APPENDIX 2 (DRAFT City Centre Action Plan Consultation Report)

Contents

1. Introduction

The Council ran Public a consultation as part of the development of the new Oxford City Centre Action Plan (CCAP) in parallel with the consultation of the Economic Strategy and Delivery Plan. This report follows the same structure as Appendix 3, and this report summarises the responses received as part of that Public Consultation. The Consultation was open between 22nd November 2021 and 31st January 2022. The consultation was publicised to a broad range of stakeholders through:

- One to one meetings, including – Oxford Brookes University, Oxford Bus Company, Old Fire Station, amongst others
- Workshops – including the Joint Economic Strategy and City Centre Action Plan, Business Workshop
- Consultation Events – including Talk of the Town
- Online Portal Survey – with 389 responses

This summary report is structured in three parts. After setting out some broad details about the demographics of respondents who engaged as part of the Public Consultation, the first half of the document takes each of the consultation questions in turn and draws out the key themes, issues and ideas that were put forward. The second part of the document sets out the responses that were received outside of the Public Consultation survey. The third part of the report sets out the response themes and wider themes that emerged through an analysis of the data, through a variety of engagement methods such as Workshops, 1-1 Meetings with key partners, presentations to forums and networks and email responses.

2. Demographics of respondents

The Public Consultation survey was completed by **389** respondents via the E-Consult consultation portal. **Nine** representations were made by email, largely comprised of organisational responses, community groups and businesses.

Of those **respondents who accessed the consultation portal** and who chose to declare their gender identity, there was a fairly equal split between females and males, though slightly more females, as can be seen in Table 1.

Table 1 – Gender and identity of consultation portal respondents

Option	Total	Percent
Female	184	47.30%
Male	176	45.24%
In another way	1	0.26%
Prefer not to say	14	3.60%
Not Answered	14	3.60%

The age breakdown of respondents is shown in Table 2, the majority of responses are generally spread across the age range 25-59. However, there was a good spread across all age groups. Although, the 16-19 range was the smallest age range, with only 1 response which represents 0.26% overall.

Table 2 – Age ranges of the consultation portal respondents

Option	Total	Percent
16-19	1	0.26%
20-24	13	3.34%
25-34	64	16.45%
35-44	73	18.77%
45-54	90	23.14%
55-59	45	11.57%
60-64	22	5.66%
65-74	30	7.71%
75+	21	5.40%
Prefer not to say	20	5.14%
Not Answered	10	2.57%

With respect to the ethnic background of respondents The vast majority of those who responded to the consultation via the portal, 70.95%, stated that they were from a '*White British*' ethnic background (see Table 3).

Table 3 – Ethnic background of individuals who responded via the consultation portal

Option	Total	Percent
White British - English, Welsh, Scottish, Northern Irish	276	70.95%
White Irish	5	1.29%
White Gypsy or Irish Traveller	0	0.00%
Any other white background	48	12.34%
Black or Black British - Carribean	1	0.26%
Black or Black British - African	0	0.00%
Any other black background	0	0.00%
Asian or Asian British - Indian	4	1.03%
Asian or Asian British - Pakistani	0	0.00%
Asian or Asian British - Bangladeshi	0	0.00%
Any other Asian background	2	0.51%
Mixed or Multiple Ethnic Group - White and Black Caribbean	1	0.26%
Mixed or Multiple Ethnic Group - White and Black African	0	0.00%
Mixed or Multiple Ethnic Group - White and Asian	4	1.03%
Any other Mixed background	4	1.03%
Arab	1	0.26%

We also asked respondents to state whether they considered their day to day activities to have been limited because of a **health problem, or disability**, which has lasted, or is expected to last, at least 12 months. As can be seen in Table 4, the majority of responses were no (around 79%), however just under 13% answered yes, either a little or a lot.

