

Oxford Heritage Plan Project Design

Sept 2012



OXFORD
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Fig. 1 Process for Project Delivery (page 13)

Abbreviations

The following abbreviations are used throughout this Project Design.

EH	English Heritage
CLG	Department for Communities and Local Government
DCMS	Department for Culture, Media and Sport
OCC	Oxford City Council
OPT	Oxford Preservation Trust
PPS	Planning Policy Statement

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1 Introduction

- 1.1 Oxford's heritage has a positive role to play in all areas of strategic planning across the city, from economic development, tourism and housing to climate change, education and health & well-being. An integrated and strategic approach is necessary if the resources of Oxford as a historic city are to be managed effectively.
- 1.2 The need has been expressed in national and local policy and guidance for a new approach to managing our heritage, one that is more strategic and informed by a robust evidence-base, and which does more to engage with our local communities. This project will provide a framework for facilitating this new approach at the local level by developing and implementing a Heritage Plan for Oxford. It will also provide a framework that will be broadly applicable to other local authorities, particularly in other historic towns.

1.3 The development of the Heritage Plan will be built on three key principles:

- (1) providing a strategic and evidence-based approach to managing the historic environment and guiding change*
- (2) facilitating an integrated approach for the positive application of heritage to other areas of strategic planning*
- (3) encouraging community ownership and engagement with the historic environment*

- 1.4 The project will provide a framework for developing and maintaining a robust, integrated and accessible evidence base.

It will assess the significance of Oxford's heritage assets, their vulnerability to change and the opportunities for their enhancement. It will assess how Oxford's heritage assets are valued and how effective the local authority has been in sustaining the heritage significance of those assets.

The project will provide a strategic approach to the management of the historic environment and establish key principles to inform decision-making, which will be recognised in local policy. It will facilitate greater integration between the management of the historic environment and strategies and policies from other sectors.

It will encourage greater public participation in assessing the significance of heritage assets and the decision-making process, and it will prepare an outreach strategy to encourage the use of heritage as an educational resource.

Finally, the project will provide a framework for monitoring changes to the historic environment and reviewing the Heritage Plan itself.

- 1.5 This Project Design outlines the background to the project, its key objectives and benefits, and gives a detailed description of the process for project delivery. It should be considered as a 'living draft' and will be updated and reviewed as the project progresses.

2 Background

- 2.1 Pre-inquiry modifications into Oxford's Core Strategy introduced the concept of a city-wide Heritage Plan, with a suggested timetable of 5-7 years, recognising the need for a stronger policy framework and evidence base to guide the management of Oxford's heritage.
- 2.2 Since the Examination into Oxford's Core Strategy, Oxford City Council (OCC), Oxford Preservation Trust (OPT) and English Heritage (EH) have continued to meet to develop the shape and content of the Heritage Plan. A draft project brief was prepared in February 2010 by OCC and OPT.
- 2.3 In April 2010, English Heritage awarded funding to develop the Heritage Plan, with the understanding that the project would exceed OCC commitments made in the Core Strategy and be applicable to local authorities elsewhere in the UK.
- 2.4 In May 2010, Jon Malik (OPT) was seconded to OCC to project manage the delivery of the Heritage Plan. The initial stage of the project included the development of this Project Design.

Policy Framework

- 2.5 The Government has embarked on a programme of national heritage protection reform, as set out in the white paper *Heritage Protection for the 21st Century* (March 2007), the draft Heritage Protection Bill (April 2008), and *World Class Places* (May 2009).
- 2.6 In March 2010, the Department for Communities and Local Government (CLG) published *Planning Policy Statement (PPS) 5: Planning for the Historic Environment*, which provides a new policy framework for managing the historic environment, and is accompanied by a Practice Guide by EH, which details guidelines for applying the new policy. The Oxford Heritage Plan will meet the requirements of the new PPS, particularly:

Policy HE1:	Heritage Assets and Climate Change
Policy HE2:	Evidence Base for Plan-Making
Policy HE3:	Regional and Local Planning Approaches
Policy HE5:	Monitoring Indicators
Policy HE12:	Policy Principles Guiding the Recording of Information Related to Heritage Assets

- 2.7 To coincide with the release of PPS 5, the Government also published *The Government's Statement on the Historic Environment for England 2010* (March 2010), which sets out the national vision and aims for the historic environment. The Oxford Heritage Plan will support the Government's Vision:

That the value of the historic environment is recognised by all who have the power to shape it; that Government gives it proper recognition and that it is managed intelligently and in a way that fully realises its contribution to the economic, social and cultural life of the nation.

The Oxford Heritage Plan will also help to meet the Government's Aims, particularly:

Strategic Aim 1:	Strategic Leadership
Strategic Aim 3:	Local Capacity
Strategic Aim 4:	Public Involvement
Strategic Aim 5:	Direct Ownership
Strategic Aim 6:	Sustainable Future

English Heritage Conservation Principles

- 2.8 *Related to these changes in national policy, English Heritage also set a new standard with the publication of its Conservation Principles (April 2008), which provides principles to guide the management of the historic environment. The Oxford Heritage Plan will meet and support these Principles, which are:*

Principle 1:	The historic environment is a shared resource
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- Principle 2: Everyone should be able to participate in sustaining the historic environment
- Principle 3: Understanding the significance of places is vital
- Principle 4: Significant places should be managed to sustain their values
- Principle 5: Decisions about change must be reasonable, transparent and consistent
- Principle 6: Documenting and learning from decisions is essential

- 2.9 In summary: the Heritage Plan will bring the management of Oxford's historic environment into line with the requirements of national policy and standards and provide a model of best practice that will demonstrate how a local authority can apply the principles contained in the Government's heritage protection reform programme and the EH *Conservation Principles*.
- 2.10 A full assessment of the local, regional and national policy framework will be completed as part of the Heritage Plan process (Stage 1: Scoping Assessment).

3 Objectives

3.1 Develop and maintain a robust and accessible evidence base to inform decision-making

The Heritage Plan will bring together the existing information on Oxford's heritage and assess the existing policy framework and evidence base. This information will be made easily accessible to all those with a stake in Oxford's heritage: decision-makers, developers, stakeholders and the wider public. (Stage 1: Scoping Assessment.)

