

Democratic Services

Reply to: Amy Bridgewater-Carnall
Ext: 1522
Direct Line: 01993 861522
Email: democratic.services@westoxon.gov.uk

11 November 2020

SUMMONS TO ATTEND

MEETING: ECONOMIC AND SOCIAL OVERVIEW & SCRUTINY COMMITTEE
PLACE: TO BE HELD VIA VIDEO CONFERENCING BECAUSE OF SOCIAL DISTANCING REQUIREMENTS AND GUIDANCE (see [note](#))
DATE: THURSDAY 19 NOVEMBER 2020
TIME: 6:30 PM

Members of the Committee:

Councillors: Andrew Beaney (Chairman), Laetisia Carter (Vice-Chairman), Jake Acock, Joy Aitman, Luci Ashbourne, Jill Bull, Julian Cooper, Jane Doughty, Harry Eaglestone, Hilary Fenton, Andy Graham, Nick Leverton, Neil Owen and Carl Rylett

RECORDING OF MEETINGS

The law allows the council's public meetings to be recorded, which includes filming as well as audio-recording. Photography is also permitted.

As a matter of courtesy, if you intend to record any part of the proceedings please let the Committee Officer know before the start of the meeting.

A G E N D A

- 1. Minutes of the meeting held on 17 September 2020 ([attached](#))**
- 2. Apologies for Absence and Temporary Appointments**
- 3. Declarations of Interest**

To receive any declarations of interest from Councillors relating to items to be considered at the meeting, in accordance with the provisions of the Council's Local Code of Conduct, and any from Officers.
- 4. Participation of the Public**

Purpose:
To receive any submissions from members of the public, in accordance with the Council's Rules of Procedure.
- 5. Chairman's Announcements**

Purpose:
To receive any announcements from the Chairman of the Committee.

6. Police, Community Safety and CDRP – Strategic Update (Presentation from Cherwell and West Oxfordshire Local Area Commander, Emma Garside)

Purpose:

To provide the Committee with an annual update from the local Police Area Commander.

Recommendation:

That the update be noted.

7. Notice of Motion - Policing in West Oxfordshire (Report from Democratic Services – [copy attached](#))

Purpose:

To consider the Notice of Motion proposed at the Council meeting in February 2020 by Councillors Carter and Enright (copy attached)

Recommendation:

That the Committee decide how to proceed.

8. Public Open Space CCTV Provision and Monitoring Arrangements (Report from the Group Manager, Strategic Support – [copy attached](#))

Purpose:

To provide a progress update on upgrading the public open space CCTV cameras covering areas of Carterton and Witney and associated monitoring control room arrangements.

Recommendation:

That the Committee notes the report and the proposed next steps towards upgrading the public open space CCTV provision and provides observations and comments to the Cabinet.

9. Budget 2021/2022 (Report from the Deputy Chief Executive and Section 151 Officer – [copy attached](#))

Purpose:

To consider the Budget for 2021/2022 and provide comment if required.

Recommendation:

That the Committee considers whether it wishes to comment.

10. Private Tenants Forum (Report from the Group Manager for Resident Services – [copy attached](#))

Purpose:

To consider the purpose, benefits and outcomes of forming a Private Rented Sector Tenant's Forum following the consideration of the Notice of Motion put forward at Council in February 2020.

Recommendation:

That the Committee considers the data gathering options set out in section 2.

11. Draft Strategic Vision for Oxfordshire (Report from the Chief Executive – [copy attached](#))

Purpose:

The report introduces a Draft Strategic Vision for Oxfordshire, and explains the purpose of the approach, the scope and content of the Vision, and the timeline for the

current engagement and finalising the Vision. The Draft Vision is presented for discussion and for comments to be submitted to the Cabinet.

Recommendation:

That the Committee submits comments on the Draft Strategic Vision for consideration by Cabinet at its meeting on 16 December 2020.

12. Committee Work Programme 2020/2021 (Report from Democratic Services – [copy attached](#))

Purpose:

To provide the Committee with an updated Work Programme for 2020/2021.

Recommendation:

That the Committee notes the work programme and provides comment where needed.

13. Cabinet Work Programme (Report from Democratic Services – [copy attached](#))

Purpose:

To give the Committee the opportunity to comment on the Cabinet Work Programme published on 20 October 2020.

Recommendation:

That the Committee decides whether to express a view to the Cabinet on relevant issues in its Work Programme.

14. Members' Questions

Purpose:

To receive questions from Members relating to the work of the Economic & Social Overview and Scrutiny Committee. In order to ensure that appropriate information is to hand at the meeting, Members may wish to give notice of any questions through the Committee Officer.

Recommendation:

That Members' questions be dealt with as appropriate.



Chief Executive

This agenda is being dealt with by Amy Bridgewater-Carnall Tel: (01993) 861522
Email: democratic.services@westoxon.gov.uk

Note: Councillors will be sent an invitation to the remote meeting via Cisco Webex. Members of the public may view the meeting via [Facebook Live](#). A Facebook account is not required.

WEST OXFORDSHIRE DISTRICT COUNCIL

Minutes of the meeting of the **Economic and Social Overview & Scrutiny Committee**
held via video conferencing at **6.30 p.m.** on **Thursday 17 September 2020**

PRESENT

Councillors: Andrew Beaney (Chairman), Laetisia Carter (Vice-Chairman), Joy Aitman, Luci Ashbourne, Jill Bull, Julian Cooper, Harry Eaglestone, Hilary Fenton, Andy Graham, Nick Leverton, Neil Owen, Alex Postan and Carl Rylett.

Also in attendance: Councillor Geoff Saul.

Officers in Attendance: Giles Hughes (Chief Executive); Claire Hughes (Business Manager Corporate Responsibility); Mandy Fathers (Business Manager Operational Services); Keith Butler (Head of Democratic Services); and Kathryn Skill (Senior Strategic Support Officer).

1. MINUTES

RESOLVED: That the minutes of the meeting of the Committee held on 27 February 2020 be approved as a correct record and signed by the Chairman.

2. APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

Apologies for absence were received from Councillor Suzi Coul, and it was reported that Councillor Alex Postan was attending for Councillor Jane Doughty.

3. DECLARATIONS OF INTEREST

There were no declarations of interest from Members or Officers in items to be considered at the meeting.

4. PARTICIPATION OF THE PUBLIC

There were no submissions from members of the public in accordance with the Council's Rules of Procedure.

5. CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised that Agenda Item 7 would be heard before Item 6. He also reported that a representative of the Thames Valley Police would be attending Committee in November and requested that any questions Members may have be sent in prior to the meeting.

6. EQUALITY POLICY

The Committee considered the previously circulated report of the Business Manager Corporate Responsibility, to which were attached a draft Equality Policy and Action Plan; and was invited to make comments which Cabinet could take into account when considering the matter at its meeting the following week.

The Officer explained that the policy would ensure that the Council was meeting the legal requirements of the Equality Act 2010 and linked with the policy for employees, which included a statement regarding dignity in the workplace.

During discussion Members questioned whether training would be provided and how recruitment was fairly carried out. Online training had been provided for all staff and training would be available for Members, although the details were not finalised. In relation to a question on recruitment, no one was discriminated against, and anyone with a recognised disability who made an application for a post would be entitled to an interview for the role. There was concern that recruitment advertisements were reaching all groups, such as BAME and Neuro-divergent groups, as the policy did not mention this, although it was considered that the policy should be all inclusive, without too much detail, to include all groups, reaching diverse people.

RESOLVED: That the Equality Policy 2020-2024 be recommended to Cabinet.

7. COMMITTEE WORK PROGRAMME

The Committee received and considered the report of the Head of Democratic Services, which updated it on progress on the 2019/20 work programme, and incorporated a proposed work programme for 2020/21. The Committee was advised that the proposal for 2020/21 had sought to take into account the impact of the cancellation of the previous three scheduled meetings of the Committee, had been prepared following consultation with the Chairman and Vice Chairman of the Committee, and had an overarching aim of making the programme more focused and relevant.

Questions and comments from Members on the work programme included:

- Housing at RAF Brize Norton. Homes England were working with the Defence Infrastructure Organisation to bring forward the houses and funding options were being explored, although this was linked to the Government spending review which would be forthcoming in the autumn of 2020
- Citizens Advice West Oxfordshire won the bid contract awarded at the beginning of the year, and the cost to the CAWO would have been minimal as they had also submitted a successful bid the previous year
- It was confirmed that there had been no further information from the Home Office on the question of hard to reach groups in the context of the EU Settled Status scheme. The Executive Director (Commissioning) would be asked to respond in more detail.

Annex 2 to the report included the proposed new style work programme, and during discussion the following comments were made:

- A short briefing on the enforcement powers in the Housing and Planning Act would be prepared, and it could be removed from the programme
- A presentation by representatives of GLL Better (Greenwich Leisure Limited), the Council's Leisure Services Provider, was to be provided to Committee in November 2020
- The Strategic Review of the Council's Markets would be removed
- Policing in West Oxfordshire – the Police would be attending Committee in November 2020
- Staffing Levels in Housing and Planning – it was noted that this had been considered in February, but a query was raised as to whether the levels were correct and staff suitably trained.
- The Equality Policy had been dealt with earlier in this meeting so could now be removed

- The Annual Local Plan Monitoring report would be presented to Committee in November 2020
- An annual update on the Vulnerable Persons Resettlement Scheme was requested

RESOLVED: That (i) progress on the 2019/20 work programme be noted; and (ii) the proposed 2020/21 work programme be approved, subject to the comments and amendments referred to above.

8. START TIME OF MEETINGS

The Committee gave consideration to the start time of meetings for the remainder of the 2020/2021 municipal year.

It was proposed by Councillor Beaney and seconded by Councillor Leverton that meetings continue to be scheduled to begin at 6.30 p.m.

Concern was expressed that meetings which started at 2.30 p.m. might limit the range of people putting themselves forward to become Councillors.

RESOLVED: That the start time for the remaining scheduled meetings of the Committee in the 2020/21 municipal year shall be 6:30 p.m.

9. MOTION: TENANTS FORUM

The Committee gave consideration to the following motion, which had been proposed by Councillor Geoff Saul and seconded by Councillor Duncan Enright at the meeting of the Council held 26 February 2020, and referred to this Committee for consideration and comment:-

“The Council welcomes the private landlords forum. To better understand and support this sector, the Council resolves to establish a private tenants forum to hear the voice of residents and understand their concerns and perspective.”

Councillor Saul attended Committee to speak to the Motion. Since it had been proposed in February 2020, due to the pandemic, private sector tenants were in a vulnerable position with rent arrears and evictions. District Councillors and staff had done a good job in reaching out to the community, although the District Council should be a hub at the centre of the Community, and a voice for under-represented tenants. A forum could share experiences and the Council could have a dedicated web-page with advice and awareness, and an individual local private renter’s charter. The District Council should be at the heart of the community.

The Business Manager Operational Services would report back to Committee on the resource and any legal implications.

During discussion the following points were made:

- It was considered that this would be setting up a separate body and the CAWO could achieve the results that the motion was proposing.
- Councillor Carter commented that she was often contacted by residents who were renting, whose landlords/landladies were intrusive, it was not easy to afford rent in the district. This was distinct work which would be something that the CAWO could be involved in.

- Councillor Ashbourne commented that private renting created huge issues for many residents and it would be a benefit to hear from these residents to effect change and promote better ways of working.
- Councillor Graham commented that the concept being proposed was laudable and would be effective for many tenants.
- The District Council had responsibility for standards, to ensure that landlords/landladies complied with private renting charters and should not give advice to tenants, this was a role for the CAWO.

RESOLVED: That a report on the implications of establishing a Tenants Forum be submitted for consideration by the Committee at its meeting on 19 November 2020, following which the Committee would submit comments for the Council to take into account.

10. COUNCIL PRIORITIES AND SERVICE PERFORMANCE FOR QUARTER ONE OF 2020/2021

The Committee considered the previously circulated report of the Chief Executive, which provided details of the Council's progress towards achieving its aims and priorities set out in the Council Plan 2020-2024, and service performance during Quarter One.

