OSNEY MEAD REDEVELOPMENT

Stage 1 Engagement Report
April 2026

OXFORD UNIVERSITY DEVELOPMENT

Kevin Murray Associates

Contents

Appendices

This report has been prepared by Kevin Murray Associates (KMA) with inputs from other members of the OUD design team present at the events.

1 Report context & purpose

This report is a record of Stage 1 engagement relating to the future redevelopment of Osney Mead Industrial Estate in Oxford. It is led by Oxford University Development (OUD), a joint venture between Oxford University and Legal & General. OUD is undertaking a masterplanning exercise to help guide the future development of Osney Mead and is also preparing Phase 1 planning application proposals for a new University Engineering Facility.

A presentation and discussions during the workshop at The Kings Centre.

The purpose of the Stage 1 community and stakeholder engagement to understand how people use the Osney Mead Industrial Estate today, the current issues, and ideas around the role it could play as part of Oxford's West End in the future. This will help inform how Osney Mead Industrial Estate might evolve over time and accommodate new academic buildings as a positive part of that change

The Stage 1 engagement for Osney Mead took place in March 2026, with the following breakdown of direct engagement across the in-person events:

Thursday	12th March	Workshop:	35 participants
Friday	13th March	Drop-in exhibition:	108 attendees
Saturday	14th March	Drop-in exhibition:	75 attendees
		Total	**218 people**

The first stage of engagement included a 'Meet the Team and Scoping Issues Workshop', involving both community and stakeholder groups, in-person drop-in sessions, advance online meetings and a feedback questionnaire that was available both in paper form, and online. The workshop was followed by two days of drop in exhibitions.

The workshop and exhibitions provided an opportunity to meet with local Osney Mead businesses, residents and community representatives, discuss OUD's approach to the redevelopment, listen to concerns, issues, ideas and opportunities and receive feedback. The Stage 2 engagement will focus on the engineering building, in anticipation of an application for this initial phase being submitted in Autumn 2026.

2 Advance stakeholder meetings

A series of online advance stakeholder meetings were held to inform people and organisations of the process, and forthcoming events, and to elicit any important issues from a range of perspectives. This enabled organisations to share any initial perspectives, suggestions or needs that reflect their or their members' interests.

The groups who were involved in these advance briefings included:

- Osney Island RA, SENDRA

- Cyclox
- Low Carbon West Oxford
- Osney Island Boat Club
- Oxford Civic Society
- Oxford Flood Alliance
- Oxford Preservation Trust
- Oxfordshire Liveable Streets
- West Oxford Community Primary School

A range of issues were raised from across these meetings. These included:

- Flooding impact and local sewer problems
- Role of nature and biodiversity – and valued proximity to countryside
- Access and circulation – safety in streets generally, especially near the school
- Capacity and parking – need to manage this in constrained area
- Character and sense of place – valued and distinctive sense of place
- Construction and disturbance – has been an ongoing concern for many
- Scale and townscape impact – both strategically for city and locally for neighbourhood
- Near views and risk of overlooking – especially into gardens, homes and private areas
- Involving local people and organisations – who have great knowledge and passion for the area

3 'Meet the Team & Scoping Issues' workshop

Welcome & purpose
The purpose of the stakeholder workshop was to introduce the project team and their approach to the local community and businesses, and to explore potential scenarios for the future of Osney Mead Industrial Estate that take account of the insights of the community, local businesses and wider civic interests. The opportunity is for contributors to play a role in helping shape plans for the future of Osney Mead.

The stakeholder workshop was held at The Kings Centre, Osney Mead, Oxford on Thursday 12th March between 09:30 to 14:30. The workshop was attended by some 35 people, including local groups and representatives, Oxford University and OUD, and the multidisciplinary project team. A full list of participant organisations is show in Appendix B.

Format
The workshop was facilitated by Kevin Murray, Director, Kevin Murray Associates (KMA) who greeted participants, briefing them on housekeeping matters before introducing Clare Hebbes, Director of Development at OUD. Clare officially welcomed all present including represented groups and organisations, thanking them for their interest and attendance, and willingness to take time to share their thoughts, ideas and perspectives.

In introducing OUD and the team, Clare highlighted that the team will be sharing some of their early learnings about the site, but acknowledged that many of the participants who live, work, pass through, walk and cycle through the area will know it most familiarly and will possess a wealth of knowledge about the things that make the area special, and the importance of taking an appropriately sensitive approach to considering the future of Osney Mead, within west Oxford, and the wider area.

Kevin mentioned the range of participants and noted that some attendees represent multiple organisations. He encouraged those present to suggest any other groups and organisations that should be involved. He acknowledged the presence of local Councillors, and that some in attendance have lived locally for a long time. Participants were advised that there would be opportunities throughout the day to engage directly with most of the project team, as set out in the workshop agenda.

Kevin then explained the purpose and structure of the session. The workshop aimed to build a shared understanding of Osney Mead by drawing together existing knowledge, local insight and emerging technical considerations. The session was intended to identify the key opportunities and challenges facing the site and to ensure that the consultant team was focusing on the issues that mattered most to participants. Attendees were encouraged to contribute their local knowledge and experience, recognising that many had observed changes to the area over time. Participants were also asked to consider the site holistically, across a range of themes and sectors, and to balance current concerns with the longer-term ('half a generation ahead') perspective required for effective masterplanning.

Presentation 1: OUD role & ambition – Clare Hebbes, Director of Development, OUD

Clare outlined the role of OUD as a joint venture between the University of Oxford and Legal & General, established to bring forward development that supports the University's long-term academic objectives. She explained that OUD's remit extends beyond the delivery of academic buildings, and includes the provision of student and researcher accommodation, alongside appropriate amenities that contribute to a balanced and thriving environment. Clare emphasised the close relationship between the University and Oxford as a city, describing the mutual benefits of growth that is carefully planned and integrated.

Clare went on to explain that a key driver for the Osney Mead proposals is the potential relocation of the University's Engineering Faculty to the site. She noted that any development proposals would be considered within the context of a wider masterplan for Osney Mead, ensuring that individual projects contribute positively to the long-term vision for the area and are coordinated with future development opportunities across the site.

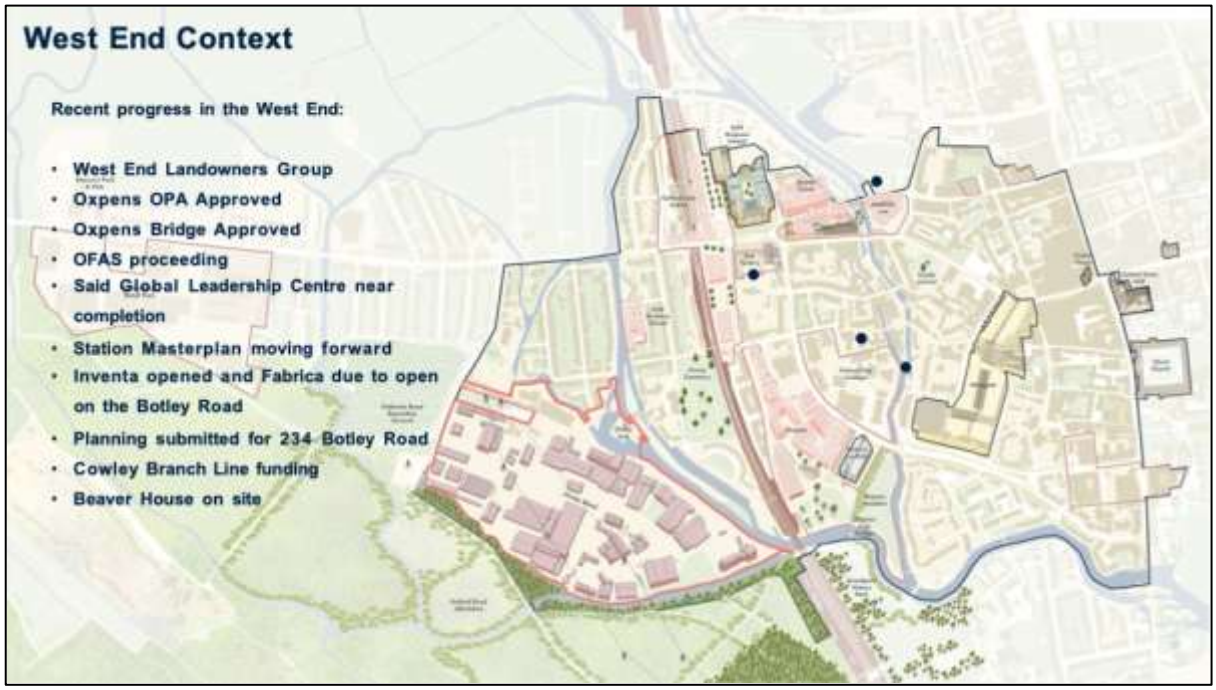
Q&A discussion

Q: *What is the relationship between OUD and Council Planning?*
A: OUD accept and agree with the requirement to bring forward a masterplan as a requirement of the SPD, recognising that Oxford University do not own the land, and that the university acknowledges that the masterplan may steer, but not prevent, what might come forward in the future. Other agencies will be consulted, with the process continuing through to summer. The masterplan is not speculative; it is done in liaison with Oxford City Council and will link things up far beyond the aspirations of the University.

Presentation 2: Masterplanning - Rachel Mundell, Director, Allies & Morrison

Rachel introduced her role as masterplanner within the project team and provided an overview of the emerging masterplanning work for Osney Mead. She described the site's distinctive setting, noting its relationship with two waterfronts, nearby transport and movement corridors, areas of green space and a rich surrounding context, all of which present both opportunities and sensitivities for future development.

Rachel set the proposals within a wider strategic context, referencing the Oxford Growth Commission (May 2025) and the Oxford–Cambridge Arc. She explained that West Oxford is identified as a significant opportunity area, particularly for innovation and employment uses that may be less suited to the historic city centre. A broader West End context was presented, illustrating six key sites at varying stages of development, including areas along Botley Road and locations linked to life sciences activity. Progress made across the area in recent years was highlighted, alongside work undertaken to map cumulative development pressures and opportunities.



The West End context with Osney Mead highlighted.

The presentation also outlined existing land ownership and current uses across Osney Mead, noting that the University owns a significant portion of land, which comprises a mix of occupied

and vacant sites. Key stakeholders on the site, including the Environment Agency, were identified. Rachel highlighted the presence of a number of small businesses, start-ups and organisations, particularly those focused on low-carbon initiatives and future technologies, describing this as the beginnings of a distinctive local ecosystem.

Rachel then explored the character of Osney Mead today, drawing on themes relating to its history, heritage and townscape. Key milestones in the site's development were outlined, from Osney Abbey in the 16th century through industrial and transport-led change to the modern industrial estate. Historic maps were used to illustrate how the area has evolved over time. The presentation concluded by highlighting the site's heritage and townscape context, including its location within a conservation area and the relationship between historic terraces and the wider landscape, all of which will be important considerations in shaping a future masterplan.

Q&A:

Q: ***Can you say anything about the island site?***

A: The island site can be described in terms of broad 'character areas', including the Thames waterfront, terraced housing, mill, Environment Agency and their dry dock, a working riverfront. There is now an opportunity to do large-scale innovation and research at the engineering department.

The other important thing is the expanse of meadows, mature trees and changing nature of the land to the southern edge. Views from Raleigh Park are important. It is important to acknowledge the collection of some of the most sensitive heritage assets in the city.

Q: ***Does 'understanding the views' mean protecting them or understanding the impact (of development)?***

A: Both. Understand what's important, collect and get a collective understanding about what's significant in the view, and what should be protected

Presentation 3: Access, Movement & Connectivity - Kirsty McMullen, Director, KMC

Slide showing access, movement and connectivity to and through Osney Mead.

Kirsty McMullen explained that the access, movement and connectivity work is at an early stage, with the project team focusing on developing a detailed understanding of how Osney Mead currently functions in transport and movement terms. She emphasised that the team was not presenting fixed proposals at this stage, but instead seeking to understand how people move to, from and through the area, and how different modes of travel interact. Kirsty highlighted the importance of drawing on participants' lived experience of the site, and welcomed reflections on current issues, concerns and patterns of movement, noting that early feedback from the stakeholder meetings had been valuable in shaping the team's thinking.

She noted that initial feedback had focused in particular on the role of cars and the implications for vehicular traffic and stressed the need to consider transport and movement across Osney Mead as a whole rather than in isolation for the proposed Engineering building. The presentation acknowledged the relevance of existing policy frameworks, including the SPD, as well as parking and cycling policies, and confirmed that any future development would be designed to support sustainable accessibility. Kirsty also highlighted sensitivities around residential streets, particularly in relation to connectivity through surrounding neighbourhoods, and emphasised the need to carefully balance improved access with the protection of local character and amenity.

There were no questions or clarifications sought following this presentation.

Presentation 4: Flooding & drainage - Georgia Athanasia, Project Associate, Ardent

Slide showing fluvial flood risk in and around Osney Mead.

Georgia provided an overview of the project team's emerging work on flood risk and drainage at Osney Mead. She explained that the assessment is at an early stage, with initial analysis focusing on understanding fluvial and surface water flood risk across the site. Georgia outlined the use of Environment Agency hydraulic modelling to inform this work, and emphasised that the team is seeking to supplement technical analysis with local knowledge, inviting participants to share their own experiences of flooding to help validate and refine the modelling.

The presentation included a discussion of current flood risk levels and the anticipated impact of the Oxford Flood Alleviation Scheme (OFAS). Georgia noted that, at present, the site has an estimated 3.33% annual probability of flooding, which is expected to reduce to approximately 1.3% once OFAS is operational. She also discussed the implications of more extreme flood events, including a five-day flooding scenario associated with a 1 in 100-year event, highlighting the importance of ensuring that future development does not place additional pressure on emergency response services during flood conditions.

Q *(Representative of Oxford Flood Alliance): The problem on Osney Island is flooding from sewers, surface water and ground water, coming into the street. Even when there's high river levels, but no flooding, sewage seeping and toilets not flushing properly. There needs to be a solution to that too.*

A: We are looking at surface water and foul water flood risk and opportunity for Thames Water to enhance their network too. We cannot connect to it unless there's enough capacity for the extra.

Q: *Yes, it is not just fluvial flooding but also groundwater flooding. How does biodiversity fit into flooding?*

The design team will investigate the detail of this. We cannot completely remove flood risk, but the design process will utilise the areas that currently flood on site, to provide as much opportunity as we can for biodiversity.

Follow-up comment: ***We are all agreed that groundwater flooding is an issue. Similarly, Environment Agency fluvial models were used in Seacourt Park & Ride, and it was believed that this would not flood, but it has, for hundreds of days. But they used the EA fluvial model that you're also looking at. The reality is that it floods all the time.***

Follow-up comment: ***They knew it would flood but it floods much more than we thought it would.***

Follow-up comment: ***I live in Westfield Road and almost everyone in my street, has a sump pump and it is almost continuously pumping.***

Presentation 5: Sustainability - Anna Biggs, Senior Sustainability Consultant, Useful Projects

Anna outlined Useful Projects' approach to sustainability, noting that the practice is working with Oxford University Development across its sites in Oxford to go beyond simply sustaining existing conditions and instead to seek opportunities to repair and positively enhance the environment. She acknowledged the significant environmental challenges facing development, and recognised that it may not be possible to address every aspect of sustainability in full. However, she emphasised that the overarching ambition is to achieve the greatest possible positive impact across the project.