The Plan will identify areas in which further evidence is necessary or desirable and set out research questions, principles and methodologies to manage current and future studies on Oxford's Heritage (Stage 3: Research Design).

3.2 Assess the significance of heritage assets

The Heritage Plan will assess the significance of Oxford's heritage assets, their vulnerability to change and the opportunities for their enhancement. It will set out methodologies for assessing heritage significance and the impact of development proposals. (Stage 2: Quality Assessment.)

3.3 Monitor change and the effectiveness of the local authority in managing the historic environment

The Heritage Plan will assess how Oxford's heritage assets are valued and the successes / failures of how Oxford has and is due to be developed, including public perception (Stage 2: Quality Assessment). The Plan will provide a framework for the ongoing monitoring of changes to Oxford's heritage (Stage 6: Monitoring).

3.4 Maximise the relationships between heritage and other sectors

The Heritage Plan will assess how Oxford's heritage currently relates to strategies / policies in other sectors (Stage 1: Scoping Assessment) and facilitate better integration between heritage and other sectors (Stage 5: Priorities and Principles).

3.5 Establish key principles to inform decision-making

Informed by a rigorous evidence base, public perceptions and the lessons of past experience, the Heritage Plan will provide a strategic approach to the management of the historic environment and establish key principles to inform decision-making. The Heritage Plan will be recognised in the local development framework and will be integrated with other local strategies. (Stage 5: Priorities and Principles.)

3.6 Facilitate community ownership and engagement with the historic environment

The Heritage Plan will make information on the historic environment easily accessible to the public and improve transparency in decision-making (Stage 1: Scoping Assessment).

By means of an effective Consultation Framework and community engagement process, the development of the Heritage Plan will encourage public participation in assessing the significance of heritage assets and establishing principles and priorities used in managing the historic environment (Stage 2: Quality Assessment; Stage 5: Priorities and Principles).

The Heritage Plan will provide a Community Engagement Strategy for the ongoing participation of the public in Oxford's heritage and an Outreach Strategy to encourage the use of heritage as an educational resource (Stage 6: Monitoring and Outreach).

3.7 Strengthen civil society and links between stakeholders and the public

The project will establish an effective framework for public consultation and mediation between various stakeholders, including risk management and conflict resolution mechanisms, to ensure effective project delivery and community ownership. The project will also strengthen the links between the

various stakeholders involved in Oxford's historic environment and the wider community. (Consultation Framework; Community Engagement Strategy.)

4 Benefits

- 4.1 *Providing a strategic and evidence-based approach to managing the historic environment and guiding change*
- Development of an effective and relevant policy framework
 - More informed, consistent and transparent decision-making
 - More informed debate on managing change
 - Improvements in quality of the built environment and public realm
 - Improve pre-application process by making information on the historic environment readily available to developers
 - Reduce delays in pre-application and planning application process
 - Greater coordination between national legislation and best practice guidance and local practice
- 4.2 *Facilitating an integrated approach for the positive application of heritage to other areas of strategic planning*
- Greater integration of heritage with other sectors, e.g. tourism, arts & culture, education
 - Facilitate the use of heritage as a catalyst for economic development
 - Facilitate the use of heritage in climate change strategies
- 4.3 *Encouraging community ownership and engagement with the historic environment*
- Improved accessibility of information on the historic environment
 - Improved understanding of the historic environment
 - Facilitate greater and more informed public participation in decision-making
 - Greater sense of community ownership of the historic environment
 - Strengthen links between stakeholders involved in the historic environment
 - Build consensus on the significance and management of Oxford's heritage
 - Facilitate the use of heritage as an educational resource
 - Facilitate the use of heritage as a mechanism for social inclusion

5 Delivery

The delivery of the Heritage Plan will be broken down into a number of stages, which are outlined in Figure 1.

An initial Project Initiation component was completed in May-June 2010, to develop this Project Design, set up the steering group and make initial contact with stakeholders.

STAGE 1: SCOPING ASSESSMENT

The first stage of the project will bring together the existing information on Oxford's heritage and assess how heritage assets are valued at present.

Oxford Archaeology have been approached to prepare an overview of Oxford's heritage, based on the existing evidence, and this will function as an accessible introduction and guide for all those involved with the historic environment.

In addition, the Scoping Assessment will assess the existing evidence base and explain the policy context in which the management of Oxford's historic environment currently takes place, referring to the relevant literature and guidance. It will also show how the historic environment currently relates to other sectors in government and NGO policies/strategies.

A Scoping Assessment document will be made publicly accessible on the OCC website.

Key Components

- 1.1 Overview of Oxford's heritage assets (Oxford Archaeology)
- 1.2 Assessment of existing policy framework & evidence base
- 1.3 Assessment of current relationship between heritage and other sectors
- 1.4 Scoping assessment consultation draft
- 1.5 Steering group meetings (2)

CONSULTATION FRAMEWORK

Stakeholder consultation will be an essential part of the Heritage Plan. The Heritage Plan will prepare a framework for consulting stakeholders to ensure broad consensus, ownership and input from all those with the power to shape Oxford's heritage.

Stakeholders will be consulted at the following stages of the Heritage Plan:

- Stage 0: Project Initiation
- Stage 2: Scoping Assessment
- Stage 3: Research Design
- Stage 5: Priorities & Principles
- Stage 6: Monitoring & Outreach

The Consultation Framework will relate to the Community Engagement and Outreach Strategies, and the Monitoring Framework, and may require the input of external consultants.

Key Components

- CF.1 Identify stakeholders
- CF.2 Group stakeholders according to the nature of their interaction with Oxford's heritage
- CF.3 Produce framework for consulting each group of stakeholders at each stage of the Heritage Plan
- CF.4 Ensure Consultation Framework relates to Community Engagement and Outreach Strategies, and the Monitoring Framework

STAGE 2: QUALITY ASSESSMENT

The project will then assess the significance of Oxford's heritage assets and examine the successes and challenges of how Oxford has and is due to be developed.

This stage will assess the significance of Oxford's heritage assets and identify areas of vulnerability, opportunities for enhancement and any insufficiencies in the existing evidence base. It will also examine the effectiveness of the local authority in managing change and consider how heritage could be better integrated with other sectors and priorities.