Table 4 – Extent of limitations to daily activity reported by respondents via the consultation portal

Option	Total	Percent
Yes, limited a lot	9	2.31%
Yes, limited a little	47	12.08%
No	307	78.92%
Prefer not to say	15	3.86%
Not Answered	11	2.83%

Consultation Process:

Where Consultation is undertaken during the delivery of the strategy, a focus on targeting responses from the following cohorts would be recommended given the low response rates for these groups:

- young 16-24 years cohorts
- non-white ethnicity cohorts

- as well as further resident engagement in project and initiative development

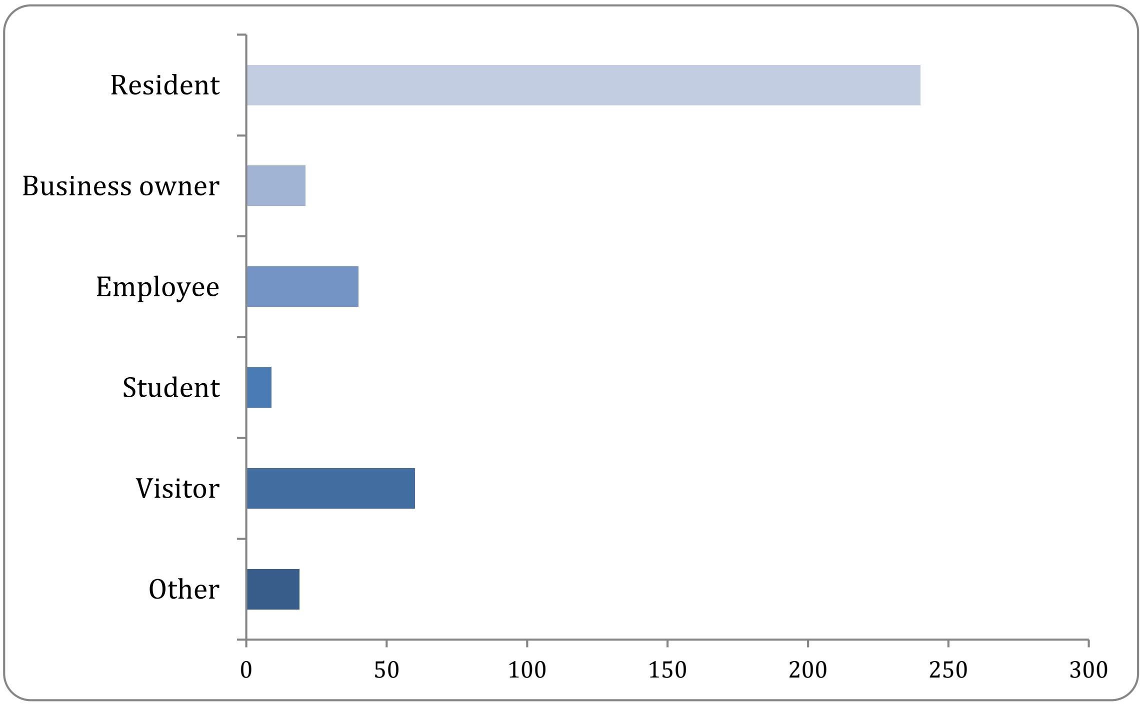
If Covid restrictions allow, face to face events or forums would also enhance the opportunity to respond for many groups, especially the digitally excluded, those speaking English as a second language and those facing other barriers to completing written or online responses.

3. Public Consultation Survey response summaries

The 389 responses to the Public Consultation's online survey are collated in the table below.

Participants were asked to indicate which part of the community their response came from.
As can be seen in Table 5, the majority indicated that they were responding to the consultation as a *resident* (c.62%). It is notable that only 5% identified their response as coming from a '*business owner*'. This might suggest that the group name 'business owner' was too narrow and it might have been more appropriate to refer to comments as from a '*business perspective*'. In this way bringing '*business perspective*' more in line with those from a resident, employee, student and visitor perspective.

Table 5 – which part of the community are you from



Option	Total	Percent
Resident	240	61.70%
Business owner	21	5.40%
Employee	40	10.28%
Student	9	2.31%