Anna explained that sustainability principles must be applied in a way that responds to the specific context of each site. While the project is informed by overarching sustainability objectives, these are intended as a starting point for exploration rather than fixed solutions. She highlighted the importance of designing for future climate conditions, noting the increasing challenges associated with overheating and other climate-related pressures, and the need for resilience to be embedded from the outset.

The presentation also addressed the project team's emerging work on reducing carbon impacts. Anna described a focus on lowering embodied carbon through material choices and optimised design approaches, including using fewer materials where possible. She noted that opportunities are being explored to re-use existing buildings across the site, and, where this is not feasible, to recover and recycle materials. While this work remains exploratory at this stage, Anna explained that the team is assessing how far such measures could be taken to support wider environmental objectives, including the enhancement of blue-green corridors across the site.

In addition to environmental considerations, Anna highlighted the social dimensions of sustainability. She discussed the importance of improving connectivity across Osney Mead, particularly for walking and cycling, to support health and wellbeing and to create a place that is comfortable and conducive to a healthy lifestyle. She also emphasised social equity and the delivery of social value, identifying opportunities for small organisations, meanwhile uses and local businesses to occupy the site during phased development, as well as the potential for cafes, community activity and longer-term employment opportunities.

Slide explaining the key considerations for Osney Mead today.

Anna presented a summary slide of the site today. This showed exclusion zones around power lines, important trees that need to be retained and flood zones. Anna framed the design challenge as one of complexity as it must respond to lots of opposing considerations. She described the waterfronts around Osney Mead as something to be celebrated, and discussed whether the area could be understood to be an expansion of the central area or a destination within its own right.

Q: ***How does that fit with people who already live here? The idea that it becomes a 'destination' is unappealing, and how then would we protect biodiversity?***
There's opportunity to bring a lot more biodiversity into the area in particular locations, in line with the concept of not just protecting the nature and biodiversity that we have, but ensuring any change involves space for biodiversity to repair.

Q: ***How does future development fit within the conservation area, that is supposed to preserve the character?***
A: We need to balance that, equally to succeed, the place will need an element of 'critical mass' (urban density), to be successful.

Q: ***Has the Environment Agency agreed to move their yard away?***
A: No, they need to remain in this location but would like to consolidate. This is a key site for them, with a dry dock and series of buildings, and we are going to talk to them about how we work with them in the future.

Presentation 6: Planning & process - Craig Tabb: Board Director, DP9

Craig outlined the planning context and process for the Osney Mead masterplan, emphasising that the focus of the engagement to date has been on learning and listening. He noted that the project team has already invested significant time engaging with stakeholders and communities, and that their input has played an important role in shaping the early thinking

and direction of the work. Participants were encouraged to continue raising issues and perspectives during the workshop and through ongoing discussions, ensuring that local knowledge and concerns are reflected as the project progresses.

Slide explaining planning policy context for Osney Mead.

Craig explained that existing planning policy documents address Osney Mead primarily at a high level, setting out broad objectives for the wider West End rather than providing detailed, site-specific guidance. As a result, there is a need to establish clearer principles tailored specifically to Osney Mead. He highlighted that the adopted Supplementary Planning Document (SPD) requires a comprehensive masterplan to be prepared before any meaningful planning application can be submitted. Discussions with Oxford City Council have already begun, and the emerging masterplan will need to articulate strategic principles that respond directly to the site, while aligning with the Council's requirements. Although the masterplan will not be a council-produced document, it will be expected to meet agreed policy and strategic expectations.

Craig went on to describe how the issues raised through engagement, including flooding, biodiversity, access and movement, will collectively inform the development of strategic principles for Osney Mead. He noted that Oxford University Development is considering how the Engineering Department could play a future role at Osney Mead within this wider framework. A plan was shared showing the indicative extent of land where an engineering building could be located, emphasising that this forms part of a broader, coordinated vision. Craig concluded by outlining that further engagement events would be held, both to continue dialogue with stakeholders and to focus in more detail on the Engineering Hub proposals and their relationship to the wider Osney Mead masterplan.

Close of session 1

Kevin outlined the early engagement that has taken place so far, presenting a slide detailing who has been spoken to. Jas recapped on some of the detail of feedback from the groups that have been engaged, including schools, community energy…

Site visit


Participants split into three groups to undertake a site visit around Osney Mead.

Feedback was recorded from table groups, though participants were free to join any of the three site visit groups, in line with any personal interest. Feedback from the groups is as follows:

Group 5

- Participants noted that the wildlife corridor appears to be retained within the emerging plans as part of the river-related infrastructure. The river edge was identified as an important asset. However, some concerns were raised regarding the potential height of new development adjacent to it.
- While views differed, some participants expressed the opinion that a new road bridge linking the site to Westgate could offer strategic benefits for the city, helping to reinforce the site's proximity to Oxford city centre.
- There was a general sense of cautious optimism about the opportunity for positive change, balanced by a degree of nervousness and sensitivity. Participants emphasised the importance of careful consideration of detail, particularly in relation to building height, landscaping and greening.

Group 4

- Participants referenced the Supplementary Planning Document (SPD), noting its ambition for the creation of a 15-minute neighbourhood that includes access to key services such as schools and healthcare, within a defined catchment.
- The southern edge part of the site was highlighted as being particularly suitable for residential development overlooking open space (meadow). There was strong support for a mixed-use approach, alongside concern about the potential for the University to create an inward-looking development that lacks permeability or engagement with its surroundings.

Group 3

- The group suggested the potential opportunity for an aerial cable transport link connecting Park and Ride facilities to the site via the railway station.
- There was support for the inclusion of additional housing.
- Participants expressed a strong willingness to engage in the process, while also noting that existing policy documents do not always reflect local realities. This was identified as an opportunity to consider how local knowledge can be better captured and shared, through both formal and informal means.
- Osney Mead was discussed as a possible extension of the city centre, assuming key challenges can be addressed. However, participants voiced uncertainty about the site's

future identity and expressed anxiety that policies promoting "vibrancy" may conflict with the area's currently quiet character.

- Concerns were raised regarding schools, traffic and the potential to link energy and heat-exchange projects through a coordinated, system-wide approach that benefits not only Osney Mead but the wider surrounding area.

Group 2

- Participants welcomed confirmation that trees along the towpath are expected to be retained.
- Reassuring discussions were noted in relation to biodiversity and bats, including consideration of lighting impacts and how the site may connect with the Environment Agency's Biodiversity Net Gain (BNG) land.
- From a residents' perspective, there was a strong focus on how local communities would benefit from future development. Participants emphasised the importance of development responding to locally identified needs, drawing on existing knowledge, and avoiding perceptions of change being imposed. Continued involvement in the planning process was seen as essential.

Group 1

- Participants strongly supported the inclusion of housing on the site and queried whether engagement has taken place with OxPlace in relation to social and community-led living models.
- Road access was identified as a significant concern, with Botley Road currently providing the sole vehicular access. Participants noted the potential implications of forthcoming traffic filter measures, which could restrict access to the Westgate area and create risks of congestion or reduced connectivity.
- Questions were raised about the intended economic role of Osney Mead and how it relates to the wider West End, including the implications for the mix of uses across the site.
- During the site walk, some participants expressed concern that the relationship between development and the river may be weaker than anticipated, noting the Environment Agency's control of river frontage and the presence of mature trees. While there was support for a conceptual shift towards Osney Mead becoming a more attractive and walkable place, participants questioned whether this could be achieved without a stronger physical and visual relationship with the river.
- It was suggested that the Environment Agency may seek to consolidate its buildings, potentially creating opportunities to reconsider water frontage uses in the future.

A group of participants discussing issues on the south-west side of Osney Mead.

Scenario planning exercise

The scenario planning exercise is a tool to help participants to explore possible future outcomes. Participants were asked to imagine that it is 2035 and that change has happened at Osney Mead. Groups were asked to discuss & describe a plausible scenario led by a particular driver, though these were to add special focus and not narrow consideration of broader dimensions. The drivers were:

- Group 1 Access & connectivity
- Group 2 Range of uses and users
- Group 3 Sustainability & energy
- Group 4 Flooding & ecology
- Group 5 Townscape & relationships

The groups were asked to consider the detail of what their scenario might look like with the following prompts:

- Who / what is there? (People, business, research, facilities)
- What does it look like, feel like?
- What are positive and negative attributes?
- Give scenario a name – how did you get there?

Outputs can be expressed as plans / drawings / diagrams and groups will present headline outcomes.

Scenario exercise feedback

Group 1: 'Car-free Future' – Access and connectivity

Group 1 focused on access and connectivity, imagining a future in which Osney Mead becomes largely car-free and prioritised people over vehicles. There was discussion about how Botley Road might function over the next decade, with concern that traffic levels could increase unless traffic filters are moved further out to create a calmer inner area. Participants explored ideas such as extensive cycle parking beneath the station forecourt and reconsidering the role of car parking and the function of Oxpens Bridge.

The group debated whether additional bridges would be desirable, questioning how much additional connectivity is appropriate and emphasising the importance of protecting Osney Island. There was also discussion of a potential cable car connection to the site, although views were mixed and no clear consensus emerged. Similarly, there were differing views on whether Osney Mead should function as a transport hub linked to Park and Ride facilities.

Group 1 participants stressed the importance of improving the quality and character of streets through the site, so that they prioritise walking and cycling and feel comfortable and attractive to use. While the SPD identifies opportunities for enhanced connectivity within the flood alleviation area, the group felt that this needs to be supported by stronger design quality and carefully considered access arrangements. The scenario envisioned servicing and last-mile deliveries being consolidated, stronger public transport links to the station and hospitals, and new walking and cycling connections, including routes running parallel to the southern side of Botley Road.

Group 2: 'Use and Users' – GLAM (Galleries, Libraries, Archives, and Museums)

Group 2 explored future uses and users, with a particular focus on cultural, educational and community-facing activities. The group discussed the potential for libraries, museums and related GLAM institutions to have a presence on the site, building on their outward-facing roles and engaging more directly with the public. Ideas included cultural hubs, arts spaces, and facilities that invite people into the area rather than turning inward.

Participants also identified a need for everyday supporting uses, such as nurseries and childcare facilities, to make the area work for a wider range of users. The scenario assumed a reduced flood risk by 2035, enabling more confident planning of mixed uses, including social housing. There was strong emphasis on ensuring safe and sustainable access for staff and visitors, particularly those who do not work directly on the site, with good walking, cycling and public transport links from the station.

The group highlighted opportunities for skills development and apprenticeships linked to activities on site. At the same time, they reflected that their scenario may underplay Oxford's longer-term growth ambitions, noting that it tended to focus on shorter, three-year horizons rather than a ten-year or generational timeframe.

Group 3: 'Community Connections' – Sustainability and energy

Group 3 focused on sustainability and energy, developing a scenario centred on stronger community connections. Participants discussed opportunities for renewable and community-based energy systems at Osney Mead, building on organisations already active in the area and extending benefits into surrounding neighbourhoods.

The group spoke positively about embracing the local environment, with better connections to green and blue spaces helping to create a stronger sense of place. They saw opportunities for new

services and facilities on site that would support a "15-minute neighbourhood" and be of direct benefit to residents, not only those working or studying at Osney Mead.

Discussion also considered how people would use the site day to day, for example during lunch breaks or informal meetings, and how relocated university buildings might interact with the wider community. The scenario envisioned Osney Mead as a place where students and others would want to spend time, rather than simply pass through.

However, flooding remained a significant concern. The group raised questions about the suitability of housing and the safety of access routes, stressing the importance of confidence that flood risks would be mitigated by 2035. They highlighted the value of a shared community hub, like Milton Hub, and emphasised that if energy systems are developed, adaptability and long-term affordability should be embedded from the outset.

Group 4: 'École réseaux' (School of networks) – Flooding and ecology

Group 4 explored Osney Mead through the lens of networks, particularly water, drainage and ecology. Their discussions assumed that the Oxford Flood Alleviation Scheme would be in place, but also acknowledged that flooding would still occur on parts of the site. Participants shared experiences of past flooding, including surface water, groundwater and sewage-related issues, and emphasised that these would still need to be addressed.

The group stressed that blue, green and drainage networks are deeply interconnected. They discussed opportunities to improve positive relationships with water while reducing negative perceptions associated with flooding and sewage. Greener, more integrated networks could enhance ecological connectivity across the site, supporting bats, butterflies and other species, and helping to fill gaps in existing ecological corridors.

Participants supported the idea of embracing water as a defining feature of the site and designing development around it, rather than trying to exclude it entirely. They emphasised the importance of protecting existing residential areas to the north through on-site mitigation strategies that reduce surface water and fluvial flood risk. Improved pedestrian links and targeted greening, including around pumping infrastructure, were also identified as opportunities. Overall, the group felt that flood mitigation could be most effective if it is visible and celebrated as a defining feature of the place, contributing to ecological and social resilience rather than being hidden.

Group 5: 'Incremental' – Townscape and delivery

Group 5 took a pragmatic, delivery-focused approach, centred on the idea that change at Osney Mead is likely to happen incrementally over time. Participants highlighted that the University owns only part of the site, and that land outside its ownership presents additional complexity. They suggested that setting clear economic and viability thresholds could help bring other landowners on board and allow development to come forward in phases.

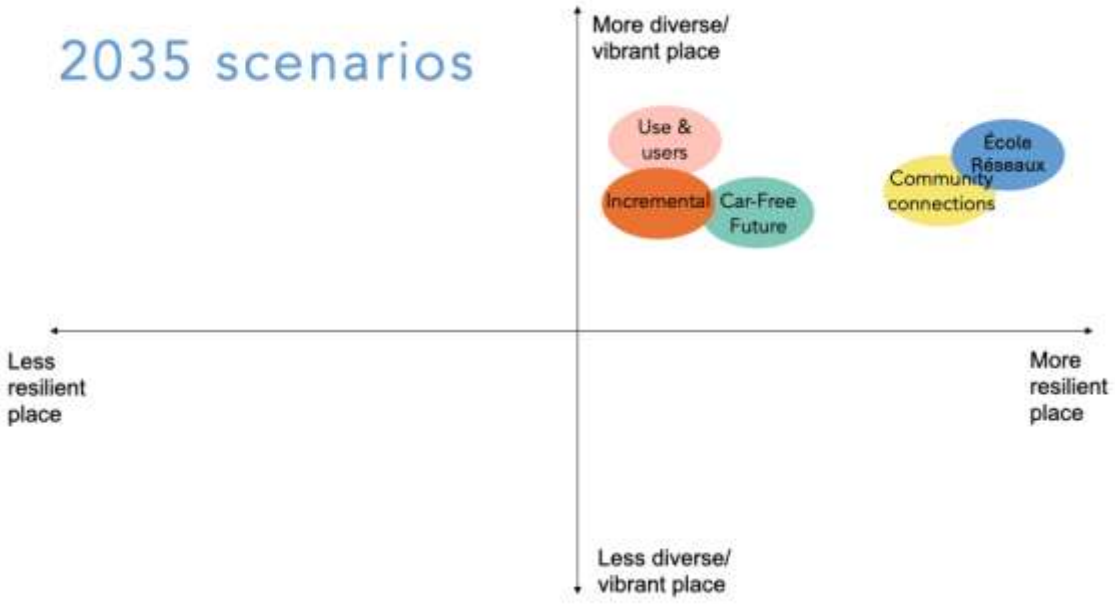
The group expected the spine road to remain a significant feature, at least in the medium term, although they hoped vehicle use would gradually be reduced, particularly at the western end of the site. Bus access was seen as important and likely to continue to rely on the spine road. Improved pedestrian and cycle connections, including new bridges and access points, were seen as critical to integrating the site with its surroundings.