The Quality Assessment will be conducted in two phases:

- (a) Internal assessment (Steering Group, Project Manager) using the criteria contained in the English Heritage *Conservation Principles*. The City Council's own internal development management indicators will also be used.
- (b) Public assessment of significance and the successes/failures in development management. This stage will involve significant public involvement in assessing significance and the successes and failures in development management. As well as stakeholder consultation, wider public views will be sought to both introduce broad qualitative evaluations and encourage community engagement in the historic environment.

The results of the public assessment consultation will be published on the OCC website and major findings will inform the final Quality Assessment document, which will also be available on the OCC website.

Key Components

2.1 Internal Quality Assessment

- Significance of heritage assets
- Vulnerabilities & opportunities for enhancement
- Success & failures in development management
- Effectiveness of the local authority
- Relating heritage to other sectors / priorities
- Gaps in the evidence base
- OCC DC indicators
- Expected developments in evidence base, policy and guidance

2.2 Public Assessment: stakeholders and public consultation

- Significance of heritage assets
- Vulnerabilities & opportunities for enhancement
- Successes & failures in development management
- Effectiveness of the local authority
- Relating heritage to other sectors / priorities
- Gaps in the evidence base

2.3 Consultation results, summary and major findings published (online)

2.4 Published Quality Assessment document (including online)

2.5 Steering Group meetings (2)

COMMUNITY ENGAGEMENT STRATEGY

Encouraging community ownership and engagement with the historic environment is one of the key principles and outcomes of the Heritage Plan. External consultants will be approached to prepare a strategy for engaging the community.

The Community Engagement Strategy will relate to the Consultation Framework, the Outreach Strategy and the Monitoring Framework.

STAGE 3: RESEARCH DESIGN

The next stage of the project will use information provided in the Scoping and Quality Assessments to design a framework for coordinating and utilising ongoing, planned and future evidence-gathering studies.

Based on the outcomes of the Quality Assessment, any gaps in the existing evidence base will be addressed. A series of **Research Questions** will be set to ensure that the necessary information is made available to meet the key principles of the Heritage Plan: i.e. to maximise the strategic management of the historic environment; to integrate heritage with other sectors; and to facilitate community engagement with Oxford's heritage. The need for further research studies will be assessed along with any resource implications (they may, for example, be scored according to whether they are: (a) ongoing/planned; (b) required; (c) desired.)

A set of principles and methodologies will be established to guide further research and utilise the findings in a way that maximises their benefit to decision-makers, stakeholders (including developers) and the public.

This process will include the development of an **Integration Framework**, which will set methodologies to ensure that:

- (a) Ongoing and further studies are coordinated efficiently, e.g. to avoid duplication
- (b) New research findings are integrated into the existing evidence base
- (c) Examine the potential of applying new research to other strategies or sectors
- (c) Any potential conflicts between studies are resolved (e.g. varying methodologies, data or conclusions)
- (d) New evidence is used when necessary to reassess the significance of heritage assets, areas of vulnerability and opportunities for enhancement
- (e) Any themes, area-specific issues, etc that emerge can be identified and utilised

The Research Design stage will also set **accessibility guidelines** to ensure that research studies are easily available to the public (including online).

Stakeholders will be consulted on a draft Research Design document to ensure that the right Research Questions are being asked, etc.

The approved Research Design document will be available on the OCC website.

Key Components

- 3.1 Research Questions: assess gaps in the evidence base and the need for additional studies
- 3.2 Principles & Methodologies to guide further research and utilise findings
- 3.3 Integration Framework
 - a) Coordinate research studies
 - b) Integrate new findings into existing evidence base
 - c) Integrate with other strategies or sectors
 - d) Resolve conflicts between individual studies
 - e) Reassess significance when necessary
 - f) Identify and utilise any themes or area-specific issues that emerge
- 3.4 Accessibility guidelines
- 3.5 Consultation: Stakeholders (3.1-3.4)
- 3.6 Published Research Design document (including online)

3.7 Steering Group meetings (2)

STAGE 4: COLLECT / ANALYSE / INTEGRATE EVIDENCE

The project will coordinate ongoing and future studies, analyse their findings and ensure their maximum benefit to the decision-making process and the public.

Individual studies will take place at different times, depending on the availability of resources and the capacity to deliver, and they will each have their own project briefs linked to the wider objectives of the Heritage Plan. Future studies will be guided by the framework established at the Research Design stage.

New evidence will be used to reassess the significance of heritage assets (when necessary) and identify any themes or area specific issues that emerge. Research findings will also be used to reassess the Research Questions.

Study findings will be made accessible to the public, including on the OCC website.

7 studies are currently underway or planned:

(a) **Character Appraisal Toolkit** (OCC, EH, OPT) – ongoing

A 'toolkit' to aid the identification of key elements that contribute the character of an area. The project aims to promote best practice standards and skills for professionals and to enable local communities to better understand the historic environment. The Toolkit will be used as a community engagement tool to allow public input into the Conservation Area Appraisals, the West End Historic Context Study, the Heritage Plan.

(b) **West End Historic Context Study** (OCC, EH, OPT, County Council) – ongoing

Analysis of the historic context of Oxford's West End. The Character Appraisal Toolkit will be used to encourage community involvement in understanding values and significance.

(c) **Oxford Archaeological Plan (OAP)** (OCC, EH) – ongoing

Archaeological resource assessment and research agenda for Oxford; statements of archaeological interest for key heritage assets; mapped historic urban and landscape characterisation. The project will result in the production of an Urban Archaeological Strategy document.

(d) **View Cones study** (OCC, EH, OPT) – ongoing

Analysis of the historic values of the Oxford View Cones to inform development management, policy making and enjoyment of the views.

(e) **Conservation Area Appraisals** (OCC) – ongoing

(f) **Buildings of Local Interest** (OCC) – OCC committed to produce

Possibility of acting as a pilot city for developing EH guidance. Potential for using Character Appraisal Toolkit.

(g) **Tree Strategy** (OCC) – planned (no funding secured)

Framework for the strategic management of Oxford's trees.

Key Components:

4.1 Apply integration framework to new evidence and ensure accessibility

STAGE 5: PRIORITIES & PRINCIPLES

Informed by a robust evidence base, public perceptions and the lessons of past experience, the project will provide a strategic approach to the management of the historic environment and establish key priorities and principles to inform decision-making.