Visitor	60	15.42%
Other	19	4.88%
Not Answered	0	0.00%

Consultation Survey Question	Response Rate	Summary of Responses		
Q1: Name	372/389	Data Protected-personal data		
Q2. Email Contact	352/389	Data Protected-personal data		
Q3. Organisation	95/389	Data Protected-personal data		
Q4: Which part of the community are you from	389/389	**Option**	**Total**	**Percent**
		Resident	240	61.70%
		Business owner	21	5.40%
		Employee	40	10.28%
		Student	9	2.31%
		Visitor	60	15.42%
		Other	19	4.88%
		Not Answered	0	0.00%
Q5: To what extent do you agree or disagree with the Strengths listed below...? Strengths, Weakness, Opportunities, Threats - International brand that attracts business and visitors	385/389	Option	Total	Percent
		Strongly agree	163	41.90%
		Agree	151	38.82%
		Neither agree or disagree	44	11.31%
		Disagree	24	6.17%
		Strongly disagree	3	0.77%
		Not Answered	4	1.03%
Strengths, Weakness, Opportunities, Threats - Strong business confidence	377/389	Option	Total	Percent
		Strongly agree	17	4.37%
		Agree	103	26.48%
		Neither agree or disagree	179	46.02%
		Disagree	69	17.74%
		Strongly disagree	9	2.31%
		Not Answered	12	3.08%
Strengths, Weakness, Opportunities, Threats - A globally renowned and recognised city	384/389	Option	Total	Percent
		Strongly agree	263	67.61%
		Agree	103	26.48%
		Neither agree or disagree	13	3.34%
		Disagree	3	0.77%
		Strongly disagree	2	0.51%
		Not Answered	5	1.29%
Strengths, Weakness, Opportunities, Threats - Major local landlords driving new opportunities	382/389	Option	Total	Percent
		Strongly agree	10	2.57%
		Agree	22	5.66%
		Neither agree or disagree	175	44.99%
		Disagree	113	29.05%

		Strongly disagree	62	15.94%
		Not Answered	7	1.80%
Strengths, Weakness, Opportunities, Threats - Well-established sustainable travel	**384/389**	Option	Total	Percent
		Strongly agree	20	5.14%
		Agree	88	22.62%
		Neither agree or disagree	83	21.34%
		Disagree	129	33.16%
		Strongly disagree	64	16.45%
		Not Answered	5	1.29%
Strengths, Weakness, Opportunities, Threats - Important to the regional and national economy	**381/389**	Option	Total	Percent
		Strongly agree	84	21.59%
		Agree	197	50.64%
		Neither agree or disagree	74	19.02%
		Disagree	19	4.88%
		Strongly disagree	7	1.80%
		Not Answered	8	2.06%
Strengths, Weakness, Opportunities, Threats - High quality open space and waterways	**386/389**	Option	Total	Percent
		Strongly agree	57	14.65%
		Agree	171	43.96%
		Neither agree or disagree	62	15.94%
		Disagree	81	20.82%
		Strongly disagree	15	3.86%
		Not Answered	3	0.77%
Strengths, Weakness, Opportunities, Threats - A strong cultural and creative sector	**385/389**	Option	Total	Percent
		Strongly agree	111	28.53%
		Agree	179	46.02%
		Neither agree or disagree	46	11.83%
		Disagree	39	10.03%
		Strongly disagree	10	2.57%
		Not Answered	4	1.03%
Strengths, Weakness, Opportunities, Threats - Attractive evening economy with broad offer	**386/389**	Option	Total	Percent
		Strongly agree	29	7.46%
		Agree	133	34.19%
		Neither agree or disagree	102	26.22%
		Disagree	88	22.62%
		Strongly disagree	34	8.74%
		Not Answered	3	0.77%
Strengths, Weakness, Opportunities, Threats - Partnership working	**373/389**	Option	Total	Percent
		Strongly agree	10	2.57%
		Agree	41	10.54%
		Neither agree or disagree	252	64.78%
		Disagree	52	13.37%
		Strongly disagree	18	4.63%
		Not Answered	16	4.11%

		Option	Total	Percent
Q6: To what extent do you agree or disagree with the Weaknesses listed below...? Strengths, Weakness, Opportunities, Threats - High levels of congestion resulting in poor air quality	384/389	Strongly agree	207	53.21%
		Agree	93	23.91%
		Neither agree or disagree	41	10.54%
		Disagree	38	9.77%
		Strongly disagree	5	1.29%
		Not Answered	5	1.29%
Strengths, Weakness, Opportunities, Threats - Little publicly accessible green space	385/389	Option	Total	Percent
		Strongly agree	83	21.34%
		Agree	96	24.68%
		Neither agree or disagree	63	16.20%
		Disagree	129	33.16%
		Strongly disagree	14	3.60%
		Not Answered	4	1.03%
Strengths, Weakness, Opportunities, Threats - Lack of residential accommodation acts as a barrier for diversifying the city centre	385/389	Option	Total	Percent
		Strongly agree	128	32.90%
		Agree	128	32.90%
		Neither agree or disagree	64	16.45%
		Disagree	51	13.11%
		Strongly disagree	14	3.60%
		Not Answered	4	1.03%
Strengths, Weakness, Opportunities, Threats - Lack of prime city centre office / co-working space	381/389	Option	Total	Percent
		Strongly agree	36	9.25%
		Agree	73	18.77%
		Neither agree or disagree	161	41.39%
		Disagree	86	22.11%
		Strongly disagree	25	6.43%
		Not Answered	8	2.06%
Strengths, Weakness, Opportunities, Threats - Low quality public realm / pavements	383/389	Option	Total	Percent
		Strongly agree	105	26.99%
		Agree	136	34.96%
		Neither agree or disagree	83	21.34%
		Disagree	50	12.85%
		Strongly disagree	9	2.31%
		Not Answered	6	1.54%
Strengths, Weakness, Opportunities, Threats - Rail capacity limited, and congested arrival experience	385/389	Option	Total	Percent
		Strongly agree	108	27.76%
		Agree	125	32.13%
		Neither agree or disagree	101	25.96%
		Disagree	46	11.83%
		Strongly disagree	5	1.29%
		Not Answered	4	1.03%
Strengths, Weakness, Opportunities, Threats - Cost	377/389	Option	Total	Percent
		Strongly agree	62	15.94%