Residential uses were discussed, including university and other accommodation. The group noted that while OFAS may address short-term flooding, longer-term flood risk remains, and that residential development would need to be carefully located, potentially towards the eastern part of the site to reduce pressure on emergency services. Canalside housing models, such as those seen in Amsterdam, were referenced, while also acknowledging the practical challenges of water levels and resilience.

Participants emphasised the importance of retaining small businesses that service the city centre, such as fishmongers, stonemasons and local coffee roasters, and ensuring they are not displaced by redevelopment. These could be accommodated in mixed-use buildings with commercial spaces at ground level and residential uses above. The group discussed the need for careful consideration of building heights and townscape, with the possibility of a limited number of taller elements if informed by a thorough understanding of the site. They strongly supported the idea of drawing greenery into and through the site and identified the waterfront as the potential heart of Osney Mead: a future public space of high quality and significance.

Scenario plotting

Following each group sharing their feedback, the groups' scenarios were plotted by the other groups, in terms of how resilient they would be in the future, and how diverse and vibrant they would be.



The group scenarios plotted to show their impact in comparison to the status quo.

Discussion & next steps
Following the group feedback, discussion focused on the importance of clearly articulating the future character of Osney Mead. Participants reflected on whether emerging ideas were **not only plausible, but desirable**, particularly in the context of a sensitive, quiet area with an established identity. There was broad agreement that any future change should serve more than a defined development boundary and **provide tangible value to surrounding communities**. Questions were raised about whether Osney Mead should evolve into a 'destination' with a public square, or whether a lower-key, locally rooted mix of uses would be more appropriate, allowing the area to retain its own identity rather than becoming an extension of the city centre.

Flooding was recognised as a defining constraint and opportunity. Workshop participants emphasised the need to actively address and 'embrace' flooding rather than treating it solely as a technical problem to be mitigated. It was noted that existing green spaces and play areas are regularly unusable for prolonged periods due to flooding, highlighting the importance of flood-resilient and, where appropriate, raised public spaces. Participants cautioned against poorly conceived greening that would fail in wet conditions, stressing instead the need for robust, site-appropriate landscape design that works with water rather than against it.

Connectivity and movement were also key themes, particularly the need to upgrade walking and cycling routes to better support everyday use and safety. Improvements around the lock and along Bridge Street were specifically highlighted, alongside wider concerns about how people move through and around the area during different conditions, including flooding. The discussion reinforced the importance of creating **connections that serve local residents first**, while carefully managing impacts on quieter neighbourhoods and avoiding over-engineering or traffic dominance.

More broadly, participants reflected on **social value, balance, and long-term ambition**. There was a strong call to place greater emphasis on social value and community benefit, recognising existing local knowledge, activism, and stakeholder capacity as assets. Tensions between what is good for the city and what is good for the University were acknowledged as unavoidable but necessary to engage with. Some saw potential for Osney Mead to help rebalance opportunities in West Oxford, albeit within the limits imposed by the floodplain. The discussion concluded with an aspirational note, *that, with the right approach, Osney Mead could become an exemplar of community-led planning—studied by others in 10–*

15 years' time as a place where meaningful engagement and local buy-in shaped an award-winning outcome.

Next steps
Kevin highlighted that there were to be community drop-ins on Friday 13th at The King's Centre, and Saturday 14th March at West Oxford Community Centre. He mentioned that the information panels are available on the Osney Mead website, along with feedback forms. He confirmed that the report of the workshop and exhibitions would be made available on the Osney Mead website in the near future. He closed by confirming that the team will be back in summer and will follow up conversations with a range of stakeholders then.

4 Drop-in exhibitions

Two-drop-in exhibitions were held for the first stage of engagement. The venues and timings were:

- **The King's Centre, Osney Mead, Oxford, OX2 0ES**
  Friday, 13th March, 11:00 – 14:00

- **West Oxford Community Centre, Botley Road, Oxford, OX2 0BT**
  Saturday, 14th March, 14:00 – 17:00

Layout of venues with floor maps to centre and information panels to edges.

In both venues, the ten exhibition panels were arranged in an arc around the far end of the room opposite the door. Two floor maps were fixed to the floor, one showing a zoomed-in view of Osney Mead, the other, much larger, showed residential streets, open spaces and more context surrounding Osney Mead. The full set of information panels can be seen at Appendix C.

Images from the Stage 1 drop-in exhibitions.

Images from the Stage 1 drop-in exhibitions.

On arrival, visitors were asked to leave their email contact details, if they wished, in order to be kept updated about future events and progress relating to the Osney Mead masterplan work. In addition to the panels, there were tables and chairs for attendees to sit and fill out paper questionnaires, and weblinks available to the exhibition panels to enable viewing and completion of the questionnaires digitally, if preferred.


The drop-in exhibition at The Kings Centre, Osney Mead.

5 Exhibition discussion themes

Exhibition and discussions at The Kings Centre, Osney Mead.

The following themes were raised and discussed across the many conversations with the consultant team, as part of the public drop-in exhibitions on both Friday 13th and Saturday 14th March:

Nature & biodiversity
Many people expressed concern that nature in or around the site was not being adequately considered. They raised the potential impact on the character and nature of the waterside footpaths and any removal of the trees and hedgerows where Engineering Building 1 (EB1) will be located. There was strong opposition to the idea of any new uses of the site encroaching on ecosystems and quiet places. Some exhibition attendees were keen to see Osney Mead set the standard on biodiversity, with a positive approach to embracing nature, with less concrete and more green areas.

Some people expressed a desire to see the site acting as a connection between the meadows to the south and existing properties to the north, for wildlife and insects to travel across. There were also comments about wanting to see watercourses around Osney Mead maintained and cleared up regularly.

Flooding, groundwater & surface water management
Flooding was frequently discussed, with strong concerns about fluvial and foul flooding, in particular. A lot of people were interested to find out when the Oxford Flood Alleviation Scheme (OFAS) will start and when it will be completed.

There was much discussion around the issues and solutions that are possible. Some wanted the Osney Mead site to do more to alleviate flooding onsite and in the surrounding area. Exhibition attendees who raised this topic were generally supportive of nature-based drainage approaches.

Some emphasised the need for upgrades to the existing foul water network. Related to this, it was reported that many residents have their own sumps and pumps to help deal with the impact of flooding on their properties. Some recognised that, though flood risk is an issue, with appropriate mitigation there should be no impact on existing properties.

Housing
The most frequent question raised by some, was why the site is not contributing more residential. Several considered there should ideally be some residential element. Some people understood the rationale of the Local Plan allocation and SPD, and the flood risk reasons which constrain the potential for housing.

Energy
Several people asked about energy, notably to support of fossil-free approaches to energy at Osney Mead. Some discussed wanting heat-pumps and others mentioned wanting roofs to have solar panels.

Some raised the possibility of centralised / connected energy or heating systems. Some were also interested to see if energy and heat could be shared beyond Osney Mead.

Transport & travel
Many were concerned about more traffic in the area and, in particular on the Botley Road. Many were supportive of car-free development at Osney Mead, and improved, safer and more direct active travel (walking and cycling) access via the existing bridges and along the canal towpath. Some felt that with new development would be an opportunity for new restrictions around controlled parking – the current uncontrolled parking in the area was thought to cause several issues, especially for the school.

There was a specific concern from someone (who works at Osney One and drives to work), that a shift to more sustainable travel modes will make it difficult for some to get to work. The need for bus services to serve the far-end of Osney Mead was mentioned. However, concern was also expressed that increased bus movements to Osney Mead would equate to more buses running past the primary school front door, increasing risks to children.

There was also reference a traffic bottleneck risk on Ferry Hinksey Road, relating to recognition that the crossing and cycle path to that road is really well used.

Services / community infrastructure
The discussions around services and community infrastructure were diverse and wider ranging. Some were excited by the idea of another café, some shops and restaurants, wanting to see the 'livening up' of the northside of the site, while others were concerned about local ecology and heritage, and wanted to keep the area quiet and peaceful

Despite a range of views about the amenities and services that could be located in Osney Mead, there was a consensus that Osney Mead currently does not serve the community well and that change (if done well) would be a good thing. Many people referenced existing loved amenities and venues such as the coffee shop, butchers, fish and chip shop and a new brewery, a foundation of businesses that attract people, which could be added to.

In addition to specific preferred services and amenities, there was a general preference to see some housing and population, alongside suggestions for a fitness centre, community centre, swimming pool, climbing wall, parks for children, cafés and shops. Participants said that it was important to have a diverse mix of things that will serve the local community and people who work there. There was a specific mention by some, to see a nursery and residential units when the flood risk is reduced following completion of the OFAS, and there was a suggestion for indoor children's soft play.

The University
Several people expressed frustration with the scale and cumulative impact of other University developments and felt the University is encroaching into residential neighbourhoods too much. Some noted that they could accept the development at Osney Mead but requested that it should not just be for the academic / student community – it needs to work for local people and wider city too.

Views / heritage
The majority of the comments on views were concerns from people in Osney island. They were worried also about the façade and the massing of the new building(s) being too great, impacting on character, skyline and privacy. Some mentioned that the new development needs to build on the specific character of Osney. The Lock Keeper's Cottage was mentioned as a highly significant local heritage asset.

Development locally
Many people expressed some degree of being 'fed up' with local development and construction, especially at the train station. There was some degree of scepticism/distrust in the organisations / agencies involved (Oxford City Council, Developers, Environment Agency, Network Rail, etc) and how long development has been taking place.

There was some discussion about the SPD policy direction and the opinions of Osney residents on the nature and scale of the urbanisation, and concern around threats to greenspace, open spaces and wildlife. There was also a related concern about an increase in the number of people in the area, which could impact in several ways.

There were reports of residents of Botley Road being overshadowed by the recently constructed science park, with a suggestion that daylight and sunlight should be made an important local conversation, to avoid this happening to others.

Construction disruption
There was several concerns raised around future construction impacts – traffic, noise, dust, pollution, routes and movement. and other things could be impacted. This was raised in relation to the masterplan as a whole, noting the potential to impact on the area numerous times, as distinct development projects are delivered over time.

Wider masterplan
Some landowners (particularly Kings Meadow, but also in other smaller units) were keen to understand what an illustrative masterplan would mean for shaping future development and how it could affect their businesses and property ownership.
There was a suggestion that Kingsmeadow businesses could potentially organise themselves so that they speak as one voice as part of any wider plans, and it was noted that they have an estate management company.

Reference was also made by some to the Shepherd Epstein masterplan scheme of 7 years ago, with people expecting to see a development resembling that, which was viewed negatively in terms of its scale and impact.

Further engagement
The local community generally welcomed the OUD engagement, providing lots of detail and expressing a keenness to be involved in developing the approach and key themes going forward.

Some criticism was raised around decisions made without community involvement, including by the University and its Colleges.

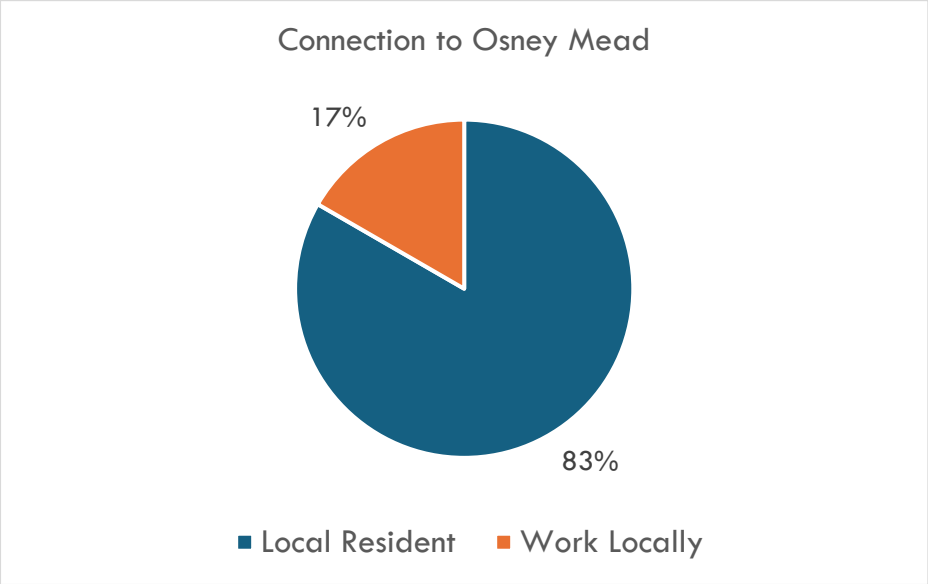
There was a mention of previous experience of engagement in relation to Fabrica, where some reported that engagement felt like tokenistic 'lip service' and they have not been listened to, in relation to overshadowing and the provision of local benefit.

Exhibition and discussions at West Oxford Community Centre, Botley Road.

6 Questionnaire feedback analysis

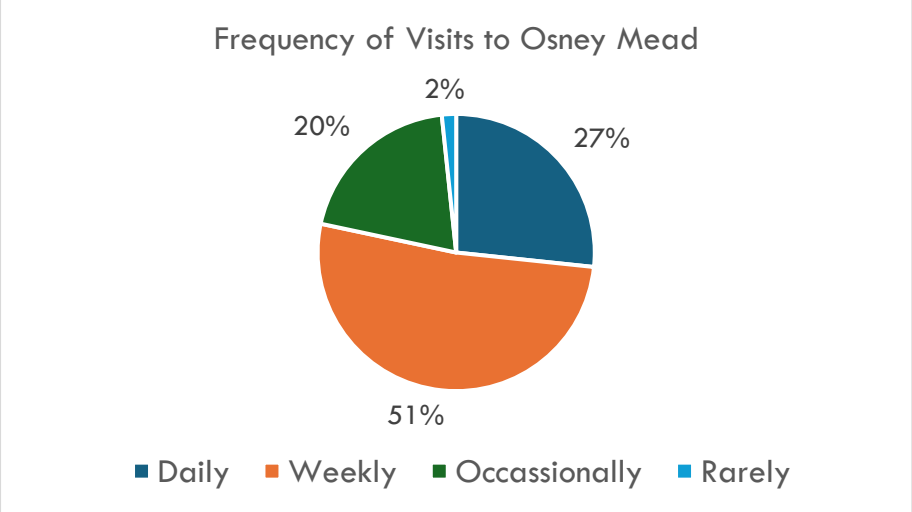
73 questionnaire responses were received (including paper, postal and online forms). Fuller questionnaire response analysis can be found in Appendix 4, with three separate communications relevant to this stage of engagement, included in Appendix 5. The following analysis is arranged in response to questions within the feedback survey:

What is your connection to Osney Mead? (Select all that apply)



Only two responses were selected from the multiple choice (with free text 'other' option) The majority of participants who completed feedback forms were local residents.