An **Action Plan** will be prepared, which will cover areas of management (including facilitating the integration of heritage with other sectors) and outreach.

All stages of the Heritage Plan will undergo a **major review**, by applying the processes set out in the Monitoring Framework.

The Heritage Plan will be recognised within the Local Development Framework, provisionally as a **Heritage Plan SPD**.

Key Components:

5.1 Priorities, Principles & Conclusions

5.2 Action Plan

(a) Management of the Historic Environment

(b) Outreach strategy

(c) Monitoring Framework

5.3 Major Heritage Plan review: apply monitoring framework

(a) Review Scoping Assessment

(b) Review Quality Assessment

(c) Review Research Design

(d) Review the need and capacity for additional research studies

(e) Review the opportunity for identifying any themes or area specific issues

(f) Review the overall Heritage plan priorities, methodologies, etc

5.4 Heritage Plan SPD (including consultation)

MONITORING FRAMEWORK

Effective monitoring and review will be an important part of the plan-making process. The Heritage Plan will include a Monitoring Framework to:

- (A) Review the Heritage Plan itself**
- (B) Monitor changes to the historic environment**

The Monitoring Framework will relate to the Consultation Framework and the Community Engagement Strategy to ensure community involvement in the process, and may require the input of external consultants.

Key Components

MF.1 Heritage Plan review process (Stages 2-6); set methodologies to:

- Review Scoping Assessment
- Review Quality Assessment
- Review Research Design
- Review themes / area specific issues
- Review Consultation Framework, Community Engagement and Outreach Strategies
- Review Monitoring Framework
- Financial review
- Review overall Heritage Plan priorities, methodologies, etc

MF.2 Monitoring change to the historic environment

- Methodology for ongoing quality assessment of successes / failures and local authority effectiveness
- Coordinating internal & external (stakeholders, public) views on development management
- Ongoing consultation: stakeholders & public

MF.3 Consult stakeholders: monitoring framework

MF.4 Monitoring Framework document

MF.5 Relating Monitoring Framework to Consultation Framework and Community Engagement Strategy

MF.5 Steering Group meetings (2)

STAGE 6: MONITORING & OUTREACH

Regular monitoring of the Heritage Plan, change and performance will be undertaken according to the processes set out in the Monitoring Framework, which will allow the Heritage Plan to remain relevant as the historic environment and our understanding of it continues to evolve.

The Monitoring Framework will also provide indicators and methodologies for assessing changes to Oxford over time and their impact on heritage significance.

Outreach will also be conducted, according to the guidelines set out in the Outreach Strategy, in order to continue the process of encouraging community engagement with Oxford's heritage and the decision-making process. The Outreach Strategy will also continue to influence monitoring of the Heritage Plan and development management.

Key Components:

6.1 Apply monitoring framework

- Heritage Plan reviews (annual)
- Monitoring the historic environment (at least annual)
- Major Heritage plan reviews (every 5 years)

6.2 Apply outreach strategy

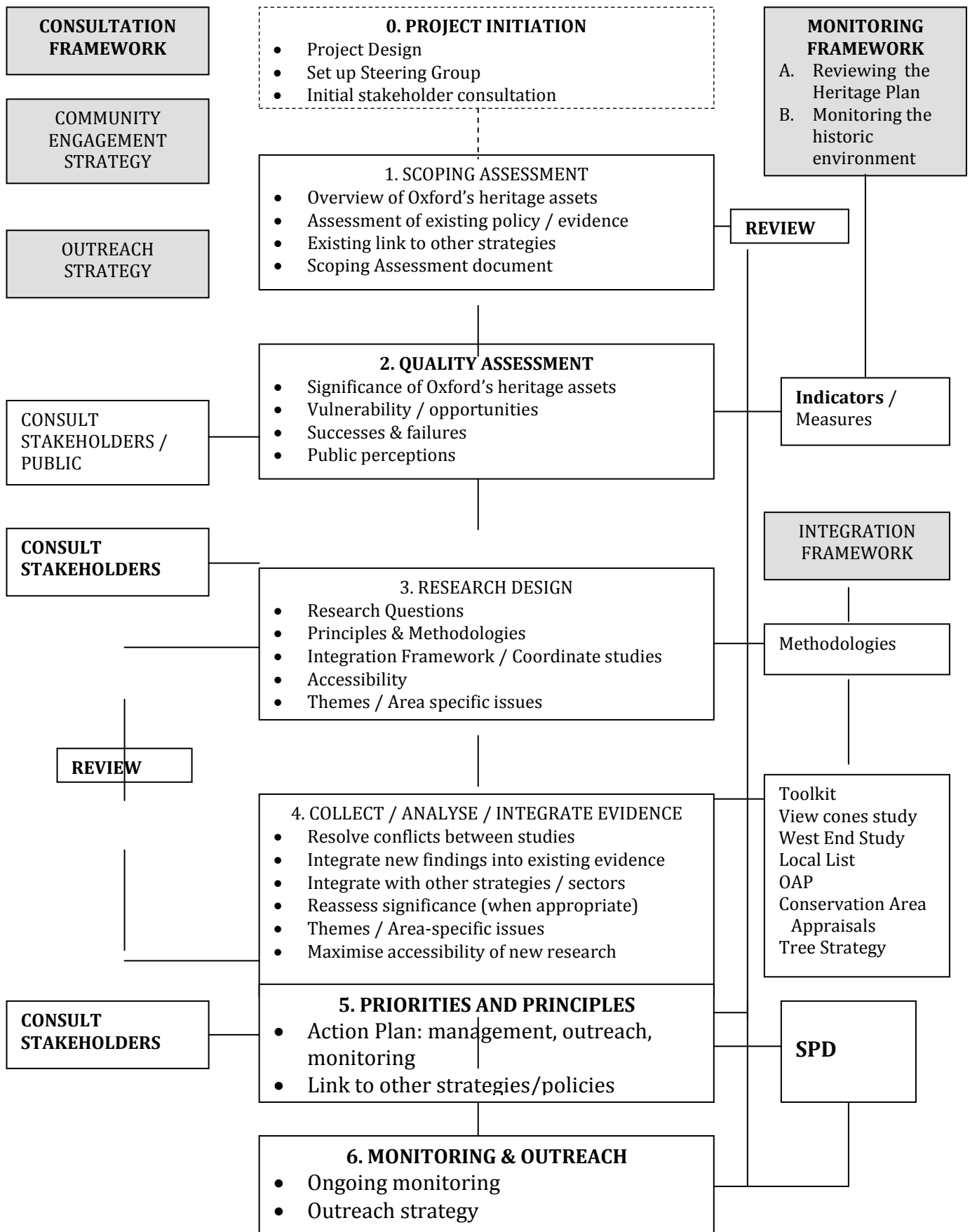
OUTREACH STRATEGY

The Heritage Plan will provide a framework for ongoing Community Engagement, Education and Outreach regarding Oxford's heritage.