challenges in adapting heritage / listed buildings		Agree	131	33.68%
		Neither agree or disagree	143	36.76%
		Disagree	30	7.71%
		Strongly disagree	11	2.83%
		Not Answered	12	3.08%
Strengths, Weakness, Opportunities, Threats - High housing costs and high levels of homelessness	**384/389**	Option	Total	Percent
		Strongly agree	262	67.35%
		Agree	96	24.68%
		Neither agree or disagree	19	4.88%
		Disagree	3	0.77%
		Strongly disagree	4	1.03%
		Not Answered	5	1.29%
Strengths, Weakness, Opportunities, Threats - Barriers to small and start-up businesses getting established	**379/389**	Option	Total	Percent
		Strongly agree	143	36.76%
		Agree	108	27.76%
		Neither agree or disagree	117	30.08%
		Disagree	8	2.06%
		Strongly disagree	3	0.77%
		Not Answered	10	2.57%
7: To what extent do you agree or disagree with the Opportunities listed below...? Strengths, Weakness, Opportunities, Threats - Rebalance the space within streets from vehicles to pedestrians	**385/389**	Option	Total	Percent
		Strongly agree	181	46.53%
		Agree	87	22.37%
		Neither agree or disagree	52	13.37%
		Disagree	34	8.74%
		Strongly disagree	31	7.97%
		Not Answered	4	1.03%
Strengths, Weakness, Opportunities, Threats - Maximise the development opportunity in the Osney Mead, Oxpens, Rail Station sector (West End)	**383/389**	Option	Total	Percent
		Strongly agree	110	28.28%
		Agree	132	33.93%
		Neither agree or disagree	95	24.42%
		Disagree	34	8.74%
		Strongly disagree	12	3.08%
		Not Answered	6	1.54%
Strengths, Weakness, Opportunities, Threats - Broaden the range of business types in the city centre	**385/389**	Option	Total	Percent
		Strongly agree	150	38.56%
		Agree	161	41.39%
		Neither agree or disagree	57	14.65%
		Disagree	13	3.34%
		Strongly disagree	4	1.03%
		Not Answered	4	1.03%
Strengths, Weakness, Opportunities, Threats - Use events and performance to improve visitor experience	**383/389**	Option	Total	Percent
		Strongly agree	161	41.39%
		Agree	132	33.93%
		Neither agree or disagree	63	16.20%

