul style="list-style-type: none"> • Older people (over 60s) • Health partners • Young people • Minority community representatives

		<ul style="list-style-type: none"> • Federation of Community Centres
Older People Focus Group	<p>How are all the consultation questions going to be rolled in to one for the City Executive Board and full council meetings?</p> <p>Consultation seems to be a case of process that goes in to a black hole. Who will see a response?</p> <p>Who will be responding to the Consultation feedback?</p> <p>How will consultation questions be responded to and will it respect everyone's view from the meeting?</p>	<p>Response to feedback are provided as an Appendix in a report to the City Executive Board, available on the Councils website consultation pages or hard copies can be requested by emailing Communities@oxford.gov.uk or telephoning 01865 252803 . Responses will be supplied by Council officers and considered by a Strategy Steering Group including members of the Federation of</p>
Governors/Conference Office Ruskin College	<p>While the needs assessment was undertaken by a group of consultants with consultation from a steering group made up of voluntary sector representatives – how far did this go in terms of ensuring that a wide variety of views were gathered. The voluntary sector is diverse and much of the groups and bodies that encompass it are small grass roots group that are not so easy to reach and identify as they are made up of busy volunteers, may not have the funds to access mainstream community buildings and have other conflicting demands and priorities. Also many of these group members are not informed about the risks and opportunities surrounding the running of community centres.</p>	<p>The mix of the focus group, the consultants support council employees, the consultation (including focus groups) and then approval by the City's Executive Board combine to make a very robust process.</p>
Barton Community Association	<p>We request a consultation process for Barton Neighbourhood Centre improvements, and would be grateful to know if any of our suggestions have been incorporated within the proposed improvements.</p>	<p>We are working through proposals to improve the centre which are initially being talked through with the Barton Community Association</p>
Barton Community Association	<p>Once all comments/observations/suggestions are received will this give rise to a new document being produced to take into account input from everyone who has responded to the consultation? This would be immensely useful. Even though this latest document is much improved on previous versions it does still require further amendment, and should better confirm and illustrate the value and importance of community associations, as well as reflect the carefully-considered responses.</p>	<p>The results have been used to inform the strategy and the updated/revised strategy will be taken to the City Executive Board for final approval.</p>

Oxford Federation Of Community Associations	Good start point as a way of becoming more transparent. Respectful partnership approach required. Mention the compact. Keep it simple. Maps useful and interesting.	Thank you for your feedback.
Cotteslowe Community Association, on behalf of all Trustees	We very much welcome the opportunity to comment on the Strategy and can see some very positive points in the strategy including: The suggestion that as a Tier two – council owned community centre we would be given a twenty five year lease; The support offered in developing our management skills; The support offered in recruiting volunteers; The support offered in running centre activities.	Thank you for your feedback. We have removed the concept of tiers following feedback that it led to confusion.
Focused outreach work with specialist communities	Most people felt the strategy was more of an internal document / community association document and couldn't necessarily see the relevance to their community group.	Community Centres represent collectively a substantial investment by the City Council in community managed facilities. The Council's strategic objective is to support them to be active and inclusive places which bring communities together, and support the achievement of the wider objectives of improving skills, reducing inequalities and creating strong and active communities. We have set the scene, what the strategy covers and how it fits within the strategy document.
Florence Park Community Association Committee	It seems as if the questionnaire is looking for a mandate for the process by which the council is managing the community centres it currently manages, when it should be seeking that from the users of those centres, not from people who have no understanding of the needs of those communities.	The questionnaire was hard to develop as there is a lot of information we wanted and we needed to prioritise, this is why it was only one of the tools we used during the consultation process.
Florence Park Community Association Committee	It does not allow us the opportunity to provide feedback on how effective we feel the document is, but is asking us to approve or disapprove the way the council is choosing to manage and distribute funding/time to the centres of most need. It is unlikely that the council will receive any meaningful responses on this from other community centres, because the document is heavily weighted in favour of these hubs.	The questionnaire was hard to develop as there is a lot of information we wanted and we needed to prioritise, this is why it was only one of the tools we used during the consultation process.
Florence Park Community	This questionnaire wants us to answer questions which are not in the interests of the respondents to answer. It would seem that by	The questionnaire was hard to develop as there is a lot of information we wanted and we

Association Committee	approving these things as priorities we are automatically de-prioritising the interests of our own community, which would be counter to our objectives as a charity.	needed to prioritise, this is why it was only one of the tools we used during the consultation process.
Florence Park Community Association Committee	It does beg the question of how effective their consultation process in the development of the strategy was.	We are very thankful for volume of feedback we have received and are confident it has made for an improved strategy.
Comment via eConsult	Better communication from council officers as to what they are intending and stick to what is said. Consulting with the public first rather than after decisions are made.	We have created a new post to improve how we communicate with Community Associations
Health & Wellbeing Partnerships	Will more detailed action plans for each community centre be made available for public consultation and viewing later on in the process?	We will encourage and where we are asked to support Associations to develop their own plans
Comment via eConsult	Seems reasonable, predictable and probably achievable	Thank you for your feedback
Comment via eConsult	Do not use this strategy to support a decrease in the number of community centres in the city. Do not take any more community centres under council management	The strategy does not propose any reductions
Comment via eConsult	Not sure what 'supporting targeting improving skills' means but I am sure it is a good idea. The rest sound good. As well as the number of volunteers there should be satisfaction too. This would trigger problems with support officers earlier and could be	Thank you for your feedback
The Oxford Academy	I think that some areas get a lot of things but Littlemore does not get much' 'I agree with the priorities because those places need it most. It would be nice to have more of a community centre in Littlemore though	We believe that there is a already good provision, it may be it needs to be better promoted. We need to work with the school on how we can work together on this.
The Oxford Academy	Overall view that hubs should be in: Barton, BBL, EO and RH but expressed the need in Littlemore as they fall between the areas and get overlooked	As above
Cotteslowe Community Association, on behalf of all Trustees	We would also like to highlight that Figure 1, which shows a map of multiple deprivation in Oxford's super-output areas, has data which we feel does not give an accurate picture of deprivation in the area Cotteslowe Community centre works within. This is because it	We agree which is why Cotteslowe has remained as a priority area.

	gives the average deprivation in the Cutteslowe estate (north and south of the ring road) and privately owned wealthy areas. The process of producing this average puts the deprivation index for the area as a whole in the middle 20%, because half of the super-output area is very wealthy thus masking the deprivation in the other half. Indeed to support this argument Cutteslowe is one of the City's 'regeneration areas' recognised as being a deprived area with considerable social need.	
Comment via eConsult	Yes - the Wood Farm and Lye Valley areas. For reasons see the comments in relation to Question 2. There is scope to develop and renovate the Bullingdon Community Centre.	We are undertaking a condition survey and talking to the Community Association to explore possibilities
Comment via eConsult	A further high priority should be to help to provide a purpose-built new centre for Jericho. The current building is horrible. The new site should become available very soon, so OCC needs to be ready to move in when needed, with capital, advice and support. As mentioned above the Asian Cultural Centre also needs to be a very high priority. It is very badly run and has been for years!	A new centre is planned for Jericho. As at present this will not be owned or operated by the Council
Comment via eConsult	Littlemore and Cutteslowe where there is also high levels of deprivation Council	Noted
Older People Focus Group	Who are and what are the strategy priorities?	The strategy identifies ways in which the Council will support the development of the Community Centre network and prioritise its resources to extend and improve the ways in which the centres can serve their communities. The priorities are to have an exemplar Community Hub, Improve Community Centres, prioritise maintenance, sustainable effective management, appropriate lease arrangements, volunteers, trustee recruitment and development.
Older People Focus Group	I would like the strategy to be people focused.	We have updated parts of the Strategy to make the importance of people clearer
Oxford Federation Of	The overall tone of the document is more positive than previous	Thank you

Community Associations	versions of the strategy.	
Oxford Federation Of Community Associations	Distribution of Centres (page 7). We were surprised that no mention was made of the new sports pavilions which have been built over recent years (e.g.; Barton, South Oxford) or are being planned for the future (e.g.; Quarry/Headington). These pavilions appear to be community centres with dressing rooms and should be included in any assessment of the resources located in the different parts of the city. There is a factual correction with regards to the mention of the Wood Farm Community Centre. The WFCC has not functioned for a number of years and the provision at the local school should be described as the "Wood Farm Community Hall".	We have added in the city's pavilions and will change the name to Wood Farm Community Hall
Oxford Federation Of Community Associations	We have reservations about the idea that a trust could manage the Tier One centres. More information and evidence needs to be provided about how the trust model would work; the trust model is likely to further marginalise the role of community associations in the management of the centres and there could be difficulties in recruiting trustees.	Yes we recognise that we will need to compare and contrast various models for the centre the council is currently managing before making any recommendations for change
Withheld	Could the Executive Board clarify why the proposal for a community hub to replace Diamond Place NOA Community Centre in Summertown, made in Oxford City Council's Diamond Place Supplementary Planning Document, not been mentioned in the recently released Council's draft Community Centres Strategy, 2016-2020. Would it be right to assume that should the final Community Centres Strategy, 2016-2020 still fail to reaffirm the SPD's community hub proposal, this may reflect that Oxford City Council would not wish to replace the community centre facilities which would be lost when the existing NOA Community Centre is demolished.? Would the Council argue that Community Centre Strategy 2016 to 2020 would supersede the SPD's community hub proposals? Oxford City Council should explain its intentions in the Community Centres Strategy, 2016 to 2020. The Executive Board	Thanks for the feedback to the Community Centres Strategy consultation and we are happy to add that the council will explore the opportunities outlined in the Supplementary Planning Document.

	should take steps to ensure that the Community Centres Strategy mentions the SPD's proposal and supports it. After all, the Executive Board did adopt it in July 2015.	
Withheld	Thank you for your confirmation that as part of the consultation process the future of the North Oxford Community Centre [Diamond Place NOA Community Centre] will be considered and developed within the context of the Diamond Place Supplementary Planning Document. I would be grateful if you would confirm that the words 'The future of the North Oxford Community Centre will be considered and developed within the context of the Diamond Place Supplementary Planning Document' are incorporated into the Community Centres Strategy 2016 to	We have made the link to the Supplementary Planning Document clearer in the strategy
Withheld	<p>Thank you for your explanation to help me to understand the complexity of the changing format of Local Plans. It does however make it even more imperative that reference is made of the Diamond Place SPD's proposal for a community hub within the Community Centre Strategy 2016-2020. On page 10 of the draft Strategy under 'Tier 1- Community Hubs', it refers to 6 Centres, namely Blackbird Leys, Barton, East Oxford, Rose Hill, South Oxford, and West Oxford.</p> <p>Diamond Place NOA Community Centre is not included but is referred to on page 7, being listed number 13 as 'North Oxford Community Centre'. It has no tier classification. It would seem appropriate to insert a reference on both page 7 and page 10 explaining that the Diamond Place SPD proposal is to provide a community hub on the Diamond Place site when it is redeveloped, a policy that was adopted by the Executive Board on 09/07/2015.</p> <p>Any reluctance on the part of the City Council to include these references related to the SPD within the Strategy would be a mistake, while to include these references within the Strategy would be seen as providing clarity of intend and give confidence to all those who would otherwise fear the worst.</p>	While the council has detailed its plans for Diamond Place in the Supplementary Planning Document, these plans are subject to extensive feasibility work before a detailed project can be proposed. The reference to 'tied' has been removed as this seemed to confuse matters.
Withheld	Because the closing date for consultation is the 22nd March 2016. I	The CCS will be in line with the

	<p>would be grateful if you would submit the response I give below, to the Team responsible for preparing the Community Centres Strategy 2016 to 2020. Because the Community Centre Strategy 2016 to 2020 remains in being into 2020, and because it is not known at this stage whether the new Local Plan now being prepared will include any reference to the Diamond Place SPD, it is essential to refer to the Diamond Place SPD in the Community Centre Strategy 2016-2020. It is for this reason that the words 'The future of the North Oxford Community Centre (also known as the Diamond Place NOA Community Centre) will be considered and developed within the context of the Diamond Place Supplementary Planning Document' need to be incorporated into the Community Centres Strategy 2016 to 2020. It should be remembered that the issue is that a proposal for a community hub to replace Diamond Place NOA Community Centre in Summertown has been made in Oxford City Council's Diamond Place Supplementary Planning Document, which was adopted by the City Executive Board on 9th July, 2015, but there is no mention of that proposal in the Council's draft Community Centres Strategy, 2016-2020. Because the Community Centre Strategy 2016 to 2020 remains in being into 2020, and because it is not known at this stage whether the new Local Plan will include a reference to the Diamond Place SPD, it is essential to refer to the Diamond Place SPD in the Community Centre Strategy 2016-2020. It is for this reason that the words 'The future of the North Oxford Community Centre (also known as the Diamond Place NOA Community Centre) will be considered and developed within the context of the Diamond Place Supplementary Planning Document' need to be incorporated into the Community Centres Strategy 2016 to 2020.</p>	Supplementary Planning Document
Withheld	<p>I am writing to express my concern that the Council's recently released draft Community Centres Strategy does not contain a proposal to replace the North Oxford Association Community Centre which is currently located in Diamond Place in Summertown. My understanding is that such a proposal exists in</p>	As above

	<p>the Council's Diamond Place supplementary planning document which was adopted by the Executive Board on 9th July 2015 so I don't understand why it has not been included in the Community Centres Strategy.</p> <p>As I am sure you are aware the Community Centre in Summertown is a very important resource and focal point for this area. I would be grateful for your reassurance that it will be replaced when the redevelopment goes ahead.</p>	
NOA Council and NOA Finance & General Purposes Committee	<p>Following discussion at recent meetings of the NOA Council and the NOA finances & General Purposes Committee the association welcomes the offer of 25 year leases/licences but notes that the strategy document makes no mention of the City Councils Diamond Place SPD (approved by the City executive Board in July 2015) which allows for the demolition of the existing NOA community Centre and the provision of accommodation while a new 'community hub' is constructed. Does this mean that no replacement buildings are to be provided? If so, how can NOA's work be sustained without a regular income from lettings? Current hirers would be forced to look elsewhere and may not return by the time all building work is completed. The jobs of current NOA paid employees would also be threatened. NOA has reached a stage where it wishes to develop a strategy for the next 5 years. This will be difficult with the current uncertainties as revealed by the omissions in the Draft Strategy document. It's ironic that the association's occupation of the community building is now being threatened by the same city council which in 1969 responded to pressure from NOA to provide permanent facilities to house the growing number of activities being promoted and requested by local residents. NOA members need reassuring that the associations work is not under threat and that it can plan ahead for the next 5 years with confidence.</p>	As Above
Governors/Conference Office Ruskin College	<p>There are more facilities than the 300 or so other facilities mentioned in this paper – however they are not all open and available for all to use in the same way that you would expect a</p>	We agree and this is why we have tried to make the complex mix of facilities understandable

	community centre to be. There is also considerable difference in the approach, sense of ownership and services provided from these centres. Some for example are generic halls in which a variety of groups make use of the space and others provide clear bases for either grass roots groups to belong in and others house services such as statutory services that want to have a community base. There is a real difference in this and yet they all come under the same heading of community centre.	
Barton Community Association	As a result of the consultation process, or preferably before its conclusion, the association would like clarity on the role of council officials.	We have continued to do this
Barton Community Association	It would be helpful to clarify what is meant by "flow through the Centre".	This is how the customers use the centres and go from one part to the next
Barton Community Association	Exactly what is meant by the proposed Community Hub, what it will consist of and who will manage it? Is there an access document that will demonstrate how this space will be managed and allocated? Has it been costed and will it be affordable for local groups to use? The BCA is ready and able to lead on provision for the whole of Barton.	We have made this clearer in the strategy
Barton Community Association	Pavilions should be mentioned within the strategy	We have added them
Oxford Federation Of Community Associations	What about the Compaq? Could be used for partnership working with statutory bodies to increase effectiveness and improve communications. Include the pavilions. The social impact and value of the community associations is missing. Emphasise this side of the partnership, and the great work of the volunteers who keep it going. No mention of the potential development of the NOA site and the implications to the CA.	We will talk the Compaq through with you We will add in the pavilions We will add in our aspiration to find a way to demonstrate the value of the community centres We will make the link to the supplementary planning document in relation to Diamond Place .
Oxford Federation Of Community Associations	The concept of the Hubs: SOCA ok with it as they are in the middle of the area of benefit. It's that latest buzz word. Jargon. Doesn't mean anything. Why is WOCC a hub? There is confusion about the hubs. Others don't get it. Can't understand the distribution of the money. It will allow hubs to support smaller groups. Hub not clearly	In the revised version we have sought to clarify and simplify the language. We have more explanation about NOA

	defined enough, and the grouping does not make sense. NOA catchment area overlaps with Wolvercote and Cutteslowe, but the building is under threat of demolition. What about its lease, this isn't mentioned? NOA not mentioned. People in North Oxford who live outside the area use the facilities and then go home. Jericho CA not mentioned. Not enough information about the smaller centres – what resources are there for them? The strategy concentrates on the bigger centres and OCC run centres. Areas of social deprivation – Areas like Wood Farm have high levels of deprivation but no community centre & few community facilities.	We have added some text about Jericho Community Centre We have created a new post that will also help to support the smaller centres
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	Hubs: Separation of the centres into hubs, or not hubs, is not well defined, and seems rather academic. Define Hub as e.g. halls in terms of services, scale, staff, and other tangibles.	We have clarified this in the revised version
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	Understanding that all CC are different and can't compare – needs considered as individual cases i.e. deprived areas of West or South Oxford. Specific locality feedback: Woodfarm and Lye Valley: one small centre serving a population of 15,000. The area needs more community centre resources.	While we recognise the difference there are also similarities and good practice can be shared across the centres and we can also learn from other places. We added a new objective to make clearer our support for volunteers and trustees.
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	NOACC: How can the lease be discussed if the centre is threatened with demolition? Has OCC decided to demolish NOACC without an adequate replacement? Why no mention of the 'Community Hub' as described in the SP doc? The threat to North Oxford Association's work in the NOACC posed by the Diamond Place SPD proposal to demolish the present buildings.	It is possible to form a lease in these circumstances. We will work with you to explore the monetary value of Associations
Cutteslowe Community Association, on behalf of all Trustees	on page 2, it is indicated that centres are to be 'active and inclusive places with the objectives of improving skills, reducing inequalities and creating strong and active communities' (p.2). If these objectives are the criteria by which we, as trustees in the future, will be judged, they are not all reflected in the proposed measures of success set out on p. 12	This has been made clearer in the strategy
Cutteslowe Community Association, on behalf of all Trustees	What are the top priorities in supporting our delivery that have been agreed by our Locality officer and with local councillors in each area? (page 12 under objective 3)	The locality officer will talk this through with you

