

Appendix 4: Consultation Responses

245

Received From	Comments	Our Response
<p>Older People Focus Group</p>	<p>Have the Council considered the volume of work required to enable volunteers to run Community Centres?</p>	<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.
<p>Oxford Federation Of Community Associations</p>	<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.
<p>Governors/Conference Office Ruskin College</p>	<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 reinforce 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	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. 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	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.
Cotteslowe 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.
Cotteslowe Community Association, on behalf of all Trustees	How much of the maintenance backlog of £1.7m (page 3) is attributable to Cotteslowe and what does it include?	We will talk this through at a meeting with the CA
Cotteslowe 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 Cotteslowe?	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

	<p>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.</p>	<p>We have added some text about Jericho Community Centre</p> <p>We have created a new post that will also help to support the smaller centres</p>
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	<p>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.</p>	<p>We have clarified this in the revised version</p>
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	<p>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.</p>	<p>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.</p> <p>We added a new objective to make clearer our support for volunteers and trustees.</p>
OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS	<p>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.</p>	<p>It is possible to form a lease in these circumstances.</p> <p>We will work with you to explore the monetary value of Associations</p>
Cutteslowe Community Association, on behalf of all Trustees	<p>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</p>	<p>This has been made clearer in the strategy</p>
Cutteslowe Community Association, on behalf of all Trustees	<p>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)</p>	<p>The locality officer will talk this through with you</p>

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

	<p>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>East Oxford CC.</p> <p>We acknowledge that there are other centres with similar challenges where we need to explore how they can be improved.</p>
Florence Park Community Association Committee	<p>The bias in favour of the hubs is especially prominent in the questionnaire.</p>	<p>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.</p>
Health & Wellbeing Partnerships	<p>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?</p>	<p>This is too detailed for the strategy, but we will talk it through with the CA</p>
Comment via eConsult	<p>Not sure what 'supporting targeting improving skills' means but I am sure it is a good idea.</p> <p>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.</p>	<p>Thank you for the feedback</p>
Comment via eConsult	<p>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!</p>	<p>We very much value the services that are provided which is reflected in the Supplementary Planning Document</p>
Comment via eConsult	<p>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."</p>	<p>Resources are limited and the strategy seeks to set out a framework through which the Council will seek to address competing priorities.</p>
Comment via eConsult	<p>3 and 4 are not generally relevant and risk driving unhelpful usage patterns</p>	<p>We are keen to obtain better data which is detailed in the strategy</p>

	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

<p>Comment via eConsult</p>	<p>services and facilities.</p> <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>
<p>Comment via eConsult</p>	<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>

City Council will do to support the other centres should be included in this strategy.

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).

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.

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

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.

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.

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>belonging and to connect with others for the immediate wellbeing of the community.</p> <p>Feedback on the questionnaire/process</p> <ol style="list-style-type: none"> 1. The bias in favour of the hubs is especially prominent in the questionnaire. 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. 	
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 well 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 us 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.	
Cotteslowe 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 upkept (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	W ake 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>
<p>Focused outreach work with specialist communities</p>	<p>What will Oxford City Council do to engage with its tenants and hirer's around improving current facilities?</p>	<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 footfall 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.

<p>OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS</p>	<p>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.</p>	<p>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.</p>
<p>OXFORD FEDERATION OF COMMUNITY ASSOCIATIONS</p>	<p>(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 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;</p> <ul style="list-style-type: none"> *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. <p>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.</p>	<p>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.</p>
<p>OXFORD FEDERATION OF COMMUNITY</p>	<p>6)External Funding and Funding from Lets (page 10). In our experience most CAs look for opportunities to attract external</p>	<p>The strategy is saying that developer contributions are allocated according to</p>

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>	This is noted.

	<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>

	<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.</p>	
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	<p>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.</p> <p>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.</p> <p>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.</p>	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>
--	--	--

This page is intentionally left blank