		Disagree	20	5.14%
		Strongly disagree	7	1.80%
		Not Answered	6	1.54%
Strengths, Weakness, Opportunities, Threats - Encourage more student and residential uses	383/389	Option	Total	Percent
		Strongly agree	46	11.83%
		Agree	123	31.62%
		Neither agree or disagree	130	33.42%
		Disagree	62	15.94%
		Strongly disagree	22	5.66%
		Not Answered	6	1.54%
Strengths, Weakness, Opportunities, Threats - Ensure that new development adds to Oxford's reputation for distinct, high quality, built environment	384/389	Option	Total	Percent
		Strongly agree	176	45.24%
		Agree	133	34.19%
		Neither agree or disagree	57	14.65%
		Disagree	13	3.34%
		Strongly disagree	5	1.29%
		Not Answered	5	1.29%
Strengths, Weakness, Opportunities, Threats - Build on the carbon emissions pledge	384/389	Option	Total	Percent
		Strongly agree	192	49.36%
		Agree	114	29.31%
		Neither agree or disagree	47	12.08%
		Disagree	18	4.63%
		Strongly disagree	13	3.34%
		Not Answered	5	1.29%
Strengths, Weakness, Opportunities, Threats - Increase overnight visitor stays	381/389	Option	Total	Percent
		Strongly agree	65	16.71%
		Agree	113	29.05%
		Neither agree or disagree	150	38.56%
		Disagree	42	10.80%
		Strongly disagree	11	2.83%
		Not Answered	8	2.06%
Strengths, Weakness, Opportunities, Threats - Improve safety and ambience	382/389	Option	Total	Percent
		Strongly agree	159	40.87%
		Agree	144	37.02%
		Neither agree or disagree	68	17.48%
		Disagree	9	2.31%
		Strongly disagree	2	0.51%
		Not Answered	7	1.80%
Strengths, Weakness, Opportunities, Threats - Enhance accessibility and sustainable travel options	386/389	Option	Total	Percent
		Strongly agree	246	63.24%
		Agree	101	25.96%
		Neither agree or disagree	26	6.68%
		Disagree	7	1.80%
		Strongly disagree	6	1.54%

		Not Answered	3	0.77%
Q 8: To what extent do you agree or disagree with the Threats listed below...? Strengths, Weakness, Opportunities, Threats - Competing pressure for street space	**384/389**	Option	Total	Percent
		Strongly agree	100	25.71%
		Agree	118	30.33%
		Neither agree or disagree	121	31.11%
		Disagree	39	10.03%
		Strongly disagree	6	1.54%
		Not Answered	5	1.29%
Strengths, Weakness, Opportunities, Threats - An economy reliant on workers and visitors	**383/389**	Option	Total	Percent
		Strongly agree	76	19.54%
		Agree	153	39.33%
		Neither agree or disagree	123	31.62%
		Disagree	23	5.91%
		Strongly disagree	8	2.06%
		Not Answered	6	1.54%
Strengths, Weakness, Opportunities, Threats - Lack of suitable workspace	**375/389**	Option	Total	Percent
		Strongly agree	35	9.00%
		Agree	99	25.45%
		Neither agree or disagree	183	47.04%
		Disagree	48	12.34%
		Strongly disagree	10	2.57%
		Not Answered	14	3.60%
Strengths, Weakness, Opportunities, Threats - Commercial property market doesn't adjust to allow growth of the independent business sector	**380/389**	Option	Total	Percent
		Strongly agree	112	28.79%
		Agree	108	27.76%
		Neither agree or disagree	141	36.25%
		Disagree	14	3.60%
		Strongly disagree	5	1.29%
		Not Answered	9	2.31%
Strengths, Weakness, Opportunities, Threats - COVID-19 recovery	**378/389**	Option	Total	Percent
		Strongly agree	59	15.17%
		Agree	127	32.65%
		Neither agree or disagree	157	40.36%
		Disagree	29	7.46%
		Strongly disagree	6	1.54%
		Not Answered	11	2.83%
Strengths, Weakness, Opportunities, Threats - National planning rules (Permitted Development and use classes) limit opportunities for different business types	**377/389**	Option	Total	Percent
		Strongly agree	40	10.28%
		Agree	97	24.94%
		Neither agree or disagree	194	49.87%
		Disagree	30	7.71%
		Strongly disagree	16	4.11%
		Not Answered	12	3.08%
Strengths, Weakness, Opportunities, Threats - Some big	**381/389**	Option	Total	Percent