Cotteslowe Community Association, on behalf of all Trustees	As we are on the periphery of Oxford City and the only nearby Association is North Oxford Community Centre in Diamond Place we do need see any discussion of the future of NOA in the strategy document and the impact of any development (or otherwise) of NOA on CCA.	Any future discussion regarding NOCA will reflect the Diamond Place Supplementary Planning Document.
Focused outreach work with specialist communities	What is a "Hub" and what differentiates it from another community facility? Some of the diverse communities use centres which are not considered "hubs". Such as the Asian Cultural Centre or the Regal – what does not being considered a hub mean to them.	A hub is larger facility that offers (or is able to offer) a broader range of services such as having on site GPs, gyms, advice centres etc.
Focused outreach work with specialist communities	Will there be help and support for organisations looking to buy their own community facility? Will Oxford City Council be selling any facilities and if so will the community have first refusal under the community right to buy initiative?	The Council's position on Community Centres is not to explore asset transfers and to remain actively engaged in the provision of Community Centres in the city.
Focused outreach work with specialist communities	The document calls itself a Community Centres Strategy, but is very heavily angled to strategy about 'hub' centres.	We have taken this on board in the revised version.
Focused outreach work with specialist communities	The association recognises that there is a need for additional provision in the centres selected as hubs but they are only one aspect of community activity. The actions of the other community centres/ associations are important and need to be supported. Additional details of what the City Council will do to support the other centres should be included in this strategy.	We have made this clearer in the strategy
Focused outreach work with specialist communities	When there is mention of tier 2 centres the strategy document is vague for instance: 'suggesting' or 'encouraging' Associations to do things or implement strategies without expanding on these points. The focus is on how the council will run the Hubs and pays lip service to other existing and well managed community associations such as the Florence Park Community Centre (FPCA).	We have removed this terminology and made the drafting clearer
Florence Park Community Association Committee	We welcome the focus on getting legal agreement in place and trust that the council will make this a priority once the strategy is improved	Thank you
Florence Park Community Association Committee	It's not clear why East Oxford Community Centre is being heralded here and given funding. It doesn't appear to be a priority area from	We are undertaking a feasibility study to see if we can find a sustainable way to improve

	the strategy, and yet it has already attracted £200,000 of funding. Other centres, like the FPCA, are struggling to upkeep old buildings in desperate need of refurbishment whilst growing the range of activities they are providing to their communities. A more balanced approach of support to other centres in the strategy, we believe, is required.	East Oxford CC. We acknowledge that there are other centres with similar challenges where we need to explore how they can be improved.
Florence Park Community Association Committee	The bias in favour of the hubs is especially prominent in the questionnaire.	This reflects the view of the Council that these are the areas of greatest need. However, there is a need in other areas and the strategy attempts to show how the Council will balance competing priorities.
Health & Wellbeing Partnerships	Improve Barton Community Centre – Could an item be added in about how we are going to integrate the community space in the new development too?	This is too detailed for the strategy, but we will talk it through with the CA
Comment via eConsult	Not sure what 'supporting targeting improving skills' means but I am sure it is a good idea. The rest sound good. As well as the number of volunteers there should be satisfaction too. This would trigger problems with support officers earlier and could help a lot.	Thank you for the feedback
Comment via eConsult	Why is the Diamond Place NOA CENTRE NOT mentioned? It is a thriving centre - at least 50% booked up and used regularly by a variety of people from ALL walks of LIFE. The Council must avoid ghetto-ising populations. Local tax payers in all parts of Oxford deserve their own community centre!	We very much value the services that are provided which is reflected in the Supplementary Planning Document
Comment via eConsult	I think the bias in this Community Centres Strategy is appalling. What is the future for all the Community Centres NOT mentioned in this Strategy? This document is an embarrassment. It should be re-titled "Oxford City Council's Strategy to Support Deprived Areas at the expense of all other Community Centres – irrespective of their clientele."	Resources are limited and the strategy seeks to set out a framework through which the Council will seek to address competing priorities.
Comment via eConsult	3 and 4 are not generally relevant and risk driving unhelpful usage patterns	We are keen to obtain better data which is detailed in the strategy

	9 is tricky; how do you measure satisfaction across a diverse area of benefit? Income and expenditure figures are key data Usage by various ethnic communities, by age group and gender would be valuable	
Comment via eConsult	The concept of 'Community Centre' needs to be reframed to make better use of all available facilities in the area	We have improved the drafting to capture this point
Comment via eConsult	I have not chosen any as the idea of a community hub is just a buzz phrase for the moment and were possible every community centre should provide the same offerings	Thank you for your feedback we have sought to clarify in the re-draft
Comment via eConsult	I think this is a start but needs a lot of clarification such as how private money is going to be introduced to the centres? Are these just donations or as a business enterprise? What are the trust for and how do they work? Much consultation is needed before I would be happy with this.	We expect that most of the funding will come from grants from charitable bodies and income raising activities by community associations. Some associations also have substantial reserves that would be supplied to improvements.
Comment via eConsult	I think we need much more information about what 'hubs' are before we can deal with this question. If for example it meant that space in the centres was given over to 'office' space to run 'projects' then I would not like it to happen in my community centre. I feel this questionnaire has been designed to help you rubber stamp plans already in place rather than get our views. This is why I haven't ticked any of the above as I am not sure how it would affect the centres named. I also put neutral for some of the above questions for the same reason.	We have made this clearer in the strategy
Comment via eConsult	We need more information on what a hub is. I don't want to say a centre should become one without knowing what it would involve. I would not like to see community spaces become offices for people to sit down all day in instead of the space being used for exercise.	As above
Comment via eConsult	We are baffled as to why the Asian Cultural Centre has not been included in the draft strategy as a community hub. The Centre was set up in 1983 and has been serving the needs of, largely speaking, the Asian and local communities effectively. It has had community hub facilities e.g. IT Suit, Elderly and Women facilities and community library etc. We, therefore, urge you to include the Asian Cultural Centre as a community hub to further develop its	See revised version of strategy

	services and facilities.	
Comment via eConsult	<p>We were unaware of the existence and work of the steering group and were not consulted. We disagree with a number of assertions made in the 'Community Centre Strategy – Mapping Analysis' and especially with reference to the scoring given to the Asian Cultural Centre in 'Table 3: Community Centres in Oxford - description and scoring' of the 'Mapping Analysis'.</p> <p>The Centre was established mainly for people of Asian backgrounds and our membership is reflective of this. Our area of catchment is city wide and that needs to be recognized in the strategy.</p> <p>We are also unclear of the title of 'community hub'. We consider all community centres and facilities as community hubs and are unclear why this distinction is made and how you have selected the ones in the strategy. We feel that a well run and well managed centre like us is being ignored and a failed and mismanaged centre has been designated as a community hub.</p> <p>We consider two areas as most important for us i.e. Maintenance and Lease and urge you to make meaningful progress on these.</p>	<p>The steering group included the chair of the Federation and the consultation was used to make sure we obtained very inclusive feedback</p> <p>We will follow this up with a conversation with the manager of the A.C.C.</p>
Comment via eConsult	<p>These are the views of the Florence Park Community Association Committee which runs the Florence Park Community Centre</p> <ol style="list-style-type: none"> 1. The document calls itself a Community Centres Strategy, but is very heavily angled to strategy about 'hub' centres. 2. The association recognises that there is a need for additional provision in the centres selected as hubs but they are only one aspect of community activity. The actions of the other community centres/ associations are important and need to be supported. Additional details of what the 	<p>These points are addressed in the strategy and we will meet the CA to talk through.</p>

	<p>City Council will do to support the other centres should be included in this strategy.</p> <p>3. When there is mention of tier 2 centres the strategy document is vague for instance: 'suggesting' or 'encouraging' Associations to do things or implement strategies without expanding on these points. The focus is on how the council will run the Hubs and pay lip service to other existing and well managed community associations such as the Florence Park Community Centre (FPCA).</p> <p>4. The council will damage the good will (and thus the provision of services) of the other centres if it fails to recognise the role they play.</p> <p>5. We welcome the focus on getting legal agreement in place and trust that the council will make this a priority once the strategy is improved</p> <p>6. It's not clear why East Oxford Community Centre is being heralded here and given funding. It doesn't appear to be a priority area from the strategy, and yet it has already attracted £200,000 of funding. Other centres, like the FPCA, are struggling to upkeep old buildings in desperate need of refurbishment whilst growing the range of activities they are providing to their communities. A more balanced approach of support to other centres in the strategy, we believe, is required.</p> <p>7. We disagree with the presumption that there would be benefits from joining provision together with non-hub Centres. The Federation doesn't work successfully as an umbrella organisation because all the centres are run by volunteers who do the work for the love of their communities. They do not have time to do additional voluntary work to keep the federation ticking over too. This would be the case for any umbrella organisation.</p> <p>8. Communities need to feel a sense of 'belonging' to their local centre. The Council needs to help people running community centres like ours to galvanise their local community - and we have shown that people have a very great need to feel a sense of</p>	
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	<p>belonging and to connect with others for the immediate wellbeing of the community.</p> <p>Feedback on the questionnaire/process</p> <p>1. The bias in favour of the hubs is especially prominent in the questionnaire.</p> <p>2. It seems as if the questionnaire is looking for a mandate for the process by which the council is managing the community centres it currently manages, when it should be seeking that from the users of those centres, not from people who have no understanding of the needs of those communities.</p>	
Comment via eConsult	Why is Ferry Centre not mentioned specifically? It serves a lot of people – keep it please	All the centres are mentioned in the maps
Comment via eConsult	The survey is flawed by not costing the unpaid help at Mortimer Hall and Ferry Centre. I've been hiring both halls since 2000	Thank you for the feedback although we do not agree that this makes the survey flawed
Comment via eConsult	Why has North Oxford not been considered - namely Cutteslowe, Wolvercote, North Oxford Association.	As above
Comment via eConsult	<p>It is absolutely no use forgetting about North Oxford. Associations such as NOA are much self-supporting and manage their own affairs quite successfully with band of volunteers and several committees covering most aspects of management.</p> <p>We provide diverse classes to interest children of all ages and their mums. Classes start around 9:30 – 10am and carry on until 9-9:30pm. Also providing halls for parties at the weekend. We cover music classes, keep fit, tai chi, art, games, bridge, calligraphy, Italian, Spanish, martial arts, weight watchers, ballet dancing, mindfulness, etc....</p> <p>As you do not mention North Oxford in your list of "community hubs" what are the residents going to do if North Oxford community association is closed down? What are the alternatives? At the moment it will run and financially independent. It certainly should not be ruled out – in fact perhaps it should be quoted as a model for North, West, and East Oxford community centres!!</p> <p>I note that there is a city council meeting re. NOA sometime March 22nd re OCCs draft community Centre Strategy, why have you not</p>	There are no plans to close down any of the centres

	included this in the feedback? If North Oxford is being written out of the picture it appears to be somewhat devious to assume that this is what local people in N. Oxford really want or have all the protest meetings been in vain and council wishes will be "steam-rolled" through regardless	
Older People Focus Group	It is a tactical document, what is the purpose of this Strategy?	To provide focus and clarity for the centres
Older People Focus Group	This is not a strategy it is a plan, so call it a plan.	It is a strategy as it enables our resources to be prioritised
Focused outreach work with specialist communities	With new and emerging groups coming to the city how will this strategy help to engage those communities by offering them affordable community space?	we have a fully inclusive grants programme
Older People Focus Group	The strategy seems to be a muddle of different models i.e. Community Hubs, Community Centres, and community halls. Why is there a need for different tiers?	We have sought to clarify this in the revised version and removed the concept of tiers.
Bullington Community Association	Community Facilities: Wood Farm is now the only council estate in the City which does not have a community centre. The Wood Farm Community Centre effectively closed in 2009/10 when the major renovation of the Wood Farm School displaced the centre and its user groups. The WFCC was a busy and well used community centre. It has been replaced by a large community hall which is managed by the school and which, to date, has not filled the gap left by the closure of the community centre.	<p>We do recognise the growth of the area and agree that better use needs to be made of the community room.</p> <p>We will undertake a study to see what can be done to improve the quality of Bullington Community centre and contact you to progress the lease arrangements for the centre.</p> <p>Like the rest of local government our resources are under constant pressure from government cuts, but we will arrange a meeting with you to talk through options.</p>
Barton Community Association	With reference to "Improving Facilities Clause 2" – 'Improving the range of functions and activities which they offer and securing effective community involvement in the management of the	The Council very much values the work done by Barton Community Association and the strategy reflects our understanding of the

	<p>Centre': notwithstanding the council's efforts to do this on previous occasions, unfortunately no tangible difference can be detected. This raises the question: what will be different this time? Ideally, this is just the kind of area where the council should make use of BCA's local knowledge and expertise to agree on the best way forward through a respectful partnership approach. Are there examples available for what the council might plan to introduce? Additionally, what does the council feel is lacking in the neighbourhood centre's provision? An explanation is required to justify why the BCA is viewed as an "association in need of this extra support". This is very far from the truth. Here is a snapshot from a very broad range of activities and opportunities provided for the Barton community:</p> <ul style="list-style-type: none"> * Hosts a community lunch every Wednesday * Hosts a volunteer-run regular, and very well used, Swapshop for the community to exchange and recycle goods * Hosts a very popular weekly bingo session * Provides an after school Art and Crafts club every Friday * Provides a 'Fun to Learn' homework club every Thursday * Produces a local newsletter – Hands on News – quarterly, packed with local news, courses, opportunities and advice * Provides GCSE support sessions (in partnership with Brookes) * Hosts the Barton Job Club Monday evenings and Wednesday mornings * Lays on heavily oversubscribed bus trips 4-5 times each summer * Hosts a range of youth activities and clubs including Thrive, Girls Nite Out, Messy Jam, Karate * Provides a minibus service to supermarkets for needy residents, especially the elderly; and the same for urgent hospital appointments * Leads for Barton on negotiating with developers for the new Barton development. In addition, we are currently exploring the staging of ESOL classes at the Centre as this has been identified nationally as a No.1 priority and would be an appropriate provision for Barton's very diverse community. 	<p>conversations that we have had to date with the Association. We will though arrange for a follow up meeting to talk these questions through in more</p>
The Oxford Academy	<p>Agreed with developing relationships, exploring options to meet the needs of communities and introducing external checks. Strongly agreed with supporting community volunteers.</p>	

	Commented that 'there needs to be more range of youth session activities in community centres' and 'there needs to be better marketing of community centre' (some were unaware of the development of RH)	
Health & Wellbeing Partnerships	Draw up development plans for the Blackbird Leys and Barton Community Centres aimed at widening and improving the range of functions and activities which they offer, and securing effective community involvement in the management of these centres. Suggestion around including Community Room that is part of new development within this for cohesion purposes.	We will work with you to explore this
Comment via eConsult	In my view, you could drastically reduce these. There is little point in trying to attract 1000 different sessions if they are then not attended well. There's also the question of balance between the community centre being used as a business location, e.g. by someone who runs fitness classes, and truly community-led activities, e.g. local kids' football sessions run by parents. Often when you measure things, you will look at business figures and not necessarily impact on community (as this is very hard to measure, esp. for an outsider).	Thank you for your feedback
Comment via eConsult	Because it is not realistic to think about additional centres I cannot make any suggestions for new facilities. However Temple Cowley Leisure Centre as designed and envisioned by the Community Interest Company would be a community hub. The design enabled both exercise and community activities to happen in the same space [not at the same time] In addition there would be a single use space for the community with facilities for non alcoholic drinks. There would be a café with direct access from the community and a roof garden. There would be rooms for private therapists to use. All this would amount to a community hub. The swimming pool certainly enabled various communities such as young mums, elderly and disabled and young Asian women to meet regularly and probably others. All these are sorely missed not the facility is closed. Most of all the swimming pool is missed.	Thank you for your feedback

	But the council did not listen. As the building has not yet been demolished there is still a possibility to negotiate with Catalyst who were interested in cooperating with the CIC if the opportunity arose	
Comment via eConsult	I don't believe that inclusive and multi-functional are the same thing. i.e. the more multi-functional a space is the more likely it will be to marginalise those from some groups in society. Community hubs are great places for the provision of statutory services but local grass roots groups need their own spaces where they can clearly define their identity and have ownership. While on a surface level multi-use spaces might be able to cater for a wider range of people and needs this is often not the case and minority groups can be excluded because multi-use spaces give preference through privilege to people from majority groups.	An interesting point that we need to reflect on during implementation and operation of centres
Comment via eConsult	I am very keen to promote exercise. Keep all the hall space available. I think some inexpensive measures like an improved website with a timetable open days where groups put on taster classes/drop in sessions would be useful.	Thank you for your feedback
Governors/Conference Office Ruskin College	While many of the Oxford City Buildings are old and require maintenance and other improvements this is as a result of the city council's long term underfunding and reluctance to undertake any improvements going back a number of years.	It is not reluctance, there has simply not been the funding available which is why we are now focusing on finding sustainable models of delivery
Governors/Conference Office Ruskin College	Although Oxford has a transient population and some people don't access services currently provided. By having grass roots groups based in community buildings is a good way to enable people from traditionally marginalised groups to do so. With groups having a sense of ownership and their accommodation being friendly and welcoming this is better achieved.	Thank you for your feedback
Governors/Conference Office Ruskin College	With regards to Council managed centres – While robust sustainable community organisations are described as being the preferred option. There is a history of Oxford City Council evicting or removing existing community associations from running its	This is only when we have received formal complaints that when we have looked into found that we have had to make such changes

	buildings. There needs to be a greater transparency in how or when this is done and more support should be available for residents to run their own community centres.	
Governors/Conference Office Ruskin College	Greatest Hopes. That there will be increased opportunity for grass roots groups to have suitable accommodation within the city. That management of each centre whether by Oxford City Council or by a Community Association can have representatives from the various grass roots groups which use the centres. Investment will be provided not just into the built environment but also into the development and support to grass roots groups.	We agree the centre should encourage such activities and community groups with this notion which we are not supporting through the Community Centre Strategy, but by continuing our £1.4 million grants and commissioning programme support community groups.
Older People Focus Group	Rose Hill Community Association was promised a like for like Community Centre. Why have they not received this?	We believe that the commitments given have been met.
Older People Focus Group	Does Rose Hill Community Association pay for their use at Rose Hill Community Centre and if so why?	There is a costs for all users as to make sure the centres are sustainable
Barton Community Association	We are dismayed at the lack of council support provided to the Rose Hill Community Association, and would like to ask what the city council will do to address this.	The council has worked hard to support Rose Hill Community Association and are continuing to do so.
Older People Focus Group	What is a Reference Group?	A representative group of people to provide guidance
Older People Focus Group	Who is on a Reference Group for Council managed Community Centres?	This depends on the centres, we will put all minutes on our website
Older People Focus Group	East Oxford Community Centre had a handpicked created reference. How can the Council reassure that those on Reference Groups are not handpicked?	The reference group represents the various interests in the centre
Older People Focus Group	Which Council Officer will be responding to who is part of a Reference Group?	Our communities officer
Older People Focus Group	There needs to be higher representation on a Reference Group consisting of: <ul style="list-style-type: none"> • Residents Associations • those benefiting from using the centres • Tenants • Community Representatives • Members of the public • Local Councillor Representatives. • No one from the Council should be on a Reference Group. 	Generally, apart from the last bullet we agree we will continue to evolve these groups and try to ensure they are fully representative, whilst ensuring they do not become too big.