How often do you visit or pass through the industrial estate?



Currently, why would you normally be coming to Osney Mead today?
Respondents most commonly described Osney Mead as a **place they pass through** rather than a primary destination. Frequent reasons included **walking, cycling, or running through** Osney Mead, particularly as a **route to the city centre**, West Oxford, or when the Thames **towpath is flooded**. The industrial estate is also regularly used for **access to the river**, green spaces, and as part of daily exercise routines such as dog walking and commuting by bike.

In addition, a significant number of respondents visit Osney Mead to **access specific local businesses and facilities.** These include food retailers (notably Alden's Fish and Meat Market, Meatmasters, and the Chinese supermarket), cafés (particularly Jericho Coffee Traders), workplaces, and community facilities such as The King's Centre. Visits are therefore functional, habitual, and closely tied to locally valued services rather than discretionary leisure trips.

What do you think works well about Osney Mead today?
The aspects most consistently identified as working well are the presence of **independent local businesses**, particularly food retailers and cafés, and the **availability of pedestrian and cycle routes through the area**. Respondents value the ability to pass through Osney Mead **safely and relatively quietly**, with several noting that it offers an alternative route to the city and a **refuge from busier roads**. The riverside setting, mature trees, and proximity to nature are also seen as important assets that contribute to the area's character.

Other positive features include **low-rise development, limited through-traffic, and the continued presence of employment uses** that support the city, such as the Environment Agency depot and small service businesses. Community uses, especially The King's Centre, were also highlighted as providing social value and occasional activation. Despite these positives, many respondents framed them as "potential" rather than fully realised strengths.

What challenges or issues do you think the site currently faces?
Flooding is by far the **most frequently raised issue**, encompassing fluvial, surface water, groundwater, and sewage flooding, as well as the regular inaccessibility of routes during winter months. Respondents expressed concern about the reliability of access to and through the site, particularly under the railway bridge, and about the risk that new development could exacerbate existing flood impacts on surrounding residential areas.

Additional challenges include the **poor condition and appearance of buildings and public realm**, underuse and vacancy, car dominance, and inadequate walking, cycling, and public transport infrastructure. Many respondents described the area as **unattractive, fragmented, and unwelcoming despite its central location**, with concerns also raised about traffic, antisocial behaviour at night, and the lack of amenities that would encourage people to spend time on the site.

Are there any particular features, businesses, or aspects of the area that you value and think should be retained or respected in the future?
There is **strong and repeated support for retaining independent local businesses**, particularly Alden's Fish and Meat Market, Meatmasters, Jericho Coffee Traders, the Chinese supermarket, and small service enterprises. Respondents regard these as essential community assets that serve both local residents and the wider city. T**he Environment Agency depot and Osney Lock Hydro were also frequently cited as critical infrastructure** for flood response, resilience, and environmental stewardship.

Equally important to respondents is the **protection of the site's natural and landscape features**. This includes mature trees, riverside vegetation, the towpath, meadows, and the wider green "envelope" around Osney Town Conservation Area. Low building heights, openness, and the quiet, semi-rural character of the area were highlighted as qualities that should not be eroded by future development.

How would you describe the character of the area today?
Osney Mead is most commonly **described as industrial, quiet, and underused**. While parts of the site are active and productive, respondents consistently noted the prevalence of vacant or underutilised buildings and a general lack of vibrancy outside working hours. The character is often seen as scruffy or neglected, yet also calm and relatively free from congestion.

Several respondents emphasised the area's **distinctive "in-between" quality, neither fully industrial nor residential**, and separate from the city centre by river and railway. This subdued character is viewed by many as a strength that differentiates Osney Mead from other parts of Oxford, though one that is fragile and at risk if development is poorly conceived.

Are there any issues relating to movement or access in and around the estate?
Access and movement issues were raised extensively, with particular **concern about flooding-related inaccessibility**, the reliance on a single vehicular access via Ferry Hinksey Road, and congestion on Botley Road. Respondents highlighted **conflicts between pedestrians and cyclists**, especially along the towpath and at Osney Lock, where safety concerns and incidents of aggression were reported.

While the cycle routes through Osney Mead are valued, many respondents feel that **walking routes, crossings, lighting, and integration with surrounding neighbourhoods need significant improvement**. Poor public transport provision and the dominance of car and HGV traffic were also cited as barriers to making the area more accessible, inclusive, and safe for all users.

Looking ahead, what opportunities do you think exist for improving or evolving the site?
Respondents see significant opportunity for Osney Mead to **evolve into a greener, more mixed-use, and community-focused area**. Common suggestions include the introduction of affordable and social housing, improved public spaces, better walking and cycling connections, and a wider mix of everyday amenities such as cafés, childcare, health facilities, and play spaces that do not flood.

There is also strong support for **environmentally led regeneration**, including flood-resilient design, sustainable drainage, tree planting, biodiversity enhancement, and low-carbon development. Many respondents emphasised the potential for Osney Mead to become an exemplar of climate-resilient, people-focused regeneration that balances academic uses with community, cultural, and small business activities.

Are there any types of uses or activities you think could work well in this location?
The majority of respondents support a **genuinely mixed-use approach**. Suggested uses include **academic and research buildings**, small and affordable **business units**, workshops, creative studios, community facilities, and **social infrastructure** such as nurseries, schools, leisure centres, and sports facilities. There was particular enthusiasm for **uses that support everyday life for local residents** rather than destination-only attractions.

Respondents frequently **cautioned against a mono-functional university campus** or large-scale, car-dependent employment uses. Instead, they advocated for flexible, human-scale development that supports local employment, skills, culture, and community life, while remaining compatible with the site's environmental constraints.

What would make the area work better for local businesses, workers, and neighbouring communities?
Improved access, reduced flooding, and better public transport were consistently identified as priorities. Respondents called for a **more coherent layout, enhanced public realm**, and a **stronger provision of amenities** that **serve daily needs**, such as food shops, cafés, childcare, and community spaces. Affordable rents and support for small businesses were also seen as essential.

Many respondents stressed the **importance of reducing car dominance** while recognising that **some businesses rely on vehicular access**. A balanced approach—prioritising walking, cycling, and public transport, while managing necessary servicing—was widely supported, alongside meaningful community involvement in shaping future change.

Are there any improvements to the public realm, environment, or appearance of the area that you would welcome?
There is **overwhelming support for more greenery, trees, and high-quality public spaces** throughout Osney Mead. Respondents called for the removal of surplus tarmac, rewilding of underused areas, improved landscaping, and better connections to the river. Flood-resilient play spaces, seating, and informal gathering areas were frequently suggested.

In addition, respondents emphasised the need to **respect and enhance existing ecological assets**, avoid light pollution, and improve the overall appearance of buildings and streets. High-quality design, sympathetic materials, and a coherent landscape strategy were seen as crucial to transforming perceptions of the site.

Are there examples of other industrial or employment areas you think work particularly well?
Respondents referenced a range of precedents, including Milton Park, King's Cross, Hackney Wick, North Hinksey Industrial Estate, and mixed-use waterside developments in the Netherlands and elsewhere. These examples were typically cited for their successful integration of employment with community uses, cultural activity, public realm, and access to green and blue infrastructure.

Common themes from these examples include **adaptive reuse of industrial buildings**, support for creative industries, flexible spaces, and incremental change rather than wholesale redevelopment. Respondents expressed a desire for Osney Mead to learn from such models without replicating high-density or overly commercial outcomes that feel disconnected from local context.

Do you have any suggestions regarding the role that the wider site could play in Oxford's West End?
Many respondents viewed Osney Mead as having the **potential to become a distinctive, mixed-use quarter that complements rather than competes with the city centre**. Suggested roles included providing much-needed housing, community facilities, cultural spaces, and everyday amenities for West Oxford, while supporting employment and innovation.
Equally, there was strong **caution against treating Osney Mead as an extension of the city centre or a destination-led development**. Respondents emphasised the importance of respecting the site's separation by river and railway, its quiet character, and the needs of existing communities, positioning Osney Mead as a good neighbour rather than a growth-led intervention.

What do you think should be the key priorities for the future of the wider site?
Key priorities consistently identified include **flood risk reduction, biodiversity enhancement**, low-rise and **context-sensitive development**, and **sustainable access** focused on walking, cycling, and public transport. Maintaining **affordability** for housing and businesses, **protecting valued landscape and ecological features**, and ensuring **development benefits local communities** were also central themes.

Respondents repeatedly called for **long-term thinking, high-quality design, and coordination** with wider infrastructure and flood alleviation strategies. There is a strong expectation that future development should set a benchmark for climate resilience, social value, and inclusive regeneration.

Are there any risks or concerns you think should be considered as the area evolves?
Flooding remains the dominant concern, alongside traffic congestion, car dependency, and pressure on surrounding residential streets and infrastructure. Respondents are worried about the **cumulative impacts of development**, including loss of biodiversity, increased conflict on walking and cycling routes, light and noise pollution, and damage to the character of Osney Town Conservation Area.

There is also significant **concern about overdevelopment**, particularly high-rise buildings, and the risk of Osney Mead becoming dominated by university uses with limited public benefit. Many respondents stressed the importance of **addressing existing infrastructure deficiencies**—especially sewage capacity—before intensifying development.

What do you think would help the site integrate better with the surrounding neighbourhoods?
Better integration is seen as dependent on sensitive, low-rise development; protection of green buffers; and improved, safe connections that do not overwhelm neighbouring areas. Respondents supported better walking and cycling links, clearer wayfinding, and modest new crossings where appropriate, while avoiding routes that would funnel excessive movement through quiet residential streets. **Equally important is social integration**: providing facilities, spaces, and services that local residents actually want to use, and maintaining an open, welcoming character rather than creating a closed campus. Ongoing engagement with residents was repeatedly emphasised as essential to achieving this.

Are there any practical considerations the design team should think about for this building?
Respondents highlighted a range of practical considerations including building height, light pollution, noise, vibration during construction, and impacts on fragile neighbouring housing. **Managing servicing, deliveries, and construction traffic**, particularly past the primary school, was raised as a significant concern, as was maintaining access routes during flood events. There is strong support for minimising

car parking, prioritising cycling and public transport, and ensuring generous, safe cycle parking. Respondents also stressed the importance of active frontages, passive surveillance, and designing the building to face and engage with public routes rather than turning its back on them.

Are there particular design qualities that you think would help a new building fit well within the area?
Respondents repeatedly called for low-rise, high-quality architecture that is **sympathetic to the surrounding conservation area and landscape**. Preferred qualities include durable, natural materials (such as stone and brick), muted colours, and designs that avoid visual dominance or "statement" architecture. Sustainability, both operational and embodied carbon, is seen as essential, with strong interest in Passivhaus standards, timber construction, green roofs, and nature-friendly design.

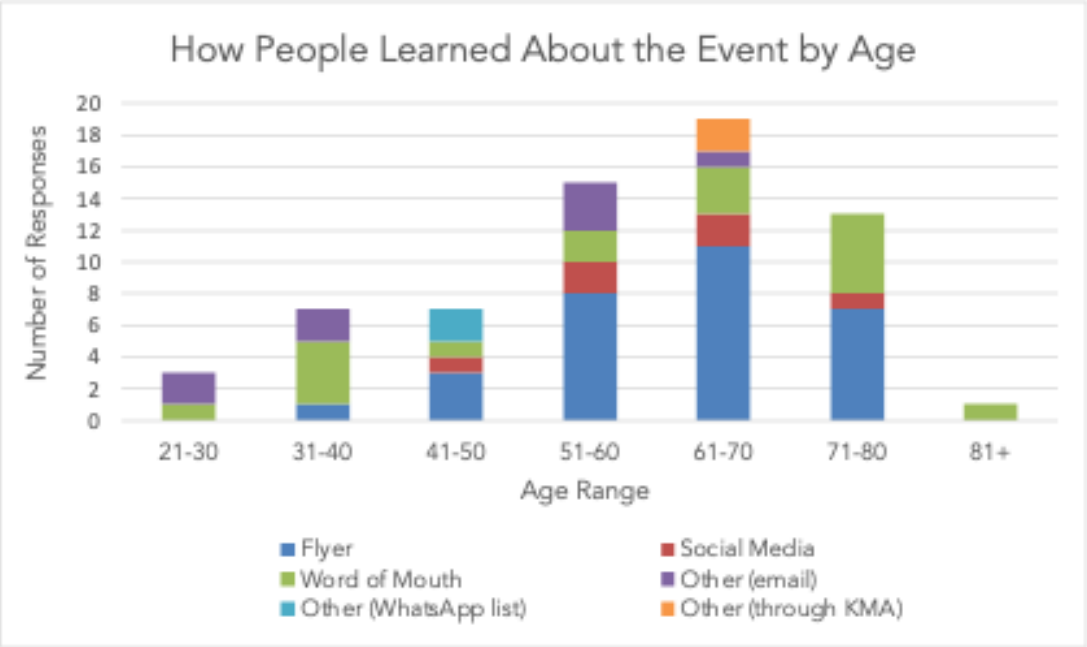
The **landscape is viewed as equally important to the building itself**. Respondents emphasised the need for generous planting, flood-resilient green spaces, retention of mature trees, and designs that respect views, waterways, and wildlife corridors. Good design is expected to set a positive precedent for future development across the site.

What opportunities could a new University building on this site provide for the local area?
Respondents identified potential benefits including local employment, apprenticeships, skills development, and increased footfall for existing businesses. There is interest in the building providing **shared or publicly accessible facilities** such as meeting spaces, exhibition areas, learning spaces, gyms, or cafés, as well as outreach and engagement with local schools and communities. However, many respondents questioned whether a new University building would deliver tangible benefits unless it is explicitly **designed to be inclusive and outward facing**. There is a clear expectation that any such building should **demonstrate environmental leadership**, contribute positively to the public realm, and avoid displacing valued local uses.

Is there anything else you would like the project team to consider as the plans develop?
Respondents repeatedly emphasised the importance of **genuine, ongoing engagement** rather than one-off consultation. There is concern that local knowledge and expertise are often overlooked, particularly in relation to flooding, access, and ecological sensitivity. Many urged the project team to **reuse and retrofit existing buildings where possible**, reduce construction impacts, and be transparent about decision-making.