retail and major employers moving out		Strongly agree	87	22.37%
		Agree	132	33.93%
		Neither agree or disagree	108	27.76%
		Disagree	40	10.28%
		Strongly disagree	14	3.60%
		Not Answered	8	2.06%
Strengths, Weakness, Opportunities, Threats - Increasing vacant units	**381/389**	Option	Total	Percent
		Strongly agree	151	38.82%
		Agree	143	36.76%
		Neither agree or disagree	60	15.42%
		Disagree	20	5.14%
		Strongly disagree	7	1.80%
		Not Answered	8	2.06%
Strengths, Weakness, Opportunities, Threats - Ensuring the city centre is a place for all of Oxford's communities and visitors	**385/389**	Option	Total	Percent
		Strongly agree	168	43.19%
		Agree	139	35.73%
		Neither agree or disagree	56	14.40%
		Disagree	12	3.08%
		Strongly disagree	10	2.57%
		Not Answered	4	1.03%
Q9: Are there Strengths, Weaknesses, Opportunities, Threats that you would add or remove...?	**263/389**	Open text box responses not summarised in the Report		
Q10: To what extent do you agree or disagree with the Objectives listed above...? Objectives - Connectivity & Access	**384/389**	Option	Total	Percent
		Strongly agree	204	52.44%
		Agree	109	28.02%
		Neither agree or disagree	27	6.94%
		Disagree	19	4.88%
		Strongly disagree	25	6.43%
		Not Answered	5	1.29%
Objectives - Public Realm & Animation	**376/389**	Option	Total	Percent
		Strongly agree	156	40.10%
		Agree	142	36.50%
		Neither agree or disagree	48	12.34%
		Disagree	21	5.40%
		Strongly disagree	9	2.31%
		Not Answered	13	3.34%
Objectives - Getting The Mix Right	**380/389**	Option	Total	Percent
		Strongly agree	118	30.33%
		Agree	183	47.04%
		Neither agree or disagree	48	12.34%
		Disagree	19	4.88%
		Strongly disagree	12	3.08%
		Not Answered	9	2.31%

<table>
<tr><td>Objectives - Getting The Basics Right</td><td>377/389</td><td><table><tr><th>Option</th><th>Total</th><th>Percent</th></tr><tr><td>Strongly agree</td><td>169</td><td>43.44%</td></tr><tr><td>Agree</td><td>155</td><td>39.85%</td></tr><tr><td>Neither agree or disagree</td><td>37</td><td>9.51%</td></tr><tr><td>Disagree</td><td>11</td><td>2.83%</td></tr><tr><td>Strongly disagree</td><td>5</td><td>1.29%</td></tr><tr><td>Not Answered</td><td>12</td><td>3.08%</td></tr></table></td></tr>
<tr><td>Q11: Is anything missing from the Objectives that should be included or that you would like to be removed…?</td><td>171/389</td><td>Open text box responses
There were a number comments made relating to the objectives presented in the Action Plan, including:
A call for clarity on what a world class public transport system looks like;
City Centre should appeal to locals, not just visitors;
Re-purpose covered market as a food orientated location;
Main thing people would like to see is action – love the plan, let's be bold and really make it happen.
The objectives will be reviewed, to test whether they should be updated or any objectives removed.</td></tr>
<tr><td>Q12: Would you suggest any additional Projects under any of the Workstreams…?</td><td>160/389</td><td>Open text box responses
A number of recommendations were put forward, some of which were contradictory, for example: suggestions for free car parking and the development of a large car park to serve the City Centre, versus opinions relating to the full pedestrianisation of the City Centre.
The projects proposed will be reviewed, to evaluate whether additional projects should be included.</td></tr>
<tr><td>Q13: Having read the Projects in the Consultation Draft are there any additional actions you would suggest under any of those in Workstream 1, 2, 3 or 4…? Please say what:</td><td>85/389</td><td>Open text box responses
In line with the response to Q12 (above), a number of additional actions were proposed. Improving the quality of the built environment was an action that was raised by a number of participants.
The additional actions will be reviewed, to evaluate whether additional projects should be included.</td></tr>
<tr><td>Q14: Are there additional Streets in the city centre you consider should be included…? Additional streets</td><td>60/389</td><td>Open text box responses
A number of participants commented on the importance of 'gateways' to the City Centre, such as the Botley Road and Railway Station area.
However, there seemed to be some confusion in relation to this question as to whether it was about additional streets, or prioritization of identified streets due to the perceived quality of the public realm.</td></tr>
<tr><td>Q15: For those Streets currently included would you identify any additional opportunities or challenges to delivery…? Opportunities or challenges</td><td>69/389</td><td>Open text box responses
In general the response to this question relate to the quality of the built environment in the street, how they are used and the environment (both green and blue).
The comments will be taken into consideration through a review of the Action plan and used to inform the priority of projects and actions.</td></tr>
</table>

Q16: Thinking about Oxford city centre as you use it as a place to live, work, study or visit, are there any other changes you would like to see made...? Changes	**242/389**	Open text box responses Many of the responses to this question were a re-iteration of the comments that the participants had made earlier in the survey. Including contrasting opinions on the use of the private car in the City Centre. There were, also, a number of responses relating to the importance of high or higher quality built environment. The comments will be taken into consideration through a review of the Action plan and used to inform the priority of projects and actions.
Q17: What is your postcode?	**242/389**	**Data Protected**
Q18: Which of the following best describes how you think of yourself?	**375/389**	**Collated in section 2 of this report**
Q19: Which age bracket do you fall into?	**379/389**	
Q20: Which of the following best describes your ethnic group?	**377/389**	
Q21: Are your day to day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?	**378/389**	

4. Consultation Response

This section of the report sets out the analysis from: all of the detailed email/letter responses; all of the one to one meetings; and, **389** free form comments from the portal survey. Through this trawl of the data no calls for '*substantial change*' to the CCAP have been identified and there is nothing to suggest that the Action Plan should not proceed.