Older People Focus Group	Can a Reference Group be chaired by one of the above and not a Council Officer?	Yes – The reference group would need to agree the group terms of reference and chair arrangements for meetings and someone with the time and skills necessary need to step forward.
Governors/Conference Office Ruskin College	With regards to the steering groups – I would like to know how open membership of these groups were to the wider community? For example was the membership of these groups taken from specific individuals or groups selected by the city council or was it formed by inviting people from the wider community(ies)?	We engage with people who best represent the community – such as elected councillors and the Federation of Community Centres
Governors/Conference Office Ruskin College	Biggest concerns. The loss of community associations in recent years has taken away community ownership. Plans to create large Community Hubs with services all under one roof does not promote the need for a sense of community ownership and for grass roots groups to feel at home. In particular groups that have been targeted by police such as Black young people may well not feel comfortable if their youth club is also sharing a home with local police. Those who have had a bad experience of education in the past may feel uncomfortable if their new community centre is on a school site such as in Wood Farm. Increasing costs of room hire to pay for the new buildings proposed may well price out grass roots groups. Centres where there is currently a strong sense of ownership and belonging for certain groups may lose their sense of ownership and centres become bland, multi-use spaces where identity, belonging and a sense of welcome have been lost at the cost of increasing the footfall of the majority(ies) Centres become places where services are delivered rather than community spaces where people feel at home – agencies and statutory services provided to the needy as opposed to spaces where residents can feel at home and create their own solutions to the problems they themselves identify.	The strategy is focussed on making sure that community centres are able to serve their communities in a sustainable way. This does mean multifunctional spaces; it also means that we will work to make sure usage is representative of the community.
Barton Community Association	The Barton Community Association is a very strong civic organisation, and many people within and outside Barton look to the BCA for guidance and leadership in community matters. The relationship between community associations and Oxford City	The Council very much values the work done by Barton Community Association and the strategy reflects our understanding of the conversations that we have had to date with

	<p>Council should be based on a respectful relationship with robust, open lines of communication and where neither side feels subservient to the other. The Community Centre strategy needs to place far more emphasis on the value (both economic and social) of community associations which enable OCC to meet its targets whilst meeting their own aims and objectives.</p>	<p>the Association. We will though arrange for a follow up meeting to talk these questions through in more detail.</p>
Barton Community Association	<p>As a title, 'Centre Manager' is inappropriate since the BCA is an autonomous body and manages more of the neighbourhood centre than any other organisation. 'Centre Co-ordinator' would be more appropriate. For some considerable time the day to day management of the Centre has been successfully carried out by BCA. OCC has stated in the document that they would prefer their centres to be run by community associations and we agree with this position.</p>	<p>The Council very much values the work done by Barton Community Association and the strategy reflects our understanding of the conversations that we have had to date with the Association. We will though arrange for a follow up meeting to talk these questions through in more detail.</p>
Barton Community Association	<p>The key element here, and this is borne out in Barton (and possibly other community associations) is that the council works in partnership with BCA. We expect this to continue – an open and respectful partnership in which roles, funding and lines of communication are all well defined.</p>	<p>The Council very much values the work done by Barton Community Association and the strategy reflects our understanding of the conversations that we have had to date with the Association. We will though arrange for a follow up meeting to talk these questions through in more detail.</p>
Jericho Community Association	<p>We welcome the City Council's development of a strategy for community centres. The draft document contains helpful data on the contexts and priorities underlying this strategy, and we think it is right that the council should be looking first at those areas of the city which are in most need. We are delighted that the document recognises the important work being carried out by community associations, and we are pleased that the council intends to take an active role in supporting the recruitment and training of trustees and volunteers. We look forward to seeing more detail as to what form this will take. Whereas the strategy speaks of supporting community associations, we are aware of the difficulties that some of these are currently experiencing in their relations with the council. Within the Federation of Community Associations there</p>	<p>Thank you for your comments</p> <p>We will arrange to meet with you to talk this through</p>

	<p>are serious concerns about how the strong involvement of the associations in running the centres, referred to in the document, will be achieved. The associations are a vital part of the council's stated objective of promoting strong and active communities. Much of the document focuses on the role of the larger centres - the Tier One hubs - where the council would seem to be concentrating its efforts over the next few years. There are few specifics in relation to the rest of the centres. Indeed we struggle to find where the Jericho Community Centre and Association fit into the future strategy as outlined. While it is indeed the case that our current centre offers limited services, to a population that the formal statistics show to be – on average – at some midway point on a Blackbird Leys to North Oxford spectrum, major changes are planned within the period covered by the strategy.</p>	
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	<p>Local people have to be involved in the running of centres. This is not the case in Rose Hill, and there are no facilities for the CA. Do OCC want to devolve power or control power? There is a mismatch in thinking going on between OCC and the CA. CA have their own constitutions ETC and are not part of the council. The theme used in Barton was 'respectful partnership'. Manageable pricing of sessions for local people is very important and the council have to be realistic. Who will subsidise the activities? How will external funding be sought?</p>	<p>The strategy makes clear that the council really values and our preferred approach is having local people involved in running community centres.</p> <p>The new post we have created will help the association to obtain external funding</p>
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	<p>Tier 1 centres – CA should have space and a say i.e. running of the centres. Include future scenario for each of the current centres. An accurate account of what OCC is planning to commit to each centre (presumably agreed with associations) is helpful with annual statement. No idea what form measurable performance indicators might be for CA's. How can you apply management targets to volunteer run organisations?</p>	<p>We will work with CAs to help them become more sustainable and due to the consultation created a new post to do this</p>
Cotteslowe Community Association, on behalf of all Trustees	<p>We would welcome fewer layers of interface with the council. The strategy document seems to expect that we liaise with Head of Service, Asset Manager, Active Communities Manager, Performance Manager, Communities Support Officer, Grants</p>	<p>Your points of contact will be the locality officer and Communities Support Officer</p>

	Officer and our Locality Officer. We would find it more helpful to have one or two key points of contact.	
Cuttleslowe Community Association, on behalf of all Trustees	As a well-run community association with VISIBLE accreditation and committed trustees we already have well organised management and accountability structures including a Strategic Planning subgroup and monthly trustees' meetings. Although we expect there to be some external quality management we feel that monthly audits would be a rather heavy handed way to work with us to ensure that 'we will be encouraged and supported to implement a continuous improvement plans' (p. 12). Although we acknowledge that there is a suggestion that as a tier 2 centre this may involve a lighter touch.	We agree – we will talk through what a light touch would look like and how we can make sure it will be beneficial to you.
Comment via eConsult	All of the above should be run by community associations. The council should be using a chunk of our taxes to keep the buildings in good nic. And letting community associations do the rest. The millions you are talking about are peanuts for a rich city - it is crazy that the funding is not there. The fact that is not, does not mean councils should be micro managing centres - or making some hubs (to excuse the lack of funding in others). By the people for the people. We own and pay for these centres through our taxes, and they should be upkeep (sic) from this money.	This is our preferred model, we do also need to ensure they are inclusive and run in a way that meets the needs of the wider community.
Comment via eConsult	Let them get on with it - they've been doing a wonderful job for years. You can offer training and support, but don't force your business models on everyone, it is the council's responsibility to upkeep the buildings,	As above
Comment via eConsult	* With the exception of Barton none of the so called Tier 1 centres involve Community Associations in the management and day to day running of the centres. The Barton arrangement of a partnership between the Council and the CA should be the model for the other Tier 1 centres. The CA is the agency through which local residents can be directly involved in the running of centres. A "community centre" without a CA is not, in my view, a community centre and is more akin to the leisure facilities run by Fusion.	Thank you for your feedback. The individual points have been answered above and addressed in the strategy.

	<p>* The lease issue needs to be sorted out quickly. Negotiations over new leases have now dragged on for over four years.</p> <p>*The Council officers need to be more pro - active in supporting CAs to undertake development work in their local areas..</p>	
Comment via eConsult	Support the Community Associations and don't keep throwing money at centres just because they are in so-called 'deprived' areas. Oxford Council have a history of throwing money at Blackbird Lees and Barton. Where is the proof that this policy is working?	the strategy sets out how the council intends to balance work in priority areas with the rest of the city
Comment via eConsult	We are sure a range of people are on the committee so they don't get hijacked by a single focus.	WE agree
Comment via eConsult	The community association should be self-supporting by various means of fund raising but also bearing in mind charities should also be encouraged (e.g. lunches)	We agree
Older People Focus Group	The Council has stated that they will be addressing outstanding repairs for Community Centres they now manage. What redress do Community Associations have with the Council where repairs should have happened earlier?	They need to make us aware. the strategy details how we will prioritise our resources. The Council will as a result of the strategy, draw up with the associations, a repair and maintenance programme
Older People Focus Group	Does the Council really mean that they will support Community Associations in developing management skills, training, expertise and recruiting Trustees to manage the centre's facilities, activities and better promoting these opportunities?	Yes, we have created a new role that will help us to achieve this.
Older People Focus Group	Will the Council be providing greater Officer time and support to Community Centres and Associations?	Yes, we have created a new role that will help us to achieve this.
Older People Focus Group	Barton Community Association generates income and they have a paid officer in post.	we work closely with the Barton Community Association
Governors/Conference Office Ruskin College	There are considerable benefits to community associations running community buildings these are: - As registered charities they are able to benefit from savings in rates, fuel costs and tax when undertaking their primary purposes.- Local community ownership provides skills and empowerment for those representing their communities and a greater sense of ownership	This is an objective of the strategy

	for residents attending activities. - Community ownership/management enables communities to be represented by a diverse range of individuals and groups which is less easily achieved by local authority directly and is a hugely positive step in bringing communities together – in line with the overall strategic aim. Although it can be a challenge to recruit and retain trustees the personal development and employability aspects of trusteeship should not be overlooked and is a real opportunity for residents to play an important part in their communities, gain skills and contribute to the local economy. The city council should work to support the development of community associations, helping them to recruit trustees and supporting them with training in running a charity and building management.	
Governors/Conference Office Ruskin College	The suggestion that Oxford City Council could provide some infrastructure services that community associations could buy in could well be helpful although it is often cheaper for charities to recruit their own staff due to having lower management costs and to recruit from the local community therefore supporting their local economy.	This will be an option for Community Associations so they can choose the best value solution
Older People Focus Group	Will there be a feedback meeting to the Older People Focus Group?	Responses to feedback will be given as an Appendix in the report to CEB, alongside being posted on the Councils Consultation Pages and requests for hard copies.
Older People Focus Group	An Older Persons lunch time club is needed at Rose Hill Community Centre.	We agree and will look to introduce this
Older People Focus Group	Very interesting to be part of the Older People Focus Group.	Thank you for attending
Older People Focus Group	Being a Trustee is a very challenging role that needs professional back-up. How will the Council support this?	The council will support trustees through the contract with OCVA and the officer time of the Community Officer.
Comment via eConsult	I believe the tasks expected to be undertaken by Trustees have increased in number and complexity and are not suitable for trustees to manage, even with training. If there were much more hands on support from officers it might be all right but I would certainly not wish to be a volunteer in order to mainly do these	We agree about the burden on trustees through the development of this strategy. There has been little support to the idea of associations joining together to improve resilience or buying in services from one source or another.

	<p>management tasks.</p> <p>The important tasks of the trustees should be to represent the communities around and enable activities they wish to have to be provided. Some volunteers might wish to run some activities themselves.</p> <p>Ideally the management should be done by a paid manager with direct access to a line manager. This person could be funded by a cluster to community centres</p> <p>Cllr Bev Clack who has experience of being a Trustee, thinks the present model is unsuitable and needs modernising. I hope the Council can look again at various models that work in other parts of the country.</p>	
Comment via eConsult	Dedicated officer support and regular meetings to exchange best practice; advice on fundraising and maintenance issues.	Thank you for this suggestion. We agree that there is a great deal of potential for centres and Community Associations to learn from each other and will reflect with the Oxford Federation of Community Associations and OCVA how this could be facilitated further.
Comment via eConsult	It is imperative that the City Council provides more support.	We have created a new post to support this.
Comment via eConsult	We largely agree with all the above except number 7 'Revenue cost to the Council of community centres' that is proposing a reduction. The increase in output is directly linked with City Council support and any reduction in this area will have a detrimental effect on outputs.	thank you for your feedback, we hope the new post we have created will help
Comment via eConsult	Training & supporting with OCC run activities - i.e. First Aid	The City Council will consider as part of strategy implementation, how it can best make use of and share technical competence within the Council to support more effective running of Community Centres.
Older People Focus Group	Other measures around health impacts & outcomes and loneliness should be included.	These are hard to measure – we will though look to develop methodologies to gauge the

		health impact of community centres.
Health & Wellbeing Partnerships	Add in Travel Plans that encourage staff and users to use active travel to and from the centres. Include criteria that support healthy eating in the centres particularly around the food that can be sold from cafes etc.	We will look to see how this can be added within the strategy.
Health & Wellbeing Partnerships	Add into the strategy a definition of health and wellbeing so people are aware that we are referring to physical, mental and emotional sides of this.	We will look to add this definition into the strategy.
Comment via eConsult	<p>I think we need a big vision to make our centres promote social cohesion by offering programmes for health and improvements in lifestyle (exercise for body and mind and nutrition, with healthy but exciting cookery courses) targeting all levels and ages of the population, obesity, hypertension, diabetes 2 ... (the preventable diseases thought lifestyle). As is highlighted in your report, this is one of the biggest areas of difference between the most affluent and the least affluent parts of the city. If this works it would cut down an awful lot of costs in health care and make for happier people all round. It would be good to bridge that gap.</p> <p>Also, more for young people, especially teenagers of all ethnicities, to provide an alternative to alcohol, drugs, electronics, junk food and radicalization. Courses to achieve great skills, martial arts, film making.</p> <p>There is so much talent in Oxford. and as the report states, a lot is already happening. But almost unintended. And all divided. An example would be the Yoga community. We know thousands of people are practicing Yoga in Oxford. There are hundreds of teachers, but not one centre to bring it all together to maximize the benefit to the community and for teachers to feel part of a useful group, coordinate to benefit the young, the old and the sick. There would be work for everyone and benefit to all the community. Now the Yoga Garden is closing down due to non-renewal of the lease, there will be even more need for such a</p>	Thank you for your feedback. We will feed this back to the Community Association Federation around improvements to programming.

	place. This could be a great opportunity.	
Comment via eConsult	As well as targeting health improvements it would be imperative to monitor at suitable "deadlines" the impact of such improvements in the health of the community involved in such programmes and therefore whether cuts to NHS/council spending might have occurred. Should that be the case, such programmes should be subsidized by the NHS/local council and people could be referred to them by their GPs or health professionals.	Noted
Comment via eConsult	Community Centres should become real meeting places, for health and fun, preferably together. They should capitalize on local talent, but possibly also on talent from the two universities Oxford hosts to make them centres of great information (exciting seminars, public talks - for a fee for non- centre members), work in conjunction with the health system. EOCC has a new refurbished kitchen. Why not use that to teach people how to cook healthy food? Invite some great chefs to run workshops and involve the community to eat the results.	We agree and will explore how to take this forward
Comment via eConsult	Impact on levels of loneliness and isolation	We will explore potential measures with partners.
Comment via eConsult	Get a range of people on the committee . Have someone interested in physical activity on the committee.	We agree that it is important to have the right mix of skills and people on the Committee. We will feed this back to the Community Association Federation.
Comment via eConsult	The reference group needs to have someone interested in promoting exercise (and preserving the space for it) on it.	We agree that it is important to have the right mix of skills and people on the Committee. We will feed this back to the Community Association Federation.
Older People Focus Group	I would like community groups to be run community centres. It is a Full Time job and you need funding. East Oxford Community Centre had no money from Oxford City Council. They put things on in the day but there is nothing in the evening for the community.	We will work to ensure that the broader communities' needs are met in the centres we manage and support the Community Associations that may need help to do this.
Governors/Conference	Although the strategy paper discusses the improvements to	We are not sure why they seem less friendly

Office Ruskin College	leisure facilities increasing usage this may well be to do with the incentives and packages available in particular to those from disadvantaged groups rather than anything else – Since leisure centres have changed they have been unwilling to display posters for other community groups, attend local voluntary sector meetings and seem far more corporate and less friendly than in previous years which is a sad loss.	– customer satisfaction has significantly increased. It would though be good to meet to talk through your views.
Health & Wellbeing Partnerships	Usage of our community centres. Question around whether this will be drilled down into gender, age, ethnicity and disability?	It is an intention where ability to do so to drill down as described.
Older People Focus Group	Sustainability is at risk with the implication of County Council budget cuts and with volunteers already contributing significantly.	Yes, we very much agree and need to find sustainable ways to run the centres.
Comment via eConsult	Support them in a sustainable way, e.g. by communicating decisions early, also by long-term strategies (e.g. budgets over several years) rather than frequent changes in direction.	The Council's aim is to have a positive relationship with Community Associations and we endeavour to communicate decisions early whenever possible. We acknowledge that difficulties under which Community Associations are operating and are willing to be supportive within the means we have available. The Community Centre Strategy will address the direction of travel over the next four years.
Governors/Conference Office Ruskin College	While being able to book services online is very helpful for some people it is also important to have a human side to this, for example when hiring a community space for a party or event, organisers will want to take a look around and may have lots of questions – it is also important for those running community buildings to ensure that hirers have a full understanding of what is expected from them especially in terms of arriving/ leaving on time and dealing with rubbish.	We agree.
The Leys CDI Trustees	We are also very supportive of the inclusion of a prioritised maintenance plan for the Community Centres. However, the CDI has concerns that these are not resource neutral statements.	We will talk this through with you.
Comment via eConsult	Maintain the buildings properly. Well maintained buildings with	Thank you for your ideas, we will explore

	<p>modern facilities (esp toilets) are more able to rent out rooms and become financially sustainable.</p> <p>Give them long leases so they can apply for other funding</p> <p>Install PVs on all suitable community centre roofs and donate any income they produce to the Community Association (as in Barton) Provide free practical assistance with grant applications</p> <p>Encourage community centres to rent parking spaces to Car share schemes (such as Zipcar in West Oxford)</p> <p>Provide a bespoke software system for all community centres that automates invoice generation from room booking calendars. Train all Community Centre trustees in on-line banking systems and support them to apply for this facility.</p> <p>Give all community centre trustees discounted rates at City Council owned sports facilities.</p>	them in more detail.
Comment via eConsult	The City Council has been historically reducing its budget for community centres and facilities and cannot expect an improvement without giving this area a priority. The huge maintenance backlog is alarming and needs to be given due priority. The community centres and facilities need to be fit for purpose especially with regards to the 'performance indicators'.	There has not been any significant reduction in this area of expenditure. There has though been significant investment in Rose Hill and plans are being considered for East Oxford, Barton and Blackbird Leys.
Comment via eConsult	It is often hard to get action from OCC on very simple matters. We requested a rubbish bin with recycling sections 3 months ago - still don't have it	I am sorry to hear this and hopeful the new Communities Post will improve matters
Governors/Conference Office Ruskin College	It is important to gain feedback and views from residents about activities that are provided but I am concerned about the approach used in terms of customer feedback. Residents should have the opportunity for meaningful engagement and not just picking activities. Residents should have a say in all aspects of their community centre and a true sense of ownership and decision making be available.	The majority of Community Centres are well-run by Community Associations, made up of members of the public who want to improve the quality of life in a particular area. In most cases, this works well and is the Council's preferred model for the reasons you outline. With greater clarity on responsibilities and relevant