Comments and queries on Annexes A and B were as follows:

- Attention was drawn to the fact that the indicators relevant to this Committee started on page 29 of the report
- Climate Action – Councillor Graham commented on whether an issue had been missed out of the plan, namely the impact of farming and farming methods on the district. This was acknowledged as being a significant issue, and the Chief Executive agreed to feed the comment back, and explained that work was being carried out on a broader Climate Change policy looking at the district as a whole, and the farming sector would be included
- A Vibrant District Economy – Carterton Town Council was a potential lead partner in regard to the Carterton Technology Hub.
- Oxfordshire electric vehicle strategy and ihub. Work was being carried out on this strategy, with a new initiative of overnight charging points in lampposts. This was an issue being looked at by the Finance and Management Overview and Scrutiny Committee
- Strong Local Communities: Supporting and building prosperous and inclusive communities. Councillor Ashbourne asked for some of the language to be revisited, to make it more accessible to the public. She also queried the housing allocation, which had been re-allocated from Oxford City, and concern was expressed about residents losing friends and family if they had to move from Oxford City into the district. Officers explained that careful detailed planning was needed in order to create successful and balanced communities in major new developments, and this would involve a range of different housing types and tenures
- Tourism should be supported when emerging from Covid-19 with new ideas and initiatives being desirable

- A request was made for more information on the number of households living in emergency accommodation for over 28 days to be presented to the meeting of the Committee in November 2020
- The meaning of “other” planning applications determined was queried. The Chief Executive explained that the definition included applications such as those for Listed Building and Advertisement consent.

RESOLVED: That the report be noted.

11. CABINET WORK PROGRAMME

The Committee received and considered the report of the Head of Democratic Services, which gave members the opportunity to comment on the Cabinet Work Programme published on 25 August 2020.

The Chairman referred to Supplementary Planning Documents and other planning policy related matters, and asked the Committee whether it wished to continue the practice where such documents were considered by the Committee during the applicable consultation period. The consensus was that this was desirable.

Other comments and queries were as follows:

- Councillor Cooper queried the reason for the proposed report on the Woodstock Infrastructure Delivery Strategy, and Officers explained that it arose from discussions with Blenheim, and that the report would put forward options for Cabinet to consider
- There had been a particular complaint which had been dealt with, using language which had been defensive and had escalated the complaint. It was stated that when dealing with complaints, a calm and understanding manner would be preferable to being defensive, even if the information being given was not what the recipient would want to hear
- Councillor Leverton commented that the Planning Inspector had turned down housing near Woodstock, as they were too far away from Oxford City. Officers explained that the housing was on a site on the edge of Woodstock which was in Cherwell District and was proposed development through their Local Plan. The Inspector had ruled that the allocation should be taken out of the Cherwell Local Plan.

RESOLVED: That the contents of the Cabinet Work Programme published on 25 August 2020 be noted.

12. MEMBERS' QUESTIONS

Councillor Postan questioned the use of the term ‘affordable housing’. A house costing £400,000 was not affordable. He requested that a different term should be used. Officers explained that this term reflected the government definition of affordable housing and included different forms and types of housing. The district was a high cost housing area and it was recognised that there was a need to be imaginative in the housing provided.

There were no further questions and the Chairman thanked Members and Officers for their attendance.

The meeting closed at 7:40 p.m.

Chairman



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Economic & Social Overview and Scrutiny Committee – Thursday 19 November 2020
Report Number	Agenda Item No. 7
Subject	Motion: Policing in West Oxfordshire
Wards affected	All
Accountable member	Cllr Andrew Beaney Chairman Economic and Social Overview and Scrutiny Committee Email: andrew.beaney@westoxon.gov.uk
Accountable officer	Keith Butler Head of Democratic Services Tel: 01993 861521 Email: keith.butler@westoxon.gov.uk
Summary/Purpose	To consider the motion referred by Council on 26 February 2020, and agree comments/recommendations back to the Council.
Annex	None
Recommendation	That the Committee considers the motion and agrees comments/recommendations to be submitted to the Council.
Corporate priorities	Not applicable.
Key Decision	N/A
Exempt	No
Consultees/ Consultation	None

1. BACKGROUND

- 1.1. At the meeting of the Council on 26 February 2020, the following motion was proposed and seconded by Councillors Carter and Enright respectively:

“Despite remaining a low crime area residents of West Oxfordshire are rightly concerned about the increase in crime, particularly involving vulnerable people/young people and antisocial behaviour across the district. Our Community Safety Plan is reaching its end in 2021. Policing is under increasing financial pressure. West Oxfordshire District Council would like to work in closer partnership with Thames Valley Police to increase capacity to police our towns and villages. As a response to growing complex crime the Council resolves to negotiate with Thames Valley Police to put more police officers on patrol in West Oxfordshire, including the possibility of jointly funded posts.”

- 1.2 The motion having been duly proposed and seconded stood referred without discussion to the Economic and Social Overview and Scrutiny Committee for comment and advice.

2. MAIN POINTS

- 2.1. The Committee is accordingly invited to consider the matter, and to agree comments/recommendations for submission to the Council.

3. FINANCIAL IMPLICATIONS

- 3.1. There are no financial implications arising directly from this report.

4. LEGAL IMPLICATIONS

- 4.1. None

5. RISK ASSESSMENT

- 5.1. Not applicable

6. ALTERNATIVES/OPTIONS

- 6.1. Not applicable.

7. BACKGROUND PAPERS

- 7.1. None



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Economic and Social Overview and Scrutiny Committee Thursday 19 November 2020
Report Number	Agenda Item No. 8
Subject	Public open space CCTV provision and monitoring arrangements
Wards affected	All Carterton wards, Witney Central and Witney South
Accountable member	Councillor Merylyn Davies, Cabinet Member for Communities and Housing Email: merilyn.davies@westoxon.gov.uk
Accountable officer	Andy Barge, Group Manager – Strategic Support Tel: 01594 812290; Email: andy.barge@publicagroup.uk
Summary	To provide a progress update on upgrading the public open space CCTV cameras covering areas of Carterton and Witney and associated monitoring control room arrangements.
Annexes	None
Recommendation	That the Committee notes the report and the proposed next steps towards upgrading the public open space CCTV provision and provides observations and comments to the Cabinet.
Corporate priorities	Strong Local Communities: Supporting and building prosperous and inclusive local communities Modern Council Services and Sustainable Finance: Delivering excellent modern services whilst ensuring the financial sustainability of the Council
Key Decision	No
Exempt	No
Consultation	Engagement with Thames Valley Police and the other Oxfordshire Districts. Further consultation will take place with the Carterton and Witney town councils as the upgrade progresses.

I. INTRODUCTION

- 1.1. The motion below was put to Council in February 2020 by Councillors Duncan Enright and Laetisia Carter and was referred to the Economic and Social Overview and Scrutiny Committee for comment and advice:

“Witney's CCTV system is nearly two decades old, and despite finances being identified by West Oxfordshire District Council and Witney Town Council, only slow progress is being made in replacing it effectively. The Council therefore resolves to call a meeting with stakeholders at the earliest opportunity, and to seek to expedite the replacement of the system with a target date for completion by the end of Summer 2020.”

2. BACKGROUND

- 2.1. West Oxfordshire District Council (WODC) owns and operates a public open space Closed Circuit Television (CCTV) system in the district, consisting of 61 cameras - 57 in Witney and four in Carterton. The town centre public space CCTV scheme was introduced in the town in 2002 after the council successfully obtained a Home Office grant. The scheme was expanded to cover Carterton town centre in 2008; and the scheme was upgraded (digitised) and expanded to include Marriotts Walk in 2009.
- 2.2. Monitoring of West Oxfordshire's cameras takes place at Witney Police station, with the staff employed by Thames Valley Police (TVP) and a service level agreement in place with the Council. Within Oxfordshire, monitoring control rooms are also located in Oxford City, Banbury and Abingdon.
- 2.3. In late autumn 2018, WODC commissioned CDC Technical Services to undertake an independent review of the public space CCTV systems in Witney and Carterton town centres. This review concluded that:
- i. In general, the WODC CCTV scheme provides good coverage of the areas being monitored with overlapping camera coverage;
 - ii. But, the current system control room and recording technology is old and, in the main, obsolete and there is a significant amount of repeated camera maintenance issues to be addressed;
 - iii. The implementation of a digital transmission network utilising the existing private fibre network within Witney town centre is relatively straightforward, cost effective and most importantly can be done on a camera-by-camera basis as required;
 - iv. Upgrading or replacing one part of the system will have a knock-on effect to other parts of the system that need to be upgraded as well.
- 2.4. In setting the 2019/20 budget, Council approved £300,000 capital for investment in CCTV, subject to business case.

3. WHY THE SLOW PROGRESS?

- 3.1. The catalyst or starting point for replacing the public open space CCTV system needs to be the monitoring control room. This is because there needs to be certainty that any new camera equipment is compatible with the control room equipment; and there needs to be certainty over the location of the control room.
- 3.2. Since 2016 there has been a desire for a shared Oxfordshire hub control room, as this will improve the efficiency and effectiveness of the monitoring – with more ‘real time’

monitoring, less lone working, capital investment from Thames Valley Police (TVP) and resilience from fail over to other TVP hubs with the same monitoring equipment. The disadvantages of a shared monitoring hub are potential loss of local knowledge and a small loss of local employment, depending where the hub is located.

- 3.3. This desire for a shared solution has hampered progress for a number of reasons:
 - i. Design and implementation of a TVP shared hub in Buckinghamshire ahead of Oxfordshire;
 - ii. Where in Oxfordshire a shared hub could be located, with each of the existing control rooms having a degree of uncertainty over longevity, or not being suitable to host a hub;
 - iii. Which Districts wanted to be part of a shared hub, with some having made more recent investment in new equipment.
- 3.4. At meeting between TVP, West Oxfordshire, South Oxfordshire and Vale of White Horse District Councils and Oxford City Council in late January 2020 (Cherwell invited but not able to attend), it was made clear that we needed to agree a partnership route by the end of March 2020, or West Oxfordshire would progress a standalone solution.
- 3.5. This picked up the impetus for a shared monitoring control room and by early March:
 - i. Oxford City volunteered to act as project lead, on the basis that they were in the process of engaging project management support for reviewing their other internal and housing schemes CCTV provisions;
 - ii. TVP had agreed to share the technical specifications and partnership agreements used for the Buckinghamshire hub, based in Aylesbury, with Oxford City. The tender specification and procurement route used for the Aylesbury hub effectively allows us to draw down on the same technologies for an Oxfordshire hub. This brings two advantages if we agree to sign up for the shared solution – it will expedite any tender process; and having common technologies with another hub provides a robust business continuity solution.
- 3.6. Since late March, the onset of Covid-19 has regrettably meant little progress has been made as all of the community services based resource has been directed at to the Council's response to Covid-19. A check was made in early July and Oxford City has appointed a project manager and a potential solution for the Oxfordshire hub location been found.

4. WHERE ARE WE TODAY?

- 4.1. A partnership agreement for the Oxfordshire hub has been drafted (yet to be received) and it is proposed to enter in to a memorandum of understanding to commit partners to the shared solution – subject to business case and Cabinet approval.
- 4.2. A report is being taken to the Chief Constable this month for strategic sign off from TVP.
- 4.3. A draft outline business case indicates a capital investment of between £350,000 and £550,000 for a shared monitoring hub, depending on the operating model used. The initial design principles for the Oxfordshire hub are based on TVP funding 50% of these capital costs, with the remainder split across the participating districts on an agreed basis e.g. number of cameras.

- 4.4. Other design principles for the shared hub are a seven year agreement, at which point a technology review would take place; revenue costs split on a formula based on population and crime data; and the ability to remotely access images from a review suite in a local police station with the potential to stream it to a police officer's phone, so it can be played to suspects at interview and increase the number of guilty pleas.