4.1 Response Themes

The following section sets out some of the patterns and themes that have been identified through the analysis of the data, and suggests a recommendation to address the points raised through the consultation

Response Theme (RT) 1

Governance

A number of respondents have questioned how the ambition of the CCAP will be delivered. There seems to be two points that need to be addressed through a revision of the document:

i) that the City Council has taken the lead in commissioning the CCAP, but it cannot deliver and implement the actions that are proposed without the involvement and support from stakeholders and the wider community; and,

ii) the next stage, alongside the adoption of the CCAP, is to review the delivery mechanisms to establish effective governance structures and partnerships to deliver the actions set out in the Action Plan.

It is **recommended** that it is explicitly set out in the governance section of the CCAP that the City Council will seek to establish a wider stakeholder group to deliver the ambitions proposed in the CCAP.

RT 2

The document (CCAP) should be flexible, adaptive and kept under review.

It is the intention of the Council that the CCAP will be a *'living document'*. The CCAP sets actions which are appropriate and up-to-date when adopted, but has the ability to adapt to changing circumstances. However, it is clear from the consultation response that this point is not well articulated through the document.

It is recommended that the CCAP is amended to reflect that the challenges facing the City Centre, over the life of the Action Plan (2021-2030), are likely to change and an '*adaptive resilience'* approach should be adopted.

It is **recommended** that the way in which the CCAP is '*kept under review'* should be more clearly set out in the document (this links to RT2 & RT3).

RT 3

Implementation – how can the CCAP be delivered?

The range of views on project priorities from those who responded to the consultation is evident from the data.
Therefore, the CCAP should be more explicit that there may be conflicting agendas and some disagreement over what actions are included, as well as what actions take priority.

It is **recommended** that the CCAP is amended to reflect the need for transparency, accountability and adaptability of the Action Plan as it is implemented (see RT1 & RT2).

RT 4

How will you know if it (CCAP) has been successful?

A number of respondents directly and indirectly asked what 'success' would look like? As set out on RT 1, the CCAP is a '*living document*', it will evolve and change. However, there does appear to be an opportunity to identify a number of Key Performance Indicators which could be developed to track, monitor and gauge the relative 'success' of the CCAP.

It is **recommended**, following the adoption of the CCAP, that a bespoke set of CCAP Key Performance Indicators (KPIs) are explored with the City Centre Task Force and others. Furthermore, that the KPIs should reflect the commercial viability, as well as the vitality of the City Centre as relevant social and civic hub available to all of the community.

RT 5

The quality of the public realm and the built environment are priority issues

A significant number of participants considered that the quality of the public realm and built environment was, in their opinion, poor and did not reflect the '*global*' City identity of Oxford.
It is **recommended** that improving the quality of the public realm and built environment in the City Centre is a high priority project area.

RT 6

Changing role of the City Centre

The challenges facing the City Centre from the change in the role that it will play in the future, might call for a change in use for some properties. However, as one respondent commented this disruption should not just be seen as a threat, but that: 'Vacant units should be seen as an opportunity…'; and, another commented that '….reducing vacant units….' should be an additional project.
It is **recommended** that an *adaptive resilient* strategy is developed to support the changing role of the City Centre through a curatorship of assets.

4.2 Wider Themes identified from the Data

The following section picks out some of wider themes identified through the key comments that are evident through the analysis of the data, which might be addressed through the implementation of the CCAP and inform the prioritisation of projects.

Inclusivity (Connectivity and Access, Getting the Mix Right, Getting the Basics Right)– there were a number of comments relating to respondents feeling that the City could be enhanced as a hub, and become more connected and welcoming,. For example:

- there were a number of comments, such as: '*More needs to be done to attract local people to Oxford City Centre. At the moment it's just too much effort / expense*'.
- another participant in the consultation said that: '*Most locals can't afford to live in the city and most have no reason to visit the city because there's nothing there of interest, most*

development seems to be for the benefit of tourists, visitors from outside Oxford, businesses, colleges and property developers'.