		<p>support to attracting more residents as Trustees, a partnership approach between the City Council and the Community Association can ensure maximum benefit to an ever- greater cross-section of the local community.</p> <p>We were really excited by the extensive engagement in this consultation on Community Centres, how they are run and how they reflect the priorities of the local community. Based on this strong foundation, the City Council made the decision to take more time than originally planned for development of the Community Centre Strategy, so that there can be a greater sense of ownership of the decision making about community centres of the future.</p>
Focused outreach work with specialist communities	What will Oxford City Council do to engage with its tenants and hirer's around improving current facilities?	<p>As the strategy draft released for consultation highlights 'while facility condition is important, it is the people and activities that make community centres places people want to visit.' Council-managed centres will use customer feedback cards and an annual survey to gather initial input on what can be improved. The Council will engage on an on-going basis with tenants and Community Associations to better understand how facilities can be improved.</p> <p>Through the extended strategy development process, we will be further testing out</p>

		strategic proposals with Community Centre users as well as Community Associations and tenants.
Governors/Conference Office Ruskin College	The proposed data collection for gathering information about football and participation in certain types of activity will be difficult to get accurate, many groups find that collecting data such as this is detrimental to providing a welcoming space and while groups as a whole are generally happy to provide We have taken this on board and will keep the lease and the performance measures separate e annual figures the accuracy of them will be questionable – there are generally more people making use of community buildings than are counted using them.	We are keen to find ways to demonstrate the value of community centres and have added this to the action plan
Governors/Conference Office Ruskin College	Measures: In my view, you could drastically reduce these. There is little point in trying to attract 1000 different sessions if they are then not attended well. There's also the question of balance between the community centre being used as a business location, e.g. by someone who runs fitness classes, and truly community-led activities, e.g. local kids' football sessions run by parents. Often when you measure things, you will look at business figures and not necessarily impact on community (as this is very hard to measure, esp. for an outsider).	Thank you for your feedback and will continue to work on these
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	Leases (page 11) ; OFCA welcomes the offer of 25 year leases/licenses and the dropping of the proposal to charge market rents for those CAs which come under the Landlord and Tenant Act. We would urge the Council to speed up the process of negotiating the new leases/licenses and to avoid delays because of excessive red tape. The negotiations over the new leases/licenses have now dragged on for over four years and this has had a negative impact on the morale and motivation of trustees. We hope that the delays experienced by West Oxford are not re – produced when the new leases/licenses are negotiated with the 17 other community centres in the city.	We agree that the process has taken a long time, we hope that the time invested with West Oxford to establish principles and draft clauses will enable others to proceed much more quickly
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	Measures/Performance Indicators (page 12) ; If these are to be used they should be kept separate from the conditions for the leases/licenses. It was the linking and merging of the conditions for leases and performance indicators which caused considerable	We have taken this on board and will keep the lease and the performance measures separate

	confusion and tension when the issue of new leases/licenses was first proposed some years ago.	
Barton Community Association	There should be better recognition of what currently takes place at Barton Neighbourhood Centre either directly through BCA, commissioned by BCA or in partnership with other agencies and organisations. Getting a fair and appropriate lease for the building is absolutely vital to the BCA, and ensuring that it is financially sustainable and secured as an integral asset for the long term benefit of the community. The process of negotiation and the legal nature of the document will most likely be time-consuming and potentially costly in terms of volunteers' time and diversion of funds to pay for legal advice. The BCA wants to have clearer understanding of what a lease might include, and the BCA would welcome any draft leases or leases in place where the OCC is a party in order to grasp the scope and scale of a lease.	We will talk this through with you.
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	Spell out the OCC 'offer' to community centres e.g. Lease terms; support services Lease: offer full protection for those centres currently on licence. Security of tenure: 25 year length for grant application?	We are in the process of doing this
Cuttleslowe Community Association, on behalf of all Trustees	As is indicated on p3 'robust legal agreements for tenants are essentialfor Associations to obtain external funding'. What are the legal and financial implications for us as an Association that the 25 year lease will be outside of the 1954 Landlord and Tenant Act?	We will talk this through with you.
The Leys CDI Trustees	Other priorities suggest lease arrangements to be put in place on a long-term and stable basis. This needs to be stable for the Community Centre itself, and the groups who use it, so that they can continue to deliver programmes that benefit those vulnerable groups such as young people or isolated older people. These will never be activities that will generate income at commercial rates, but they deliver enormous benefits for deprived communities.	We very much value the programmes that are put on by the CDI
Comment via eConsult	By making sure they have appropriate and secure leases.	We agree.
Older People Focus Group	It would be helpful and clearer to better define in the strategy the purpose of a:	Thank you for your feedback and have updated the strategy accordingly

	a). Community Centre b). Community Hub.	
Older People Focus Group	Is there an Officer to support Communities and are they paid?	Yes, we have a communities team. They work primarily in our priority areas, but also with specialist communities (e.g. older people). We also have an officer who oversees our £1.4 million grants and commissioning programme.
Older People Focus Group	What is the difference between a Community Centre and a Leisure Centre?	Both facilities have a very broad offering and there is a level of overlap with activities such as karate and exercise classes taking part in both facilities. In the main through leisure centres have a greater focus on sports and community centres a wide range of community activities.
Older People Focus Group	Other measures around health impacts & outcomes and loneliness should be included.	These are hard to measure – we will though look to develop methodologies to gauge the health impact of community centres.
Older People Focus Group	The strategy seems to be creating centres for statutory services and not Community Centres.	The strategy prioritises health inequalities, skills and bringing communities together.
Older People Focus Group	West Oxford Community Centre is an excellent model; the Centre is brilliant.	Thank you and this will be fed back to the WOA.
Older People Focus Group	More attention is required to Tier 2 Council owned Community Centres as the value they could contribute seems to get lost in the Strategy.	We value all the centres, we do though need to prioritise our resources where they are likely to have the greatest impact.
Older People Focus Group	Only local people have the full knowledge of an area. Community Centres need independent people running them.	While we very much value the knowledge of local people, other people are able to learn local issues and Councillors are able to represent local views.
Older People Focus Group	Repairs and maintenance were completed at other Community Centres. Now the Council has management of East Oxford Community Centres, funding is being allocated.	We have undertaken work at East Oxford Community Centre and as we firm up the leases arrangements for other centres we will undertake a prioritised programme of work.

OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	2)Tier One Centres ; With the exception of Barton none of the Tier One Centres have an explicit role for Community Associations, which should be the agency through which local residents participate in the running of community centres. The policy of the City Council directly running the larger multi – functional centres represents a major departure from the tradition of how community centres have been managed in the city over many years. We are particularly critical of the arrangements for the new flagship Rose Hill Community Centre, which has no designated space for the Community Association. The management model which should be used for the Tier One Centres is that of Barton, where the community centre has designated space and plays a major role, in partnership with the Council, in the day to day running of the community centre.	These are larger facilities with more significant health and safety demands. In some instances they are better able to meet the needs of the communities they serve being managed by full time paid staff. However, we note the concern about the role of Community Associations in these circumstances and will reflect on that.
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	(3)There are several references to the funds provided by the Council (e.g.; page 6)but there is little or no mention of the of the economic value of community centres. This results in a one sided perspective on the funding of centres. The economic value of centres can be estimated according to some basic criteria; *The income generated by lets. *The concessions made to groups which cannot afford to pay the standard letting fees. *The income which is generated by grants, local fund raising and from other sources (e.g.; 106 payments). *The cash in kind contribution made by CA trustees/volunteers and the volunteers who are involved with groups which are based at the community centres. If a calculation on these lines was made, for each of the 18 centres in the city, the result could come as a surprise to some people.	The strategy very much recognises the broad value of community centres. We have though at this time not been able to find an effective way to demonstrate the economic value. We have though taken this feedback on board and added a task to the action plan to find a way to do this and will involve the Federation in this work.
OXFORD FEDERATION OF COMMUNITY	6)External Funding and Funding from Lets (page 10). In our experience most CAs look for opportunities to attract external	The strategy is saying that developer contributions are allocated according to

ASSOCIATIONS	<p>funding and to increase their income from lets. However, there is a concern that, in an age of austerity and local government cutbacks, pressures will increase to maximise this income at the expense of the social objectives of community centres. For example, not making concessions for local groups which have limited incomes and increasing let's to better off commercial or public organisations.</p> <p>In the strategy document it is implied that 106 funds will mainly be used to support the Tier One community centres (page 10). We would question this and recommend that 106 funds, or a proportion of the funds, should be used to support the infra – structure, which includes community centres, of those areas which directly experience the social costs of new housing or other developments.</p>	<p>need. 106 funds are site specific so tend to remain local.</p> <p>The strategy enables developer contributions to be effectively allocated against need and there is the possibility that some of the works can be superseded if improvement schemes can be found that attract external funding.</p>
Bullington Community Association	<p>New Housing and Population Growth; Over the last twenty years a significant number of new houses and student accommodation has been built in Wood Farm and Lye Valley. These developments include: 149 units on the former Morris Motors sports ground (1997); 98 units on part of the former Slade Hospital site (1998); 244 units on the former Cowley Barracks site (1998) and 329 units on the former Territorial Army site (2006). In addition to this building there has been a number of smaller developments - e.g.; on the former travellers site on the Slade – and in fill housing on corner sites and the sites of former commercial units. Our estimate is that well over a 1000 new housing units have been built since the 1990s and this number will increase in the future when more new student accommodation and housing is built on land at the former Cowley barracks. In addition to the new build there has been a marked growth in existing family housing in Lye Valley and Wood Farm being converted into flats or for multi occupation. In some streets</p>	<p>This is noted.</p>

	<p>in Lye Valley over a third of the housing is now multi occupied. These housing developments have resulted in an increase in population in both the Churchill and Lye Valley wards. Between 2001 -2011 the population of the Churchill ward increased by 20% and in Lye Valley it increased by 19%. During the same period the population of Oxford increased by 12%. The total population of the two wards was over 14000 in 2011 (figures from the 2011 Census). The increased population has inevitably resulted in more demands on local services and pressures on the infra – structure of the area.</p>	
Withheld	I have concerns about the NOA Community Centre site.	The revised strategy clarifies the position in respect of NOCA
Barton Community Association	<p>Would it be possible to suggest that with continued reduction in resources, OCC could appoint a full time funding officer to support community associations with funding bids? We should remind council officers that although we presently occupy a building with limited facilities, not ‘accessible’ by modern standards, we have successfully run it on a sustainable basis for many years. The planned new Jericho centre will greatly increase our ability to serve our neighbourhood and all of our community, young and old; and it will include for the first time the provision of sports facilities. Furthermore the centre will be integrated with the new boatyard, which will serve a substantial number of people, many of them needy, who at present appear nowhere in the statistics. Based on a 2012 survey, we estimate that the residential boater population will increase by 15-20% the ‘Jericho community’ served by the centre.</p> <p>In summary, the new Jericho centre will surely be an important development, a potential showcase, within the</p>	<p>We have recently created a new role and part of this role is to work with the Community Associations.</p> <p>This role and ensuring all the centres had a suitable lease in place will put the Associations on a far better footing to obtain external funding.</p> <p>It will be good to talk this through and to work through how this will fit within your business plan.</p>

	city's network. It has been planned to be economically sustainable in operation, but requires a major fund-raising effort to meet construction costs. We hope and expect that the City Council will be one of the significant contributors to this substantial investment in the future of our community.	
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	<p>Quality Assurance:</p> <ul style="list-style-type: none"> • 'Visible' was too bulky with paperwork and too heavy and led to loss of volunteers. • Happy to agree to basics under charitable status/constitution, so no problem with doing mandatory statutory requirements. • Opposed to further quality/performance checks being imposed by the council. The council cannot impose them. Remember the CA's are run by volunteers, and the time, dedication, and energy involved needs to be acknowledged and appreciated. • Measures of performance cannot be allowed to shift the focus of the work of the community associations when they have assessed the need. • Measures of performance should not be connected to the lease. 	<p>We need to find a way that takes your points into account but also ensures that all the community centres are meeting legislative requirements such as Health and Safety and we will also offer support to help best practice to be shared.</p> <p>We very much recognise the significant differences between community centres and the great work that volunteers do. We will work with each Association to agree an appropriate plan for the centres that will be separate from the lease.</p>
Northway Youth Club	<p>1. 8 Priority Themes: Agreed with the development plans of BBL and Barton, extend and improve activities at East Oxford, work with dev group at EO and supporting volunteers</p> <p>Strongly agreed with developing a maintenance plan, effective lease agreements, working with local community groups to review effective management.</p> <p>2. Greatest Need</p> <p>'I think that some areas get a lot of things but Littlemore does not get much'</p> <p>'I agree with the priorities because those places need it most. It would be nice to have more of a community centre in Littlemore</p>	<p>Thank you and we are reviewing the range of activities and will improve how we promote what's available. We will use our Youth Voice to explore who we can best communicate to young people.</p>

	<p>though'</p> <p>3. Community Hubs</p> <p>Overall view that hubs should be in: Barton, BBL, EO and RH but expressed the need in Littlemore as they fall between the areas and get overlooked.</p> <p>4. Improved Management</p> <p>Agreed with developing relationships, exploring options to meet the needs of communities and introducing external checks. Strongly agreed with supporting community volunteers.</p> <p>Commented that 'there needs to be more range of youth session activities in community centres' and 'there needs to be better marketing of community centre' (some were unaware of the development of RH)</p>	
Florence Park Community Association Committee	The document calls itself a Community Centres Strategy, but is very heavily angled to strategy about 'hub' centres.	The strategy covers the range of community facilities, although we prioritise our resources where there is the greatest need.
Florence Park Community Association Committee	The association recognises that there is a need for additional provision in the centres selected as hubs but they are only one aspect of community activity. The actions of the other community centres/ associations are important and need to be supported. Additional details of what the City Council will do to support the other centres should be included in this strategy.	We will add in to the Strategy a new post we have created.
Florence Park Community Association Committee	When there is mention of tier 2 centres the strategy document is	The revised document seeks to clarify and

	vague for instance: 'suggesting' or 'encouraging' Associations to do things or implement strategies without expanding on these points. The focus is on how the council will run the Hubs and pays lip service to other existing and well managed community associations such as the Florence Park Community Centre (FPCA).	remove the tier concept.
Florence Park Community Association Committee	We disagree with the presumption that there would be benefits from joining provision together with non-hub Centres. The Federation doesn't work successfully as an umbrella organisation because all the centres are run by volunteers who do the work for the love of their communities. They do not have time to do additional voluntary work to keep the federation ticking over too. This would be the case for any umbrella organisation.	We believe that there are services that could be shared such as IT systems that could help the Associations. This will be optional.
Florence Park Community Association Committee	Communities need to feel a sense of 'belonging' to their local centre. The Council needs to help people running community centres like ours to galvanise their local community - and we have shown that people have a very great need to feel a sense of belonging and to connect with others for the immediate wellbeing of the community.	City Council strategy places high importance on communities in which all residents feel they belong. The Council believes that Community Centres have a key role to play in fostering this sense of belonging.
Governors/Conference Office Ruskin College	The preferred position of having robust sustainable community organisations managing centres is good, however in the past the city council has shut down some community organisations or removed their right to occupy centres rather than supporting community organisations to get things right and this is a concern.	This is only when we had , there was no other option due to inappropriate management of the centres.
Older People Focus Group	There are a number of hurt people from the community. A way forward could be for communities and Council to collectively move forward and respectfully address together.	The City Council recognises and values the huge contribution of residents across the City to addressing community problems and is committed to working in respectful partnership to continue to effectively deliver in the future.

The Leys CDI Trustees	The CDI is pleased to see that the Council values the work undertaken by the Community Centres. It hopes that this will be followed through by genuine support in terms of appropriate resource, and leases arrangements. Underpinning the Strategy needs to be a genuine working in partnership, so that these important activities can grow and be sustained. If lease holders are expected to fund the maintenance back log, voluntary and charitable bodies will not be able to raise the funding to carry out the work.	The City Council values the work done by community centres and their volunteers. The strategy reflects a strong commitment to bring clarity and a partnership approach to lease questions, maintenance and historical issues.
Comment via eConsult	Proper dedicated officer support from the Council	We have created a new post to provide the support.
Comment via eConsult	Community Centres are best managed by Community Associations - however in practice this is challenging. This is best done by supporting and enabling community associations to develop. The suggestion that Oxford City Council could provide some infrastructure services that community associations could buy in could well be helpful although it is often cheaper for charities to recruit their own staff due to having lower management costs and to recruit from the local community therefore supporting their local economy. Where there are challenges presented by community associations support can be given to work with these organisations to enable them to be representative of their communities and inclusive in their approaches.	We agree that effectively run Community Centres that engage the cross-section of the community they work in are essential for Communities. The Council is committed to working with Community Associations and communities.
Comment via eConsult	OCC (and this strategy) should focus less on buildings and more on the communities that surround them: there are not enough references to asking people why they DON'T use	Thank you for your feedback. You will be pleased to know that we are already in the process of focusing down the Service Level Agreement with OCVA so that it is more realistic given the extensive and complex needs faced by the community and

		<p>voluntary sector at this time.</p> <p>The City Council agrees that although as other residents have highlighted, Community Centres are a key resource for communities, it is essential that Centres are relevant to local needs, priorities and aspirations and community development can and does tackle wider issues.</p> <p>As you may know, Community Centres are one part of a broader approach to active communities which includes Councillor engagement, addressing inequalities in wards, diverse communities, grant making activities, youth participation and services, use of green spaces and leisure.</p>
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To: City Executive Board
Date: 15 September 2016
Report of: Head of Financial Services
Title of Report: Treasury Management Annual Report 2015/2016

Summary and recommendations	
Purpose of report:	The report sets out the Council's treasury management activity and performance for the financial year 2015/2016. The report also identifies some reductions in interest rates in 2016/17 and recommends a change to the Treasury Strategy for 2016/17.
Key decision:	No
Executive Board Member:	Cllr Ed Turner, Finance, Asset Management and Public Health
Corporate Priority:	An Efficient and Effective Council.
Policy Framework:	Treasury Management Strategy.
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> Note the report Recommend that Council approve the amendment to the Specified Investments list attached at Appendix 1 (paragraphs 35 – 37 below) 	

Appendices	
Appendix 1	Amended Specified Investments List

Executive Summary

- The Council held investments of £64.26 million as at 31 March 2016. Interest earned during the year was £0.86 million against an income target of £0.94 million.
- The average rate of return on the Council's investments in 2015/2016 was 1.17% compared to 1.18% in 2014/15. This was above the Council's performance target of 1.0% (i.e. 0.5% above base rate) and is primarily due to investments in property funds off-setting market investment rates which have fallen to very low levels.
- The Council has £0.166 million outstanding with the failed Icelandic Banks. £0.217 million was received in year, and it is expected that the majority of the remaining funds will be received in due course. Further information can be found in paragraphs 25-27.

4. The Council held £198.5 million of fixed rate Public Works Loan Board (PWLB) debt as at 31 March 2016. The debt was borrowed in March 2012 to fund the buy-out of the Housing Revenue Account (HRA). All of the debt relates to Housing and the maturity profile ranges from 5 to 41 years. Interest paid on the debt in 2015/2016 was £6.47 million.

Background

5. The primary principle governing the Council's investment decisions is the Security of the investment, with Liquidity and Yield being secondary considerations.
6. The Council has a statutory duty to set, monitor and report on its prudential indicators in accordance with the Prudential Code, which aims to ensure that the capital investment plans of authorities are affordable, prudent and sustainable.
7. When considering whether to borrow, the Council's Debt Strategy requires a number of factors to be considered. These include:
 - prevailing interest rates
 - the profile of the Council's debt portfolio
 - the type of asset being financed
 - the availability of cash balances to finance capital expenditure.
8. The Council fully complied with its Treasury Management Strategy in relation to both debt and investment management in 2015/2016.
9. The prudential indicators detailed in the body of this report compare the Council's outturn position against the target set for 2015/16.