The Outreach Strategy will relate to the Consultation Framework, the Communication Strategy and the Monitoring Framework.

External consultants may be approached to provide input in the Outreach Strategy.

Figure 1: Process for Project Delivery



6 Programme

Stage 0: Project Initiation (May – June 2010)		Staff Days	Target Date
0.1 Set up steering group		0.5	July 2010
0.2 Initial steering group meeting	<ul style="list-style-type: none"> • Draft project design • Scoping assessment tender • Initial consultation framework 	0.5	August 2010
0.3 Initial community engagement	<ul style="list-style-type: none"> • Stakeholders • Area Committees 	2.0	May – Sept 2010
0.4 Initial internal networking	<ul style="list-style-type: none"> • City Council (officers & councillors) • County Council (officers & councillors) • Studies contacts • Integration/sectors 	1.5	May – Sept 2010
0.5 Initial external networking	<ul style="list-style-type: none"> • Other heritage plans 	0.5	May – Sept 2010
0.6 Project design	<ul style="list-style-type: none"> • Project delivery breakdown • Studies breakdown • Steering group/Stakeholders • Programme (milestones) • Risks & uncertainties • Costs • Scoping Assessment tender • Consultation framework • Monitoring framework 	2.0	June 2010
<i>Contingency</i>		<i>1.0</i>	
Total		8.0	

Stage 1: Scoping Assessment (June – October 2010)		Staff Days	Target Date
1.1 Overview of Oxford's heritage assets	<ul style="list-style-type: none"> • 1st draft • 2nd draft 	2.0	August 2010 Sept 2010
1.2 Assessment of existing policy framework & evidence base	<ul style="list-style-type: none"> • Policy framework (local, regional, national, international) • Guidance • Other heritage plans • Existing evidence base • Policy/Evidence: How heritage assets are valued at present 	4.0	Sept 2010
1.3 How heritage currently relates to other strategies / sectors	<ul style="list-style-type: none"> • Assessment of policy & strategies • Meetings / correspondence with relevant contacts 	4.0	Sept 2010
1.4 Scoping assessment consultation draft	<ul style="list-style-type: none"> • Pdf (hard copy) for consultation • Website • Consultation process / questions 	2.0	Oct 2010
1.5 Steering group meetings (2)	1. Draft scoping assessment	0.5	August 2010
	2. Sign off scoping assessment	0.5	Oct 2010
<i>Contingency</i>		<i>1.0</i>	
Total		14.0	

Consultation Framework (September – October 2010)		Staff Days	Target Date
CF,1 Identify stakeholders		2.0	Sept 2010
CF,2 Group stakeholders	<ul style="list-style-type: none"> • Group according to the nature of their interaction with Oxford’s heritage • PIG 	1.0	Sept 2010
CF,3 Framework	<ul style="list-style-type: none"> • Framework for consulting each group of stakeholders at each stage of the Heritage Plan 	4.0	Oct 2010
CF,4 Relate to other Heritage Plan strategies	<ul style="list-style-type: none"> • Community Engagement Strategy • Outreach Strategy • Monitoring Framework 		
<i>Contingency</i>		<i>1.0</i>	
Total		12.0	

COMMUNITY ENGAGEMENT STRATEGY

Stage 2: Quality Assessment (October 2010 – Feb 2011)		Staff Days	Target Date
2.1 Internal quality assessment	<ul style="list-style-type: none"> • Significance of heritage assets • Vulnerabilities & opportunities for enhancement • Successes & failures • Effectiveness of local authority • Relating heritage to other sectors / priorities • Gaps in evidence base • OCC DC indicators • Expected developments in evidence base, policy and guidance 	8.0	Nov 2010
2.2 Public assessment: stakeholders & public consultation	<ul style="list-style-type: none"> • Significance of heritage assets • Vulnerabilities & opportunities for enhancement • Successes & failures • Effectiveness of local authority • Relating heritage to other sectors / priorities • Gaps in evidence base 	4.0 (?)	Dec 2010
2.3 Consultation results	<ul style="list-style-type: none"> • Write-up & publish • Major findings 	4.0	Jan 2011
2.4 Quality assessment report	<ul style="list-style-type: none"> • 2.1 + 2.3 • Write-up & publish 	8.0	Feb 2011
2.5 Steering group meetings (2)	1. Assessment of consultation results & draft Quality Assessment	0.5	Jan 2011
	2. Quality Assessment document sign off & suggested research questions	0.5	Feb 2011
<i>Contingency</i>		<i>1.0</i>	
Total		20.0 (?)	