5. WHAT ARE THE PROPOSED NEXT STEPS?

- 5.1. As described at 3.1, knowing what technology will be used in the monitoring control hub can inform compatible camera technology to use as part of the upgrade to our systems.
- 5.2. Before replacing all of the existing cameras, in their existing locations, a rationalisation exercise is proposed, for four reasons:
- i. The surveillance camera commissioner requires all local authorities to look at their systems, the camera locations and reasons why the cameras are where they are to be revisited, to see if there is still a valid need for them to be at that particular location – supported by privacy impact assessments;
 - ii. Reported crimes have been mapped and overlaid with existing camera locations. The use of these crime 'heat maps' can inform the future camera placement;
 - iii. Technology and subsequent image quality has advanced significantly, meaning fewer cameras may be needed. This could reduce the ongoing maintenance and monitoring costs and therefore reduce the revenue budget requirement, without compromising public safety.
 - iv. A reduced number of fixed location cameras could be supported by a number of deployable wireless CCTV cameras.
- 5.3. The current revenue budget for CCTV is £122,400. The bulk of the expenditure is the contract with Thames Valley Police for control room staffing, the annual maintenance contract for the cameras and control room equipment, and the fibre network to carry the images from each camera back to the control room. Contributions from Carterton and Witney town councils and Marriots Walk shopping centre totalling approximately £45,000 help offset these costs. It is anticipated that a shared monitoring hub, together with a rationalisation of the number of cameras will achieve a saving of £40,000 - £60,000 per annum.
- 5.4. The next steps are summarised as:
- i. Present the outline business case to Cabinet for a decision on the shared monitoring control hub, once it has been completed;
 - ii. Confirm the control room technology that will be used;
 - iii. Review and rationalisation of the number of cameras and their locations – supported by crime hot spot mapping and ensuring surveillance camera code of practice compliance;
 - iv. Procure new cameras;
 - v. Agree the future funding and operating model.

6. ALTERNATIVE OPTIONS

6.1. A range of alternative options could include:

- i. The Council could choose to cease CCTV provision;
- ii. Pursue a standalone monitoring control room solution, but with no TVP contribution and therefore at a significantly higher cost;
- iii. Explore the model used in many other districts – including Cotswold and Forest of Dean – of handing operational responsibility for an upgraded CCTV solution to the relevant town councils.

7. FINANCIAL IMPLICATIONS

7.1. No specific implications arising from this update report.

8. LEGAL IMPLICATIONS

8.1. No specific implications arising from this update report.

9. RISK ASSESSMENT

9.1. No specific risks have been identified in respect of this report.

10. EQUALITIES IMPACT

10.1. The report raises no specific implications for any particular group or individual. Any future changes to camera locations will be subject to the appropriate privacy impact assessments.

11. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

11.1. There are no specific implications arising directly from this report.

12. BACKGROUND PAPERS

12.1. No background papers have been identified.



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Economic and Social Overview and Scrutiny Committee: Thursday 19 November 2020
Report Number	Agenda Item No. 9
Subject	Update on 2021/22 budget
Wards affected	All indirectly
Accountable member	Councillor Toby Morris, Deputy Leader and Cabinet Member for Resources Email: Toby.Morris@westoxon.gov.uk
Accountable officer	Elizabeth Griffiths, Chief Financial Officer Email: Elizabeth.griffiths@westoxon.gov.uk
Summary/Purpose	To provide an update on the developing budget for 2021/22
Annex	Annex A – Detail of base budget changes by cost centre
Recommendation	That the report be noted and the Committee submits comments to Cabinet as it wishes.
Corporate priorities	The Council is committed to delivering excellent modern services whilst ensuring the financial sustainability of the Council.
Key Decision	N/A
Exempt	No

1. BACKGROUND

- 1.1. Each year the Council prepares its budget for the following year. The Council's funding will not be determined until the new year so this draft is very much an early indication and subject to change.

2. MAIN POINTS

- 2.1. In the MTFs presented to Council last year, the estimated budget gap in 2021/22 was circa £3m. This included an unidentified savings target of £1m which still left a shortfall of £2m to be funded from general reserves.
- 2.2. The expectation was that business rates would be reset by Central Govt which would reduce WODC's income by £2m and New Homes Bonus would also reduce by £1m so while there was a small expectation of growth in items like Leisure Income, these two funding reductions essentially generated the £3m shortfall.

- 2.3. This £3m shortfall was our forecast position pre Covid and unfortunately the pandemic has had a huge impact on our income and investments.
- 2.4. On a positive note, it now looks like the expected rates reset will be deferred for at least another year but while this is the generally accepted belief across Local Govt, we await confirmation from Central Govt that this is the case. This means that the current reforecast MTFS could still have its funding reduced by up to £2m.
- 2.5. The impact of the current social distancing on our income has called into question projected Leisure income of almost £1.5m as our Leisure Contractor GLL do their best to bring the business back to a break even position, having suffered not one, but two lockdowns this year.
- 2.6. Commercial income has also been impacted with a current projected reduction of £350k next year. While the Authority is doing everything it can to help our local businesses survive, it won't be clear until the furlough scheme ends what the final toll on our local economy is, so while things hopefully improve, this expected income figure also carries a large amount of risk.
- 2.7. The tax base calculation has been initially drafted but the Council Tax figure included in the table below assumes a band D increase of £5 which has yet to be discussed and agreed.
- 2.8. The current draft budget shows a deficit of just over £2m as per the table below:

21/22 budget funding position - first draft

20/21 budget surplus	1,395
----------------------	-------

Movement in budget:

Inflationary increase in staffing costs	(233,712)
Income generation and expenditure cuts	588,369
Expected Covid related income losses	(1,824,379)
Change in one off growth/ funding	988,902

Budget deficit before funding changes	(480,820)
---------------------------------------	-----------

Changes in funding (estimated and subject to change):

Potential change in Council Tax (TBD)	294,886
Reduction in Business Rates income	(904,262)
Other funding reductions (RSG, NHB etc)	(1,051,727)

Changes in funding	(1,661,103)
--------------------	-------------

21/22 draft budget deficit	(2,140,528)
----------------------------	--------------------

3. FINANCIAL IMPLICATIONS

- 3.1. Clearly the current projected budget deficit is unwelcome. It should however be apparent that most of that shortfall is being driven by the reduction in income caused by Covid which can be seen on the line detailing Covid related income losses of £1.8m. While the forecast budget places no expectation of income from the Leisure provider, it does not currently allow for the continuation of the financial support the Council has been providing in 2020/21.

- 3.2. The current draft of the budget allows for a 2% pay award across Publica staff, net of savings targets that Publica have been set. It does not allow for fixed term contracts where funding has ended to be incorporated into base budget or for any growth of additional posts.
- 3.3. Small amounts of additional income have been added to the Business Managers' targets but part of this uplift is the contractual increase in Leisure income which we are unlikely to realise in the short to medium term.
- 3.4. It should be recognised that the Publica Business Managers have risen to the challenge and made savings wherever possible, resulting in a £324k reduction in budgeted expenditure. They have been very engaged in the budget setting process and should be commended for doing everything they can to reduce the Council's budget shortfall.
- 3.5. The Ubico 21/22 budget is still being discussed. In the current draft it has been held at 20/21 levels, but while they initially requested a small increase in budget, they have been asked to review and find savings to help our position.
- 3.6. As referenced before, the funding figures are very much subject to change and include a projected £5 band D increase in Council tax.
- 3.7. While we are hopeful that the rates reset has been deferred another year, we are still projecting a large decrease in income from Business Rates. There is a deficit which we are allowed to spread over three years but since we are expecting a further very large reduction next year there seems little point in deferring losses into a year where we face even larger financial challenges.
- 3.8. Other funding is still to be communicated by Central Govt and could move either in our favour or to our detriment. These losses were expected and forecast in last year's MTFs.
- 3.9. The projected shortfall does not include any new funding for the ongoing Covid situation from Central Govt / MHCLG. In the current financial year this support has covered our losses so we are hopeful that there may be some measure of support next year although it's unlikely to cover the full deficit and none has, at this stage, been offered or even referenced.
- 3.10. We are currently forecasting a budget surplus for 20/21 based on this year's additional Govt support so would look to set any surplus created this year aside to help mitigate next year's projected losses.
- 3.11. The Council should recognise three very important decisions that it has taken recently.
 - WODC set aside funding for Covid recovery from its 19/20 outturn which has allowed it, in this time of financial constraints, to fund vital recovery work supported by members to aid our residents and local business community.
 - The Council has formally adopted an important investment strategy meaning that all future projects must contribute positively to the long term financial stability of the Council as well as serving Council priorities.
 - The members have recognised that the Council faces a difficult financial situation and have strategically reviewed all recent proposed expenditure in that context, taking part in budget discussions and critically evaluating the necessity of projects in order to prioritise focus, staff resource and funding on core activities and urgent needs.
- 3.12. The detailed breakdown attached in [Annex A](#) has been reported by Business Manager's budget and not by Service Area. This makes reporting subsequent drafts of the numbers quicker and more efficient and relates them back to meetings that members are having with Officers on those budgets.

Annex A - detail of base budget changes by cost centre

	20/21 budget	One-off adj	Pay inflation	BM changes	Covid adj	21/22 budget
Assets	2,359,260	94,000	(9,094)	192,882	(320,650)	2,316,398
Commissioning Strategy	(6,254,716)	86,000	(8,286)	(175,364)	0	(6,352,366)
Comms & Marketing	(142,000)	0	(2,330)	14,100	0	(130,230)
Contracts	262,925	(43,562)	(3,500)	436,066	(1,503,729)	(851,800)
Corporate Finance	(5,324,100)	4,000,000	(12,855)	(50,000)	0	(1,386,955)
Corporate Responsibility	(1,340,420)	0	(12,509)	71,950	0	(1,280,979)
Customer Experience	(962,650)	(100)	(22,635)	(32,250)	0	(1,017,635)
Development Management	(232,400)	(3,242)	(34,942)	(91,043)	0	(361,627)
Env & Regulatory Services	(106,200)	0	(1,822)	0	0	(108,022)
Finance	(665,100)	0	(64,160)	3,450	0	(725,810)
Insight & Intelligence	(455,700)	0	(7,696)	32,250	0	(431,146)
Localities	(732,920)	104,100	(5,354)	30,400	0	(603,774)
Operational Services	(1,309,300)	74,300	(32,493)	161,928	0	(1,105,565)
People	(292,200)	0	(5,010)	14,000	0	(283,210)
Technology	(1,052,800)	0	(11,026)	(20,000)	0	(1,083,826)
	(16,248,321)	4,311,496	(233,712)	588,369	(1,824,379)	(13,406,547)

Assets:

This cost centre covers our commercial properties and our climate change programme. The expectations around commercial income have significantly reduced due to the pandemic and staff in this department are carefully managing many requests for deferred and reduced rents.

The climate change programme had an original vision of a budget of £200k per year for three years but the funding for this wasn't set aside and we have no additional capacity to do this. We did however add considerable resource to this team and extend the climate manager's post by two years using the Covid recovery funds so the hope is that with over £100k still in earmarked reserves from the initial tranche of funding, this programme can continue to achieve its objectives for the next two years without placing any additional strain on base budget.

Commissioning Strategy:

This budget covers grounds maintenance and waste and contains large parts of the Ubico budget. There has been pressure on the recycling element of the budget due to an increase in the cost of recycling and the team are working to find solutions to reduce this strain.

The Ubico budget has been held at last year's figures for now pending a conversation with them. Various funding was given last year on the basis that it would generate savings this year so that will be discussed. Some of these one off items make up the reduction in one off funding shown in the table above.

Communications and Marketing:

The way that the Communications department approaches its messaging has changed and the budget has altered to reflect that, reallocating budget from more hard copy approaches to electronic and social media. We are also in discussions with other cost centre managers to centralise the marketing budget. Existing Business Managers would still have input into their marketing spend but it allows the specialists in the Comms dept to bring their expertise to each task and find the most cost efficient way to reach the most people. The initial response from BMs has been that this would be a welcome support.

Contracts:

The main item in this budget is the Leisure contract. The expected improvement in budget comes from the uplift in contractual income we would have received had our Leisure Centres been operating as normal. GLL, who have the contract to operate them, are doing their best to return to a profitable operation but until social distancing ends, it's unlikely we'll see sufficient profits generated to enable them to pay management fees so this income has been provided against. This is the single biggest impact on our base budget and the largest ongoing threat to our financial stability related to income within our control.

Corporate Finance:

This section covers centralised services like Legal and Treasury. The large adjustment was caused by a one off pension payment that was required last year but does not form part of the baseline budget ongoing.

Corporate Responsibility:

These are central governance costs, members costs, election costs etc. We're expecting a reduction in this expenditure as travel remains reduced and we are hoping that some of the efficiencies in comms rolled out in other departments can be mirrored in this one.

Customer Experience:

There's a variety of services contained here from customer service and office reception to homelessness services which see an uplift in budget due to the requirement to house more people caused by Covid.