Financing the Capital Programme 2015/16

10. Table 1 below shows actual capital expenditure and financing compared to the original budget.

Table 1

Capital Expenditure	2015/16 Original Budget £'000	2015/16 Actual £'000	Variation £'000
Non-HRA Capital Expenditure	17,858	17,129	(729)
HRA Capital Expenditure	21,047	15,579	(5,468)
Total Capital Expenditure	38,905	32,708	(6,197)
Resourced by:			
Developer Contributions	2,754	706	(2,048)
Capital Receipts	7,288	9,765	2,477
Capital Grants and contributions	947	6,336	5,389
Major Repairs Reserve	6,858	8,177	1,319
Prudential Borrowing	3,268		(3,268)
Revenue	17,790	7,724	(10,066)
Total Capital Resources	38,905	32,708	(6,197)

11. There was also £8.674 million carried forward into 2015/16 from 2014/15 giving a revised budget of £47.579 million. The outturn position shows that £14.87 million less than the budget has been spent. The temporary moratorium imposed on both General Fund and HRA Capital schemes agreed by members at CEB on the 10th September (lifted in December) due to uncertainties around Government funding especially in the HRA was the main cause of the underspend. Overall spend was 69% of the budget compared to 76% (£48.7million spent) in 2014/15. Major variations to the Capital Programme were reported in detail to the June 2016 meeting of this Board.
12. It was originally planned to take out prudential borrowing to finance HRA expenditure, however the HRA new build investment plans had to be scaled back due to Government legislative proposals which led to a revision of the Programme and its financing. The use of capital grants and contributions were higher than budgeted; the main reason for this was additional funding received for the Oxpens development site.

The Council's Overall Borrowing Need

13. The Council's underlying need to borrow, or Capital Financing Requirement (CFR), is a gauge of the Council's level of indebtedness. It represents all prior years' net capital expenditure which has not been financed by other means, i.e. revenue, capital receipts, grants etc.
14. The CFR can be reduced by:
 - The application of additional capital resources, such as unapplied capital receipts; or
 - By charging a Minimum Revenue Provision (MRP), or a Voluntary Revenue Provision (VRP)
15. Table 2 below shows the Council's CFR as at the 31 March 2016, this is a key prudential indicator, and shows that actual borrowing is below the CFR:

Table 2

CFR	31 March 2016 Estimate £'000	31 March 2016 Actual £'000	Variation £'000
Opening Balance	222,962	220,706	(2,256)
Prudential Borrowing	3,268	0	(3,268)
Minimum Revenue Provision	(1,113)	(37)	(1,076)
CFR Closing Balance	225,117	220,669	(4,448)
External Borrowing	201,770	198,528	(3,242)
Variation	(23,347)	(22,141)	

16. No new debt was taken out during 2015/16 and as at 31 March 2016 the Council's total external debt was £198.5 million. This is below the CFR and indicates that the Council continues to internally borrow. The MRP was reduced from that estimated due to: a) the decision to fund new vehicles from capital receipts in 2014/15 and

hence no MRP being required for borrowing in relation to vehicles in 2015/16 and
b) a reduction in the MRP that the Council makes on the non-Housing assets transferred from the HRA to the General Fund due to a reassessment of the calculation.

Treasury Position at 31 March 2016

17. Whilst the Council's gauge of its underlying need to borrow is the CFR, the treasury function manages the Council's actual borrowing position by either:
- Borrowing to the CFR;
 - Choosing to utilise temporary cash flow funds, instead of borrowing (known as "under borrowing");
 - Borrowing for future increases in the CFR (borrowing in advance of need)
18. The Council's treasury position as at the 31 March 2016 for both debt and investments, compared with the previous year is set out in Table 3 below:

Table 3

Treasury Position	31 March 2015		31 March 2016	
	Principal £'000	Average Rate %	Principal £'000	Average Rate %
Borrowing				
Fixed Interest Rate Debt	199,423	3.39	198,528	3.15
Total Debt	199,423	3.39	198,528	3.15
Investments				
Fixed Interest Investments	35,200	0.53	46,500	0.64
Variable Interest Investments	5,890	0.42	7,760	0.44
Property Funds	9,800	4.03	10,000	4.05
Total Investments	50,890	1.18	64,260	1.17
Net Position	148,533		134,268	

The average investment rate shown above is 1.17% for 2015/16 which is above the Council's target of 0.5% above base rate (1% in total). Despite this, the Council did not achieve the level of investment income that had been budgeted by £0.080 million. This is because the budget had incorporated anticipated rises in base rates which was the market intelligence at the time the budgets were set. The lack of a base rate rise had led to the situation of the budgeted income not being achieved even though performance against the target of 0.5% above base rate was achieved.

Prudential Indicators and Compliance Issues

19. Some of the prudential indicators provide an overview, others a specific limit on treasury activity. These are detailed below:
20. **Net Borrowing and the CFR** – In order to ensure that borrowing levels are prudent, the Council's external borrowing (net of investments) over the medium-

term must only be for a capital purpose, and not exceed the CFR except in the short-term. In the short term the Council can borrow for cash flow purposes, although this has not been necessary in recent years. Table 4 below highlights the Council's net borrowing position against the CFR, and shows that it is significantly below the limit, due to the level of internal borrowing that has been undertaken.

Table 4

Net Borrowing & CFR	31 March 2015 Actual £'000	31 March 2016 Actual £'000
Total Debt	199,423	198,528
Total Investment	50,890	64,260
Net Borrowing Position	148,533	134,268
CFR	220,706	220,669
Under Borrowing plus Investments	72,173	86,401

21. In the current climate, internal borrowing is preferable to borrowing externally as the interest rate payable on an external loan is much higher than that which can be earned on investments. Therefore, forfeiting interest receivable on investments is more economical than paying additional interest charges for new external debt. Clearly, if the net borrowing position and/or CFR changed significantly, the prospect of taking on additional debt would be reviewed.
22. **The Authorised Limit** – The Authorised Limit is the 'affordable borrowing limit' required by S3 of the Local Government Act 2003. The Council does not have the power to borrow above this level unless it explicitly agrees to do so. Table 5 below demonstrates that during 2015/16 the Council's gross borrowing was within its Authorised Limit. The Authorised Limit allows the Council to borrow against the future CFR if required, with a little headroom.

Table 5

Authorised Borrowing	31 March 2015		31 March 2016	
	Estimate £'000	Actual £'000	Estimate £'000	Actual £'000
Borrowing	247,000	199,423	247,566	198,528
Other Long Term Liabilities	0	0	0	0
Total Borrowed	247,000	199,423	247,566	198,528
Amount under Limit	47,577		49,038	

23. **The Operational Boundary Limit** – the Operational Boundary Limit is the expected borrowing position of the Council during the year. It is possible to exceed the Operational Boundary Limit, for a short period of time, providing that the

Authorised Borrowing Limit is not breached. Table 6 below shows the limits for the last two financial years. They were not breached during either period.

Table 6

Operational Boundaries	31 March 2015 £'000	31 March 2016 £'000
Borrowing	236,000	234,000
Other Long Term Liabilities	0	0
Totals	236,000	234,000

24. **Actual financing costs as a proportion of net revenue stream** – this indicator identifies the trend in the net cost of capital against the net revenue stream and is an indicator of affordability. Table 7 below shows that for the General Fund, the ratio is negative as external loans have been repaid and investment income is positive. The HRA ratio has improved slightly due to an increasing income stream meaning that financing costs as a proportion have fallen.

Table 7

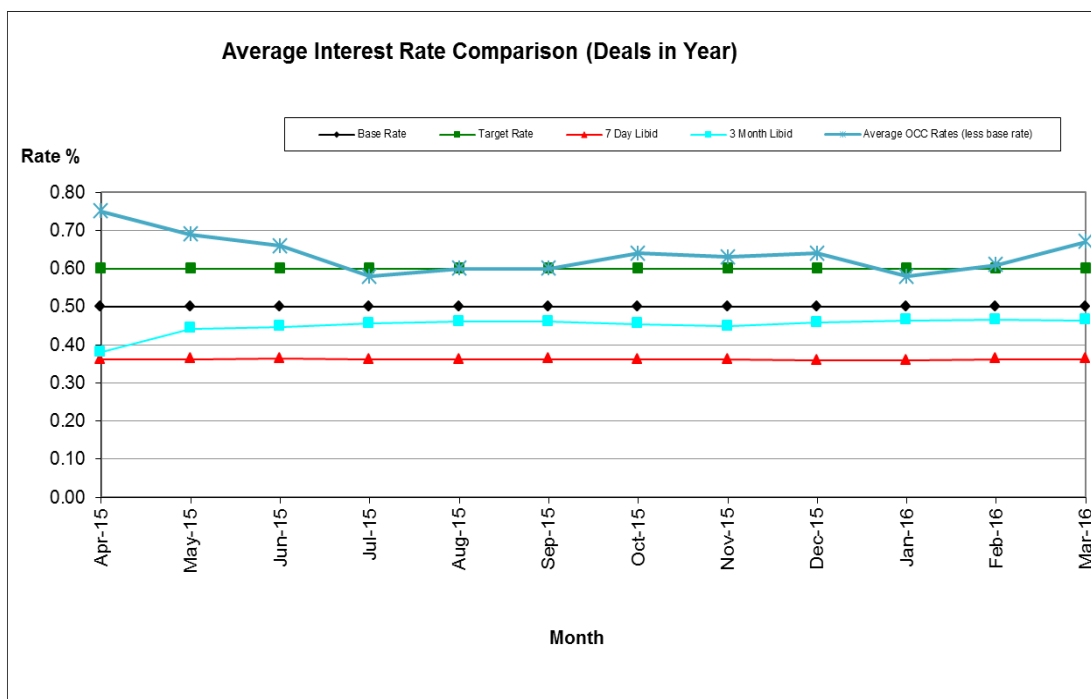
Actual Finance Costs	2014/15 £'000	2015/16 £'000
Indicators		
Original Indicator - Authorised Limit	247,000	247,566
Original Indicator - Operational Boundary	236,000	234,000
Financing Costs as a proportion of Net Revenue Stream - General Fund	-0.15%	-0.09%
Financing Costs as a proportion of Net Revenue Stream - HRA	17.7%	16.8%

Icelandic Banks

25. During 2008/09 the Council invested £4.5 million with two of the now failed Icelandic banks: £3.0 million was deposited with Heritable Bank and £1.5 million with Glitnir Bank.
26. As at 31 March 2016, the Council had received approximately £2.94 million of its original Heritable Bank investment. A repayment of £0.119 million was received in 2015/16. A balance of £0.060 million remains. The prospect of a full recovery is uncertain.
27. As at 31 March 2016, the Council had received approximately £1.394 million of its Glitnir investment. A repayment of £0.098 million has been received in 2015/16. A balance of £0.106 million remains with the potential to recover this in due course.

Investment Income

28. The following graph shows the monthly average interest earned by the Council in comparison to the base rate and also in comparison to its benchmarks: 3-months Libid and 7-day Libid.



29. As illustrated above, the Council's average monthly rate of return fluctuated around the benchmark throughout the year. It exceeded the benchmark for eight months, met the benchmark for two months and dropped below for two months.
30. The Council manages its investments in-house and invests with institutions listed in the Council's approved counterparty list. The Council invests for a range of periods from overnight to 364 days, dependant on cash flow needs, its interest rate view, the interest rates on offer and durational limits set out in the Council's Investment Strategy.
31. During 2015/16, the Council maintained an average investment balance of £74.8million and received an average return of 1.17%. This is above the target of 1% and is mainly due to investment in property funds. It is important to note that market rates have continued to drop throughout the financial year and that for many of the approved counterparties, the Council has not been able to achieve the same rate of return as in previous periods.
32. The Property Funds are classified as Non-specified Investments within the approved Strategy. The current rate of return on the investments is circa 4.05% per annum. The capital value of the Communities, Churches and Local Authorities Fund has increased by 28.32% since April 2013 and the Lothbury fund has similarly increased by 15.74% since August 2014. This capital value can also fluctuate downwards. However the Council joined the property funds as a long term investment because of the revenue stream. It is expected that the capital values will vary up and down in line with the property market and the overall position is monitored on a monthly basis. Since 31 March 2016 there has been a sharp reduction in the capital value of the property funds due to reductions in property values post-Brexit. The Council entered into the property funds to achieve a revenue return and, whilst the capital value has reduced, it is still significantly above the purchase value.
33. Actual investment income for 2015/16 was £0.86 million; this was marginally lower than the original budget of £0.94 million. Market rates continue to be very low and

as security of investment is the Council's primary concern, it has not always been possible to invest cash at more favourable rates.

34. Fluctuations in the Council's balances have been managed through a mix of instant access and notice accounts, money market funds and short term deposits (up to 364 days). This approach is in line with the Investment Strategy approved by Council.

Interest Rates since 31 March 2016

35. The Council takes advice from Capita on the appropriate durations to place investments with counterparties. These durations and also the availability of individual counterparties change based on market conditions and the credit ratings of the individual institutions. This means that the investment portfolio has to be actively managed to ensure both the availability of enough suitable counterparties and that the Council achieves the best interest rates possible within the agreed security and liquidity parameters.
36. Following the result of the referendum on 23rd June 2016, there have been further downward pressures on interest rates. The Bank of England's Monetary Policy Committee did not adjust the Base Rate when it met in July, however the release of economic data showing that the Brexit implications were more significant than first thought meant that the MPC Committee cut bank base rate by 0.25% to a record low of 0.25% at its meeting on the 4th August. Capita have revised their interest rate forecasts and expect base rate to be cut further to 0.10% in December 2016. The forecast goes on to suggest no rise in base rate until quarter 2 of 2018.
37. Under the current market conditions, Money Market Funds (MMFs) are paying higher interest rates than many six-month investments. MMF rates as at the beginning of August are up to 0.52% and six month investments have been quoted at rates down to 0.16%. MMFs are amongst the most liquid of Council's investment portfolio; they do not need the Council to give notice and, providing the Council requests funds by midday, the investment will be transferred into the Council's bank account that same day. MMFs are ordinarily used to provide cash flow flexibility to allow money to be accessed and invested quickly and to deal with fluctuations in cash flow.
38. To take advantage of the preferential rates MMFs are currently offering the Council needs to increase the amount that can be invested in MMFs. It is therefore recommended that the 2016/17 Treasury Strategy is amended to allow an investment limit of £25 million in MMFs, an increase of £5 million on the current limit. The revised Specified Counterparty List is attached at Appendix 1 with the proposed change shown in bold italics.

Counterparty Changes

39. Following a tender process, Barclays Bank UK plc now provides the Council's banking services.

Financial implications

40. These are set out within the body of the report.

Legal issues

41. The Council is required to report on its Treasury Management Function on an annual basis. This report meets that requirement.

Level of risk

42. There are no risks in connection with the report's recommendations. Risk assessment and management is a key part of Treasury Management activity, especially in the selection of counterparties when investment is being considered. The Council uses external advisors and counterparty credit ratings issued by the rating agencies to assist in this process.

Equalities impact

43. There is no equalities impact relating to this report.

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Background Papers: None

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Amended Specified Investments List

Specified Investments – These investments are sterling investments that do not exceed a maturity period of more than one year, or those which could be for a longer period but where the Council has the right to be repaid within twelve months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or Gilts with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A Local Authority, Parish Council, Community Council, Fire or Police Authority
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4, this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society) meeting the minimum 'high' quality criteria where applicable.

Additionally, and in accordance with the Code, the Council has set duration and value limits as follows:

Specified Investments - Limits on value and period

	Minimum credit criteria/colour banding	Max % of total investments / £ limit per institution	Max maturity period
Debt Management Office – UK Government	Not applicable	100%	364 days
UK Government Gilts	UK Sovereign rating	20%	364 days
UK Government Treasury Bills	UK Sovereign rating	20%	364 days
Bonds issued by multilateral development banks	UK Sovereign rating	20%	6 months
Money Market Fund	AAA	£25m	Liquid
Local Authorities, Fire and Police Authorities		20%	364 days
Term deposits with banks and rated building societies	Blue Orange Red Green	£15m or 20% of total investments whichever is the greater	Up to 1 year Up to 1 year Up to 6 Months Up to 100 days
Certificate of Deposit or corporate bonds with banks and building societies	Blue Orange Red Green	£10m or 20% of total investments whichever is the greater	Up to 1 year Up to 1 year Up to 6 Months Up to 100 days
Enhanced Cash funds		20%	6 months
Corporate bond funds		20%	6 months
Gilt Funds	UK sovereign rating	20%	6 months

The colour ratings above for the Term deposits with banks and rated building societies and Certificates of Deposit or corporate bonds with banks and building societies link the durations in the right hand column to colour coding used in Capita's Credit List i.e. Blue and Orange coloured institutions can be allow investments of up to a year according to the Capita Credit List

I need

To: City Executive Board
Date: 15 September 2016
Report of: Head of Financial Services
 Head of Business Improvement
Title of Report: Integrated Performance Report for Quarter 1 2016/17

Summary and recommendations	
Purpose of report:	To update Members on Finance, Risk and Performance as at 30 June 2016.
Key decision:	No
Executive Board Member:	Cllr Ed Turner, Finance, Asset Management and Public Health
Corporate Priority:	Efficient and Effective Council.
Policy Framework:	Corporate Plan
Recommendations: That the City Executive Board resolves to:	
1.	Note the projected financial outturn, the current position on risk and performance as at the 30 June 2016;
2.	Recommend to Council that additional budget of £0.118 million and £0.399 million is approved for Super Connected Cities and Disabled Facilities Grant expenditure to be financed from external grant funding in accordance with paragraph 12.
Appendices	
Appendix A	Corporate Integrated Dials
Appendix B	General Fund - June 2016 Forecast Outturn
Appendix C	Capital Programme - June 2016 Forecast Outturn
Appendix D	HRA - June 2016 Forecast Outturn

Introduction and background

1. This report updates the Board on the financial, corporate performance and corporate risk positions of the Council as at 30 June 2016. A brief summary is as follows:

2. Financial Position

- a. **General Fund** – the outturn position is forecast to be an adverse variance of £0.389 million against the budget of £22.918 million;
 - b. **Housing Revenue Account** – the outturn position is forecasting a favourable variance of £0.144 million;
 - c. **Capital Programme** – the outturn forecast is forecasting a £0.359 million adverse variance (0.81% of budget);
3. **Performance** – 80% (12) of the Council's corporate performance targets are being delivered as planned, 13% (2) are below target but within acceptable tolerance limits and 7% (1) is currently at risk.
 4. **Corporate Risk Management** – There are no red corporate risks, but four amber risks at the end of Quarter one. These are detailed below.

Financial Position

General Fund Revenue

5. The overall Net Expenditure Budget agreed at Council in February 2016 was £19.853 million. Since setting of the budget this has been increased by £1.312 million to £21.165 million funded by transfers from earmarked reserves. This transfer largely represents unspent budgets in 2015/16 agreed to be carried forward into 2016-17. The Net Budget Requirement of £19.853 million remains unchanged.
6. In addition to transfers from reserves there have been virements, authorised under delegated powers by the Council's Head of Financial Services totalling £0.411 million. The most notable of which totalling £0.327 million relates to the realignment of the training budgets across the services. There is no change to the Council's Net Budget Requirement.
7. At 30 June 2016 the General Fund is projecting an adverse variance of £0.389 million against the latest net budget of £22.918 million. The details of these variances are explained below.
8. In **Planning and Regulatory** there is a projected adverse year end variance of (£0.281) million, this is due to the recent restructure creating a pressure in the current year of (£0.126) million in part due to additional staffing costs to support a significant improvement in the quality of service. The ongoing pressure of the restructure is approx. £0.070 million and will be proposed for incorporation into the Medium Term Financial Plan as part of the annual refresh. Income targets across the service also show some shortfalls, in the areas of: housing enforcement (£0.020 million); Building control fees (£0.070 million); Street Trading licences (£0.025 million) and Food Hygiene Courses (£0.040 million).
9. **Housing and Property** there is a budget pressure of (£0.100) million which is for the cost of external advice required for the review of the Covered Market leases.