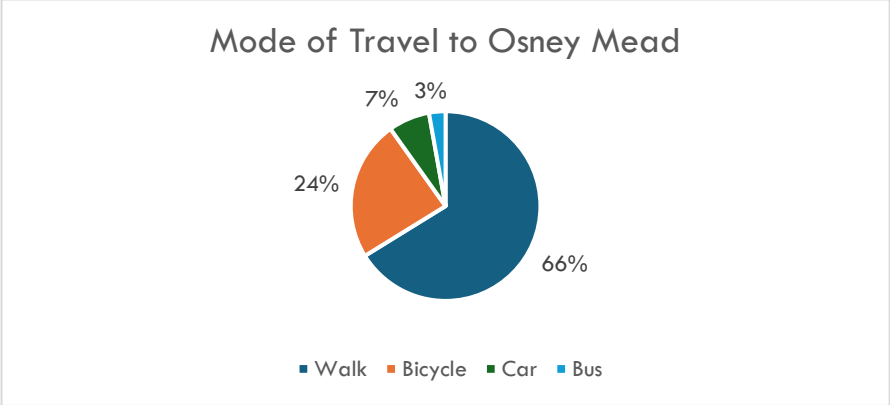
Finally, respondents stressed that **Osney Mead is not a blank canvas**. Its industrial heritage, waterways, ecological networks, and established communities are seen as **assets to be built upon, not erased**. The overarching message is a call for ca**reful, respectful, and community-centred regeneration** that improves quality of life while safeguarding what makes the area distinctive.

Engagement with event publicity

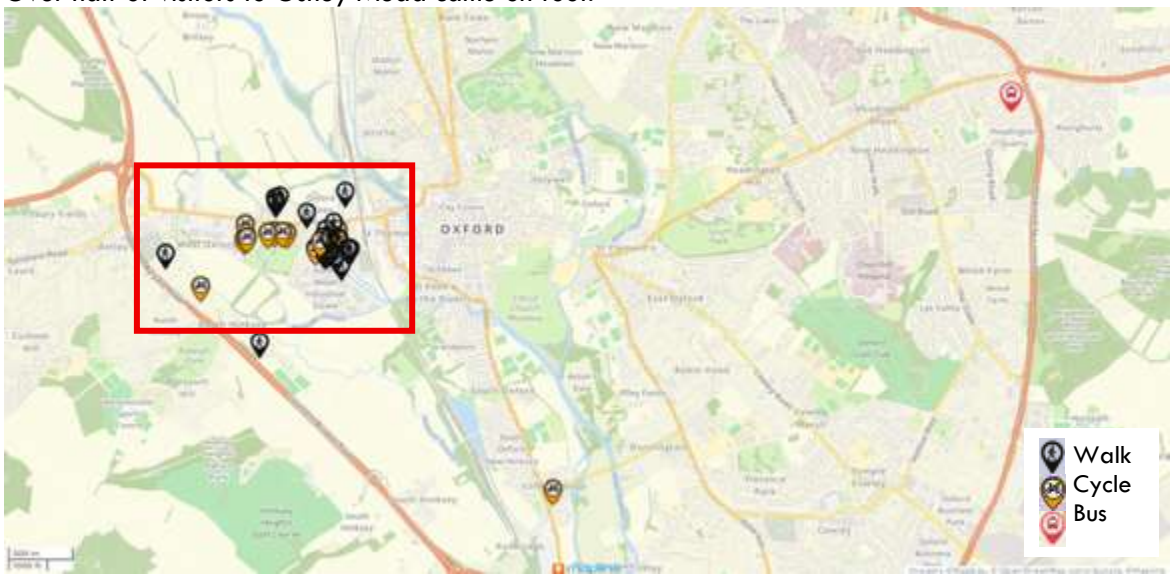


The flyer is effective in publicising exhibitions, particularly to an older demographic

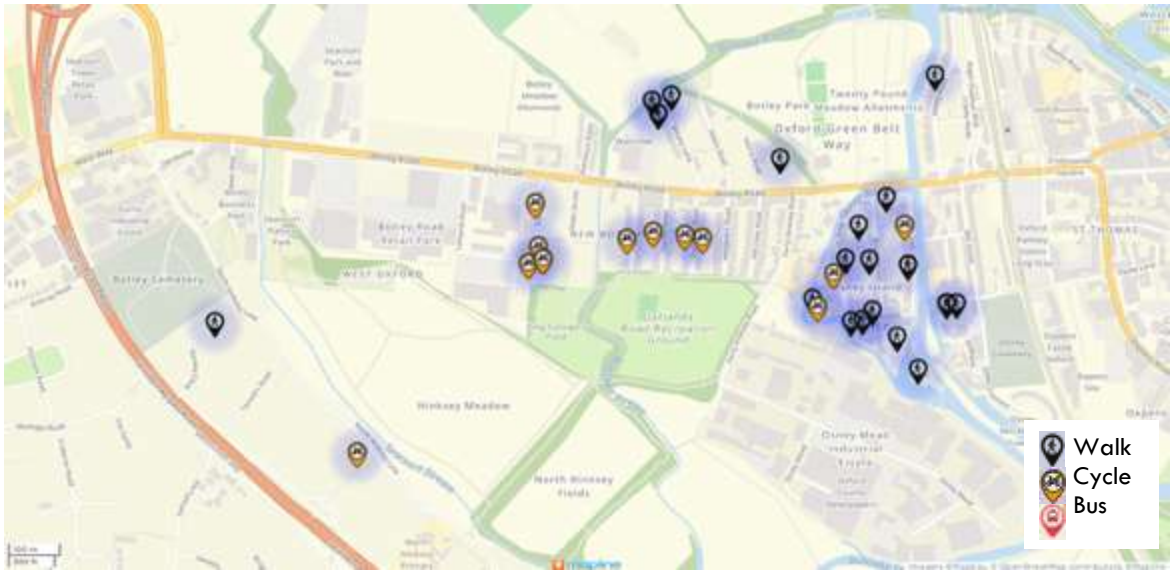
How survey participants travelled to Osney Mead



Over half of visitors to Osney Mead came on foot.



Wider map extent showing starting postcode (where full postcode was provided) of residents that attended the exhibitions and their mode of travel.



Zoomed in map showing starting postcode (where full postcode was provided) of residents that attended the exhibitions and their mode of travel.

7 Conclusion & next steps

Stage One engagement has provided a rich, detailed understanding of how Osney Mead is experienced today and how it is perceived as a place with both significant constraints and considerable long-term potential. Through workshops, site visits, public drop-ins and questionnaires, participants shared a strong sense of **local knowledge, attachment and lived experience,** particularly in relation to **flooding, movement, ecology and the distinctive character** of the area. This information underpins the importance of OUD's sensitive, context-led approach to any future change.

A consistent message across all engagement activities was that Osney Mead is not seen as a blank slate. Its industrial heritage, riverside setting, established businesses, community facilities and proximity to residential neighbourhoods are **valued qualities that inform expectations for the future.** While many participants recognised that the site is underused and fragmented, there was some caution about development that might feel imposed, overly dense, or disconnected from local character or needs. In particular, some concerns were raised about any shift of Osney Mead to become an extension of the city centre, as that could mean losing some of its distinctive sense of place alongside the surrounding communities.

Flooding emerged as a key issue, strongly influencing how people think about the area's future. Participants demonstrated a high level of awareness of fluvial, surface water, groundwater and foul water flooding, informed by lived experience over many years. Rather than viewing flooding solely as a technical constraint, many contributors framed it as a condition that should actively shape design, land use and public space, with strong support for **nature-based solutions,** flood-resilient landscapes and visible water management. Confidence in the Oxford Flood Alleviation Scheme (OFAS) was mixed and cautious. While it is expected to reduce risk, there remains a clear ambition that **future development must not exacerbate residual flooding** nor place unacceptable pressure on surrounding communities and infrastructure.

Connectivity and movement were also central to discussions. Osney Mead is widely used as a walking and cycling route, particularly when the towpath is flooded, and these informal everyday movements are deeply valued. Participants supported improved connections, but stressed that they must be designed to serve local needs, maintain safety, and avoid overwhelming quieter residential streets. Car dominance, traffic congestion and the vulnerability of the site's single vehicular access were seen as risks that need careful management, alongside aspirations for more people-focused, low-traffic streets and better public transport provision.

Finally, there was strong emphasis on **social value, balance and trust.** Participants repeatedly highlighted the importance of retaining and supporting existing independent businesses, providing affordable and flexible spaces, and ensuring that any **University presence is outward-facing** and offers tangible benefits to local people. While tensions between city-wide, University and local priorities were openly acknowledged, there was also a shared sense that Osney Mead presents an **opportunity to demonstrate a different approach to regeneration,** one that is incremental, inclusive, climate-resilient and shaped by ongoing dialogue.

Taken together, Stage One engagement has **established a clear set of principles, challenges and ambitions** that can inform the next phase of work. It has also set expectations for continued, meaningful engagement as ideas develop in greater detail.

Next Steps
The findings from Stage One engagement will now be used to inform the emerging masterplan principles for Osney Mead and the early thinking around the proposed Engineering building.

Key next steps include:

- **Further technical work** on flooding, drainage, access, movement and utilities, incorporating local knowledge shared during engagement and testing ideas for layout and design.

- **Ongoing discussion with key stakeholders,** including local authorities, the Environment Agency, infrastructure providers, landowners and community organisations.

- **Refining the emerging vision and principles for Osney Mead,** including drawing directly on Stage One feedback.

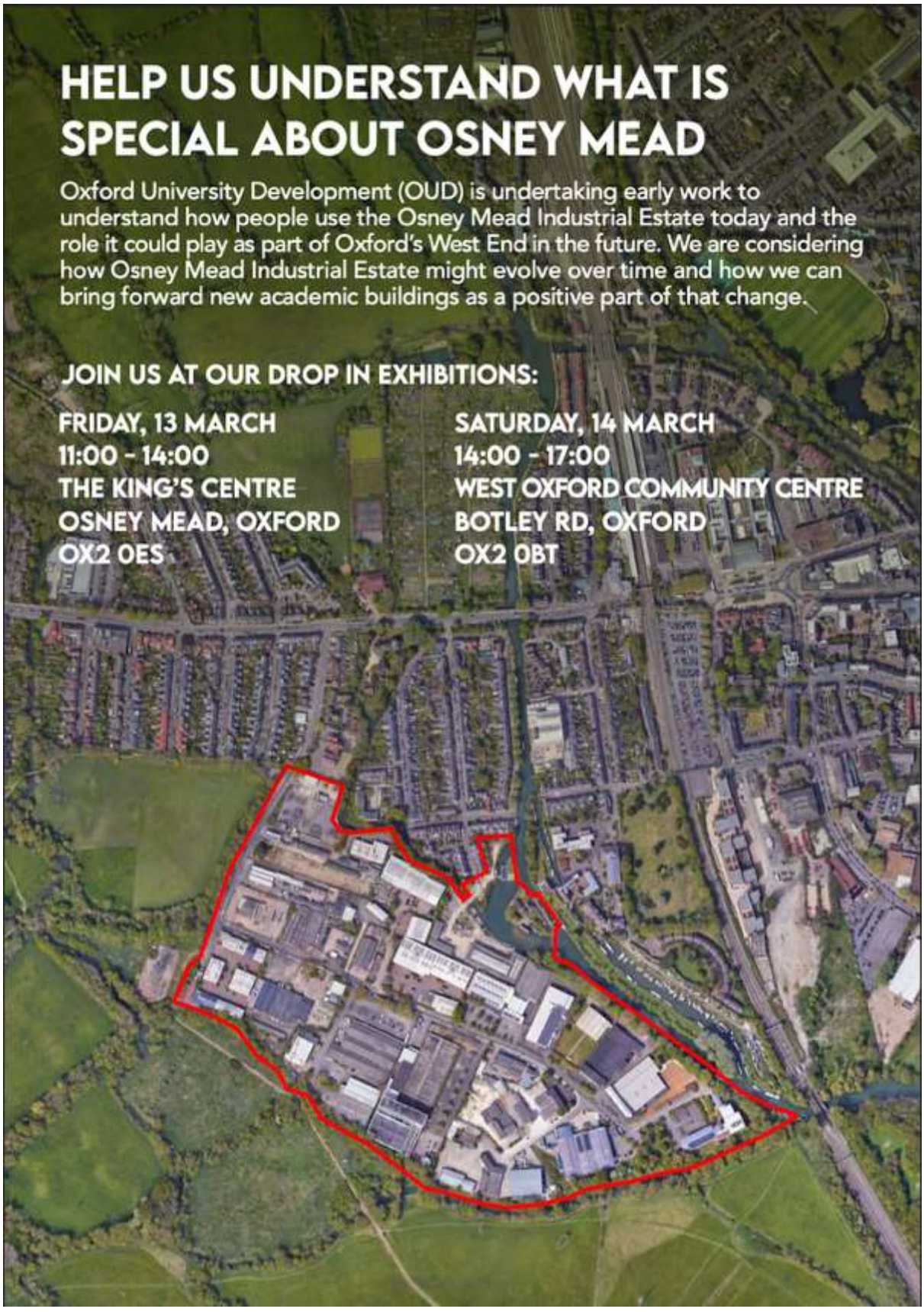
- **Preparation of more detailed spatial options,** including for the Phase 1 Engineering building.

- **A further stage of engagement,** planned for summer, which will share emerging ideas with communities and stakeholders, review options, and seek feedback before proposals are taken further towards a planning application.

- **Sharing this Stage One report,** ensuring transparency around what has been heard, and how feedback is being captured.

Stage One has demonstrated the value of early engagement grounded in listening and learning, particularly in relation to local understanding and aspirations. Oxford University Development and the project team are committed to the multi-stage engagement process. Thanks are extended to all those who have contributed so far.

Appendix A Event Flyer




COME AND MEET THE TEAM
This is the first stage of our engagement and we would like to introduce ourselves and begin listening to the local community before proposals are developed. Your feedback will help shape an illustrative masterplan, which will be shared in a later round of consultation.
We are seeking your views on:
• What works well here today
• The role of existing businesses and services
• Traffic, parking and access
• Building heights and character
• Green space, waterways and public areas
• Sustainability
• University, business and community balance
• Any concerns or opportunities you think we should consider
CITY CENTRE
OSNEY MEAD
OXFORD
Legal & General
OXFORD UNIVERSITY DEVELOPMENT
YOU CAN FIND OUT MORE BY VISITING
WWW.OSNEYMEAD-OUD.CO.UK

Appendix B List of Workshop Participants

Jane Buekett	Osney Island Residents' Association
Sarah Parker	Osney Island Residents' Association
Dr Alison Hill MBE	Cyclox
Graham Smith	Cyclox
Danny Yee	Cyclox & Oxfordshire Liveable Streets
Gillian Coates	Oxford Civic Society
Ian Green	Oxford Civic Society
Michael Crofton Briggs	Former OCC Head of planning, Oxford Civic Society
Neil MacLennon	Oxford Civic Society
Dr Andrew Pritchard	Oxford Civic Society (transport group)
Simon Collings	Oxford Flood Alliance
Neville Scrivener	Low Carbon West Oxford
Barbara Hammond	CEO, Low Carbon Hub
Fiona Ravenscroft	Osney Island Boat Club
Howard Lee-Smith	Osney Island Boat Club
Stephen Dawson	Heritage Director, Oxford Preservation Trust

Appendix C Exhibition panels

INTRODUCTION

Welcome to this exhibition to help inform future proposals for the Osney Mead Industrial Estate. This is an early stage of consultation, before detailed plans are prepared. It is the current intention that we, Oxford University Development, will come forward with a First Phase proposal and planning application, supported by an illustrative masterplan.