Development Management:

Planning application, appeals, conservation, flood defence and the Growth Board are covered by this budget which has seen a growth in both income and costs. Part of the excess growth in costs is caused by the Growth Board initiative requesting further time to deliver its objectives but since it has no more budget to fund the staff seconded to it, it has asked all participating Councils to cover their costs next year.

Environmental and Regulatory Services:

This is a relatively small budget for ERS services and hasn't changed.

Finance:

The rise in Finance costs is an increase in the contract cost for Internal Audit.

Insight and Intelligence:

The main focus of this budget is planning policy. Some small savings but otherwise no material change.

Localities:

These are the budgets for communities, arts and tourism. Although it looks like the budget has decreased, it's an adjustment for short term initiatives which were funded from reserves for a specific period of time.

Operational Services:

This department covers all aspects of benefit payments and collection, including fraud investigation. It also covers pollution control, food safety and markets. We are hoping to reduce costs in this area next year including a reduction in the Ubico cost for cleaning up on market days which rose tenfold from 19/20 to 20/21. The budget changes are mostly a projected surplus in housing benefit and an expected reduction in court fees.

People:

People covers human resources and training. No significant change to this budget.

Technology:

This budget predominantly covers IT. There is a small increase relating to increased spend on licenses. These are not all new but the previous budget was being overspent. The Business Manager is doing all he can to hold costs to within the current budget, in spite of the sharp increase in reliance on IT caused by lockdowns and the increase in home working. He has however flagged that going forward there is likely to be an increased funding requirement in the capital programme because laptops have a shorter useful life than desktops.



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Economic and Social Overview and Scrutiny Committee: Thursday 19 November 2020
Report Number	Agenda Item 10
Subject	Private Tenants Forum
Wards affected	ALL
Accountable member	Cllr Andrew Beaney Chairman Economic and Social Overview and Scrutiny Committee Email: andrew.beaney@westoxon.gov.uk
Accountable officer	Jon Dearing – Group Manager for Resident Services Tel: 01993 861221 Email: jon.dearing@publicagroup.uk
Author	Mandy Fathers – Business Manager for Operational Support and Enabling Tel: 01993 861232 Email: mandy.fathers@pubicagroup.uk
Summary/Purpose	To consider the purpose, benefits and outcomes of forming a Private Rented Sector Tenant's Forum.
Annexes	None
Recommendation/s	That the Committee considers the data gathering options set out in section 2.
Corporate priorities	Delivering excellent modern services whilst ensuring the financial sustainability of the Council. Supporting and building prosperous and inclusive local communities. Facilitating healthy lifestyles and better wellbeing for everyone.
Key Decision	NO
Exempt	NO
Consultees/ Consultation	

I. BACKGROUND

1.1. A motion was proposed during the Economic and Social Overview and Scrutiny Committee on 17 September 2020 for a paper to be submitted to the Environmental Overview and Scrutiny Committee to consider the benefits and implications of establishing a Private Tenant's Forum.

2. MAIN POINTS

2.1. The private rented sector has grown considerably over the last two decades. Nationally, it houses 19 per cent of households compared to 11 per cent in 2001. It has therefore become an integral part of the housing market.

2.2. West Oxfordshire currently has approximately 50,521 domestic properties; of which 17 per cent (8,588) are rented out by private individuals.

2.3. The Council has statutory duties under the Housing Act 2004, as amended to ensure:

- Properties are fit for human habitation;
- Houses of multiple occupation are licenced;
- Pest control is addressed;
- Neighbour complaints such as excessive noise, anti-social behaviour or illegal activity are dealt with;
- Rogue landlord concerns are addressed; and,
- Homelessness is prevented or addressed.

2.4. During the 2019/2020 financial year, and the first two quarters on 2020/2021, the Council, under its statutory duties have administered the following:

	April 2019 to March 2020	April 2020 to Sept 2020	Comment
How many complaints we have received in respect of landlords	112	34	It is not possible to distinguish between complaints about landlords and complaints about the property. Usually the complaint is about both – poor condition because the landlord has not acted.
How many complaints about the property (ie. Damp etc)			These figures relate to complaints about tenanted properties. They may not include complaints made about a property during the HMO licensing process – these would be dealt with under the HMO licence application.
How many neighbour/noise issues	116	192	These are all noise complaints about neighbours whether rental or owner occupied. They exclude complaints about/or from commercial premises.
How many illegal evictions	5	4	These figures may not include cases of landlord harassment - – it depends on how the complaint was originally recorded by customer services

- 2.5. The Council already commission services from Citizens Advice, West Oxfordshire (CAWO) to support its core service and help meet its statutory functions whilst contributing to the Councils priorities. Part of the commissioning contract is in respect of 'Housing Advice' of which private rented sector issues fall in to. During the first two quarters of 2020/2021, CAWO have supported the following clients in respect of private sector rental issues:

No:	Issue Type	No. of cases
1	Repairs/Maintenance	32
2	Rents and other charges	26
3	Tenancy Deposit Protection	24
4	Possession action (not arrears)	20
5	Fitness for human habitation	19
6	Problems with Letting Agents	13
7	Cost of deposits/rent in advance	11
8	Quality of Service	10
9	Letting Agent charges	4

- 2.6 It is therefore clear that there are already formal routes for Private Rented Sector tenants to receive advice and make complaints regarding their landlords; through the Council's existing regulatory services and (Council commissioned) CAWO service. This could be improved by adding a specific page/s to the Council's website, as in Option 1 (paragraph 3.1).
- 2.7 A Private Tenant Forum would not be an appropriate place to raise/discuss individual complaints. The purpose of such a forum therefore needs careful consideration, as suggested in Option 2 (paragraph 3.1).

3. OPTIONS

- 3.1. There is potentially three options to consider:

- 1) Create a webpage specifically for the private rent sector. This would be an informative area for customers giving advice, guidance and signposting to other organisations, such as CAWO and Shelter. Through our Customer Satisfaction Web Survey, we could then establish what other needs these tenants have.
- 2) Conduct a Needs Survey with Private Rented Sector tenants; directly where we have the contact details (e.g. Housing Benefit recipients) or on the Council's Website front page. This survey could be conducted in parallel with the above data collection process.

4. FINANCIAL IMPLICATIONS

- 4.1. Neither of the above options have any significant financial implications.

5. LEGAL IMPLICATIONS

- 5.1. There are no known legal implications in respect of this report

6. RISK ASSESSMENT

- 6.1. There is a risk that such a forum would become an opportunity for individuals to raise complaints, which they should do through existing processes, rather than improving the private rental experience more widely.
- 6.2. Members would need to consider what the main aim of a Forum is and what its 'core objectives' would be to ensure its purpose.

7. ALTERNATIVE OPTIONS

- 7.1. Members may consider other options that have not been listed.

8. BACKGROUND PAPERS

- 8.1. None



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Economic and Social Overview and Scrutiny Committee Thursday 19 November 2020
Report Number	Agenda Item No. 11
Subject	Draft Strategic Vision for Oxfordshire
Wards affected	All
Accountable member	Councillor Michele Mead, Leader of the Council Email: michele.mead@westoxon.gov.uk
Accountable officer	Giles Hughes, Chief Executive Tel: 01993 861613; Email: giles.hughes@westoxon.gov.uk
Summary	The report introduces a first draft of a Strategic Vision for Oxfordshire (attached as Appendix 1). The report explains the purpose of this unique approach, the scope and content of the Vision, and the timeline for the current engagement and finalising the Vision. The Draft Vision is presented for discussion and comments to help inform revisions prior to future Growth Board endorsement
Appendix	Appendix 1 – Draft Strategic Vision for Oxfordshire
Recommendation	That the Committee submits comments on the Draft Strategic Vision for consideration by Cabinet at its meeting on 16 December 2020.
Corporate priorities	The Strategic Vision is relevant to the Council's vision in relation to climate action, a vibrant district economy, strong local communities, and meeting the housing needs of our changing population.
Key Decision	No
Exempt	No
Consultation	This report is consequent on the Growth Board's current consultation on the draft Strategic Vision, which extends to the public.

I. INTRODUCTION

- I.1. The Oxfordshire Growth Board ('the Board) was established in 2014 as a Joint Committee¹ of the six councils of Oxfordshire, together with key strategic partners. Following a recent review, the Board's aim is to help coordinate economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits. The Board's establishment was premised on strengthening partnership arrangements across Oxfordshire for pragmatic working on key strategic issues. It has successfully done this by overseeing the delivery of cross-county projects that the councils of Oxfordshire were seeking to deliver in a collaborative way – between local authorities, the Local Enterprise Partnership and wider partners and stakeholders².
- I.2. Oxfordshire has considerable and diverse strengths. It is also facing significant change, but with change comes the opportunity for progress based on new ways of thinking. Conversations between Growth Board partners and the public, and innovative work on economic inclusivity, have shown that there is a desire to see a different approach to place-shaping in Oxfordshire. For example, the public's responses to the consultation on the Oxfordshire Plan 2050 Regulation 18 document gave us a clear steer that there is an appetite for an approach that:
 - is ambitious, radical, innovative and creative
 - is Oxfordshire-specific and reflects the views of local people
 - prioritises climate change
 - focusses on social, economic and environmental well-being, not solely on a narrow definition of growth
- I.3. Through the Growth Board, the councils have collectively expressed their desire for plans, strategies, programmes and investment priorities for Oxfordshire to be ambition-led and outcome-focussed. Achieving these ambitions will require all those who make future decisions about investment, and those planning for and delivering place-making across Oxfordshire, to maximise impact by working together based on shared strategic priorities and by embracing innovation to develop solutions. Developing a Strategic Vision for Oxfordshire is a unique opportunity to respond to this challenge, through the Growth Board, on behalf of local councils and partners.
- I.4. Establishing a clear and coherent vision for Oxfordshire setting out what the partners are seeking to achieve and their strategic priorities, also plays an important role in helping manage some of the risks to the Oxfordshire Plan at Examination.
- I.5. The draft Strategic Vision included at [Appendix I](#) is due to be considered by Cabinet at its meeting on 16 December 2020, and this Committee is invited to submit comments to be taken into account at that time.

2. PURPOSE AND STATUS OF THE DRAFT STRATEGIC VISION

- 2.1. Building on the success of recent engagements and consultations, the Growth Board partnership wishes to consider in a positive, open and transparent way what the ambition for Oxfordshire should look like and how it can be achieved by drawing on new ways of thinking about sustainable development. The Draft Vision is intended to be the start of a conversation with our communities to build consensus around a common set of goals for Oxfordshire, strengthening and improving the Vision.

¹ Under s101 (5), 102 Local Government Act 1972 (LGA 1972) and s9EB Local Government Act 2000 (LGA 2000) and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012

² As a Joint Committee, the Board may discharge executive functions if delegated to it by each constituent local authority, but each constituent authority retains the ability to exercise all executive and non-executive functions generally and specifically in relation to economic development including where applicable provision of housing, strategic spatial planning and strategic transport planning

- 2.2. In doing so, the Strategic Vision is not intended to replace or set the specific vision for any of our individual communities or partner organisations. It is crucial to not lose sight of the rich variety of places that make up Oxfordshire and all that is valued about the character of our city, towns and villages and our natural and historic environments. It is recognised that delivering the Strategic Vision will require place-focussed responses to specific challenges and opportunities that reflect particular circumstances. That happens best through a detailed understanding of places and communities to arrive at solutions that work for them. Delivering the Vision will require long-term collective commitment and investment by the partners that make up the Growth Board but also, crucially, by a wider set of strategic stakeholders and partnerships.
- 2.3. The Strategic Vision is part of the existing portfolio approach to plan and strategy development in Oxfordshire. The Vision has a specific role and a clearly defined non-statutory status. While it is similarly looking to 2050 and is intended to support the development of the Oxfordshire Plan indirectly, it is not part of the Oxfordshire Plan 2050 itself. It explicitly does not deal with the quantum of housing or economic growth for Oxfordshire, nor direct where it should go. Those are matters more appropriately dealt with through other plans (Oxfordshire Plan 2050 and Local Plans). The Vision can however play an important role in seeking to drive improvements to environmental, social and economic well-being which may be reflected in emerging plans, strategies and programmes.
- 2.4. The Oxfordshire Plan will deliver parts of the Vision, but not all the ambitions and outcomes are within its sphere of influence. The Strategic Vision cuts across many sectors and is designed to inform a range of plans, strategies and programmes. Local plans, infrastructure plans, economic strategies and associated plans and programmes will all have important roles to play. For example, having a set of long-term, strategic, economic, infrastructure and environment investment priorities aligned to shared outcomes will help ensure Oxfordshire is investing in the right infrastructure and other assets in a timely way, maximising the benefits of that investment, avoiding unnecessary expenditure and helping ensure it is better placed to influence the priorities of other relevant organisations. Having a 'whole system' agreed vision of where we are heading, and our expected outcomes would go a very long way to help align our work and our infrastructure programmes.
- 2.5. The Vision should also be read by partners beyond Oxfordshire as a statement of intent by the partnership that has prepared it. Of particular significance is the Government's announcement in March 2020 of its backing for a spatial framework for the Oxford-Cambridge Arc. Oxfordshire can help achieve its collective ambition by looking to influence any framework for the Arc based on its Strategic Vision.