Housing Revenue Account

10. The Housing Revenue Account is currently forecasting a favourable outturn of £0.144 million. It is anticipated that this surplus will be transferred to reserves for future expenditure. The key variations are as follows:
- **Dwelling Rent** has a year to date favourable variance of £0.382 million, this is due to fewer Right To Buy sales in the first quarter of the year than originally projected. Additional rental income is also being received from the 75 units that are being used as Temporary Accommodation properties and 36 void properties being moved to higher formulae rent during the first two months of the year.
 - **Management and Services (Stock Related)** has a projected adverse variance of £0.113 million which is due to additional expenditure associated with the tribunal case on the Tower Blocks project.
 - **Misc Expenditure (Non Stock Related)** has a projected adverse outturn of £0.116 million, this is associated with the properties that are being used as Temporary Accommodation and the utilities running costs for these properties.

Capital

11. The projected outturn on the Capital Programme is currently a total of £44.033 million a favourable variance of £0.359 million from the latest budget. This variance is made up of :
- Slippage of £0.388 million the most notable of which (£0.328 million) relates to Research and Development Feasibility Fund slipped into future years as no further funds are expected to be used this year;
 - Overspend of £0.029 million on the Competition Swimming Pool due to retention fees being higher than expected;
12. In addition following the receipt of additional grant income approval is required from Council for additional budget of £0.517 million for the following items:
- Super Connected Cities (£118k) – Additional monies have been received from the Local Enterprise Partnership (OxLEP) for Oxfordshire County Council's Better Broadband Programme for enabling Superfast Broadband in Oxford City cabinets.
 - b Disabled Facilities Grants capital schemes (£399k) – For 2016/17 the Council have been notified of an increase in grant funding from Government of £399k in respect of grants given by the Council to fund disabled facilities. This takes the total amount of grant to £999k.

Performance Management

- 13 There are fifteen corporate performance measures that are monitored during the year. Twelve (80%) are being delivered as planned, two (13%) are below target but within acceptable tolerance limits, and one (7%) is at risk of not meeting its target.
- 14 Of the twelve that are being delivered as planned, three relate to Vibrant and Sustainable Economy, two relate to Meeting Housing Need, three to Cleaner

Greener Oxford, three to an Efficient and Effective Council and one to Strong and Active Communities

15 The one measure that is not meeting its target is as follows:

- **Number of people using leisure centres** – Target of 362,000 and an actual of 333,282 for the first quarter. . There has been a downward trend in the number of visits year on year and this is reflective of the temporary facility closure for planned maintenance and investment work at the Ice Rink and Ferry Leisure Centre. Hinksey Outdoor Pool visits were also lower year on year due the inclement weather conditions during June.

Corporate Risk

16 There are no Red risks being reported in the first quarter of 2016/17 and there are four amber Risks as listed below:

- a. **Resilience of the ICT function** – managing ICT Work Plan as agreed and overseen by service heads alongside business as usual. Mitigations to manage this risk have included additional temporary staffing to address initial migration issues post April; training all staff on ITIL and starting to embed ITIL processes; migration to ICT strategic partner and embedding ongoing relationship; working towards PSN accreditation; and implementation of ICT helpdesk.
- b. **Partnership Risk** - Potential reduction in funding to our partners – The Council has worked with partners to mitigate where it can the impacts that this may have.
- c. **Recruitment and Retention** – the risk of losing and not being able to recruit key staff across the organisation – mitigations to manage this risk have included agreeing retention measures, identifying key posts and agreeing action to recruit/retain these posts and review of the recruitment process, which has included several recruitment open evenings at Direct Service depots and our community centres.
- d. **HRA Business Plan Delivery Failure** due to changes in Government legislation and the impact this will have on the Council's finances – This risk was introduced in Q2 following the summer budget and was reported as a red risk in both Q2 and Q3 but the Council has been in discussion with DCLG to help shape the proposals and implementation of these changes to assist in mitigating this risk down to an Amber.

Financial implications

16 All financial implications are covered in the body of this report and the Appendices.

Legal issues

17 There are no legal implications directly relevant to this report.

Level of risk

18 All risk implications are covered in the body of this report and the Appendices.

Equalities impact

19 There are no equalities impacts arising directly from this report.

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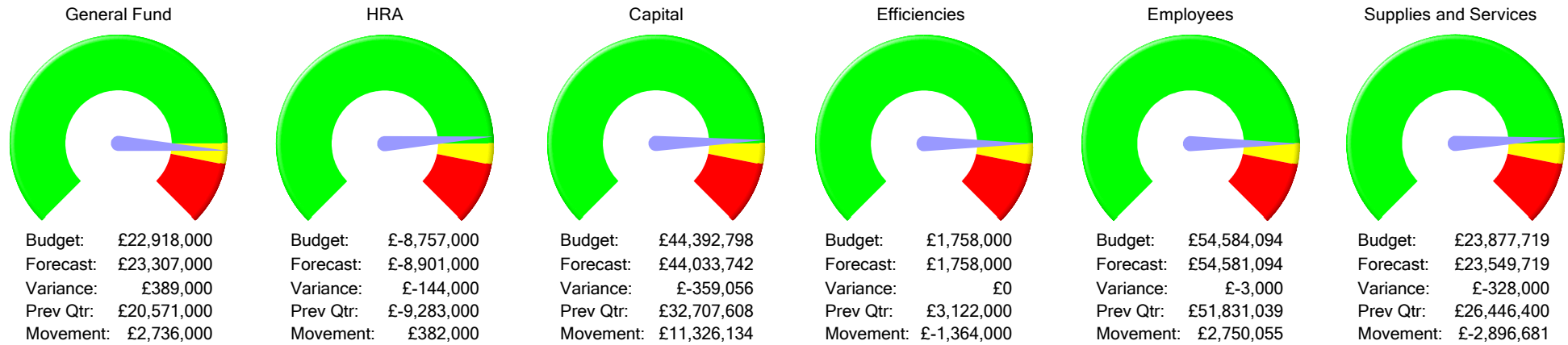
Background Papers: None

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Appendix A

Corporate Integrated Report Q1 2016/17

Financial Performance



Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Meeting Housing Need	0 (0%)	0 (0%)	1 (33%)	2 (67%)
Strong and Active Communities	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Cleaner Greener Oxford	0 (0%)	0 (0%)	0 (0%)	3 (100%)
An Efficient and Effective Council	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Total	0 (0%)	1 (7%)	2 (13%)	12 (80%)

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	1 (13%)	0 (0%)	7 (88%)

Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (%)	0 (%)	0 (%)	0 (%)
Meeting Housing Need	0 (0%)	1 (50%)	1 (50%)	0 (0%)
Strong and Active Communities	0 (0%)	1 (50%)	1 (50%)	0 (0%)
Cleaner Greener Oxford	0 (0%)	2 (67%)	0 (0%)	1 (33%)
An Efficient and Effective Council	0 (0%)	0 (0%)	0 (0%)	1 (100%)
Total	0 (0%)	4 (50%)	2 (25%)	2 (25%)

Risk Management

Service	No Data	Red	Amber	Green
Strong and Active Communities	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Cleaner Greener Oxford	0 (0%)	0 (0%)	0 (0%)	1 (100%)
An Efficient and Effective Council	0 (0%)	0 (0%)	3 (75%)	1 (25%)
Total	0 (0%)	0 (0%)	4 (57%)	3 (43%)

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	0 (0%)	4 (57%)	3 (43%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Total				

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Appendix B

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GF Outturn Report 16/17 Q1 30th June, 2016 @	Approved Budget	Release from Earmarked Reserves	Virements in Q1	Latest Budget	Actual YTD	Budget YTD	Variance YTD	% Budget Spent to 30th June, 2016	Projected Outturn against Latest Budget @ 30th June, 2016	PO Variance
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	£000's	£000's
Directorates										
Assistant Chief Executive	709	8	6	722	150	177	(27)	21%	722	
Assistant Chief Executive	709	8	6	722	150	177	(27)	21%	722	
Partnerships Team	494	107	12	613	108	108		18%	621	8
Planning and Regulatory	1,412	58	15	1,477	348	242	106	24%	1,758	281
Housing and Property	(4,926)	(29)	(67)	(5,067)	(3,490)	(3,513)	23	69%	(4,967)	100
Regeneration & Housing	(3,020)	136	(40)	(2,977)	(3,033)	(3,163)	130	110%	(2,588)	389
Environmental Sustainability	665	(38)	(3)	623	130	109	21	21%	623	
Community Services	5,138	515	(14)	5,649	1,996	2,073	(76)	35%	5,649	
Direct Services	3,385	569	191	4,189	220	514	(295)	5%	4,189	
Community Services	9,188	1,046	174	10,462	2,346	2,696	(350)	61%	10,462	
Transformation	377	(161)		216	38	50	(12)	18%	216	
Business Improvement	7,746		73	7,819	2,061	1,964	97	26%	7,819	
Organisational Development	987		(327)	660	186	165	21	28%	660	
Welfare Reform Team	152	126	81	358	105	108	(4)	29%	358	
Financial Services	2,836	157	24	3,017	898	935	(37)	30%	3,017	
Law & Governance	2,631		9	2,641	692	659	33	26%	2,641	
Organisational Development & Corporate Services	14,729	122	(140)	14,711	3,980	3,882	98	157%	14,711	
Directorate Total Excl SLA's & Capital Charges	21,606	1,312		22,918	3,443	3,592	(149)	15%	23,307	389
SLA's & Capital Charges	(136)			(136)			()	0%	(136)	
Corporate Accounts	(3,451)			(3,416)	(2,853)	4,627	(7,480)		(3,416)	
Contingencies	1,834			1,798					1,798	
Total Corporate Accounts & Contingencies	(1,617)			(1,617)	(2,853)	4,627	(7,480)	176%	(1,617)	
Net Expenditure Budget	19,853	1,312		21,165	590	8,220	(7,630)	3%	21,554	389
Transfer to / (from) Ear Marked Reserves		(1,312)		(1,312)	(1,312)	(1,312)	()	100%	(1,312)	
Net Budget Requirement	19,853			19,853	(722)	6,908	(7,630)		20,242	389
Funding										
External Funding (RSG)				2,849	768	(475)	1,243	27%	2,849	
External Funding (NNDR Retention)				6,382		(1,063)	1,063	0%	6,382	
Council tax				12,596		(2,098)	2,098	0%	12,596	
Less Parish Precepts				(172)	(108)	172	(280)	63%	(172)	
Collection Fund Surplus				(1,802)		300	(300)	0%	(1,802)	
Section 31 Grants										
Total Funding Available	19,853			19,853	660	(3,164)	3,824		19,853	
(Surplus) / Deficit for year					(1,382)	10,072	(11,454)		389	389

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Capital Budget and Spend as at 30th June 2016													
Cost Centre	Capital Scheme	2016/17 Budget Book plus carry forwards	In year slippage	Virements and new approvals	Adjustments to be Approved	Latest Budget 2016/17	Profiled Budget	Spend to 30th June 2016	Variance to Profile Budget	Forecast 16/17 Outturn	Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend
					£	£	£	£			£	£	£
C3044	ICT Software / Infrastructure and Licences	773,858	-	-	-	773,858	201,681	146,736	(54,944)	773,858	-	-	-
C3039	ICT Infrastructure	-	-	-	-	-	-	10,400	10,400	0	-	-	-
C3053	New Council website	-	-	-	-	-	-	(24,860)	(24,860)	0	-	-	-
G6013	G6013 Superconnected Cities	125,000	-	118,000	118,000	243,000	47,000	78,449	31,449	243,000	-	-	-
		-	-	-									
S03 Business Improvement		898,858	-	118,000	118,000	1,016,858	248,681	210,726	(37,955)	1,016,858	-	-	-
		-	-	-									
M5014	West End Partnership	335,000	-	-	-	335,000	-	-	-	335,000	-	-	-
M5023	Oxpens Regeneration	1,400,000	(1,400,000)	-	-	-	-	-	-	0	-	-	-
		-	-	-									
S10 Partnerships Team		1,735,000	(1,400,000)	-	-	335,000	-	-	-	335,000	-	-	-
		-	-	-									
	<u>CIL and S106 Funded Schemes</u>	-	-	-									
F1323	Bridge Over Fiddlers Stream	224,230	(224,230)	-	-	-	-	-	-	0	-	-	-
F7007	Woodfarm / Headington Community Centre	20,000	-	-	-	20,000	-	-	-	20,000	-	-	-
F7009	CCTV Gipsy Lane Campus	60,000	-	-	-	60,000	-	-	-	0	(60,000)	(60,000)	-
F7011	Headington Environmental Improvements	59,004	-	-	-	59,004	-	-	-	59,004	-	-	-
F7020	Work of Art Shotover View	14,635	-	-	-	14,635	-	-	-	14,635	-	-	-
F7024	St Clements Environmental Improvements	50,000	-	-	-	50,000	-	-	-	50,000	-	-	-
F0025	Westgate area public realm improvements	567,000	-	-	-	567,000	-	-	-	567,000	-	-	-
		-	-	-									
	<u>Grants</u>	-	-	-									
E3511	Renovation Grants	33,083	-	-	-	33,083	5,514	1,709	(3,805)	33,083	-	-	-
E3521	Disabled Facilities Grants	501,000	-	399,000	399,000	900,000	68,086	56,106	(11,980)	900,000	-	-	-
		-	-	-									
S11 Planning & Regulatory		1,528,952	(224,230)	399,000	399,000	1,703,722	73,600	57,814	(15,785)	1,643,722	(60,000)	(60,000)	-
		-	-	-									
	<u>Covered Market</u>	-	-	-									
B0027	Covered Market - Improvements & Upgrade to Roof	9,796	-	113,104	-	122,900	-	540	540	122,900	-	-	-
B0028	Covered Market - New Roof Structures to High St	75,703	-	4,297	-	80,000	-	120	120	80,000	-	-	-
B0036	Investment ~ Covered Market	151,529	-	-	-	151,529	-	1,347	1,347	151,529	-	-	-
		-	-	-									
	<u>Investment Properties</u>	-	-	-									
B0040	Investment ~ Broad Street	54,071	-	-	-	54,071	-	180	180	54,071	-	-	-
B0041	Investment - Misc. City Centre Properties	25,327	-	4,673	-	30,000	-	-	-	30,000	-	-	-
B0043	Investment George Street	107,929	-	5,071	-	113,000	-	-	-	113,000	-	-	-
B0046	Investment - Ship Street	45,325	-	-	-	45,325	-	180	180	45,325	-	-	-
B0092	Acquisition of Investment Properties	596,257	-	-	-	596,257	596,257	120	(596,137)	596,257	-	-	-
		-	-	-									
	<u>Miscellaneous Council Properties</u>	-	-	-									
B0032	Bury Knowle House	30,416	-	(12,416)	-	18,000	18,000	18,670	670	18,700	700	-	700
B0052	Miscellaneous Properties	14,360	-	(14,360)	-	-	-	-	-	0	-	-	-
B0077	Direct Services Depots	26,964	-	-	-	26,964	26,964	22,424	(4,540)	26,964	-	-	-
B0078	Allotments	61,000	-	-	-	61,000	-	-	-	61,000	-	-	-
B0082	Garages	98,293	-	-	-	98,293	-	-	-	98,293	-	-	-
		-	-	-									
	<u>Parks & Cemeteries</u>	-	-	-									
B0048	Leisure - Cemeteries	26,370	-	-	-	26,370	26,370	11,756	(14,614)	26,370	-	-	-
B0050	Leisure ~ Depots	19,000	-	-	-	19,000	-	-	-	19,000	-	-	-

Cost Centre	Capital Scheme	2016/17 Budget Book plus carry forwards	In year slippage	Virements and new approvals	Adjustments to be Approved	Latest Budget 2016/17	Profiled Budget	Spend to 30th June 2016	Variance to Profile Budget	Forecast 16/17 Outturn	Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend
					£	£	£	£			£	£	£
B0065	Parks & Cemetery - Masonry Walls & Path Improvements	150,000	-	-	-	150,000	-	-	-	150,000	-	-	
		-	-	-									
	Town Hall & St Aldates Chambers	-	-	-									
B0054	Town Hall	55,000	-	(55,000)	-	-	-	-	-	0	-		-
B0068	Town Hall - Conference System Refurbishment	25,833	-	(25,833)	-	-	-	-	-	0	-	-	-
B0091	Town Hall Boiler Replacement	42,814	-	(17,814)	-	25,000	5,000	5,978	978	25,000	-	-	-
B0093	Health & Safety Works to SAC	370,000	-	-	-	370,000	123,333	122,285	(1,048)	370,000	-	-	
B0094	Donnington Community Centre Roof	-	-	-	-	-	-	-	-	0	-	-	
		-	-	-							-		
	General Fund Housing Projects	-	-	-							-		
M5019	Homelessness Property Acquisitions	(500,000)	-	500,000	-	-	-	(0)	(0)	0	-	-	
M5020	Empty Homes CPO Revolving Fund	750,000	-	-	-	750,000	750,000	-	(750,000)	750,000	-	-	
M5021	Equity Loan Scheme for Teachers	150,000	-	-	-	150,000	40,000	39,900	(100)	150,000	-	-	
M5024	National Homelessness Property Fund	5,000,000	-	(500,000)	-	4,500,000	700,000	700,000	-	4,500,000	-	-	
M5025	Phase 1 Affordable Housing at Barton Park	-	-	-	-	-	-	-	-	0	-	-	
		-	-	-									
	S13 Housing and Property Total	7,385,987	-	1,722	-	7,387,709	2,285,924	923,500	(1,362,424)	7,388,409	700	-	700
		-	-	-									
E3554	Additional SALIX Plus funding	306,585	-	(249,000)	-	57,585	-	-	-	57,585	-	-	
E3555	Flood Alleviation at Northway & Marston	1,147,134	425,000	-	-	1,572,134	-	86,602	86,602	1,572,134	(0)	(0)	
E3557	Oxford and Abingdon Flood Alleviation Scheme	500,000	-	-	-	500,000	356,200	350,000	(6,200)	500,000	-	-	
E3558	Go Ultra Low	800,000	(550,000)	-	-	250,000	-	7,474	7,474	250,000	-	-	
F0015	Cycle Oxford	25,001	-	(25,001)	-	-	-	(0)	(0)	0	-		-
		-	-	-									
	S20 Environmental Sustainability	2,778,720	(125,000)	(274,001)	-	2,379,719	356,200	444,076	87,876	2,379,719	(0)	(0)	-
		-	-	-									
G3015	NE Marston Croft Road Recreation Ground	13,151	-	(13,151)	-	-	-	-	-	0	-		-
G6014	CCTV Project	25,000	-	-	-	25,000	-	-	-	25,000	-	-	
B0075	Stage 2 Museum of Oxford Development	54,500	-	-	-	54,500	28,250	11,850	(16,400)	54,500	-	-	
B0033	Community Centres	-	-	-	-	-	-	-	-	0	-	-	
G3017	South Oxford Community Centre Cafe	100,000	(100,000)	-	-	-	-	-	-	0	-	-	
B0084	Jericho Community Centre	200,000	(200,000)	-	-	-	-	-	-	0	-	-	
A4808	Blackbird Leys Leisure Centre Improvements	126,236	228,000	-	-	354,236	-	4,148	4,148	354,236	-	-	
A4810	New Build Completion Pool	61,032	-	-	-	61,032	61,032	89,242	28,210	89,242	28,210	-	28,210
A4816	Pavilions General	50,757	-	(50,757)	-	-	-	7,368	7,368	0	-		-
A4837	Quarry Pavillion	1,198,460	-	-	-	1,198,460	-	34,290	34,290	1,198,460	-	-	
A4840	Cotteslowe Lower Pavilion	410,032	-	78,757	-	488,789	331,252	360,234	28,982	488,789	0	-	0
A4820	Upgrade Existing Tennis Courts	92,992	-	-	-	92,992	-	-	-	92,992	-	-	
A4821	Upgrade Existing Multi-Use Games Area	39,253	-	10,720	-	49,973	-	805	805	49,973	-		-
A4826	Parks Works	56,069	-	-	-	56,069	30,000	50,370	20,370	56,069	-	-	
A4833	Horspath Sports Park	22,886	100,000	-	-	122,886	122,886	40,463	(82,423)	122,886	-	-	
A4834	Cotteslowe Park Splash Feature	200,000	-	-	-	200,000	7,000	6,837	(163)	200,000	-	-	
A4838	Invest to Save in Leisure Service	500,000	-	-	-	500,000	-	-	-	500,000	-	-	
A4839	Hinksey Splash Park parts replacement	40,000	-	-	-	40,000	7,000	-	(7,000)	40,000	-	-	
		-	-	-									
	S22 Community Services Total	3,190,368	28,000	25,569	-	3,243,937	587,420	605,608	18,187	3,272,147	28,210	-	28,210
		-	-	-									
R0005	MT Vehicles/Plant Replacement Programme.	1,857,133	-	86,627	0	1,943,760	380,425	193,606	(186,819)	1,943,760	-	-	
T2277	Food waste collection from flats	177,365	-	-	-	177,365	177,365	-	(177,365)	177,365	-	-	
T2288	Cowley Marsh Electrical Works	-	-	150,000	-	150,000	-	-	-	150,000	-	-	
B0037	Car Parks	50,000	-	-	-	50,000	25,094	25,094	0	50,000	-	-	