Site location and background

Osney Mead is located to the west of the city centre, south of the Botley Road and east of Ferry Hinksey Road. It is situated on an island area formed by branches of the River Thames, between Osney and the Bulstake Stream.

The 44-acre Osney Mead Industrial Estate was developed from the 1930s to 1970s on the meadowland, to relocate existing local businesses from the city centre. Over the last 40 years Osney Mead has grown, with over 75 businesses from a very wide range of sectors now operating from there. In addition to larger scale industrial uses, it is home to a number of successful businesses with a reputation for innovation, for instance in green energy.

Osney Mead Industrial Estate location

Oxford University Development

Oxford University Development (OUD) is a joint venture partnership bringing together the land and opportunities of Oxford University with the investment and development management skills of Legal & General.

OUD's vision is to design and deliver exemplary, sustainable development that meets the future needs of Oxford University, contributes to the wider economy of Oxfordshire and creates economic and social benefits for local communities.

PLANNING CONTEXT

The Osney Mead site is identified as an important transformational opportunity for the city in the current Oxford Local Plan, the emerging draft new Local Plan, and the West End and Osney Mead Supplementary Planning Document (SPD).

Osney Mead and West End sites

Policy SP2 of the current Local Plan allocates Osney Mead for mixed-use development, including employment uses, academic uses, student accommodation, employer linked affordable housing and market housing. The draft Local Plan promotes Osney Mead as an extension of the city centre, contributing to the city's employment land supply.

The SPD recognises Osney Mead's location and opportunity to contribute to the wider vision for Oxford's West End with innovation and mixed-use development that complements city centre uses. The vision is to tranform "an underperforming, underdeveloped, edge of city centre location, into a liveable quarter of the city, where innovation as part of Oxford's knowledge economy is integrated with a strong community and a vibrant mixed use quarter".

Osney Mead is also one of several sites able to contribute at a regional level, because of its proximity to the station, and therefore links to London, Birmingham, Reading and Heathrow.

Wider Oxford-Cambridge Arc context

SITE HISTORY

Once part of 'Osney Meadows', the current industrial park was developed during the 20th century to accommodate industries that were too land-hungry for the city centre. The site's location close to transport routes, power, and the industrialised main river channel, made it an attractive location for these uses. The historic meadows were transformed with individual industrial buildings and offices on spacious plots. Development on the site began tentatively between the wars, as Oxford experienced industrial expansion and redevelopment gathered pace west of the medieval city. By the 1950s many more plots were being built up and by the 1970s most were filled.

SITE TODAY

Home to the 'Osney Lab', Mini TESA (The energy systems accelerator), now the 'Zero Centre', and the origins of the Oxford Trust, Osney Mead has a flourishing culture of invention and ingenuity, evidenced through projects like Local Energy Oxford (LEO), Osney Lock Hydro, Oxwash and Osney Supercharge.

PLANNING PROCESSES

(1) Preparation of Illustrative Masterplan

A wider, 'comprehensive' masterplan is needed for the Osney Mead site, in accordance with Oxford's adopted Local Plan (2020) and West End and Osney Mead Supplementary Planning Document ('SPD') (2022).

Any specific large-scale developments coming forward within the Osney Mead area would need to fit within this wider framework.

(2) Future Planning Applications

The illustrative masterplan will inform and co-ordinate different development proposals and their respective applications.

The first development proposal to be brought forward at Osney Mead by OUD includes a new Engineering Science Hub for Oxford University. This would enable the relocation and consolidation of the Department of Engineering Science, from multiple buildings in the Science area including the Thom Building, which is no longer fit for purpose.

The new Engineering Hub provides an exciting first opportunity to transform teaching and research and deliver change at Osney Mead in accordance with the wider policy and guiding masterplan.

The planning application will need to demonstrate how the proposed development responds to the masterplan and relates to the wider context.

ACCESS, MOVEMENT & CONNECTIVITY

Osney Mead is in a highly accessible location able to deliver a sustainable development, within an easy walking and cycling distance from Oxford city centre and Oxford railway station. This aligns with aspirations of the Local Transport Connectivity Plan and Central Oxfordshire Travel Plan, which encourage a move away from private vehicle journeys where possible and support active travel and public transport.

The site could be transformed into a place that is focused on people with new places and squares that are connected by well-designed, accessible and active streets. The connectivity could be enhanced by active travel and ensure that those connections meet the needs of all people.

There could also be the opportunity for the site to be served by a high frequency of buses that would terminate and re-enter service at Osney Mead.

Existing connectivity

FLOODING & DRAINAGE

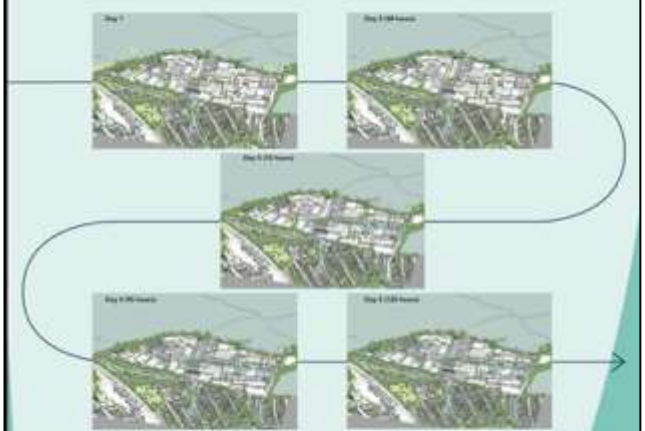
The Site is at risk from both river (fluvial) flooding as well as flooding from surface water. According to the Environment Agency Flood Maps the Site is located partially in Flood Zone 3b (functional floodplain), Flood Zone 3a (1 in 100 year event) and Flood Zone 2, (1 in 1000 year event).

Therefore any proposals will need to be carefully designed to effectively manage and mitigate flood risk from all sources. Any proposals will be assessed using hydraulic modelling in consultation with the Environment Agency.

Once the Oxford Flood Alleviation Scheme is completed it will protect the Site from frequent river (fluvial) flooding events. It will also remove the site from the Functional Floodplain.

Flood zones map

To manage the risk from surface water flooding we will design a drainage system using Sustainable Drainage techniques to capture and slow down the flow of water and store it during high rainfall events. Surface water will then be discharged and controlled rates to either existing watercourses or the existing drainage network. Our drainage system will also be designed to cope with increased flows and volumes as a result of climate change.



5 day flooding scenario for 100 year event

HERITAGE & TOWNSCAPE

Although archaeological evidence suggests an ancient ford and track in the western part, the relatively recent development of the site means there is little of heritage significance within the industrial estate. However the site is surrounded by a rich heritage. It is fringed to the north east by Osney Town Conservation Area and at its eastern corner is a listed riverside memorial. Within 500m of the site there are a further 2 scheduled monuments, 2 conservation areas, 24 listed buildings, and 13 non-designated heritage assets.

Local views

Conservation area

Beyond this, the city centre comprises one of the most exceptional concentrations of listed buildings in the country. By and large the potential heritage impacts of development would relate to changes in the site's role in the wider settings of these heritage assets – including in longer views. In this regard the most prominent view cones for Osney Mead are the views from Raleigh Park and South Park towards the city's spires.

Wider city-scape views

SUSTAINABILITY

Osney Mead offers the opportunity to deliver meaningful improvements in the local area. OUD has an overarching sustainability strategy with a clear vision and objectives. We will use this strategy, alongside our understanding of site-specific opportunities and constraints, to embed sustainable approaches into the proposals at Osney Mead.

Site constraints and opportunities map

- **Buildings and materials:** The changes proposed to existing buildings onsite present challenges but also opportunities to reuse structures and reclaim materials.
- **Public realm:** Car-dominated hard landscapes limit flood and heatwave resilience, but offer an opportunity to introduce integrated green and blue infrastructure.
- **Biodiversity:** Limited but valuable existing trees and hedgerows can be protected and connected to enhance ecological value.
- **Flooding:** Significant surface and fluvial flood risks require proposals to avoid increasing risk and to reduce current vulnerabilities.
- **Energy:** Overland infrastructure diversion and limited capacity create constraints but enable expansion for modern low carbon energy needs.
- **Movement:** The existing poor active travel and public transport links present an opportunity to create safer, more accessible and connected routes.
- **Connection:** The site's existing poor permeability offers a chance to strengthen visual and physical connections to the riverfront and surrounding green space.

OUD Vision

We will stretch ourselves to deliver regenerative development that not only preserves the environment by being sustainable but begins to repair it.

Six key sustainability moves

OXFORD UNIVERSITY DEVELOPMENT

NEXT STEPS

This opening consultation stage about development at Osney Mead will be followed by:

During this period of design development there will be further surveys, and dialogue with City Council Planning and other agencies, such as the Environment Agency.

Thank you for your involvement so far. We look forward to your participation at future sessions.

Kindly take a few minutes to fill out a feedback form to provide your thoughts and ideas on development at Osney Mead. The feedback form can also be found on our website, or by using the QR code here.

To learn more as this project progresses, please visit: www.osneymead-oud.co.uk

OXFORD UNIVERSITY DEVELOPMENT

Appendix D Questionnaire

Osney Mead Industrial Estate

Community Engagement Feedback Form

Section 1: About you

1 What is your connection to Osney Mead? (Select all that apply)

- Local resident
- Work locally
- Business owner/operator
- Landowner
- Visitor
- Other (please specify)

2 How often do you visit or pass through the industrial estate?

- Daily
- Weekly
- Occasionally
- Rarely
- This is my first time engaging with the site

3 What is your postcode? (First part only) _____

Section 2: Understanding the site today

4. Currently, why would you normally be coming to Osney Mead?

5. What do you think works well about Osney Mead today?

6. What challenges or issues do you think the site currently faces?

7. Are there any particular features, businesses, or aspects of the area that you value and think should be retained or respected in the future?

8. How would you describe the character of the area today?
(industrial, busy, quiet, well-used, underused, etc.)

9. Are there any issues relating to movement or access in and around the estate? (traffic, walking, cycling, deliveries, parking)

Section 3. Ideas and opportunities for the future

10. Looking ahead, what opportunities do you think exist for improving or evolving the site?

11. Are there any types of uses or activities you think could work well in this location in the future? (academic, employment, light industry, workshops, community uses, services, etc.)

12. What would make the area work better for local businesses, workers, and the neighbouring communities?

13. Are there any improvements to the public realm, environment, or appearance of the area that you would welcome?

14. Are there examples of other industrial or employment areas you think work particularly well? If so, where and why?

15. Do you have any suggestions regarding the role that the wider site could play in Oxford's West End?

Section 4. Early thoughts on the Illustrative Masterplan

The emerging masterplan is intended to illustrate how the wider area could evolve over time. As the land is owned by multiple parties, it is not a fixed proposal but helps explore how development could be coordinated in the future.

16. What do you think should be the key priorities for the future of the wider site?

17. Are there any risks or concerns you think should be considered as the area evolves?

18. What do you think would help the site integrate better with the surrounding neighbourhoods?

Section 5. First phase of development

As part of the wider work, the OUD project team will be bringing forward a detailed proposal for the development of the Engineering building.

19. Are there any practical considerations the design team should think about for this building? (Eg servicing, parking, hours of operation, impact on neighbours)

20. Are there particular design qualities that you think would help a new building fit well within the area? (Eg materials, scale, landscaping, activity)

21. What opportunities could a new University building on this site provide for the local area?

Section 6. Anything else

22. Is there anything else you would like the project team to consider as the plans develop?

23. Would you like to stay informed about the project? (if yes, please provide your name and email address below)

Name ……

Email ……

Age:

☐ **Under 20**	☐ **21-30**	☐ **31-40**	☐ **41-50**
☐ **51-60**	☐ **61-70**	☐ **71-80**	☐ **81+**

24. How did you hear about the event taking place today?
- A flyer through the post
- Social media
- OUD Osney Mead website
- Word of mouth

- Other (please describe below)

25. How do you normally travel to Osney Mead?

- Bicycle
- Bus
- Car (Driving)
- Taxi
- Other (please state)

GDPR & Privacy: *All personal or contact details are held securely by Kevin Murray Associates and OUD for the purpose of consulting on this project only, in line with data protection best practice. They are not shared with any other party. The details are destroyed 1 year after submission. All comments are recorded for the purposes of this project only and are anonymised and aggregated, personal data & responses will not be associated to each other.*

Appendix E Survey responses

This appendix contains fuller summarised qualitative responses of the information in section 8 of the report, with counts indicating the number of responses in agreement with certain themes, topics, questions, or points of view.

Currently, why would you normally be coming to Osney Mead today?

Clustered responses:

Shopping	43
Walk through	33
Café / restaurant	21
Cycle through	15
To work	14
Use King's Centre	9
Run / jog through	6
Walk dog	3

Other responses:

- To Europcar to hire a car
- To use KallKwik printers, solicitors
- Music gigs + charity events, or coffee and printing from KallKwik
- I volunteer at Osney Lock Hydro, on the wildlife garden.
- I only visit to see ex colleagues at a local business
- To work in the Osney One Building with the Bodleian Libraries
  Visiting Oxford Archaeology (former employer)
- Visiting Osney Lock Hydro (I'm a director of WOCoRe which owns the hydro), visits to EA offices, meetings at Low Carbon Hub at Holywell House.
- Public event
- Public consultation events

- I travel regularly along the towpath south of the lock
- Passing through on the way from North Hinksey to the city centre
- Pass through to Westgate or Grandpont
- Through route to South Oxford when towpath flooded
- Cycling to drop children at Grandpont nursery
- Dry route south when towpath flooded. If you are including the towpath, I walk there every day
- Use the WO parking bays.

- Do not normally come

- Charity work on King's Meadow
- Live here
- Check the extent of the flood and shelter anything that is impeding it from flowing away across the roads.

What do you think works well about Osney Mead today?

Mix of local businesses & independent retailers		30
Walking, cycling & through-routes	28	
Nature, river, green space & wildlife		22
Quiet, calm character / low intensity		17
Mixed use & light industry	14	
Access & connectivity (general)		13
Parking & vehicle access	11	
Underuse / lack of vibrancy		10
Community & social uses (King's Centre)	9	
Flood management & EA presence	7	
Traffic concerns		4

Positive themes dominate:

- Local businesses, walking/cycling, nature, calm character.
- **Osney Mead is valued more as an everyday, functional place** than as a destination.
- **There is strong attachment to its low-key, mixed, and green character**, with caution about intensification.
- **Negative feedback focuses on underuse and traffic,** not on the principle of change itself

What challenges or issues do you think the site currently faces?