3. SCOPE OF THE DRAFT STRATEGIC VISION

- 3.1. The Draft Strategic Vision is high-level, overarching and long-term. It is positive, optimistic and aims high in its ambition for Oxfordshire. The Vision sets out how the plans, strategies and programmes for Oxfordshire, including the Oxfordshire Plan 2050, can be ambition-led and outcome focussed, facilitating a step-change in the approach to delivering sustainable development in Oxfordshire. In much the same way that local councils adopt corporate plans to guide their work, the Vision will help guide the approach to joint working and joint programmes between those councils and their partners.
- 3.2. The Strategic Vision is centred on people's well-being, with Oxfordshire a place where current and future generations thrive. Well-being of individuals is important, but the Strategic Vision also addresses well-being in the round in ways that make important connections because there are well-recognised intrinsic links between the environmental, social and economic dimensions of well-being and how these need to be underpinned by improved resilience. The ambition is to utilise the unique opportunities and assets in Oxfordshire to shape healthy, sustainable, resilient communities.

- 3.3. The Strategic Vision defines the ambition for Oxfordshire as a set of outcomes, which if we are successful, will have been achieved by 2050. To help achieve the ambition the Vision defines what is meant by 'good growth', with the approach based on improvements in quality and circumstances for individuals and society. The aim is that growth in Oxfordshire will be inclusive, focussing on progress in improving health and well-being, transitioning to a low carbon future, addressing inequalities and prioritising the natural environment, alongside greater resilience to climate and economic change. The Vision also includes a set of Guiding Principles (or inter-related ground rules) which together articulate how Oxfordshire will change as a place over the next 30 years.
- 3.4. Delivery against a 30-year vision will require pragmatism and realism as the tools of our innovation and ambition develop. However, the Strategic Vision recognises that decisions, actions and investments are required now to place Oxfordshire on the pathway to delivery by 2050.
- 3.5. It is very likely that achieving the final, agreed outcomes by 2050 will require some trends to be reversed, while for some other trends, where progress is already being made, there will need to be an increase in the pace of change, making the most of the vital role place-making plays in delivering positive outcomes. Measuring progress, so that we know what responses are needed, will be an important part of the approach to delivering the Strategic Vision. It also provides a robust basis on which Oxfordshire's communities and stakeholders may hold the Growth Board to account. At this stage we have not attempted to define or agree targets or the indicators for monitoring delivery. Development of a robust framework for monitoring progress and continual improvement will form a key part of the next phase of work on the Strategic Vision, drawing on public and stakeholder engagement.

4. TIMESCALES AND NEXT STEPS

- 4.1. Work on the Strategic Vision is time-critical. It is intended to indirectly support the development of the Oxfordshire Plan 2050, as well as the Government's planned spatial framework for the Oxford-Cambridge Arc. Work on a spatial framework is now gathering momentum and is expected to progress at pace; having an agreed Strategic Vision in place will provide Oxfordshire with a firm basis to influence any framework for the Arc.
- 4.2. Preparation of the Draft Strategic Vision is the beginning of a process. Because the Growth Board wants to be open about what it is trying to achieve, it is carrying out bespoke and wide public and stakeholder engagement, providing an early opportunity for people to share and shape its thinking through public discussion and debate. The programme of public and stakeholder engagement will run from 16 November 2020 to 3 January 2021.
- 4.3. Due to COVID-19, the Growth Board is using the Oxfordshire Open Thought digital engagement platform which has already proved very helpful in engaging on wide-ranging topics and long-term thinking. Engagement on the Strategic Vision will respond to that earlier conversation, and use Open Thought to seek support, build consensus and make improvements.
- 4.4. The Growth Board partners have important linkages with communities and grassroots networks in Oxfordshire. The views of the Growth Board partners will therefore be crucial in shaping the Strategic Vision as it evolves. The more consensus that can be built, the more it will be possible to develop and implement effective plans and programmes for Oxfordshire. The Growth Board is therefore asking that the Strategic Vision is considered by each local authority's Scrutiny Committee and Cabinet during the engagement period.
- 4.5. The Vision will be refined by the Growth Board taking account of the engagement and further work (informal sustainability advice for example). Early, pre-engagement comments made through the Growth Board Scrutiny Panel and Growth Board process will be picked up as part of the post-engagement re-drafting.

- 4.6. Subject to the feedback received and support generated, the Growth Board will seek endorsement of a revised Strategic Vision at its meeting scheduled for 23 March 2021.

5. FINANCIAL IMPLICATIONS

- 5.1. The preparation and development of the Strategic Vision will be covered within existing budget and resource allocations. No additional financial commitments are required as part of this report .

6. LEGAL IMPLICATIONS

- 6.1. The Strategic Vision for Oxfordshire has a clearly defined non-statutory status. Nevertheless, it may be prudent to seek legal advice following engagement but prior to agreement of the Vision, to ensure the agreed language of the Vision moving forward is helpful to, rather than in conflict with, the emerging next stage of the Oxfordshire Plan 2050.

7. RISK ASSESSMENT

- 7.1. No specific risks have been identified in respect of this report.

8. CONCLUSIONS

- 8.1. The development of a Strategic Vision for Oxfordshire, which encompasses the shared ambitions of local councils and key organisations, provides a unique opportunity to bring together a clear and unambiguous statement about what it is we want to achieve in Oxfordshire. This bold and striving approach is being developed as part of a wider engagement process with Growth Board partners, councillors and residents. Cabinet will be asked to provide its feedback on the draft Strategic Vision, and delegate responsibility to agree final wording of a response to the Chief Executive in consultation with the Leader before 3 January 2021.

9. BACKGROUND PAPERS

- 9.1. No background papers have been identified.

Appendix 1: Oxfordshire's Strategic Vision for Long-Term Sustainable Development - Engagement Draft

Our Vision Statement for Oxfordshire

Enhanced well-being sits at the heart of our ambition.

We want Oxfordshire to thrive so that the lives of current and future generations are improved. To achieve this will require bold, innovative, collaborative and inclusive thinking with decisions and actions that deliver real and lasting change in ways that build resilience and enhance well-being.

To be well, we need the right environmental, social and economic conditions, underpinned by improved resilience, and built on a clear understanding that the different dimensions of well-being are intrinsically linked. By resilience we mean de-carbonisation, tackling climate change and mitigating its impacts, securing a biodiverse natural environment, building community connectedness, better health, and improved educational attainment and skills that will support the jobs of the future. Our ambition is to utilise the unique opportunities and assets in Oxfordshire to accommodate growth sustainably, and shape healthy, resilient communities in which it is possible for all residents to thrive.

If we are successful, these are the outcomes that will have been achieved in Oxfordshire by 2050:

- We will be the first generation to leave Oxfordshire's natural environment in a better state than that in which we found it. The natural environment will be more biodiverse, supporting social, economic and ecological resilience and the capacity to adapt to change.*
- Oxfordshire will already be carbon neutral, and will be moving towards a carbon negative future, in which the County is removing more carbon than it emits each year.*
- The population will be healthier and happier, inequalities will have been reduced, young people will feel excited about their future and the overall well-being of the population will have improved.*
- The economy of Oxfordshire will be successful and sustainable, making the most of all our people and with quality places where people want to live and work.*
- We will have energy efficient, well-designed homes, sufficient in numbers, location, type, size, tenure and affordability to meet the needs of our residents.*
- Movement around Oxfordshire will be transformed, with greater connectivity and mobility in and between places in ways that enhance environmental, social and economic well-being.*
- Our communities will be rooted and flourishing, with enhanced and lasting connectedness driven by individual and community action.*

1. Introduction

- 1.1 Oxfordshire has considerable and diverse strengths. Its beautiful countryside, from the Chilterns to the Cotswolds, with high quality landscapes and areas important for nature conservation, its rich and diverse built and historic environment formed from the fabric of its market towns and villages and the vibrant, diverse cultural offer and urban environment in the City of Oxford, and its proximity and connections with other places, are key reasons why people choose to live, work, visit and invest here. These strengths have formed the foundation of Oxfordshire's economic success. But there are also challenges. Oxfordshire is one of the fastest growing economies in the country, but it is also among the least equal, with significant and stubborn economic and social inequalities. And there are problems linked to congestion, housing affordability and the well-being of the natural and built environments. All these impact on Oxfordshire's residents and businesses.
- 1.2 Oxfordshire is facing significant changes. Some of these – such as climate change and the unprecedented impacts of the COVID-19 pandemic – are the result of trends that are being experienced by the global community. Other changes reflect Oxfordshire's status as an international centre of pioneering research and innovation based on a hive of knowledge-intensive economic activity at the universities and science, technology and business parks. Changes are being influenced by Oxfordshire's links with neighbouring areas such as the Thames Valley and Swindon, and more widely with the Oxford-Cambridge Arc which is now a key national economic priority for the Government.
- 1.3 Change is inevitable, but change is not inevitably detrimental. With change comes the opportunity for progress based on new ways of thinking. We have seen an important increase in emphasis on climate change internationally, nationally and locally, with legislation in 2019 to eradicate the UK contribution to climate change by 2050, and with climate change emergencies declared by all the Oxfordshire Councils. We now have a better understanding that every decision made as a result of emerging plans and strategies for Oxfordshire has the potential to, and very probably will, impact (positively or negatively) on local, national and global emissions in the short, medium and long-term, to way beyond plan end dates.
- 1.4 Most recently, the COVID-19 crisis has generated considerable uncertainty and brought into sharp focus important, complex and sometimes uncomfortable questions about the impact of the pandemic. But we have also seen how, although physically apart, people have come together to give care, support and friendship within their communities. It has also given us a glimpse of a world less dependent on personal travel and more reliant on digital connectivity. How can we capture the positive aspects of these changes as we move forward? The pandemic has forced us to think about how we should frame our choices as the country moves towards recovery, what our priorities should be and how to deliver positive outcomes.
- 1.5 We need to be pragmatic in responding to current circumstances, whilst recognising the importance of taking this opportunity to think strategically about how best to tackle long-term problems as we re-build and secure the future of our local economies. Others have referred to this process as 'building back better', in which traditional models of growth are re-thought, re-set and replaced with a more balanced approach based on a broader range of objectives. We should not avoid tackling issues now, but it is also important to establish a pathway for long-term change.