Cost Centre	Capital Scheme	2016/17 Budget Book plus carry forwards	In year slippage	Virements and new approvals	Adjustments to be Approved	Latest Budget 2016/17	Profiled Budget	Spend to 30th June 2016	Variance to Profile Budget	Forecast 16/17 Outturn	Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend
					£	£	£	£			£	£	£
	Housing Revenue Account	23,797,334	(285,000)	250,000	0	23,762,334	4,354,080	3,726,268	(627,812)	23,762,334	-	-	-
	Grand Total	45,860,110	(2,249,230)	781,918	517,000	44,392,798	9,004,591	6,230,519	(2,774,072)	44,033,742	(359,056)	(387,966)	28,910

HRA Outturn Report 16/17 @ 30th June, 2016	Approved Budget (per Budget book)	Release from Earmarked Reserves	Virements in Q1	Latest Budget @ 30 June, 2016	Actual YTD	Budget YTD	Variance YTD	Projected Outturn against Latest Budget @ 30 June, 2016	Projected Outturn Variance
	£000's	£000's	£000's	£'000's	£000's	£000's	£'000's	£000's	£000's
Dwelling Rent	(41,528)	(162)	(220)	(41,910)	(10,659)	(10,477)	(181)	(41,910)	(382)
Service Charges	(1,267)			(1,267)	(376)	(317)	(59)	(1,267)	
Garage Income	(206)			(206)	(46)	(52)	5	(206)	
Miscellaneous Income	(702)			(702)	(139)	(175)	36	(702)	
Right to Buy (RAF)	(52)			(52)	(8)	(13)	5	(52)	
Net Income	(43,755)	(162)	(220)	(44,137)	(11,228)	(11,034)	(194)	(44,137)	(382)
Management & Services (Stock Related)	9,915	18	95	10,024	2,069	2,161	(93)	10,028	113
Misc Expenditure (Not Stock Related)	295		116	415	82	91	(9)	411	116
Other Revenue Spend (Stock Related)	191			191	6	26	(20)	191	()
Bad Debt Provision	266			266	56	66	(10)	266	
Responsive & Cyclical Repairs	10,416		9	10,425	2,795	2,433	363	10,425	9
Interest Paid	7,920			7,920	1,980	1,980	()	7,920	
Depreciation	5,994			5,994				5,994	
Total Expenditure	34,998	18	220	35,236	6,989	6,757	231	35,236	238
Net Operating Expenditure/(Income)	(8,757)	(144)	()	(8,901)	(4,240)	(4,277)	37	(8,901)	(144)
Investment Income	(163)			(163)	(41)	(41)		(163)	
Other HRA Reserve Adjustment		144		144	144	144		144	144
Transfer (to)/from MR/OR	8,910			8,910				8,910	
Total Appropriations	8,747	144		8,891	103	103		8,891	144
Total HRA (Surplus)/Deficit	(10)		()	(10)	(4,137)	(4,174)	37	(10)	

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To: City Executive Board
Date: 15 September 2016
Report of: Head of Housing and Property
Title of Report: Pooled Budget Arrangements for the Commissioning of Adult Homeless Supported Accommodation in Oxfordshire

Summary and recommendations	
Purpose of report:	To seek agreement to enter into pooled budget arrangements with Oxfordshire County Council, Oxfordshire Clinical Commissioning Group and Oxfordshire District Councils; To agree Oxford City Council's initial 3 year contribution to the pooled budget from existing base budget provision.
Key decision:	Yes
Executive Board Member:	Cllr Mike Rowley, Housing
Corporate Priority:	Meeting Housing Needs.
Policy Framework:	Homelessness Strategy
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Approve the commitment by Oxford City Council to enter into a pooled budget arrangement in order to fund adult homeless supported accommodation in Oxfordshire. 2. Approve Oxford City Council's annual contribution of £161,700 towards the pooled budget from Housing and Property's existing Homelessness Prevention funds base budget provision that is included in the current approved Medium Term Financial Plan 3. Delegate to the Head of Housing and Property Services, in consultation with the Board member for Housing, the discretion to increase/reduce the Council's contribution in years 4 (2020/21) and 5 (2021/22) from within existing approved Homelessness Prevention funds budgetary provision, if it is agreed by all parties to extend the current 3 year proposal. 4. Delegate authority to the Executive Director of Regeneration and Housing to enter into a Governance Agreement for the pooled budget before April 2017 	

Appendices	
Appendix 1	Risk Register

Introduction and background

1. In February 2015, Oxfordshire County Council Cabinet agreed a 100% cut to the current Housing Related Support of £1.5million. The County Council Cabinet agreed the cut would be implemented and phased over a three year period, starting on 1 April 2017, with no funds available in the final year, 2019-20.
2. Housing Related Support directly funds all current supported accommodation for single homeless people across the County, including the two homeless hostels located in the City – O’Hanlon House and Simon House.
3. The majority of accommodation units are based in the City (252 units out of 285), with 13 units in Cherwell, 14 in South Oxfordshire District Council and 6 in West Oxfordshire District Council.
4. Housing Related Support funding cuts will have a significant impact on the accommodation available for single homeless people across the County and all associated stakeholders – Districts and City, County Council and the Oxfordshire Clinical Commissioning Group – are dedicated to working in partnership to ensure that some provision can continue when the County’s cuts are implemented.
5. Oxfordshire Clinical Commissioning Group has historically contributed funds towards O’Hanlon House and is part of new arrangements in order to improve health outcomes for homeless people, particularly for people with complex needs.
6. Aware of the threat Oxfordshire County Council’s cuts pose to provision for single homeless people, Oxford City Council, through the Oxfordshire Health Improvement Board, took the opportunity and initiative to propose a joint, pooled arrangement with relevant partners in order to mitigate the impact of the cuts, although the cuts will still have severe effects.
7. A Health Improvement Board (HIB) workshop was established to address the implications of the funding cuts. Oxford City Council produced a paper to the HIB workshop, suggesting a level of financial contribution from Districts and City to single homeless supported accommodation from 1 April 2017. Contributions were calculated based on the level of use of the adult homeless pathway at the time of the paper. The parties agreed in principle to the level of contributions.
8. With a commitment in principle, a financial envelope had been established and the HIB workshop tasked an officers group to work up options for how the agreed finances should be used, as well as to propose governance arrangements.
9. Officers from Oxfordshire County Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council, Cherwell District Council and the Oxfordshire Clinical Commissioning Group are part of the officers group.

Principles for commissioning of new provision

10. The officer group developed a preferred option for continuing to deliver accommodation services for single homeless people in the County. The option was developed using the new reduced financial envelope. The option was endorsed by the Members on the HIB workshop on 1 July 2016.
11. The key principles for this option are:
 - a. Parties to enter into a new 3-5 year governance and commissioning arrangement with the County Council as the lead body undertaking all contract management and monitoring for, and in communication with, the other partners
 - b. Financial contribution for 3 years from all parties into a pooled budget to be used to procure services for the purpose of providing accommodation of single homeless people
 - c. Provision of a joint commissioned and joint used complex needs service to be based in the City
 - d. Local services for local people in each of the Districts and in the City.
 - e. Substantial transition arrangements during the first year of new arrangements, 2017/18 (year 1).

Pooled budget

12. Over the three years, the pool budget will oversee a total of £2,940,000, contributed by the 7 parties (4 District Councils, City Council, County Council and the Clinical Commissioning Group). Individual contributions by all parties to be agreed in September 2016. Proposed expenditure as follows:

Housing Related Support Pool Budget Expenditure	2017/18 Year 1	2018/19 Year 2	2019/20 Year 3
Based on preferred commissioning option	£1,246,000	£847,000	£847,000
Total			£2,940,000

13. Year 1 has been allocated significantly more funds due to the transition from current services to new arrangements. There is a strong commitment from all parties to provide sufficient time and funds for a well-planned transition.
14. Year 2 and year 3 will see the new arrangement and services in place. There is no commitment for contribution beyond the first 3 years from any of the parties at the present time. A review will be carried out early in year 3 in order for all parties to make a decision on funding for year 4 and 5.
15. The pooled budget requires Oxford City Council to make a contribution of £161,700 per year for three years. These funds will be sourced from the current Preventing Homelessness revenue base budget. See financial implications below.

Agreed commissioning option

16. The agreed option for services will see a reduction in units. The new option will provide the following:
 - a. 56 units of accommodation for clients with complex needs for use by all Districts but based in the city. Provision will be jointly commissioned and monitored and number of units allocated depending on current usage. This is a reduction from the current 107 units used for complex needs.
 - b. Retention of local services in Districts. This provision will be commissioned and monitored by each individual District.
 - c. Retention of some current accommodation units in the city for city use, estimated between 42 and 50 units. City officers will work with providers and partners to source the best option based on need for the city. This provision will be commissioned and monitored by the City.

Implication for Oxford City Council

17. The pooled budget arrangements means significant change to current adult homeless accommodation provided as a whole for Oxfordshire. There will be a reduction in units – from the current total of 285, to between 131 and 139 units. This means a reduction of between 146 and 154 units.
18. The pooled budget will fund an estimated total of between 69 and 77 units for clients with an Oxford City connection to use, including a proportion of complex needs beds for each of the first 3 years.
19. City Council officers are working on the estimate that the City needs a total of 150 units per year currently in order to cater for the City's single homeless need. This means that Oxford City Council will have to consider funding a number of units from our existing base budget funds outside the pooled budget (estimated between 73 and 81 units) provision. This would have a significant impact on Oxford City Council's Homelessness Revenue Allocation funds. A recommendation for spend of remaining funds will be made to CEB.
20. Any accommodation funded independently by the City Council from its own funds, will not be part of the pooled budget arrangements.
21. Oxford City Council and partners also note that there is uncertainty over the future level of rent eligible for Housing Benefit for supported accommodation. Organisations providing supported housing rely heavily on income from an enhanced level of Housing Benefit. The Government is expected to make a decision within the next 12 months if eligible rent for supported housing is to be restricted. Any such restriction would pose a serious threat to services, to which commissioners for future service may need to respond.

Governance Agreement

22. An outline Governance Agreement has been developed and agreed by officers from the parties contributing to the pooled budget, setting out the working relationship between the parties; commitment to funding; decision making process; and reporting structures.
23. The final Governance Agreement would have to be agreed and formally signed by all parties before April 2017.

24. Oxfordshire County Council will hold the pooled budget and act as the accountable body and the final Governance Agreement will ensure this clarifies liabilities and obligations of parties in the event of any over/underspend during any one financial of the agreement.
25. It is proposed that an 'officer group' – Housing Related Support Joint Management Group - agree a commissioning approach as well as report into HIB in order to ensure the Governance Agreement is adhered to.

Financial implications

26. Expenditure towards the pooled budget will be met from the City Council's Homelessness Prevention funds base budget provision, that is included within the Council's existing Medium Term Financial Plan. The implications of the pooled budget arrangement, combined with any need for Oxford City to fund a large number of units from Homelessness Revenue Allocation funds in order to meet needs, could make less funds available for currently funded services and organisations.

Legal issues

27. All parties will sign up to a Governance Agreement. This agreement will have been signed off by the parties' respective legal teams. All parties to the agreement are currently seeking approval to the pooling proposal from their policy making bodies.

Level of risk

28. Risk Register is attached in Appendix 1.

Equalities impact

29. This intervention will maintain some services for vulnerable single homeless people that would otherwise be cut. Therefore there is a positive impact on vulnerable homeless people, and in particular those with complex need.

Conclusion

30. Cuts to Oxfordshire County Council's Housing Related Support funds from 1 April 2017 will have a significant impact on supported accommodation provision for single homeless people across Oxfordshire.
31. Districts and City Council, as well as current funders to the adult homeless pathway, Oxfordshire County Council and Oxfordshire Clinical Commissioning Group have agreed a preferred option for provision and funding of services. The preferred option has been endorsed by HIB.
32. A pooled budget will be used to fund services, although with a reduction to units, from 1 April 2017. All parties will sign up to a Governance Agreement.
33. CEB is asked to agree to the pooled budget arrangement and funds contributed from City, as well as to enter into a Governance Agreement when this has been finalised.
34. Oxford City Council officers will work up options for allocation of Homelessness Revenue Allocation Funds in order to mitigate effects of County Council cuts and at the same time ensure that services are funded in the city to meet need.

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Background Papers: None

Appendix 1 - Risk Register - Pooled Budget Report for Sept 16 CEB

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
Non-commitment by one of the 7 funding parties	All funding parties require formal sign-off of these arrangements. Although there is currently strong indications (and expectation) that all parties will commit, the final and binding decision needs to be made.	Threat	One or more parties decide not to commit	Financial package underpinning the options for commissioning new services does not exist	1 August		4	2	4	2	4	1	The risk for parties not to agree is low. Verbal commitment from parties have been made. Once agreed by decision making bodies, a formal Governance Agreement will be sign off and in place and parties will not be able/likely to pull out of these.	Officer working groups ongoing; HIB workshops can be called in order to guide progress and resolve issues				
Funding parties do not agree	Funding parties do not agree on one or more aspects of future arrangements and operation	Threat	Different priorities and need for the 7 different funding parties	Delay in services being commissioned and then delivered	1 August		2	2	2	2	1	1	All parties have acknowledged that they do have different priorities and this has been reflected in the retention of local services under local control. A Governance Agreement will be in place that all parties have to adhere to and all conflict resolution will take place according to this.	As above				
Services wanted cannot be provided.	Once service providers are informed by Oxfordshire County Council about changes, and recommissioning of services start, some services may not be in a position to deliver the wanted services. Some service's business models may change significantly due to reduction in funds which may make it unsustainable for them to deliver services.	Threat/opp	Organisations may not be able to sustain current business models due to reduction of provision and may not be able to deliver other models if there has been significant changes to their organisations following re-organisations.	Reduction in organisations able to provide services. Significant transition needed in order to change provision and/or providers.	1 August		3	3	3	3	2	2	Partners to the agreement will work with current providers with as much notices as possible. Innovation and new ideas to be introduced where necessary in order to deliver great services to the client group and that can be delivered affordably by services providers.					

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To: City Executive Board
Date: 15 September 2016
Report of: Head of Housing & Property
Title of Report: Compulsory Purchase Order-Spencer Crescent, Rose Hill

Summary and recommendations	
Purpose of report:	To obtain approval to initiate compulsory purchase proceedings in relation to a long term empty property.
Key decision:	No
Executive Board Member:	Cllr Mike Rowley, Housing
Corporate Priority:	Meeting Housing Needs
Policy Framework:	Housing Strategy 2015-18.
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Delegate authority to the Head of Housing and Property, in consultation with the Head of Law and Governance and the Head of Financial Services, to initiate compulsory purchase proceedings to acquire all interests in the property situated in Spencer Crescent, Oxford (full address provided in Appendix A) 2. Delegate authority to the Head of Law and Governance to take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order, including the publication and service of all Notices and the presentation of the Council's case at any public inquiry; 3. Delegate authority to the Regeneration & Major Projects Service Manager to take all necessary action to acquire and obtain possession of the property either compulsorily or by agreement and to negotiate and agree all matters relating to compensation payments; 4. Delegate authority to the Regeneration & Major Projects Service Manager to dispose of the property in accordance with the Disposal Options set out in this report. 	
Appendices	
A. Site Plan Exempt from Publication by virtue of Paragraph 3 of Part 1 of	

Schedule 12A of the Local Government Act 1972

- B. Chronology of Contacts Exempt from Publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972
- C. CPO Costs Exempt from Publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972
- D. Risk Register

Introduction

1. This report seeks authorisation to initiate compulsory purchase proceedings in relation to an empty dwelling in Spencer Crescent, Oxford, which has been empty since 1989 (site plan attached at Appendix A).
2. The Council have an approved Empty Homes Strategy 2013-2018 which states that it is 'unacceptable for a dwelling to be unoccupied unless for good reason'. The Strategy advises that 'The Council will make every effort to encourage owners of empty properties to bring them back into use however, where an owner is unwilling or unable to bring an empty dwelling back into use, the Council will take formal action to ensure it is occupied'.
3. Compulsory purchase of dwellings is included within the Strategy as an option where negotiation has failed. Such actions make a contribution towards meeting Housing Need in the City; reduce the risk of, or eliminate environmental nuisance, assist in reducing time spent by Council officers and emergency services in dealing with issues relating to empty dwellings.

Background

4. The subject property is a 3-bed ex-local authority family home on Rose Hill, which was purchased by the owner under the Right to Buy legislation in 1988. The following year, the owner died. The property is exempt from Council Tax under Exemption 'F' where the property is recorded as having been unoccupied 'since the death of the owner in March 1989'. The loss in Council Tax Revenue since that time is approximately £24,000.
5. Council records provide information on a son who declared himself Executor of the deceased's estate. Neither the Will nor the Estate has been presented for probate purposes. The Council are aware that he has two sisters but attempts to trace them have been unsuccessful.
6. The Council have been in contact with the son of the deceased owner since at least 1990 principally by letter, and latterly by telephone. The latest letter sent on the 22 June 2016 by Law and Governance to the son has not been responded to. Efforts have been made to trace the whereabouts of any other siblings but to no avail and the son has not been forthcoming with specific information on his sister's whereabouts. Appendix B provides a chronological list of contacts and letters with regard to this property.
7. On 11 November 2015 OCC officers sent a Notice seeking to require information under Section 235 of the Housing Act 2004. It was sent to the deceased owner's son. The Notice requested that the Will be presented to the Council so that proof

of Executor(s) identity could be established. A letter dated the 26 January 2016 was received from the son. The Will was not enclosed and to date the Will of the deceased owner has not been presented to the Council or for probate. The dwelling is classed as being in unknown ownership because the owner is deceased.

Options:

Do nothing

8. This is not considered an appropriate option. The need for housing within the city and the potential for the property to impact adversely from an amenity issue support the pursuance of a CPO.