Flooding (surface, groundwater, sewage etc)	45	
Underuse, vacancy & dereliction		25
Poor access & connectivity	22	
Traffic, car dominance & congestion	20	
Poor public realm, ugliness & lack of greenery		18
Lack of amenities, housing & mixed use		15
Walking & cycling safety concerns	12	
Safety, antisocial behaviour & night-time	10	
Public transport deficiencies		8
Inappropriate / over-development	7	
Environmental & ecological impacts	6	

Overall narrative emerging

- **Flooding overwhelmingly dominates** every other concern.
- The site is widely seen as **underused, unattractive, and car-dominated**, despite its central location.
- There is **strong support for regeneration**, but only if it:
- Reduces flood risk
- Improves access without increasing traffic
- Introduces housing, greenery and community uses
- Retains sensitivity to neighbours, ecology and heritage
- Respondents are **not resistant to change**, but deeply sceptical of poorly conceived or top-down development

Are there any particular features, businesses, or aspects of the area that you value and think should be retained or respected in the future?

Independent businesses & everyday services	44	
Nature, biodiversity & green spaces	41	
Low-rise character, openness & views		33
Walking, cycling & permeability		27
Floodplain function & water management	22	

EA & flood-related infrastructure	18	
Community, cultural & social facilities		15
Mixed-use (balanced, non-campus) character	14	
Parking & access pragmatism		13
Heritage, setting & landscape sensitivity		12

Cross-Cutting Messages
Across themes, the responses consistently convey:

- **"Not a blank slate"**: Osney Mead already works in important ways.
- **Everyday value over destination appeal**: Functional, calm, useful beats busy and branded.
- **Fear of cumulative harm**: Traffic, trees, biodiversity, flooding, and character are interlinked.
- **Strong place attachment**: Many respondents show deep local knowledge and emotional investment

How would you describe the character of the area today? (industrial, busy, quiet, well-used, underused, etc.)

Quiet / calm character		30
Underused / underperforming		29
Industrial character (light / mixed)	28	
Busy / active in parts		8
Run-down / unattractive / neglected		8
Positive mix, usefulness & future potential	5	

Cross-Cutting Observations
Across the responses, several patterns emerge:

- **Quiet + underused + industrial** is the dominant three-word summary.
- The area is *not* described as chaotic or over-busy; criticism focuses more on **neglect and stagnation**.
- Negative terms ("ugly", "grim") are present but secondary to more neutral or pragmatic descriptions.
- Multiple respondents explicitly frame the current condition as **temporary** or "in limbo"

Are there any issues relating to movement or access in and around the estate? (traffic, walking, deliveries, parking)

Traffic congestion & vehicle dominance		29
Single access route / lack of network resilience		17
Flooding affecting access & movement		16
Pedestrian safety & walkability		15
Cyclist–pedestrian conflict (esp. on towpaths)		14
Poor walking & cycling infrastructure quality	13	
Lack of public transport provision	11	
Parking issues & management		9
Safety, antisocial behaviour & lighting		8
Positive or "no issue" responses		15

Cross-Cutting Patterns
Across the responses, several consistent messages emerge:

- **Traffic is the dominant concern**, closely followed by flooding and safety.
- **Walking and cycling are widely used**, but infrastructure has not kept pace.
- **Flooding multiplies other problems**, turning movement issues into access failures.
- There is strong support for **car restraint**, but only if coupled with:
- Better public transport
- Safer pedestrian and cycling environments
- Improved route resilience

Looking ahead, what opportunities do you think exist for improving or evolving the site?

Housing – local, affordable and mixed		18
Green infrastructure, nature & biodiversity	16	
Transport, access & movement (less car-dep.	15	
Mixed-use development & local economy	14	
Community & social infrastructure	13	
Flooding, drainage & water management	11	

Sustainability, climate & low-carbon living	10	
Culture, creativity & character		9
Design, placemaking, visual improvement	9	

Cross-Cutting Messages
Across the responses, several clear principles emerge:

- **Osney Mead is not a blank slate** – changes must build on its strengths.
- The preferred future is **green, mixed-use, community-focused and low-carbon**.
- There is **strong resistance to car-dominated or single-purpose development**.
- Flooding, nature, access, and social value are **deeply interconnected**.
- Many respondents see this as a **once-in-a-generation opportunity** to "do things differently".

Are there any types of uses or activities you think could work well in this location (academic, employment, light industry, workshops, community uses, services, etc.)

Mixed-use development (general support for)		31
Academic, research & employment uses		26
Community uses & social infrastructure		23
Workshops, light industry & making spaces	20	
Retail, cafés, food & drink	18	
Housing (local, affordable, mixed)	16	
Leisure, sport & recreation	14	
Children & family-focused uses		11
Culture, arts & creative industries	10	
Small businesses & local enterprises	9	

Cross-Cutting Qualitative Messages
Across the responses, several consistent principles emerge:

- **"Not just academic"** is repeated throughout.
- Strong resistance to **high-rise labs** or generic "science park" architecture.
- Support for **human-scale, flexible, adaptable development**.
- Clear desire to build on **Osney Mead's industrial and making heritage**, not erase it.
- Access constraints mean uses should favour **walking, cycling and public transport**.

What would make the area work better for local businesses, workers, and the neighbouring communities?

Access, connectivity & public transport		26
Flooding reduction & drainage		22
Amenities: cafés, shops & everyday services	21	
Community facilities & social infrastructure	19	
Housing for local and ordinary people		15
Green spaces, biodiversity & landscape quality		14
Car parking, management & traffic reduction		13
Small businesses, workspaces & local economy		12
Leisure, sport & recreation	10	
Design quality, public realm & placemaking	9	

Cross-Cutting Messages
Across the responses, several strong principles emerge:

- **Access + flooding** are seen as the two most critical issues.
- There is strong support for **people-focused, car-lite development**, provided access alternatives are improved.
- Respondents prioritise **local benefit over tourism or destination-led development**.
- Community facilities, green space and everyday amenities are repeatedly linked to wellbeing and inclusion.
- Many see Osney Mead as an opportunity to **rebalance West Oxford**, not replicate city-centre pressures.

Are there any improvements to the public realm, environment, or appearance of the area that you would welcome?

More trees, greenery & biodiversity	38

Green spaces, parks & open space	30	
Riverfront, waterways & Thames		18
Landscaping strategy & public realm		17
Tackling derelict buildings	15	
Walking & cycling-friendly public realm		14
Flooding, resilient landscape design	12	
Community use and social spaces	11	
Design quality, materials, character	10	
Maintenance, cleanliness, management		7

Cross-Cutting Messages
Across the responses, several strong principles emerge:

- **"Much greener, much better connected"** is the overarching ambition.
- Existing trees and natural features are seen as **irreplaceable assets**.
- Public realm improvements are expected to **work with flooding and ecology**, not override them.
- There is strong resistance to **high-rise, car-dominated or generic development**.
- Quality public space is viewed as key to resetting relationships between the University and local communities.

Are there examples of other industrial or employment areas you think work particularly well? If so, where and why?

Mixed-use, adaptable employment areas:

- King's Cross, Cambridge Station area
- Hackney Wick & Fish Island
- Cheltenham station area
- Bath Southgate

Why these work

- Blend of employment, retail, leisure and community uses
- Activity across weekdays and evenings/weekends
- Ability to evolve incrementally over time

Light industry, making & creative districts:

- Hackney Wick & Fish Island
- Bermondsey warehouse enterprises
- Artist workshops, studios, crafts, brewing, food production

Why these work

- Retain industrial character while supporting creative economies
- Flexible buildings and yards
- Compatibility with community life when well managed

Waterside / riverside regeneration:

- Hackney Wick (canals)
- Riverside Thames locations in London
- Avon riverside in Bath
- Netherlands (general reference)

Why these work

- Strong relationship between industry, water, landscape and public realm
- Attractive walking routes, views and identity
- Natural settings used as assets, not barriers

Successful industrial–community hybrids:

- North Hinksey industrial estate (food bank, Tap Social, garages, bread shop)
- Meat market / fish market plus café
- King's Centre (events, music gigs, exhibitions)
- Jericho Coffee Traders

Why these work

- Support everyday needs and social value
- Strong community connection alongside employment
- Familiar, non-corporate scale

Employment campuses with a sense of place:

- Milton Park (Didcot)
- Harwell Campus
- Olympic Park (London)

Why these work

- Green space, sports, food offers and shared facilities
- Legible layout and campus identity
- Not purely work-only environments

Good public realm, landscape & water management:

- Sheffield "Grey to Green"
- Heart of the City public-realm schemes
- Energy Garden (London)

Why these work

- Investment in landscape, climate resilience and streets
- Water management integrated with placemaking
- Improves perception and long-term resilience

Human-scale retail and modular formats:

- Boxpark (London)
- Hatch (Manchester)
- Spark (York)
- Container-based or low-cost retail clusters

Why these work

- Flexible, low-risk units for small businesses
- Urban, contemporary feel without large buildings
- Encourages local entrepreneurship

Cross-Cutting Lessons from Examples

Across the references, respondents consistently value places that:

- Are **mixed-use and adaptable,** not single-purpose
- Support **creative, light-industrial and small-scale employment**
- Engage positively with **water, landscape and public realm**
- Provide **activity beyond office hours**
- Avoid **high-rise, generic lab or traffic-heavy models**
- Feel **human-scale, community-connected and distinctive**

Key idea

Move appropriate university departments to employment areas like Osney Mead
Release former residential properties back to housing use elsewhere in the city

Do you have any suggestions regarding the role that the wider site could play in Oxford's West End?

Community & social infrastructure 16
Mixed-use development 15
Public transport, walking & cycling 14
Affordable housing for local people 12
Green space, flooding, environment 11
Quiet, distinct, non-city-centre identity 10
Culture, creativity & local economy 9
"Good neighbour" collaboration 7

West End role: rebalancing Oxford 6

Cross-Cutting Messages
Across the responses, several strong principles recur:

- Osney Mead should **serve local people first**, not just institutions.
- The future lies in being **mixed-use, green, community-focused and accessible without cars**.
- Flooding, environment, access and social infrastructure are **inseparable issues**.
- There is deep concern about **over-urbanisation and university dominance**.
- Many see Osney Mead as an opportunity to make Oxford feel **more like a lived-in town**, not just a university city.

What do you think should be the key priorities for the future of the wider site?

Flood risk reduction & management 25
Walking, cycling & public transport 22
Biodiversity, green space & nature 20
Sensitive development & heritage 17
Mixed-use development 16
Housing – affordable, local, balanced 12
Community wellbeing & inclusivity 12
Economic diversity, business support 10
Design quality & sense of place 9
Strategic, long-term coordination 7

Cross-Cutting Priorities (Strong Recurrent Messages)
Across all responses, there is clear alignment around the following principles:

- **Flooding, access, biodiversity and character are inseparable issues**
- **Low-rise, green, people-focused development** is strongly favoured
- **Car reduction must be matched with real alternatives**
- Osney Mead should **serve local communities first**, not become another university enclave
- The site should be an **exemplar of climate-resilient, inclusive regeneration**

Are there any risks or concerns you think should be considered as the area evolves?
What do you think would help the site integrate better with the surrounding neighbourhoods?

Traffic, congestion & car dependence 12
Flooding, drainage, floodplain function 8
Access limitations & single-route 8
Building height, overdevelopment 8
Loss of green space, trees & ecology 8
Cycling conflicts & safety (inc. scooters 5
Engagement, trust & social impact 3
University / student dominance 2
Short-term construction impacts 2

Cross-Cutting Messages
Across the responses, several consistent concerns and expectations emerge:

- **Flooding, traffic and access are inseparable issues**.
- Overdevelopment risks making West Oxford increasingly unliveable.
- **Low-rise, green, people-focused development** is strongly preferred.
- Nature, heritage and conservation areas are seen as easily harmed and hard to repair.
- Development should improve conditions for the whole community, not just new users

What do you think would help the site integrate better with the surrounding neighbourhoods?

Building Height, Townscape & Heritage Sensitivity: 6 responses
Residents repeatedly emphasised the need for:

- Low-rise or modest building heights

- Sensitivity to Osney Town Conservation Area and views
- Avoiding dominant or overbearing development
- This reflects strong concern about visual impact and protecting the existing townscape character

Green Space, Landscape & Biodiversity: 5 responses

- Retention and expansion of green spaces
- Tree planting and landscape buffers
- User-friendly, accessible open spaces
- There is clear expectation that green infrastructure should be central to integration, not decorative

Traffic, Cars & Transport Pressure: 5 responses

Common issues raised include:

- Existing traffic problems and congestion
- Desire for fewer cars and traffic calming
- Concern about strain on local roads
- Transport impacts are seen as critical to neighbourhood compatibility

Local Economy & Mixed Use: 5 responses

Residents want development to:

- Retain and support local businesses
- Include small shops, cafés and everyday uses
- Avoid becoming a closed or single-use campus
- This supports a mixed, active, community-facing character rather than mono-functional development

Community Facilities & Amenities: 4 responses

Suggestions included:

- Facilities for residents and community groups
- Playgrounds, swimming pool, childcare, leisure uses
- Reasons for local people to visit and use the site
- Integration is linked strongly to delivering tangible benefits for existing communities

Environmental Impacts (Noise, Lighting, Utilities): 3 responses

Concerns focused on:

- Light pollution at night
- Noise impacts
- Pressure on sewage and water systems
- This reflects anxiety about cumulative impacts from development on local infrastructure and amenity

Access, Walking & Cycling Connectivity: 3 responses

Comments highlighted the need for:

- Better walking and cycling routes
- Improved towpath lighting and safety
- Clear signage and well-designed bridges
- Access improvements are supported, but with caution about overspill into residential streets

Engagement, Trust & Governance: 3 responses

Residents asked for:

- Continued involvement of local people
- Genuine listening and co-design
- Learning from previous poor engagement experiences
- Trust and process are seen as fundamental to successful integration

Housing & Residential Mix: 2 responses

Mentions focused on:

- Housing for permanent residents
- Affordability and balance
- Integrating residential use without harming character
- Although not the most frequent theme, it remains an important consideration

Summary: Key Integration Priorities
Across the responses, the strongest and most consistent messages are that successful integration depends on:

- **Low-rise, landscape-led development**
- **Managing traffic and reducing car dominance**
- **Providing everyday community facilities and services**
- **Supporting a mixed local economy**
- **Delivering genuine environmental and social benefits for existing residents**
- **Ongoing, meaningful engagement**

Are there any practical considerations the design team should think about for this building? (Eg servicing, parking, hours of operation, impact on neighbours)

Parking & Car Use Count: 10 responses
This was the **most frequently raised issue.** Comments focused on:

- Minimising or eliminating parking provision
- Preventing overspill parking into residential streets
- Avoiding car access via Botley Road
- Restricting parking to essential or Blue Badge spaces only
- There is strong support for a **car-lite or car-free approach,** coupled with alternatives such as cycling, walking, public transport and Park & Ride

Access & Servicing (including construction access): 8 responses
Participants consistently raised concerns about:

- Maintaining access to local businesses and homes
- Managing construction vehicle movements
- Servicing arrangements that do not block routes
- Safe access during flooding when Osney Mead becomes a key route
- Access was viewed as a **day-to-day resilience issue,** not just a construction-phase concern

Building Height, Scale & Massing: 8 responses
Strong and repeated emphasis on:

- Limiting building height
- Avoiding oversized or bulky forms
- Keeping development small-scale and domestic in character
- Protecting views from Osney Bridge, towpaths and residential areas
- Height was repeatedly described as a **red-line issue** for acceptability

Construction Impacts (Noise, Dust, Vibration): 5 responses
Key concerns included:

- Noise and dust during demolition and construction
- Vibration impacts on fragile Victorian housing
- Disruption caused by past large projects in the area
- Managing construction hours and weekend working
- There is clear fatigue from residents due to cumulative construction impacts locally

Impact on Neighbours & Residential Amenity: 5 responses
Residents highlighted:

- Proximity of homes, boats and schools
- Need for quiet operation, especially at night
- Protection of outlook, privacy and daily living conditions
- Sensitivity to the river community and Osney Island
- This reinforces that Osney Mead is experienced as a **residential-adjacent place,** not a detached employment zone

Walking, Cycling & Towpath Function: 3 responses
Comments focused on:

- Keeping towpaths and cycle routes open during construction
- Safe coexistence of cyclists and pedestrians

- Avoiding severance of north–south routes, especially in winter flooding
- Active travel routes are seen as **essential infrastructure**, particularly when alternatives are flooded

Design Quality & Architectural Approach: 3 responses
Some respondents also emphasised:
- High architectural quality and longevity
- A building that "fits the long term"
- Tasteful, contextual design rather than visual dominance
- While fewer in number, these comments set expectations for the project's role as a **benchmark building**

Environmental Impacts (Light, Ecology, Pollution): 2 responses
Specific concerns related to:
- Light pollution affecting wildlife and residents
- Protection of birds, insects and riverside ecology
- Dark-night strategies and non-reflective glazing
- Environmental impacts were often linked to **lighting and height**, rather than general sustainability

Flooding & Water Environment: 2 responses
Mentions included:
- Sensitivity to flood conditions
- Avoiding impacts on water levels and drainage
- Maintaining access when routes are flooded
- Though not dominant in this subset, flooding is understood as a **background condition influencing all design decisions**

Summary:
Across the highlighted responses, residents are asking that the Engineering building:
- **Is low-rise, modest in scale and carefully massed**
- **Minimises car use and parking**
- **Protects access, especially during construction**
- **Avoids noise, vibration and disruption to fragile housing**
- **Respects towpaths, river edges and wildlife**
- **Acknowledges the site's residential, not campus-only, context**

Are there particular design qualities that you think would help a new building fit well within the area? (Eg materials, scale, landscaping, activity)

Materials & Architectural Character: 19 responses
This is the **most frequently referenced theme.** Respondents emphasised:
- Use of **high-quality, durable materials** (brick, stone, local materials)
- Muted, non-garish colours that **blend with the landscape**
- Simple, practical, dignified architecture rather than "statement" or overly expressive buildings
- Good architects, design competitions, and high design standards
- Overall, there is strong resistance to flashy or iconic architecture and a preference for **timeless, contextual design**

Building Height, Scale & Massing: 17 responses
A dominant and repeated concern, with calls for:
- **Low-rise buildings**
- Explicit height caps (often referenced as no higher than existing buildings, tree height, or 5 storeys)
- Avoidance of bulky, slab-like or over-dominant forms
- Height and bulk are treated as **red-line issues** for acceptability

Landscape, Trees & Green Space: 14 responses
Respondents consistently called for:
- Retention and addition of **trees and planting**
- Green walls, meadow-style planting and flood-resilient landscapes
- Publicly accessible green space and softer edges to buildings

- Avoidance of hard, over-engineered riverside treatment
- Landscape is seen as **integral to architecture,** not a secondary or decorative element

Sustainability & Energy Performance: 7 responses
Key aspirations include:
- High energy efficiency (e.g. **Passivhaus principles**)
- Solar panels, heat pumps and reduced reliance on concrete
- Low-carbon materials (including engineered timber)
- Reuse of existing buildings where possible
- Several respondents specifically framed the building as an **exemplar or demonstration project** for climate-positive development

Context, Conservation & Setting: 5 responses
Comments stressed:
- Sensitivity to the **Osney Town Conservation Area**
- Architecture that responds positively to existing buildings and townscape
- Avoiding designs that clash with historic or riverside contexts
- The emphasis is on **continuity and fit,** rather than contrast for its own sake

Light Pollution & Visual Impact: 4 responses
Concerns focused on:
- Limiting night-time lighting and glare
- Protecting wildlife and the dark character of the towpath and river corridor
- Avoiding reflective or brightly lit façades
- Lighting is closely linked to concerns about **height, materials and ecology**

Public Realm, Activity & Use of Ground Floors: 4 responses
A smaller but notable theme, suggesting:
- Generous public spaces that invite people to linger
- Active ground floors with cafés, shops or communal uses
- Architecture that supports day-long rather than office-hours-only activity
- This reflects a desire for **human-scale animation,** not destination-led intensity

Summary:
Taken together, the highlighted responses point to a clear set of design expectations:
- **Low-rise, carefully massed buildings**
- **High-quality, contextual materials** (brick, stone, muted colours)
- **Landscape-led design** with trees and publicly accessible green space
- **Strong sustainability and low-carbon ambition**
- **Sensitive lighting and visual restraint**
- **Architecture that fits Osney Mead,** rather than tries to stand out from it

What opportunities could a new University building on this site provide for the local area?

Local Economy, Retail & Hospitality: 12 responses
The most frequently mentioned opportunity. Comments referred to:
- Increased footfall for **local shops, cafés, pubs and restaurants**
- New cafés, bars and food offers
- Retail and "third-space" opportunities supporting everyday use
- Overall, respondents see the University building as a potential **economic catalyst,** provided benefits flow to existing businesses and are not purely campus-focused

Community Facilities & Public Access: 10 responses
Strong emphasis on:
- **Publicly accessible facilities** within the building
- Community spaces, bookable rooms and meeting spaces
- Cultural uses such as exhibitions, events and outreach areas
- Facilities that invite local people onto the site

- This highlights a clear expectation that the building should be **outward-facing and welcoming**, not a closed academic enclave

Jobs, Skills & Education: 6 responses
Respondents identified opportunities for:

- Local employment during construction and operation
- **Jobs, apprenticeships and skills development**
- Technical, vocational education and school outreach
- Public education and learning opportunities linked to engineering
- This reflects interest in the building delivering **long-term social value**, particularly for young people and local residents

Design Quality & Placemaking: 4 responses
Comments focused on:

- Exemplary, high-quality architecture
- A building that enhances rather than detracts from the area
- Revitalisation and creating an attractive place to spend time
- Human-scale design that contributes positively to placemaking
- Design quality is seen as important to **resetting perceptions** of both Osney Mead and the University locally

Health, Sport & Wellbeing: 4 responses
Suggested opportunities included:

- Gyms, sports facilities and a **public swimming pool**
- Playgrounds, youth facilities and informal recreation
- Facilities that support everyday health and wellbeing
- These comments underline gaps in **local leisure and wellbeing infrastructure**

Green Space & Public Realm: 3 responses
Opportunities included:

- More greenery and less hard asphalt
- Tree-lined streets and attractive public spaces
- Places to sit, meet and linger
- While fewer in number, these comments reinforce the importance of **environmental improvement alongside development**

Other topics with singular response:
Housing & Accommodation:

- Accommodation as part of a broader mix of uses
- This is not a dominant theme here but signals interest in **mixed-use character**

Reuse & Meanwhile Use of Existing Buildings

- Repurposing existing buildings rather than constructing new ones
- Although limited in frequency, this reflects wider concerns elsewhere about **carbon, disruption and reuse**

Sustainability & Low-Carbon Demonstration
A specific opportunity identified was:

- Using the Engineering building as a **demonstration project** for solar power, low-energy operation and practical innovation
- This aligns with expectations that the University should **lead by example**

Is there anything else you would like the project team to consider as the plans develop?

Traffic, Parking & Transport: 6 responses
Comments raised concerns about:

- Severe congestion on **Botley Road**
- Retaining some parking for people unable to use public transport
- Walking as the default mode

- Bicycle parking and infrastructure
- Bridge proposals and capacity constraints
- Transport impacts are widely seen as a **critical constraint** on what the area can accommodate

Community Facilities, Health & Wellbeing: 6 responses
Respondents highlighted:

- Health and fitness facilities
- Children's play areas
- Community uses (boat clubs, informal leisure)
- The need to consider families and everyday users
- There is a clear desire for **practical, locally useful amenities,** not just development for institutional users

Engagement, Trust & Governance: 4 responses
Strong and repeated emphasis on:

- Genuine, ongoing consultation
- Avoiding "tick-box" engagement or "fait accomplis"
- Keeping commitments made during consultation
- Listening to local knowledge and experience
- Trust in process is a **live issue,** shaped by past experiences

Design, Height & Townscape / Conservation: 4 responses
Concerns focused on:

- Building height and avoiding high-rise development
- Protecting the quiet residential character
- Safeguarding Conservation Area views and identity
- Avoiding over-development
- Height and townscape impact are treated as **red-line issues** by several respondents

Local Economy, Shops & Businesses: 3 responses
Comments included:

- Loss of local shops and everyday retail
- Importance of cafés and local businesses
- Need for spin-out and small business premises
- There is concern that redevelopment could **undermine rather than support** local economic life if not carefully managed

Nature, Green Space & Ecology: 3 responses
Respondents stressed:

- Protection of trees and wildlife
- Access to green space
- Innovative ideas such as miniature forests
- Maintaining the natural setting of the river corridor
- Nature is viewed as a **core asset,** not an optional enhancement

Construction Impacts & Long-Term Disruption: 3 responses
Concerns included:

- Impact of prolonged redevelopment on residents' wellbeing
- Cumulative fatigue from years of construction
- Protecting quality of life during change
- This reflects experience of **multiple overlapping development projects** locally

Housing & Accommodation: 2 responses
Mentions focused on:

- Shortage of accommodation in Oxford
- Housing as a long-term need compared to transient business uses
- While not dominant, housing remains an underlying pressure shaping views

University - Community Balance: 2 responses
Respondents raised:

- Concern that university priorities could override local needs
- Desire for genuine integration between academic activity and community life
- There is sensitivity to past developments perceived as **university-led rather than community-led**

Flooding, Drainage & Utilities
One person mentioned
- A specific but important issue flagged:
- Chronic sewage and water-pressure problems
- Although mentioned less often here, infrastructure capacity underpins many other concerns

Summary of Key Messages
Across the highlighted feedback, the strongest recurring themes are:
- **Traffic and access as fundamental constraints**
- **Need for genuine, ongoing engagement**
- **Protection of residential character, height and views**
- **Demand for everyday community facilities**
- **Strong attachment to nature, ecology and landscape**
- **Cumulative fatigue from development and construction**

Appendix F Other representations

F1 Email with suggestion for A34 to Westgate link

Description
Orange box - new train station with Pink walkway directly into Westgate (but this area could still become a goods unloading area)
Red - taxi and bus station
Yellow - new rd link from A34 with purple link rd for e-delivery/collection. Possible car park and remove city parking.
Blue - goods storage, student storage, waste storage, business, social enterprises.

Benefits

- Remove large proportion of deliveries and congestion from Botley rd and city.
- Make living and business in the west more attractive.
- Alleviate North Hinksey traffic from rat runs due to Botley rd congestion and also heavy traffic to the busy sports area (rugby and tennis clubs). Opportunity to develop a new community sports facility with pool preferably, now we have lost Westminster college.
- A goods storage/holding area, that could deliver/collect using e vehicles into the city
- A student storage facility that would remove the constant ebb and flow or parental traffic picking up students belongings in between terms, on account of colleges renting out rooms to create income.
- A waste storage point, that would remove the constant delivery of skips into the city (e-vehicles collect from city and move to this area for collection, all colleges have waste issues)
- The bus station and taxi rank is better placed here to serve visitors and elderly. Current bus station may become problematic when Nuffield college develop the Worcester st/Hythe bridge/Park end St quarter. Potential plant site for the 1energy heat network sub project.

F2 Email from Oxfordshire Living Streets

Hi Josh, Rachel,

I've been thinking about something Rachel mentioned, about the Radcliffe Observatory Quarter being the closest model for Osney Mead, and I spent a while looking at its cycle parking, which is of quite variable quality. The best stands are the new ones outside the Schwarzman, with 1 metre instead of 0.8 or 0.85m spacing, except that the central rows are too close together; in contrast, the bike shed staff parking for the Schwarzman is really,

really terrible. But the cycle parking rather dominates the space, and it seems like there is more of it than is necessary (it would be good if OUD or someone could get proper occupancy counts). It is likely that the requirements for individual buildings are not cumulative, in that their access peaks don't match up.

So I'm thinking it might be worth addressing the cycle parking for Osney Mead in the masterplan, to avoid this. You'd probably want some simple Sheffield stands for each building, but if you built high quality separate parking facilities (under-cover, cycle-in and cycle-out, comfortable to use, with provision for larger cycles, etc.) then they could be two level and have a smaller overall footprint. The key would be getting at least one of these built at the same time as the engineering building. The other alternative would be to put some of the cycle parking under buildings. This would need really good access ramps and high-quality facilities, though, otherwise people will just stick to locking up to street furniture at ground level. And probably most of these buildings would have other uses for their basement space.

[NAME REDACTED]

F3 Email from Oxford Swift City

Hi Anna, here's some info which may be of interest/useful. Oxford Swift City is a volunteer run group seeking to expand nesting sites for swifts. They have recently been recruiting people to survey a series of 1 km squares across the city to identify existing nests. Osney Mead is included in the survey this year and they have a volunteer assigned to survey there in May, June and July. There's more detail about the survey here: https://www.facebook.com/OxfordSwiftCity/

I told them about the new engineering building planned for Osney Mead, and the master plan for the redevelopment of the whole site. They said it would be great if the new building, and subsequent development of the site, incorporated swift bricks to allow swifts to nest. They also suggested that OUD could usefully carry out a survey of swifts feeding in the area, which would complement their own survey work. Their results will be public late summer so you'll be able to see them. If you want to find out more you can email them at oxfordswiftcity@rspb.org.uk. I've been emailing with a guy called Colm.

This looks like a good opportunity to connect with a citizen science project and support swifts. There are several nest sites in West Oxford, including on Osney Island so this would be viewed positively by residents. You can see records of swift activity in this area on Swift Mapper.

Best wishes

[NAME REDACTED]