- 1.6 We know that within Oxfordshire there is a desire to see a different approach to place-shaping. Early in 2019 the partnership preparing the Oxfordshire Plan 2050 started a formal conversation with the public and stakeholders about planning for Oxfordshire's long-term future. The public's response to that consultation gave us a very clear steer that there is an appetite for an approach that:
- is more ambitious, radical, innovative and creative
 - is more Oxfordshire-specific and reflective of local people's views
 - prioritises climate change, and
 - focusses on social, economic and environmental well-being, and not solely on a narrow definition of growth.
- 1.7 Similar thoughts were also reflected in the One Planet Living Oxfordshire Shared Vision¹. Developed for a broadly-based Oxfordshire partnership, and drawing on input from some 100 stakeholders from across Oxfordshire, the One Planet approach sets out the sorts of big thinking and action that is required to achieve sustainable living based on a happier, healthier, greener future. And, the Oxfordshire Growth Board's Open Thought initiative² has added to the debate and pool of ideas by tapping into the wealth of knowledge to help find solutions to accommodate changes in how we will live and work, how we will connect with each other and how we will manage and respond to climate change.
- 1.8 Our bold economic ambitions³ have been brought to life in an investment plan⁴. We can see from this how Oxfordshire is uniquely placed to embrace the dynamic potential of world-leading innovation and research and development to support economic recovery and growth for the benefit of local residents.
- 1.9 Innovative work on inclusive growth⁵ has brought relevance and visibility to a need for us to actively recognise and address the inequalities in our success. It has highlighted a wide range of issues, including the need to tackle deprivation and disadvantage in Oxford and our other urban areas, improve educational attainment and to develop the skills required to access new employment opportunities and to improve physical and digital connectivity in our rural areas. If we are to deliver our vision and ambitions, these inequalities will need to be addressed so that growth is genuinely inclusive.
- 1.10 These conversations and thinking have shown that if we frame our ambition based on what is demonstrably achievable over the next thirty years, we could fall well short of what those who have contributed are looking to achieve. That would be a missed opportunity that fails to capitalise on Oxfordshire's scope for innovation over the longer-term. We therefore wish to determine in a positive, open and transparent way what our ambition for Oxfordshire should look like and how we can achieve it by drawing on new ways of thinking about sustainable development.
- 1.11 In doing so, we should not lose sight of the rich variety of places that make up Oxfordshire. We value the character of these different settings – our city, towns and villages and our natural and historic environments – and recognise that delivering our shared Strategic Vision will require place-focussed responses to specific challenges and opportunities that reflect particular circumstances. For example, activity to achieve ambitions for zero carbon and increased biodiversity will need different design solutions

¹ One Planet Oxfordshire: Our Shared Vision, Bioregional, 2019

² See: <https://www.oxfordshireopenthought.org>

³ Oxfordshire's Local Industrial Strategy, 2019

⁴ Oxfordshire's Local Industrial Strategy Investment Plan, 2020

⁵ Led by Oxfordshire's Local Enterprise Partnership under Oxfordshire's 'Social Contract' and by the City of Oxford

in the high-density environments of the city and urban areas than in rural settings. This happens best through inclusive processes and a detailed understanding of places and communities to arrive at solutions that work for them.

- 1.12 We also recognise that positive change will evolve and take time: it is not linear and not smooth. This Vision sets our ambition high: while we are realistic in understanding this will evolve over time and must be couched against dynamic economic, political and social forces beyond our direct control, we want to challenge the norm and the lowest common denominator to provide the best possible future for our residents.

2. Purpose & Status of the Strategic Vision

- 2.1 This Strategic Vision has been prepared by the collective leadership of the Oxfordshire Growth Board. The Growth Board comprises the six councils of Oxfordshire⁶ and key strategic partners⁷. It facilitates collaborative working on economic development, strategic planning and growth, and oversees the projects agreed in the Oxfordshire Housing and Growth Deal, seeking agreement on local priorities.
- 2.2 The Strategic Vision cuts across many sectors and is designed to inform a range of strategies, plans and programmes. It represents our common and shared ambition but is not intended to replace or set the vision for any of our communities or partner organisations.
- 2.3 Not all the ambitions and outcomes will be within the sphere of influence of the Oxfordshire Plan 2050. That plan will deliver parts of the Vision, but as a statutory planning document, it cannot address all aspects involved in delivering this Vision. Local plans, infrastructure plans, economic strategies and associated plans and programmes will also have important roles to play. There is also a role for the individual to help deliver our ambitions, as our own actions can support or detract from delivering the Vision.
- 2.4 We want our plans, strategies and programmes, including the Oxfordshire Plan 2050, to be ambition-led and outcome focussed. Our Strategic Vision will be transformative, centred on people's well-being, addressing climate change, as well as on the health and quality of our natural environment. The Strategic Vision is intended to facilitate a step-change in our approach to planning for and delivering sustainable development for Oxfordshire.
- 2.5 The Strategic Vision is high-level, overarching and long-term. While the outcomes and priorities are unlikely to alter over the short to medium-term, our approach needs to be resilient to change over time. Our Strategic Vision is positive and optimistic. It recognises that although there is a high level of uncertainty over a 30-year period, particularly around external factors including climate and technological change, new opportunities to balance environmental, social and economic needs to deliver sustainable development in different and better ways will emerge. This will position Oxfordshire to challenge and capitalise on the scope for innovation over the longer-term.
- 2.6 Delivery against a 30-year vision will require pragmatism and realism as the tools of our innovation and ambition develop. However, this pragmatism should be seen to support delivery against our vision and not as an excuse to under-perform.

⁶ Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council

⁷ Oxfordshire LEP, Oxfordshire Skills Board, Oxford Brookes University, University of Oxford, Homes England, DEFRA, Oxfordshire Clinical Commissioning Group, Environment Agency, Network Rail and Highways England

- 2.7 Our Vision should be read by partners within and beyond Oxfordshire as a statement of intent by the partnership that has prepared it. Of particular significance is the Government's announcement in March 2020 of its backing for a spatial framework for the Oxford-Cambridge Arc. Oxfordshire will look to influence any framework for the Arc based on this Strategic Vision to help achieve our collective ambition.
- 2.8 The Strategic Vision forms part of the informal interface between national and local policy, helping to deliver national objectives such as those for 'clean growth' which aim to make the most of low carbon opportunities locally while meeting national and international commitments to tackle climate change⁸. It also supports delivery of national health priorities⁹. These identify the importance of prevention and reducing health inequalities and recognise that embedding healthy place-shaping principles within plans ensures that future developments are designed to support prevention and physical and mental well-being.
- 2.9 This Strategic Vision is part of the existing portfolio approach to plan and strategy development in Oxfordshire. Its role is to establish an overarching ambition that informs the Oxfordshire Plan 2050 amongst other relevant plans, strategies and programmes that reflect wider considerations such as health and well-being and infrastructure that impact on place-making in Oxfordshire. By providing clear strategic leadership and direction, we aim to increase confidence in the delivery of long-term spatial priorities.
- 2.10 This is the beginning of a process. We want to be open about what we are trying to achieve so we are carrying out bespoke public and stakeholder engagement providing an early opportunity for people to share and shape our thinking through public discussion and debate.

3. Oxfordshire's Challenges & Opportunities

- 3.1 The starting point for developing ambition-led plans and strategies is agreement about what they are seeking to achieve or change and what strategic challenges will need to be addressed. We have identified six key strategic challenges facing Oxfordshire:
- Health & Social Inequalities
 - Our Natural & Built Environment
 - Climate Change & Energy
 - Housing Affordability & Access to Affordable Housing
 - Economic Growth
 - Transport & Digital Connectivity.
- 3.2 Many factors impact on our lives and well-being, and there are strong and complex relationships between these challenges: from the links between the well-being of the natural and built environments and the well-being of individuals, communities and the economy; to the relationships between social and economic inequalities and health; to the linkages between connectivity and climate change, the natural environment, economic productivity, physical and mental health, and community connectedness.

⁸ The Clean Growth Strategy – Leading the way to a low carbon future, HM Government, 2018

⁹ NHS Long Term Plan, 2019

4. Strategic Influencers

- 4.1 A key role for this Strategic Vision will be to help align long-term spatial, economic and infrastructure investment priorities across Oxfordshire. There are already other plans, strategies, policies and investment programmes (in existence or emerging), as well as legislative requirements, that will influence place-shaping in Oxfordshire, including where development in Oxfordshire should take place and where investment should be focussed. Oxfordshire will be shaped by these 'strategic influencers' to varying degrees over the next 30 years. We have 'mapped' the main strategic influencers and summarised their key messages for Oxfordshire. This information is set out in [Annex 1](#).
- 4.2 The strategic influencers will continue to evolve – some will change, and other new influencers will emerge as plans and strategies for Oxfordshire are developed, national policy changes and sub-national frameworks take shape. Some parts of this evolving context of strategic influencers will be more within the control of the partnership organisations than others. But in most cases, the relationship is a two, rather than one-way, process and there is an opportunity to influence and shape the priorities, plans, strategies and investment decisions of others, particularly in the longer-term – a means of 'influencing the influencers'. Our Strategic Vision can help maximise the benefits of decisions made by others, as well as helping to mitigate the impact of decisions outside the partnership's control.

5. Defining Our Ambition

- 5.1 Enhanced well-being sits at the heart of our ambition. We want Oxfordshire to thrive so that the lives of current and future generations are improved. To achieve this will require bold, innovative, collaborative and inclusive thinking with decisions and actions that deliver real and lasting change in ways that build resilience and enhance well-being.
- 5.2 The well-being of individuals is important, and the actions we take to address our own well-being are key to cumulative and collective success. But we have also taken the opportunity to think about well-being in the round and in ways that make important connections, recognising that different dimensions of well-being are intrinsically linked. To be well physically and mentally, we need the right environmental, social and economic conditions underpinned by improved resilience. By resilience we mean de-carbonisation, tackling climate change and mitigating its impacts, securing a biodiverse natural environment, building community connectedness, better health, and improved educational attainment and skills that will support the jobs of the future. Our ambition is to **utilise the unique opportunities and assets in Oxfordshire** to shape healthy, sustainable, resilient communities in which it is possible for all residents to thrive.
- 5.3 If we are successful, these are the **outcomes** that will have been achieved in Oxfordshire by 2050 – this is what better will look like. Although the outcomes are long-term, decisions, actions and investment are required now to place Oxfordshire on the pathway to delivery by 2050.

Outcomes for Oxfordshire

- We will be the first generation to leave Oxfordshire's natural environment in a better state than that in which we found it. The natural environment will be more biodiverse, supporting social, economic and ecological resilience and the capacity to adapt to change.
- Oxfordshire will already be carbon neutral, and will be moving towards a carbon negative future, in which the County is removing more carbon than it emits each year.
- The population will be healthier and happier, inequalities will have been reduced, young people will feel excited about their future and the overall well-being of the population will have improved.
- The economy of Oxfordshire will be successful and sustainable, making the most of all our people and with quality places where people want to live and work.
- We will have energy efficient, well-designed homes, sufficient in numbers, location, type, size, tenure and affordability to meet the needs of our residents.
- Movement around Oxfordshire will be transformed, with greater connectivity and mobility in and between places in ways that enhance environmental, social and economic well-being.
- Our communities will be rooted and flourishing, with enhanced and lasting connectedness driven by individual and community action.

6. Achieving our Ambition

6.1 Our Strategic Vision for Oxfordshire's future is driven by improvements to people's well-being. This is reflected in our definition of what 'good growth' will look like in Oxfordshire.

6.2 National planning policies require Oxfordshire to plan positively for growth in ways that achieve the three overarching objectives of sustainable development: economic, social and environmental. Growth can be defined narrowly in terms of expansion in numbers of homes and jobs and economic output. But growth can also encompass progress based on improvements in quality and circumstances for individuals and society.

We want current and future generations in Oxfordshire to share in: improvements in health and well-being; better access to truly affordable and high-quality housing; cleaner air and water; better jobs and access to education and training; enhanced green space; and protection from extreme weather and other impacts of climate change.

6.3 We think this is a better approach to achieving transformative and long-term sustainable development. This is how Oxfordshire will approach growth. It will be inclusive, focussing on progress in improving health and well-being, transitioning to a low carbon future, addressing inequalities and prioritising our natural environment, alongside greater resilience to climate and economic change.

'Good growth' in Oxfordshire will:

- Be **sustainable**, focusing development in ways that enhance quality of place and at locations which enable people to live and work nearby, avoiding unnecessary travel in the first instance, but using opportunities to increase movement by sustainable and active modes of travel when needed.
- Be **healthy and inclusive**, with all development addressing inequalities and contributing positively to the overall health and well-being of Oxfordshire's communities, environment and economy.
- Be **clean and green**, placing the County at the leading edge of UK and global de-carbonisation efforts by maximising all opportunities to significantly reduce Oxfordshire's carbon footprint, and increasing natural capital across the County.
- Embrace **innovation** based on our technology sectors and knowledge-intensive activity, and develop new innovative solutions for working, learning, mobility, health care, energy, sustainable design and improved public services.
- Facilitate **efficient** use of Oxfordshire's natural resources and land, with priority given to supporting a high-productivity economy.
- Build **resilience** to change, with growth planned in a way that can accommodate changes in technology, and in the way that people live and work, changing demographics, and global impacts, particularly climate and economic changes.
- Expect **high-quality** development which will have a positive impact on communities in terms of design, energy efficiency and public realm, utilises low impact building and construction methods and materials, and is properly supported by the necessary infrastructure. Everything we build or design in Oxfordshire will be fit for purpose in the world of 2050.