Stage 3: Research Design (February – May 2011)		Staff Days	Target Date
3.1 Research Questions	<ul style="list-style-type: none"> Gaps in the evidence base & research questions: based on quality assessment Proposed studies (ongoing / required / desired) 	2.0	Feb 2011
3.2 Principles & Methodologies		2.0	Feb 2011
3.3 Integration Framework	<p><u>Methodologies</u></p> <ul style="list-style-type: none"> Coordinate research studies Integrate new findings into existing evidence base Integrate with other strategies / sectors Resolve conflicts Reassess significance (when necessary) Themes / Area-Specific issues 	4.0	March 2011
3.4 Accessibility Guidelines	<ul style="list-style-type: none"> Ensure accessibility of research findings to the public (including online) 	2.0	March 2011
3.5 Consultation: Stakeholders	<ul style="list-style-type: none"> Research Questions Principles & Methodologies Integration Framework Accessibility guidelines 	1.0	March – May 2011
3.6 Research Design Document	<ul style="list-style-type: none"> Write up & publish (3.1 – 3.4) 	1.0	May 2011
3.7 Steering group meetings (2)	1. Draft Research Design	0.5	March 2011
	2. Research Design document sign off	0.5	May 2011
<i>Contingency</i>		<i>1.0</i>	
Total		14.0	

Monitoring Framework (November 2010 – May 2011)		Staff Days	Target Date
MF.1 Heritage Plan Review Process (stages 2-6)	<u>Methodologies</u> <ul style="list-style-type: none"> • Review Scoping Assessment • Review Quality Assessment • Review Research Questions • Additional Studies? • Review themes / area specific issues • Review Monitoring Framework • Financial review • Review overall Heritage Plan priorities, methodologies, etc 	4.0	Nov 2010
MF.2 Monitoring the historic environment	<ul style="list-style-type: none"> • Methodology for ongoing quality assessment of successes / failures & local authority effectiveness • Coordinating internal & external development management monitoring process • Ongoing consultation: stakeholders & public? 	4.0	Jan 2011
MF.3 Consultation: stakeholders		2.0	March - May 2011
MF.4 Monitoring Framework document	<ul style="list-style-type: none"> • Write up 	1.0	May 2011
MF.5 Steering Group meetings (2)	1. Draft monitoring framework document	0.5	Feb 2011
	2. Monitoring framework sign off	0.5	May 2011
<i>Contingency</i>		<i>1.0</i>	
Total		17.0	

Stage 4: Collect / Analyse / Integrate Evidence (2010-2012+)		Staff Days	Target Date
4.1 Apply integration framework to new evidence and ensure accessibility	<ul style="list-style-type: none"> West End Historic Context Study 	4.0	2010
	<ul style="list-style-type: none"> Character Appraisal Toolkit 	4.0	June / July 2010
	<ul style="list-style-type: none"> View Cones Study 	4.0	2010
	<ul style="list-style-type: none"> Conservation Area Appraisals 	4.0	2010 – 2012
	<ul style="list-style-type: none"> Buildings of Local Interest 	4.0	2011
	<ul style="list-style-type: none"> OAP 	4.0	Summer/Autumn 2011
	<ul style="list-style-type: none"> Tree Strategy 	4.0	?
	<ul style="list-style-type: none"> Additional studies? 	?	?
Total		28.0	

Stage 5: Priorities & Principles (2013-2014)		Staff Days	Target Date
5.1 Priorities & Principles	<ul style="list-style-type: none"> Principles Priorities Conclusions 		2014
5.2 Action plan	<ul style="list-style-type: none"> Management of the historic environment Outreach strategy Monitoring Framework 		2015
5.3 Major Heritage Plan review: Apply Monitoring Framework	<ul style="list-style-type: none"> Review Scoping Assessment Review Quality Assessment Review Research Questions Additional Studies? Review themes / area specific issues Review overall Heritage Plan priorities, methodologies, etc 		2014
5.4 SPD	<ul style="list-style-type: none"> Heritage Plan SPD Consultation 		2015
Total			

OUTREACH STRATEGY

Stage 6: Monitoring & Outreach (2011+)		Staff Days	Target Date
6.1 Apply monitoring framework	<ul style="list-style-type: none"> • Heritage Plan reviews (annual) • Development Management monitoring (at least annual) • Major Heritage Plan Review (every 5 years) 		Ongoing
6.2 Apply outreach strategy			Ongoing
Total			

7 Roles and Responsibilities

Execution of the project will be structured in the following way.

7.1 Steering Group

The Steering Group will be responsible for the overall vision and direction of the project. It will meet at key stages throughout the project to make major decisions, agree key outputs, etc. as set out in the Project Delivery Programme.

7.2 Project Board

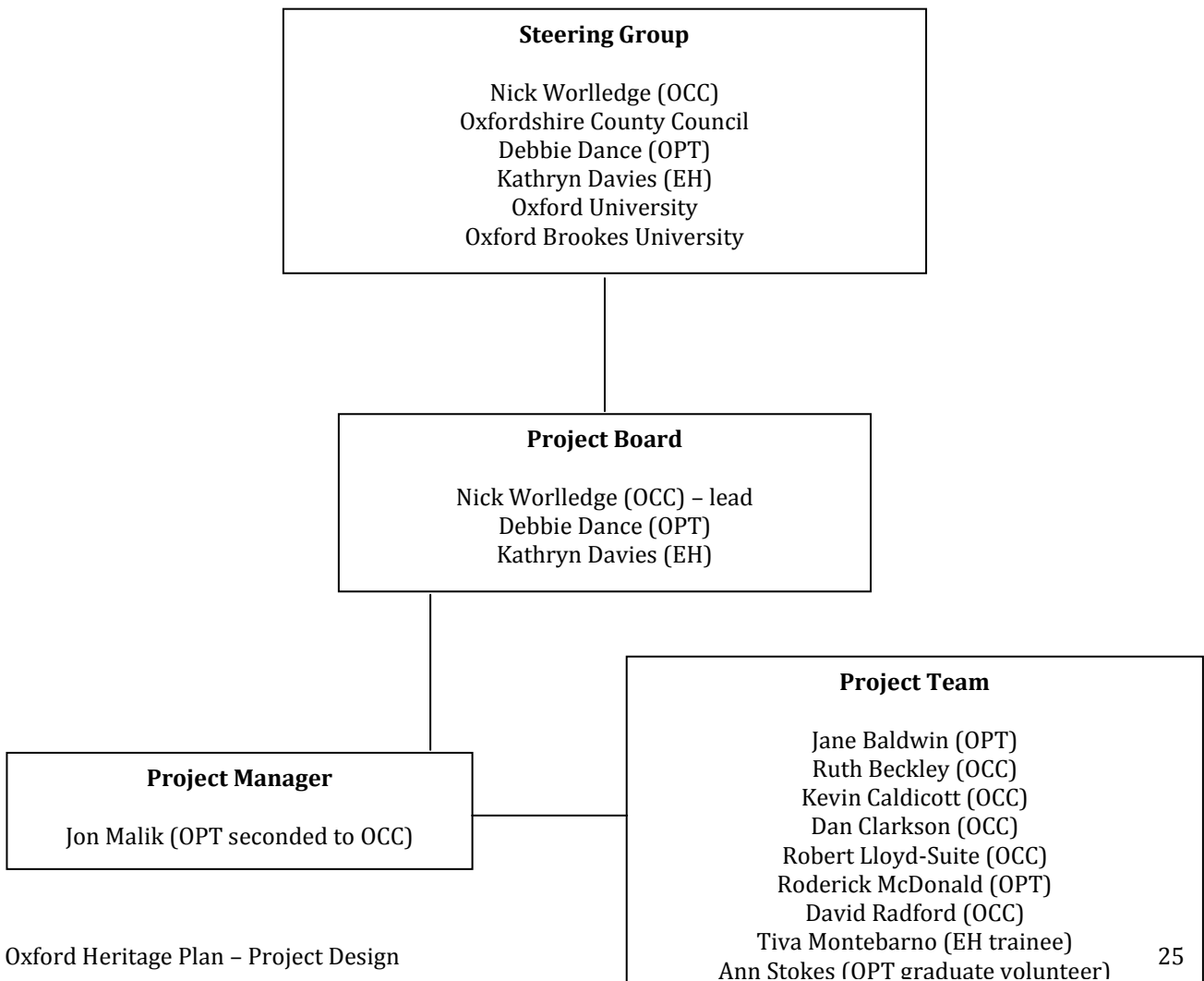
The Project Board will oversee the delivery of the project and the Project Manager's functions. Nick Worlledge (OCC) will take the lead in directly overseeing the project. Members of the Project Board also sit on the Steering Group.