EDMO Housing Act 2004

9. This property is exempt from an application being made for an Empty Dwelling Management Order under The Housing (Empty Dwelling Management Orders) (Prescribed Exceptions and Requirements) (England) Order 2006 para (j).

(j) the person who was the relevant proprietor of it has died and six months has not elapsed since the grant of representation was obtained in respect of such person.

Voluntary Sale

10. The Legal view is that the property is currently in 'unknown ownership' due to the lack of probate. If property is in unknown or reputed to be in unknown ownership, acquisition by agreement is impossible since there is no party the Council can negotiate with and no party who could execute a deed to transfer title.

Compulsory Purchase Order

11. The most appropriate way of securing continued housing use for this site is by the making of a Compulsory Purchase Order. Upon the approval of the CPO the property will be presented for disposal by either agent or auction. Alternatively, the Council may decide that once acquired the property is transferred at open market value to the Council's Housing Company.

Financial implications

12. A budget will need to be allocated to cover the costs associated with acquisition of the subject property by CPO, or by agreement. The actual acquisition costs are expected to be recovered from the proceeds of the property disposal.
13. A guide to the potential cost of a CPO for an individual property is listed (Appendix C). An indicative valuation for the subject property is also included within this cost guide as provided by the Valuation Office. The Appendix presents costs of various options relating to the CPO process. This Appendix is excluded from publication as it contains commercially sensitive information.

14. The Council has sufficient funding for the asset purchase and incidental costs of acquisition, of this property, allocated in the 2016/17 approved capital programme.
15. Revenue costs are also required. These costs could range from being cost neutral (under the preferred disposal model) to a maximum amount of £50,000 should a CPO be obtained through the Public Inquiry route, with all possible compensations having to be paid. Costs can be contained within existing Housing and Property budget provision.
16. In addition to bringing much needed accommodation back into use within the city the Council's Empty Homes Strategy has a positive financial effect on the council.
17. Council tax would become payable which for a band C property such as this would be around £1,542 per annum subject to any occupational discounts that may apply. Additionally, New Homes Bonus would be paid by the Government (currently for a period of 6 years) but equating to a contribution of £6,168 in the four years of the current Medium Term Financial Plan.

Disposal Options

18. Under the Local Government Act 1972 section 123 requires the Council to obtain the best price possible if it disposes of any interest in land or property. Where it proves necessary for the Council to compulsorily acquire a dwelling house there are a number of options available to then deal with it. These include the following:

Disposal of the property at auction or on the open market

19. The Council would seek to sell the property as soon as reasonably practicable. The sale value would be expected to represent the market value, and this would be the sum expected to be paid in the compensation claim to the owner.

Housing Company

20. The Council may also consider financially modelling the option whereby the Council's new housing company receives approval to take ownership of the property in question at an appropriate price that allows the necessary work to be carried out to the property so that it can be brought back into use, and let or sold. All options under the Housing Company proposal should ensure associated borrowing, management, supervision costs, and incidental costs of acquisition and disposal are covered.

Legal issues

Housing Act 1985 Section 17

21. A local authority can acquire: A house or houses for the provision of improvement of housing accommodation (whether by itself or someone else); Land to be developed by the provision of housing (whether by itself or someone else) The CPO must achieve a quantitative or qualitative housing gain or the assembly of housing land/bringing empty homes back into use or improving sub-standard housing.

22. The Council has the power for Compulsory Purchase Orders to be created pursuant to the Housing Act 1985 section 17, which permits the Council to acquire empty dwellings for the purpose of housing provision under a CPO. The main supporting legislation includes the Acquisition of Land Act 1981 (Compulsory Purchase procedure), The Compulsory Purchase Act 1965 (post confirmation procedure) and the Land Compensation Act 1961 (amount and assessment of compensation). The Secretary of State applies a 'Test' in deciding if a CPO should be confirmed: in that of a compelling case in the public interest. It is considered that such a case is made here for the subject property. A CPO interferes with the human rights of the landowner. However if the "compelling case" test is met, so too will interference with human rights be considered to be proportionate. In this case of course the property owner is unknown following the death of the former owner.
23. The Compulsory Purchase Order must be advertised locally and copies served on 'qualifying parties' and the 'unknown owner' at the subject property. An objection can be raised by any 'statutory objector' during the stipulated period. If such an objection is received and not withdrawn during the stipulated period the Secretary of State may cause a Public Local Inquiry to be held. This affords the objector an opportunity to be heard and appear before a person appointed by the Secretary of State. Alternatively the objector may opt for the written representation's procedure. The Secretary of State would then consider his findings before determining whether or not to confirm, quash or modify the Order.
24. In the event that there is no objection, the Secretary of State may, in certain circumstances, permit the Council to confirm the Order. The confirmation of the Order may be challenged on a point of law within 6 weeks of the publication of such confirmation. Any dispute as to the amount of compensation to be paid is referred for determination by the Upper Tribunal (Lands Chamber).
25. The Council is obliged to act in a way which is compatible with the European Convention on Human Rights. A number of other local authorities regularly utilise their CPO powers in a similar fashion and the issue has been extensively tested through the Courts.
26. Whilst the property is in unknown ownership, the proceeds of sale if unclaimed under the compulsory purchase compensation code will be paid/deposited in court in accordance with the code and generally, if there is no claim within the six year statutory limitation period the monies are returned to the Council.
27. There is a distinct possibility during the CPO process, for the deceased owner's son to present his late mother's estate for probate. Ownership of the dwelling will be apparent following completion of probate. The Council will continue its pursuance of the order to ensure that the property is ultimately occupied although the option of voluntary sale will be explored in this eventuality.

Level of risk

28. A risk assessment has been undertaken and the risk register is attached at Appendix D. All risks have been mitigated to an acceptable level.

Equalities impact

29. Not applicable as no adverse impacts are predicated.

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Background Papers: None

Appendix D CEB Report Risk Register Compulsory Purchase

Risk Score Impact Score: 1 =Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic																Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain							
No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid				Monitoring Effectiveness				Current Risk							
		I	P		Mitigating Control: Level of Effectiveness: (HML)	I	P	Action: Action Owner:	Outcome required: Milestone Date:	Q 1 ⊗ ⊗ ⊗	Q 2 ⊗ ⊗ ⊗	Q 3 ⊗ ⊗ ⊗	Q 4 ⊗ ⊗ ⊗	I	P								
1	Financial Costs	3	3	Cost incurred as a result of Compulsory purchase process. Abortive costs if CPO application rejected. Rapid movement in housing prices.	Mitigating Control: Early and full involvement of Legal. Sound justification for taking formal action. Swift turnaround and disposal of property Level of Effectiveness: H	2	2	Action: Regular and full involvement with Law and Governance, incl external advocacy and Head of Finance. Action Owner: Empty Property Officer Mitigating Control: Regular meetings with Law and Governance, finance and Regen & Major Projects. Control Owner: Empty Property Officer	Outcome required: Cost effectiveness Milestone Date: Throughout the CPO process.														
2	Ownership changes.	1	1	The estate goes through probate and as a result ownership changes and the new owner/s become statutory objectors. This may extend the CPO process and increase the risk if a public inquiry.	The Council will pursue the CPO for the purposes of ensuring the property is occupied despite change in ownership. Voluntary sale will be attempted. Level of Effectiveness: H	3	3	Action: Regular and full involvement with Law and Governance, incl external advocacy and Head of Finance. Action Owner: Empty Property Officer Mitigating Control: Regular meetings with Law and Governance, finance and Regen & Major Projects. Control Owner: Empty Property Officer	The successful use of an empty dwelling and its land for the purpose of housing provision within the City.														
2	CPO request denied	2	1	An objector raises issues that persuade the Secretary of State to reject or modify the Order	The adherence to the correct procedures and adoption of best practice at all stages. There are no known statutory objectors, unless the son or the 2 daughters of the deceased owner become the owner/s, through probate having been completed.	1	1	Close liaison with Law and Governance or consultants at all stages. Control Owner EPO for EHS element and SAM for CPO element.	SoS grants CPO.														

[illegible]

3	Adverse Publicity	1	1	Use of formal action to bring about the re-occupation/use of an empty property and associated land.	Mitigating Control: Provide transparent and clear explanation of the reasons for taking formal action. Encourage positive press through contact with local media. Level of Effectiveness: H	1	1	Action: Regular updates provided to media on empty properties brought back into use and action taken to bring them back into use. Action Owner: Empty Property Officer Mitigating Control: Working with press office. Control Owner: EP Officer.	Outcome required: Positive Press Milestone Date: As appropriate.						
4	No Sale/Delayed Sale	1	1	Market conditions become depressed. Availability of finance restricted.	Mitigating Control Close and effective working with the City Council's Legal, Regeneration and Major Projects and Finance officers. Any such costs can be contained within budgets Level of Effectiveness: H	1	1	Action/Mitigating Control Regular meetings with legal services, finance, Regeneration and Major Projects Service. Control Owner: Senior Asset Manager.	Timely disposal of the property.						

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To: City Executive Board
Date: 15 September 2016
Report of: Head of Housing and Property
Title of Report: Rent setting for a Housing Revenue Account (HRA) property leased to partner agency as supported accommodation

Summary and recommendations	
Purpose of report:	To set out the basis for the charging of rent for an externally leased HRA property to a partner organisation as supported housing
Key decision:	No
Executive Board Member:	Cllr Mike Rowley, Housing
Corporate Priority:	None
Policy Framework:	Housing Strategy 2015-18
Recommendation: That the City Executive Board resolves to:	
1. Agree rent setting on the basis set out in paragraphs 5, 6 and 7 of this report.	

Appendices	
Appendix 1	Risk Register
Appendix 2	Property Address Confidential under Paragraph 2 of Schedule 12A to the Local Government Act 1972 as it is likely to reveal the identity of an individual

Introduction and background

1. The Council leases a small amount of housing, which is held within the Housing Revenue Account (HRA), to partner organisations. This is to help support the objectives of the Housing Strategy, particularly by providing supported accommodation to vulnerable persons at affordable rents.
2. Rent setting for such leases is currently based on the “formula rent”, which provides the Council with the same rental return as it would receive for social rented housing. This allows partners to provide affordable accommodation for clients.

The City Executive Board (CEB) last gave approval for this approach, in relation to five properties in February 2009.

3. A report to CEB in February 2016 proposed a new approach with respect to the eight properties that were being leased in this way. Officers have since implemented the delegations in that report, and in doing so, have identified one further property that is also leased to a partner organisation, albeit, recorded in a slightly different way. This report seeks to duplicate the approach for the other eight, for this additional one property. This report therefore follows the same structure as the previous report.

Proposed Changes

4. In light of recent Government proposals in relation to social rents, it is timely to revisit the rent setting formula for these properties. This report also seeks to establish the rent setting approach for all the externally leased properties in the HRA. By renting at below market rent levels, the Council is providing a subsidy to these organisations. This report therefore proposes to improve transparency by setting out what this amounts to, in terms of the level of rent discounted from the market rate.
5. It is proposed that the Council leases these properties based broadly on the 15/16 “target rent”, under the old social rented housing formula. This would be applied for new leases from now on. This target rent formula has been applied to two units (a 4 bed and a 5 bed). The outcome is that it equates to between 45% and 50% of the estimated market rent. The target rent formula cannot be readily applied to large HMO type units, so 45% of the market rate is proposed as the rental value used.
6. From 16/17 on, rent increases would be based on “CPI plus 1%”, and this rental increase will also be applied within lease terms as an annual rent uplift.
7. The property concerned is listed in Confidential Appendix 2, but the anonymised details are provided below:

Prop Ref	Description	Partner Agency	Market Rate (approx Nov 15)	Proposed Rent	Difference (Subsidy)
1	3 bed hostel for clients with mental health issues (Mental Health pathway)	Response	£13,200	£6,000	£7,200

Alternative Options Considered

8. It would be possible to charge market rates for these properties, but this would undermine the financial models of the organisation concerned and this would not support the provision of accommodation at affordable rent levels to these vulnerable clients.
9. Consideration has been given to charging market rates, but then reimbursing the organisation concerned by way of a grant. This gives full transparency to the ‘hidden subsidy’ that the Council provides, but is administratively difficult as the rent is collected into the HRA and grants would need to be paid from the General Fund. It is considered that this report provides good transparency, by setting out the

proposed rent levels and comparing these to the market, the difference amounting to the element by which the Council supports this work through a rent subsidy.

Legal Issues

10. The rent setting for this use falls outside of the provisions in the Welfare Reform and Work Bill which will require a 1% rent reduction from 16/17 as these rents relate to the amount paid by the organisations with the benefit of the lease not individuals.
11. Rent will be set out in new lease agreements as from October 2016 on.

Financial Implications

12. There are no financial issues arising from this report that are inconsistent with the approved medium term budget and projections contained within the Council's current HRA Business Plan.

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Background Papers: None

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Appendix 1 - Risk Register - Rent Setting for Externally Leased HRA Property (CEB Sept 16)

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
Rents are not increased	That CEB approval for a rent setting approach is not agreed	T	There is no framework for rent setting or increases	That the Council risks losing potential rental income to continue to support the maintenance of HRA property. The new lease with a partner cannot be entered into as rent is not set, and rent cannot be received from occupiers beyond rental terms in cases where security of tenure	Jul 16	Dave Scholes	2	2	2	2	1	1	This report mitigates this risk	CEB Report to agree rent setting and rent increase framework for these properties	Sep 16			
Rents increase beyond the ability of partners to fund	That an alternative option for rent setting is pursued that charges market rent	T	Alternative approach adopted to maximise rental income returns	That partners may not be able to continue to provide affordable accommodation for	Jul 16	Dave Scholes	2	2	1	1	1	1	This report mitigates this risk	CEB Report to agree rent setting and rent increase framework for these properties	Sep 16			

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MINUTES OF THE CITY EXECUTIVE BOARD

Monday 8 August 2016

www.oxford.gov.uk



COUNCILLORS PRESENT: Councillors Price (Chair), Turner (Deputy Leader), Hollingsworth, Kennedy, Rowley, Simm, Smith and Tanner.

OTHER MEMBERS PRESENT: Councillor Mohammed Altaf-Khan (Ward Councillor, Headington) and Councillor Angie Goff (Ward Councillor, Wolvercote)

OFFICERS PRESENT: David Edwards (Executive Director City Regeneration and Housing), Jackie Yates (Executive Director Organisational Development and Corporate Services), Mark Jaggard (Planning Policy Manager), Richard Wyatt (Senior Planner), Jeremy Thomas (Head of Law and Governance) and Sarah Claridge (Committee Services Officer)

36. APOLOGIES FOR ABSENCE

Apologies for absence were received by Cllrs Sinclair and Brown

37. DECLARATIONS OF INTEREST

None

38. ADDRESSES AND QUESTIONS BY MEMBERS OF THE PUBLIC (15 MINUTES TOTAL)

None received

39. COUNCILLORS ADDRESSES ON ANY ITEM FOR DECISION ON THE BOARD'S AGENDA

Cllr Altaf Khan spoke on the Headington Neighbourhood Plan (minute 40). He congratulated residents on the work done which included a public consultation. A decision is needed to meet the deadline, so a referendum on the plan can be held alongside the County elections in May.

40. COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES (10 MINUTES IN TOTAL)

Cllr Goff addressed the Board on the loss of the number 17 bus service. She explained that the County Council's cut to the bus subsidy meant that the bus company was no longer going to operate the 17 bus from Cutteslowe to the city centre and hospitals. A lot of elderly people relied on this service to get around and were now going to feel isolated.

The County Council has offered a bus (for up to 16 people) and a reduced service of 2 days a week would cost £10,000 a year to run. The Cutteslowe Community Centre has agreed to co-ordinate the service if the City Council could fund the £10, 000 for the first year.

Cllr Hollingsworth, Board Member for Planning and Regulatory said that the City Council was reviewing several options for replacing the service and discussions were on-going.

Cllr Smith asked whether Ward Councillors had considered using their ward member spend and CIL money to fund the bus service. Cllr Goff said that purchasing benches had been discussed so people could rest to their way to the bus stops but not the funding of the service. Cllr Hollingsworth reminded Councillors that CIL money is not available for bus services.

41. ITEMS RAISED BY BOARD MEMBERS

None received

42. SCRUTINY COMMITTEE REPORTS

None received.

43. HEADINGTON NEIGHBOURHOOD PLAN

The Head of Planning and Regulatory submitted a report seeking endorsement for the consultation required by regulations for the Headington Neighbourhood Plan.

Councillor Hollingsworth, Board Member for Planning and Regulatory Services presented the report. He thanked officers for the work done. The timing of the decision was important to fit the election timetable, which is not absolute but as long as there are no legal challenges it should be met.

He reiterated that the Board was being asked to just endorse the process and it was not the time to comment on the document, but to agree that all legal hurdles had been met and the draft plan could move to the next stage.

The Planning Policy Manager explained that it was the first Neighbourhood Plan in the city.

The Vice Chair of the Headington Neighbourhood Plan Steering Committee thanked officers for all the work they had done to assist the committee in the development of the draft plan.

The City Executive Board resolved to:

1. **Agree** that the legal tests have been met.
2. **Endorse** the consultation on the submitted Headington Neighbourhood Plan

3. **Proceed** with the neighbourhood planning process by submitting with the outcome of the consultation exercise, the draft plan for independent examination

44. FURTHER LOAN FACILITY TO LOW CARBON HUB IPS

Cllr Rowley arrived at the meeting.

The Chief Executive has submitted a report to consider the approval of a loan to the Low Carbon Hub (IPS) to support the construction of the hydroelectric renewable energy scheme at Sandford and to mitigate the clawback risk around the Intelligent Energy Europe grant arrangements.

Cllr Turner, Board Member for Finance, Asset Management and Public Health presented the report. He explained that the Council had been approached by the Low Carbon Hub for additional funding as the scheme is more expensive than planned. A £100,000 loan would be paid back at 1% interest by June 2019.

The Council has been awarded EU funding to provide a series of renewable energy projects before November 2016. Without the Sandford scheme the Council would not meet its obligations with the EU and would be required to repay approx. £193,000. To avoid this, the Sandford scheme and loan should go ahead.

Cllr Tanner endorsed the work of the Low Carbon Hub at promoting renewable energy projects. He gave credit to Oxford City Council for funding the scheme.

Cllr Price outlined the impressive track record the Low Carbon Hub had at raising finance for its projects and the importance of mitigating the risk of the EU grant clawback.

Cllr Hollingsworth praised the Low Carbon Hub for bringing investment into the local community which is good for the economy.

The Head of Law and Governance asked the Board to note the confidential appendix on assurances around state aid. The Board noted the appendix.

The City Executive Board resolved to:

1. **Agree** a loan to the Low Carbon Hub IPS of up to £100k at an interest rate of 1% for 3 years specifically to support the construction of the hydroelectric scheme at Sandford.
2. **Delegate** the authority to enter into an appropriate Loan Agreement with the Low Carbon Hub (IPS) to the Section 151 Officer and Monitoring Officer in consultation with the Chief Executive Officer.

45. MINUTES

Minute 29 Paragraph 2 to be amended to read: "The Council's subsidy was due to be zero in 2017 and a profit share arrangement will commence".

The Board resolved to APPROVE the amended minutes of the meeting held on 14 July 2016 as a true and accurate record.

46. MATTERS EXEMPT FROM PUBLICATION

If the Board wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Board to pass a resolution in accordance with the provisions of Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

The Board may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

47. CONFIDENTIAL APPENDIX_ LOAN FOR THE CARBON HUB

The Board noted the confidential appendix in open session.

The meeting started at 5.00 pm and ended at 5.18 pm

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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