- 6.4 Our definition of 'good growth' forms the basis for a set of **Guiding Principles**. Taken together, our outcomes, the definition of 'good growth' and the guiding principles, form the foundation for our overarching approach to sustainable development for Oxfordshire, and for developing our plans, strategies and programmes.

Guiding Principle 1: We will reduce the impacts of climate change

We will reduce the impacts of climate change by making climate action a top priority in our decisions. We will maximise opportunities through our plans, strategies and programmes, to build long-lasting resilience to climate change, demonstrating leadership in carbon reduction and supporting emerging transformative technologies and sectors. Our aim is that Oxfordshire will be carbon neutral by 2040, or earlier if possible, and by 2050 will be moving towards a carbon negative future.

Guiding Principle 2: We will improve our overall health and well-being and reduce inequalities

We will place overall health and physical and mental well-being at the forefront of our decision-making. We will seek to deliver a net increase in the health and well-being of our communities in all our place-shaping decisions and activities, reducing inequalities and helping to enhance the overall quality of life, health and happiness of existing and future residents. This will include providing homes to meet people's needs, jobs to support livelihoods, enhanced access to green spaces, better access to sustainable, inclusive and resilient active and low carbon transport and improvements in air quality. We have access to some of the greatest health care facilities and minds in the world in Oxfordshire and through working closely with the universities and health organisations, we will ensure we are leading on prevention and healthy place-shaping.

Guiding Principle 3: We will enhance our natural capital assets

We will enhance our natural capital assets through our plans, strategies and programmes, recognising the significant contribution natural capital makes to our quality of place, the health and well-being of our communities, and their value in building resilience to climate change, reducing flood risk, increasing biodiversity and boosting economic productivity. We will value Oxfordshire's countryside, our parks and open spaces, the River Thames and our other rivers, canals, reservoirs, lakes, ponds and wetlands. We will protect where necessary, and seek new opportunities to add to and enhance our highly valued countryside, landscape and the greenspaces and environmental assets within the urban areas that provide valued recreation space and vital green lungs. Natural capital is a key reason why many people choose to live here, many businesses choose to locate here, and tourists choose to visit here.

Guiding Principle 4: We will reflect our distinctive and diverse qualities

We will ensure that our plans, strategies and programmes reflect the unique and distinctive qualities of places within Oxfordshire, maximising opportunities to deliver the development needed, embracing innovation whilst enhancing our valuable assets and recognising the diversity of our city, towns and villages, the quality of the historic, natural and built environment and the importance of local identity. While we are the most rural county in the South East, the vast majority of our population lives in our city, towns and villages. The diversity of our settlements, the synergy between urban and rural and the benefits both bring are critical to our success.

Guiding Principle 5: We will deliver homes that meet the needs of current and future generations

New homes will add to the vitality and vibrancy of our communities whilst positively contributing to our collective well-being. We will tackle the significant challenge of housing affordability in Oxfordshire by delivering more truly affordable homes. And we will deliver homes that allow people to live healthily, happily and independently in their old age. The emphasis will be on place-shaping: new homes will be high quality and low carbon, resilient to the impacts of climate change, meet people's needs, form part of connected communities and improve the local environment.

Guiding Principle 6: We will embrace technological changes

We will ensure that our plans, strategies and programmes are sufficiently flexible to embrace the potential offered from new and evolving technology in creating better opportunities and outcomes for people, in addressing inequalities, and in its impact on mobility, communications, energy and water supply, models of construction and increasing economic productivity.

Guiding Principle 7: We will create the conditions to support an inclusive, successful and sustainable economy based on world-leading innovation

We will work collaboratively with economic partners to ensure that our spatial priorities and economic priorities are aligned to deliver good, inclusive economic growth that supports people's health and well-being. We will ensure there is improved physical and digital connectivity, and that the right type of premises, land and infrastructure are provided to facilitate a high productivity economy and to meet the needs of our priority sectors. Inequalities in employment opportunities, and in access to education, skills and training will be addressed, building a skilled population with better opportunities for all.

Guiding Principle 8: We will expect high-quality development

We will expect all new development to be of the highest quality and design standards, with particular support given to innovative building solutions and sustainable construction methods, and development that improves the overall built environment and promotes good physical and mental health.

Guiding Principle 9: We will maximise the benefits of strong collaboration

We will build stronger collaboration with our partners to secure a plan-led approach to good growth, delivering strategic development opportunities that are aligned with our shared ambition and long-term investment priorities, particularly where these provide opportunities to enhance our strategic connectivity. And, we will create the conditions where people feel involved and empowered, embedding a culture of meaningful involvement and enabling communities to inform and shape local decisions.

Guiding Principle 10: We will help people to help each other by supporting communities and individuals to achieve positive change for themselves

We will help communities to be more cohesive and better able to adapt to change, based on accessible and quality key services and infrastructure, good digital connectivity and strong community networks. Communities will be supported and empowered to do the things that matter to improve their health and well-being.

Guiding Principle 11: We will proactively and positively engage and collaborate beyond Oxfordshire

We will foster links with neighbouring areas to facilitate the delivery of good growth through mutually beneficial relationships. Key to this will be ensuring that the Oxfordshire Plan's strategic priorities are fully aligned and integrated with regional and sub-regional priorities including the emerging Oxford-Cambridge Arc.

- 6.5 All the Guiding Principles articulate how Oxfordshire will change as a place over the next 30 years and all will shape our overarching approach. Individual Guiding Principles have not been weighted. Rather, because we are seeking to drive improvements to environmental, social and economic well-being in ways which build resilience, and because most of our Guiding Principles are relevant to more than one of our goals, the Guiding Principles form an inter-related set of equally important ground rules.

7. Next Steps – Delivering the Strategic Vision

7.1 This Strategic Vision has been prepared by the collective leadership of the Oxfordshire Growth Board which is ultimately responsible for it. Delivering the Vision will require long-term collective commitment and investment by the partners that make up the Growth Board but also, crucially, by a wider set of strategic stakeholders and partnerships.

7.2 As a first step in delivering the Strategic Vision, it is proposed several work streams are taken forward:

- Engaging with partners and communities
- Measuring what matters
- Developing plans & strategies and investment priorities.

Engaging with Partners & Communities

7.3 Because we want to be open about what we are trying to achieve, one of the first actions will be to carry out bespoke public and stakeholder engagement late in 2020. This will provide partners and our communities with an early opportunity to challenge and shape the thinking we have done on our ambition, principles and shared outcomes. This engagement does not form part of any statutory process and is additional to consultations on other plans, strategies and programmes.

Measuring What Matters

7.4 The ambition, outcomes and priorities set out in the Strategic Vision have been explicitly designed for the long-term. They are unlikely to change over the short to medium-term and it is not anticipated that there will be a need for frequent reviews. To achieve the outcomes we have identified by 2050 will require some trends to be reversed, while for some other trends, where progress is already being made, there will need to be an increase in the pace of change. And, we will need to make the most of the vital role place-making plays in delivering positive outcomes.

7.5 Measuring progress, so that we know what responses are needed, will be an important part of our approach to delivering the Strategic Vision. It also provides a robust basis on which Oxfordshire's communities and stakeholders may hold the Growth Board to account. We will measure what matters, based on the strategic outcomes and the definition of Good Growth set out in the Strategic Vision. At this stage we have not attempted to define or agree targets or the indicators for monitoring delivery. Development of a robust monitoring framework, with agreed targets and indicators, will form a key part of the next phase of work on the Strategic Vision, drawing on the public and stakeholder engagement we will be carrying out.

Developing Plans, Strategies and Investment Priorities

7.6 Our well-being goals are ambitious. Achieving them will require all those who make future decisions about investment, and those planning for and delivering place-making across Oxfordshire, to maximise impact by working collaboratively based on shared strategic priorities and by embracing innovation to develop solutions.

7.7 The Strategic Vision for Oxfordshire will be delivered by a wide range of plans, strategies and programmes. The Oxfordshire Plan 2050 is one important example, but there are many others. At an Oxfordshire-wide level they include the Joint Health & Well-Being Strategy, the Infrastructure Strategy (OxIS), the Local Industrial Strategy, and the Local Transport and Connectivity Plan, while sub-nationally the spatial framework for the

Oxford-Cambridge Arc and England's Economic Heartland's Transport Strategy will have important roles to play.

- 7.8 It is vital that we have an agreed set of long-term, strategic economic, infrastructure and environment investment priorities aligned to the outcomes we are committed to. This will help us to ensure that we are investing in the right infrastructure and other assets in a timely way, maximising the benefits of that investment, and avoiding unnecessary expenditure. It will also better position Oxfordshire to influence the priorities of other relevant organisations.
- 7.9 Oxfordshire's Growth Board will seek that those preparing relevant strategic-level plans, strategies and programmes consider how their policies, proposals and investment decisions deliver against this Strategic Vision, and future responses to these plans, strategies and programmes from the Growth Board will take these into account.

DRAFT

Annex 1: Strategic Influencers

A1.1 The following graphic 'maps' the main strategic influencers. Most have been, or are being, developed at an Oxfordshire-wide level, or relate to sub-national geographic areas, or are UK-wide. Many have a direct relationship with government policy or legislative requirements. We have not attempted to present an exhaustive set of influencers. Rather, we have captured those which we consider to be the most significant and most relevant at the strategic level, whilst acknowledging that some of these will have a greater impact than others.

A1.2 The key messages from the strategic influencers are summarised in the following table.

Key Messages	Strategic Influencers
There is a commitment to maximise the potential of existing urban areas to 2031 to deliver 100,000 new homes.	<ul style="list-style-type: none"> ▪ Housing & Growth Deal ▪ Local Plans ▪ National Planning Policy Framework (2019) ▪ Oxfordshire Local Transport & Connectivity Plan
Development should enhance the natural environment, improve access to the countryside and increase its natural capital, recognising its valuable role in supporting clean growth and improvements to health and well-being.	<ul style="list-style-type: none"> ▪ Green Future: 25 Year Plan to Improve the Environment ▪ Local Plans ▪ Oxford-Cambridge Arc: Government Ambition ▪ Oxfordshire's Draft Nature Recovery Network ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Joint Health & Well-Being Strategy
Strategic transport investment priorities should aim to enhance Oxfordshire's strategic connectivity value.	<ul style="list-style-type: none"> ▪ England's Economic Heartland Transport Strategy 2050 ▪ Oxford-Cambridge Arc: Government Ambition ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Local Transport & Connectivity Plan
Long-term strategic investment decisions should be responsive to climate, demographic and technological change, building resilience in the economy, transport infrastructure and the physical and natural environment.	<ul style="list-style-type: none"> ▪ Clean Growth Strategy ▪ England's Economic Heartland Transport Strategy 2050 ▪ Oxfordshire Joint Health & Well-Being Strategy ▪ Oxfordshire Infrastructure Strategy ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Local Transport & Connectivity Plan ▪ UK Industrial Strategy

Key Messages	Strategic Influencers
<p>The priority is to invest in strategic infrastructure that supports economic growth, particularly in the areas that have potential to support a transition to a low carbon economy, facilitate mobility changes away from the private car and where there is potential to support key sectors (especially in the science, technology and innovation sectors).</p>	<ul style="list-style-type: none"> ▪ Oxford-Cambridge Arc: Government Ambition ▪ England's Economic Heartland Transport Strategy 2050 ▪ Oxfordshire Infrastructure Strategy ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Local Transport & Connectivity Plan ▪ UK Industrial Strategy
<p>Economic growth should be driven by innovation and higher productivity, should be 'clean', should focus on supporting clusters and corridors of economic activity and should reflect Oxfordshire's national and international role and profile. Economic growth should be more inclusive, with the benefits shared more equitably so that they reach all communities, including socially disadvantaged groups.</p>	<ul style="list-style-type: none"> ▪ Oxford-Cambridge Arc: Government Ambition ▪ England's Economic Heartland Transport Strategy 2050 ▪ Oxfordshire Infrastructure Strategy ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Local Transport & Connectivity Plan ▪ UK Industrial Strategy
<p>Improvements to health and well-being should be at the heart of all decisions around place-making and infrastructure investment.</p>	<ul style="list-style-type: none"> ▪ Local Plans ▪ Oxfordshire Joint Health & Well-Being Strategy ▪ Oxfordshire Local Transport & Connectivity Plan
<p>Delivering the right type of housing, which is built to a high quality and design and is affordable, is as important as increasing overall supply.</p>	<ul style="list-style-type: none"> ▪ Local Plans ▪ Oxfordshire Joint Health & Well-Being Strategy





WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Economic and Social Overview and Scrutiny Committee – Thursday 19 November 2020
Report Number	Agenda Item No. 12
Subject	Committee Work Programme 2020/2021
Wards affected	All
Accountable member	Cllr Andrew Beaney Chairman Economic and Social Overview and Scrutiny Committee Email: andrew.beaney@westoxon.gov.uk
Accountable officer	Keith Butler Head of Democratic Services Tel: 01993 861521 Email: keith.butler@westoxon.gov.uk
Summary/Purpose	To provide the Committee with an update on its work programme for 2020/2021.
Annex	Annex 1 – Work programme for 2020/21
Recommendation	That the Committee notes the progress with regard to its 2020/2021 Work Programme.
Corporate priorities	To enable the Committee to review its Work Programme and support the Council's priorities to protect the environment whilst supporting the local economy, to meet the current and future needs of residents and to provide efficient and value for money services, whilst delivering quality front line services.
Key Decision	No
Exempt	No
Consultees/ Consultation	None

1. BACKGROUND

- 1.1. At the Committee's meeting in September 2020 it reviewed progress on its work programme for 2019/20 and agreed a programme for the remainder of 2020/21, having regard to the changes to the approach to scrutiny work adopted by Council on 22 October 2008.