- the cost of living and availability of affordable housing was a further area of concern for a number of respondents, who felt that: '*We need much more affordable housing*….', and that there is a '*Lack of affordable Housing for normal People*.'
- it was also suggested by a number of participants that there should be '….*much more engagement with local residents*….', and '*More face to face meetings with residents….is the only way to come to some consensus*'. However, it is clear that engagement needs to be across communities, so that people feel connected to and have a *right* to the city.

Movement Hierarchy, **pedestrians and cyclists as the priority** (Connectivity and Access) – the written responses to the consultation show:

- that there are conflicting views on how the movement hierarchy in the City Centre should be considered. For example: '….*the city centre is dominated by cars*….' and that there should be '….*No cars. Of course*….', to views that '*Getting rid of cars is not the answer. Providing the right volume and places to park is key*….'.
- proposals for alternatives to the private car should be bolder, including a number of proposals for trams: '*Cheap or free public transport. Trams or trolley buses. That allow families to use them*'; and, '*Trams would be electric and have priority over other vehicles, and therefore would be fast. They would also be novel and exciting for visitors and residents to use, and be an added tourist attraction. This has been done in other cities very successfully'.*

Where is the City Centre? (The Streets)– what the respondents considered to be the spatial location of the City Centre varied, for example:

- a theme from the survey emerged relating to the spatial context of the town centre. What was of interest from this finding is that some of the comments suggest that there is an opportunity for the City Centre to be a key social, civic and commercial hub (in line with Inclusivity, above). A possible approach might be to look at the 15 minute concept that has been developed, amongst others, by Carlos Moreno in Paris.

Music, Culture and Events/Free Things to do (Getting the Mix Right) – a number of participants commented on the evening and night time economy:

- the following comments are typical of the responses relating to a need for music venues – one respondent said that: that '*I would like to see more support for live music venues'. ….*', whilst another considered that '*There is an opportunity of nurturing and enabling the Oxford Live Music Scene by providing infrastructure to support it. Most obviously the City Centre needs 1 or more grassroots venue*'; and, '*If OCC wants to enact the policies set out in this draft in regarding creative industries and night life it needs to reach out and engage….*'.

Getting the Mix Right – the response to the survey suggest that:

- the historic architecture and built environment in the City Centre is considered to be important and add to the character and identity of the city. A number of respondents considered that tit should not be seen as a '….*negative*….' or '….*restrictive*….' element, but as a positive factor.

- the repurposing or adaptation of existing buildings in the centre was considered to be a sustainable approach. There was also support for more homes in the City Centre to support a mix-of-uses to support the resilience of the city.
- a number of respondents warned of the '*tourist*' focus of some businesses ad expressed concern, in particular, about new businesses like the ….three American candy stores, multiple "University" merchandise stores'.

The Covered Market – a number of respondents commented that:

- the Covered Market is an important venue and asset for the city, but should be seen in a broader context. A typical response highlighted the setting and management from a wider perspective that that just of the managed asset of the Covered Market. They urged that the surrounding area should be more effectively managed as part of the offer, feeling that: '….the Golden Cross and the Covered Market should work together.'

4.3 Conclusions

The response to the consultation demonstrates that most respondents agreed with the approach of the City Centre Action Plan. Six key Themes have been identified and it is recommended that the Oxford City Centre Action Plan is amended to reflect the findings from the consultation. The first four recommendations relate to the implementation of the plan, that:

- an effective governance structure should be developed, including internal and external partners;
- a process is established to review and adapt the CCAP, as appropriate;
- there is transparency and accountability amongst partners in the delivery of the action plan; and,
- there are agreed key performance indicators which will be used to monitor progress.

The final two recommendations relate to priorities that emerged from the consultation response:

- improving the quality of the built environment and public realm; and,
- focus on the resilience of the City Centre – the ability of the City Centre to adapt to challenge and change.

Finally, the section highlighted some wider themes that do not call for change in the action plan, but are set out here as they might inform projects and actions going forward.

5. Next steps

The next steps can summarised as:

a. Review the consultation response in detail and update the structure and content of the Action Plan, to ensure that it reflects and addresses the comments made by participants.

b. Ensure those projects and initiatives deemed as a priority by stakeholder receive early focus in action planning.

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