7.3 Project Manager

Jon Malik (OPT seconded to OCC) will be directly responsible for managing the development and delivery of the project. His post will be funded by English Heritage.

7.4 Project Team

Members of the project team will provide input into the project at various stages, particularly in ensuring that the individual studies integrate with the overall Heritage Plan. They will liaise directly with the Project Manager.



7.5 Stakeholders

Stakeholders will be consulted at key stages of the project, as set out in the Project Delivery programme. Different stakeholders may be consulted in various ways and this process will be set out in the Consultation Framework.

Key stakeholders will include the following:

Oxford Strategic Partnership
Oxfordshire Economic Partnership
West End Steering Group
OX1

Oxford Colleges

Businesses & Developers

Architects
Planning Consultants
Businesses
Landowners
Oxford Castle: Trevor Osborne
Major Employers: BMW UK; Unipart;
Newsquest; (Universities); Oxford Bus
Company; OUP; (Radcliffe Hospitals);
(County Council)

Amenity Groups

Civic Society
OAHS
OPT Area Liaison
OGBN
Oxfordshire Gardens Trust
West Oxford Community Association
CABE

Residents Groups

Parish Councils

Community Groups

Oxfordshire Partnership
OCVA
Oxfordshire Stronger Communities
Alliance
Citizen's Advice Bureau

Climate Change

ClimateXchange
Partnership for Renewables
Carbon Trust
Oxfordshire Sustainable Business
Partnership
Low-Carbon Headington
Low-Carbon Wolvercote
VOCAL

Environment

BBOWT
Oxford Heritage Plan – Project Design

Environment Agency

British Waterways: James Clifton
Inland Waterways
Oxfordshire Nature Conservation Forum

Economic Development

SEEDA
Thames Valley Chamber of Commerce &
Industry
The Oxford Trust

Education

Learning & Skills Council
(Universities)
Cherwell Valley College
Oxfordshire Learning Network
Oxfordshire Children's and Young
People's Trust

Arts & Culture

Oxford Inspires
Oxford Playhouse
New Theatre
Old Fire Station
Creation Theatre Company

Tourism:

Museums:

Museum of Oxford
University Museums
Oxford Castle - Unlocked
Modern Art Oxford
OVADA
Oxford Dance Forum

Sports & Leisure:

Oxfordshire Sports Partnership
Fusion
Sport England
London 2012
Ramblers Association

Health & Well-being

Oxfordshire Health & Well-being
Partnership
Radcliffe Hospitals
Oxfordshire Primary Care Trust
Oxford Safer Communities Partnership

Thames Valley Police

Transport

Oxford Pedestrians Association
Cyclox

Oxford City Council

Conservation: Ruth Beckley, Sarah Billam,
Chris Leyland, Katharine Owen, Cllr Colin
Cook

City Development: Michael Crofton-Briggs

Building Control: Huw Davies

Planning: Felicity Byrne; Martin Armstrong;
Katherine Chorley

Planning Policy: Adrian Roche; Mark
Jaggard; Lyn Lawrence; Matt; Rich;
Tom; Murray Hancock

City Centre Management: Gordon Reid

Regeneration:

Tourism: Joanne Butler; Colin Reid; Claire
Thompson; May Wylie

Tourist Information Centre

City Leisure: Ian Brooke; Stuart

Fitzsimmons; Anthony Roberts

Climate Change / Sustainability: John
Copley; Paul Robinson

Environment:

Countryside Service:

Public Health: Graham Eagle

Public Art: Abi Hehir

Councillors:

Oxfordshire County Council:

Education:

Transport: Steve Howell, Tracey Dow, Cllr
Ian Hudspeth, Cllr Rodney Rose

Museums:

Libraries Service

Community Development Officer (Oxford
City): Angela Barnett

Councillors:

South Oxfordshire District Council

Vale of White Horse District Council

Cherwell District Council

8 Risks and Uncertainties

A number of potential risks and uncertainties can be foreseen in the development of the Heritage Plan. Counter-measures for their mitigation will be planned for and this process of risk mitigation will be reviewed and updated throughout the delivery of the project.