2. MAIN POINTS

- 2.1. Attached at [Annex I](#) is the Work Programme for 2020/2021 for discussion and approval.
- 2.2. This has been updated since the last meeting following consultation with officers and the Chairman. The main changes to note are:
- 2.3. Annual Local Plan Monitoring Report – officers have advised that this report will now be submitted to the December Cabinet meeting, resulting in it not being available for discussion at this meeting. It is, however, suggested that, once complete, the report is circulated to all Members of Economic & Social Overview and Scrutiny Committee for comment from a scrutiny perspective. These comments or queries can then be put forward at the Cabinet meeting by the Chairman.
- 2.4. Domestic Violence - this item has been moved to January 2021 – this is to ensure the availability of the Strategic Lead Domestic Abuse Officer from Oxfordshire County Council. It is worth noting that a Member awareness session has been organised for Thursday 12 November 2020 at 6.30pm, to be run by Liz Jones from OCC.
- 2.5. Presentation by Representatives of GLL Better – this has been moved to January 2021. It was noted that officers from GLL would appreciate more time to assist with the reopening of the leisure centres and be able to deliver a more comprehensive update;
- 2.6. Health Care Provision in Oxfordshire – this has been moved to 'Other Reports' to ensure it does not disappear off the Committees radar but it is recognised that there will be other priorities at the present time;

3. FINANCIAL AND LEGAL IMPLICATIONS

- 3.1. There are no financial or legal implications arising directly from this report.

4. RISK ASSESSMENT

- 4.1. Not applicable

5. CLIMATE CHANGE IMPLICATIONS

- 5.1. Whilst there may be climate change implications arising from specific items within the Work Programme, there are none arising directly from this report.

6. ALTERNATIVES/OPTIONS

- 6.1. In accordance with the Constitution of the Council, Committee has the power to investigate any matters it considers relevant to its work area, and to make recommendations to the Council, the Executive or any other Committee or Sub-Committee of the Council as it sees fit.

7. BACKGROUND PAPERS

- 7.1. None

19 NOVEMBER 2020

	Title	Format	Lead Officer / Cabinet Member	Next report / Anticipated Completion Date	Comments
1	Police, Community Safety and CDRP – Strategic Update	Presentation & Q&A	Councillor MacRae (Superintendent Mark Johns and Chief Inspector John Batty attended the September 2019 meeting)	On agenda for this meeting	The Committee receives an annual update from the local Police Area Commander regarding policing priorities for the area – specific incidents are not to be discussed.
2	Policing in West Oxfordshire	Discussion	Councillor MacRae	On agenda for this meeting	This will enable the Committee to discuss the motion proposed at Council in February 2020 and make comments back to Council
3	Upgrade to WO public space CCTV provision & monitoring arrangements	Cabinet report	Councillor MacRae / Andy Barge	On agenda for this meeting	NoM from Cllrs Enright & Carter to be included in discussion (from 02/20 Council)
4	Annual Local Plan Monitoring Report	Written report	Phil Shaw / Councillor Haine	Annual report See main report for update – to be slipped to the next meeting	The Committee considers the Local Plan Monitoring Report on an annual basis, and a report is included elsewhere on the agenda for this meeting.

21 JANUARY 2021

	Title	Format	Lead Officer / Cabinet Member	Next report / Anticipated Completion Date	Comments
1	Domestic Violence	Verbal update	Councillor MacRae / Heather McCulloch (Sarah Carter, Strategic Lead Domestic Abuse at Oxfordshire County Council was due to give a presentation at this meeting)	Future all Member Briefing has been arranged for 12 November 2020 to raise awareness and guide Councillors.	Awaiting information on Commissioning details, homelessness statistics. Update since Covid and discussion of proposal from Emma Kennedy at February Council.
2	Presentation by representatives of GLL Better (Greenwich Leisure Limited), the Council's Leisure Services Provider.	Presentation & Q&A	Stuart Wilson / Councillor Mead		To update on work before, during & after Covid. (previously an annual update)
3	Draft Supplementary Planning Document	Report	Chris Hargraves / Councillor Haine		

8 APRIL 2021

	Title	Format	Lead Officer / Cabinet Member	Next report / Anticipated Completion Date	Comments
1	Vulnerable Persons Resettlement Scheme	Verbal Update	Mandy Fathers	Annual Report	

Other Reports

Report Title	Frequency	Reason
Budget	Annually	All scrutiny committees have the opportunity to look at the draft Budget report. This appears elsewhere on the agenda.
Council Priorities and Service Performance Report 2020-21 Quarter One	Quarterly	Quarter 1 – September Quarter 2 – tbc Quarter 3 – tbc Quarter 4 - tbc
RAF Brize Norton	As required	Business model for housing on site – last update given January 2020 and briefing note circulated February 2020.
Oxford to Cambridge Expressway	As required	
SDP	As required	
Health Care Provision in Oxfordshire	Ongoing	To provide an update on the impact since Covid and how it will be looked at in recovery work, impact of PHE removal in September & how WODC can help with changes.



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Economic and Social Overview and Scrutiny Committee – Thursday 19 November 2020
Report Number	Agenda Item No. 13
Subject	Cabinet Work Programme
Wards affected	All
Accountable members	Michele Mead, Leader of the Council michele.mead@westoxon.gov.uk
Accountable officer	Keith Butler Head of Democratic Services Tel: 01993 861521 Email: keith.butler@westoxon.gov.uk
Summary/Purpose	To give the Committee the opportunity to comment on the Cabinet Work Programme published on 20 October 2020.
Annexes	Annex 1 – Cabinet Work Programme published 20 October 2020.
Recommendation	That the Committee decides whether to express a view to Cabinet on relevant issues in the Work Programme for the period.
Corporate priorities	To maintain and enhance West Oxfordshire as one of the best places to live, work and visit in Great Britain and to meet the current and future needs of residents.
Key Decision	No
Exempt	No
Consultees/ Consultation	None

1. BACKGROUND

- 1.1. The Cabinet Work Programme is produced on a monthly basis in accordance with the requirements of the Local Government Act 2000, the Council's Constitution and the Regulations relating to publicity for Cabinet decisions that came into force on 10 September 2012. The programme sets out the Cabinet's work programme for the following three months, as applicable.
- 1.2. The programme [published on 20 October](#), covering the period to January 2021 is included in the [Annex to this report](#), for comment.

2. FINANCIAL IMPLICATIONS

- 2.1. There are no financial implications arising directly from this report.

3. LEGAL IMPLICATIONS

- 3.1. None

4. RISK ASSESSMENT

- 4.1. Not applicable

5. ALTERNATIVES/OPTIONS

- 5.1. The Committee may take such action as it considers appropriate within its terms of reference

6. BACKGROUND PAPERS

- 6.1. None

Cabinet Work Programme published 20 October 2020

No.	Proposed Decision and (if applicable) reason(s) the matter is proposed to be considered in private	Key Decision (Yes/No)	Likely to be considered in private (Yes/No)	Decision-maker	Date of Decision	Documents	Notes
1.	Approval of the approach to community recycling (bring-sites) in West Oxfordshire	Yes	No	Cabinet	18 November 2020	None	Was considered by Environment Overview and Scrutiny Committee on 1 October
2.	Approval of Policy for Safeguarding Children, Young People and Vulnerable Adults	No	No	Cabinet	18 November 2020	None	
3.	Approval of variations to the Off-Street Parking Order and approval of Council owned car parks for Electric Vehicle Charging Points under the Oxfordshire Park and Charge Project	No	No	Cabinet	18 November 2020	None	
4.	Consideration and approval of applications for Community Facilities Grants	Yes	No	Cabinet	18 November 2020	None	

No.	Proposed Decision and (if applicable) reason(s) the matter is proposed to be considered in private	Key Decision (Yes/No)	Likely to be considered in private (Yes/No)	Decision-maker	Date of Decision	Documents	Notes
5.	Approval of acquisition of property for use as homelessness temporary accommodation, and associated funding Proposed to be considered in private because of the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 - "information relating to the financial or business affairs of any particular person".	No	Yes	Cabinet then Council	18 November 2020	None	
6.	Review of face to face customer access arrangements (Witney Town Centre Shop, Shop Mobility Service and Burford VIC)	Yes	No	Cabinet	18 November 2020	None	
7.	Approval of updated Local Development Scheme	Yes	No	Cabinet	18 November 2020	Current Scheme	
8.	Approval of draft West Eynsham Development Framework Supplementary Planning Document (SPD) for consultation	Yes	No	Cabinet	16 December 2020	Consultation draft	
9.	Approval of East Chipping Norton draft Supplementary Planning Document for consultation	No	No	Cabinet	16 December 2020	None	

No.	Proposed Decision and (if applicable) reason(s) the matter is proposed to be considered in private	Key Decision (Yes/No)	Likely to be considered in private (Yes/No)	Decision-maker	Date of Decision	Documents	Notes
10.	Approval of upgrade to West Oxfordshire's public space CCTV provision and monitoring arrangements	Yes	No	Cabinet	16 December 2020		Likely to first be considered by Economic & Social Overview and Scrutiny Committee
11.	Approval of Litter Bin replacement programme	Yes	No	Cabinet	16 December 2020		To be considered by Environment Overview and Scrutiny Committee on 10 December
12.	Approval of Local Council Tax Support Scheme 2021/22	No	No	Cabinet then Council	16 December 2020		
13.	Consideration of annual Local Plan Monitoring Report	No	No	Cabinet	16 December 2020	None	
14.	Approval of North Witney Development Framework Supplementary Planning Document (SPD) Issues Paper for Consultation	No	No	Cabinet	13 January 2021	None	
15.	Approval of East Witney draft Supplementary Planning Document for consultation	No	No	Cabinet	13 January 2021	None	
16.	Approvable of funding and associated matters for affordable housing, scheme at The Elms, Langford	Yes	No	Cabinet	13 January 2021	None	

No.	Proposed Decision and (if applicable) reason(s) the matter is proposed to be considered in private	Key Decision (Yes/No)	Likely to be considered in private (Yes/No)	Decision-maker	Date of Decision	Documents	Notes
17.	Local Recovery and Devolution White Paper - approval of funding to develop the Council's response to the White Paper and its proposals for Local Government Reorganisation	Yes	No	Cabinet	13 January 2021	White Paper may be published in early 2021	
18.	Approval of revised draft Affordable Housing Supplementary Planning Document for consultation	No	No	Cabinet	13 January 2021	Previous draft, approved June 2020	
19.	Summary and Detailed revenue budgets for Base 2021/22; Fees and charges for 2021/22; draft Medium Term Financial Strategy; Council Tax base and parish precepts, and draft Capital Programme Revised 2020/21 plus future years (following consultation and comments from Overview and Scrutiny Committees)	No	No	Cabinet then Council	13 January 2021	None	