Risk Log

Risk Identification Number 1

Description: **Lack of community ownership**

Probability: **Possible**

Impact: **Major**

Counter measures: **Consultation Framework and Community Engagement Strategy**

Date this entry last updated: **16.06.10**

Risk Identification Number 2

Description: **Serious disagreements between members of the steering group, stakeholders and/or public**

Probability: **Major**

Impact: **Moderate**

Counter measures: **Inbuilt conflict resolution mechanism from the outset, including Consultation Framework and Community Engagement Strategy**

Date this entry last updated: **16.06.10**

Risk Identification Number 3

Description: **Overrunning (of individual studies / entire project)**

Probability: **Possible**

Impact: **Major**

Counter measures: **Careful time recording and reporting against tasks set out in Project Design; potential for overrunning to be carefully planned and managed for in Project Design.**

Date this entry last updated: **16.06.10**

Risk Identification Number 4

Description: **Individual studies – contradictory methodologies**

Probability: **Possible**

Impact: **Minor**

Counter measures: **Integration Framework to resolve potential conflicts of methodology between individual studies:**

Date this entry last updated: **16.06.10**

Risk Identification Number 5

Description: **Individual studies – contradictory conclusions**

Probability: **Possible**

Impact: **Minor**

Counter measures: **Integration Framework to include process for resolving or explaining potential conflicts in the conclusions drawn from individual studies; resolution/explanation of conflicts to be presented at Priorities & Principles stage.**

Date this entry last updated: **16.06.10**

Risk Identification Number 6

Description: **Changes in national/local government policy, priorities and values during and following Project**

Probability: **Likely**

Impact: **Moderate**

Counter measures: **Flexibility and relative autonomy of priorities and values in Project Design**

Date this entry last updated: **16.06.10**

Risk Identification Number **7**

Description: **Information released (including press) in a way that jeopardises Project Objectives**

Probability: **Possible**

Impact: **Moderate**

Counter measures: **Clear understanding of the level of confidentiality required by all those involved in the project; project documentation not to be circulated without the permission of all members of the Project Board; careful management of the press (e.g. press releases, public meetings) to be planned.**

Date this entry last updated: **16.06.10**

Risk Identification Number **8**

Description:

Probability:

Impact:

Counter measures:

Date this entry last updated:

Risk Identification Number **9**

Description:

Probability:

Impact:

Counter measures:

Date this entry last updated:

Risk Identification Number **10**

Description:

Probability:

Impact:

Counter measures:

Date this entry last updated:

Risk Identification Number **11**

Description:

Probability:

Impact:

Counter measures:

Date this entry last updated:

Risk Identification Number **12**

Description:

Probability:

Impact:

Counter measures:

Date this entry last updated:

Risk Identification Number **13**

Description:

Probability:

Impact:

Counter measures:

Date this entry last updated:

Risk Identification Number **14**

Description:
Probability:
Impact:
Counter measures:
Date this entry last updated:

9 Budget

10 Glossary

Definitions of specific terms for the purposes of the Oxford Heritage Plan are given below. The *Oxford English Dictionary* definition otherwise applies.

Consultation

Consultation refers to the process of actively seeking information or advice prior to making a decision. Consultation is used to describe processes by which people can get involved to influence policies and services that affect them. (OCC Consultation Toolkit.)

Community Engagement

Heritage

Numerous definitions of heritage exist and defining heritage for the purposes of the Oxford Heritage Plan will be an important task in the plan-making process. However, the following working definition may be used:

All inherited resources which people value for reasons beyond mere utility. (Conservation Principles, Definitions)

Heritage Asset

A building, monument, site, place, area or landscape positively identified as having a degree of significance meriting consideration in planning decisions. Heritage assets are the valued components of the historic environment. They include designated heritage assets (as defined in this PPS) and assets identified by the local planning authority during the process of decision-making or through the plan-making process (including local listing). (PPS 5, Annex 2.)

Designated Heritage Asset: *A World Heritage Site, Scheduled Monument, Listed Building, Protected Wreck Site, Registered Park and Garden, Registered Battlefield or Conservation Area designated as such under the relevant legislation.* (PPS 5, Annex 2.)

Heritage Values

EH Conservation Principles define “value” as: *An aspect of worth or importance, here attached by people to qualities of places* and identify 4 types of heritage value:

Aesthetic Value: *Value deriving from the ways in which people draw sensory and intellectual stimulation from a place.*

Communal Value: *Value deriving from the meaning of a place for the people who relate to it, or for whom it figures in their collective experience or memory.*

Evidential Value: *Value deriving from the potential of a place to yield evidence about past human activity.*

Historical Value: *Value deriving from the ways in which past people, events and aspects of life can be connected through a place to the present.*

Historic Environment

All aspects of the environment resulting from the interaction between people and places through time, including all surviving physical remains of past human activity, whether visible, buried or submerged, and landscaped and planted or managed flora. Those elements of the historic environment that hold significance are called heritage assets. (PPS 5, Annex 2.)

Outreach

Significance

The value of a heritage asset to this and future generations because of its heritage interest. That interest may be archaeological, architectural artistic or historic. (PPS 5, Annex 2.)

Archaeological Interest: *An interest in carrying out an expert investigation at some point in the future into the evidence a heritage asset may hold of past human activity. Heritage assets with archaeological interest are the primary source of evidence about the substance and evolution of places, and of the people and cultures that made them. These heritage assets are part of a record of the past that begins with traces of early humans and continues to be created and destroyed. (PPS 5, Annex 2.)*

Architectural and Artistic Interest: *These are interest in the design and general aesthetics of a place. They can arise from conscious design or fortuitously from the way the heritage asset has evolved. More specifically, architectural interest is an interest in the art or science of the design, construction, craftsmanship and decoration of buildings and structures of all types. Artistic interest is an interest in other human creative skill, like sculpture. (PPS 5, Annex 2.)*

Historic Interest: *An interest in past lives and events (including pre-historic). Heritage assets can illustrate or be associated with them. Heritage assets with historic interest not only provide a material record of our nation's history, but can also provide an emotional meaning for communities derived from their collective experience of a place and can symbolise wider values such as faith and cultural identity. (PPS 5, Annex 2.)*

Stakeholders

These are people/organisations that have an interest in a particular area or service. This can include the users of a service and bodies that work alongside the service provider. (OCC Consultation Toolkit, Appendix C.) Stakeholders for the Heritage Plan are identified in Chapter 7 of this Project Design.

Stakeholder Consultation

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12 Gantt Charts

Key for Gantt Charts:

	Project Manager
	Involves Project Board member(s)
	Project Team member
	External Consultants
	Steering Group
	Public Consultation
	Stakeholder Consultation
	Oxford City Council officers
	Funding claim
	Leave / Bank holiday