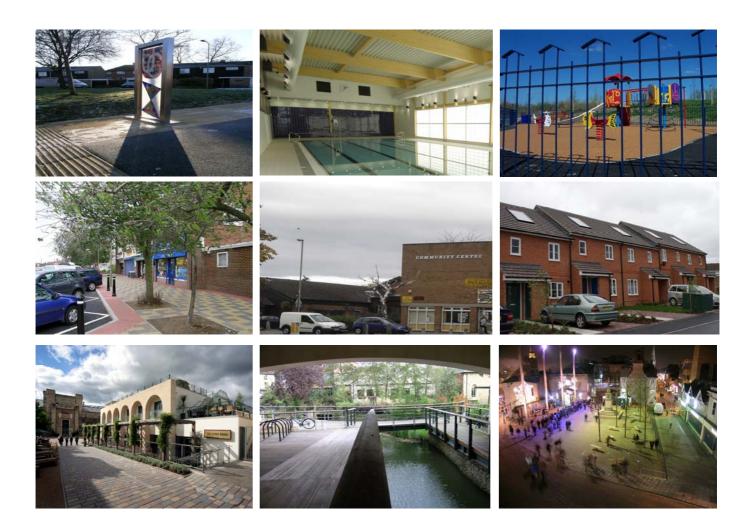


A Regeneration Framework for Oxford to 2026



Version 2 - September 2009

This	Regeneration	Framework	for	Oxford	to	2026	was	adopted	at	the	Council	meeting	on
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A Regeneration Framework for Oxford

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1. Introduction

This draft document identifies the regeneration challenges facing Oxford City and provides a framework that enables Oxford City Council to lead and work with local and regional partners to act on these challenges and work towards developing a world class city for everyone.

In February 2009, the Audit Commission undertook an inspection of regeneration services in Oxford. The Audit Commission published its report in May 2009 assessing Oxford City Council as providing a 'good' two-star service that has promising prospects for improvement. One of the key recommendations of the report is to:

<u>'Consolidate the work on the Regeneration Framework to develop a strategic</u> approach to regeneration which shows how the Council and its partners will:

- manage their regeneration performance using clear and relevant outcome measures;
- ensure a clear approach to value for money;
- work together effectively through area management and the area committees to deliver services within neighbourhoods which meet neighbourhood priorities and the Council's strategic regeneration objectives;
- bid for external resources; and
- stimulate private sector involvement in regeneration'.

The Audit Commission expect the benefits of the recommendation to be:

- 'a more structured approach to regeneration and improved coordination of partnership activity to maximise impacts in priority neighbourhoods; and
- a more sustainable partnership-wide approach, supporting the continued focus needed at a time of economic downturn'.

In developing the framework, extensive consultation has been undertaken in Spring 2009 involving direct consultation with key partner organisations, a series of workshops/presentations with partner groups with specific interests, neighbourhood and amenity/interest group consultation plus councillor involvement. The framework has been well received with many organisations offering to contribute to regeneration projects and the framework has been revised to take on board the comments received.

The framework takes a long term view in order to align with the City's Core Strategy which will set out the approach to spatial development in Oxford to 2026. <u>All partner organisations recognise the difficulties the current economic</u> <u>downturn presents and this emphasises the importance of collaborative</u> <u>working and sharing resources to take advantage of an upturn in the</u> <u>economy.</u>

Once adopted the framework will remain an evolving document with the supporting action plan updated on an annual basis to reflect the progress of

projects and the development of new initiatives. <u>lit</u> is envisaged that the framework will be refreshed every three years to ensure its evidence base remains up to date. , with the supporting action plan updated on an annual basis.

This draft will be further developed following workshops and other engagement events with partners and stakeholders during Spring 2009, to further explore the issues, agree target outcomes and actions which flow from the analysis and importantly timelines for delivery. At this initial draft stage indicative actions are shown, however it is anticipated that these will be further developed in consultation with partners and stakeholders with associated agreed timelines.

1.1 Oxford – The Place

Oxford is one of the most photographed, filmed, and written about cities in the world. The enduring images are of historic Oxford and these images are vital to our flourishing tourist industry because it is historic Oxford that tourists visit in millions. It is, however, only one part of our city's story. Oxford at the beginning of the 21st century, while still with its historic core and green spaces, is a far cry from its media stereotype.

Contemporary Oxford is an economic hub with a world-class knowledge economy that underpins continued prosperity, not just in the Oxfordshire subregion, but also in the south east of England and beyond. In addition to being a major tourist destination, it is also an important shopping area, and the cultural centre of the region. There is a need for continued development and growth to support a growing population - Oxford is the second fastest growing city in the UK.

In marked contrast to other parts of the county, Oxford is ethnically and culturally diverse with the third highest minority ethnic population in the south east. It is not just diverse but also - because it has the highest proportion of students in England and Wales - youthful, mobile and continually self-renewing.

Dynamic urban environments provide great opportunities and also difficult challenges. Oxford is no exception. The city is a densely packed urban space - covering 29 square miles - with very high levels of housing density. There are severe pressures on housing stock Oxford is the least affordable city in the UK in terms of housing, with large concentrations of homes in multiple occupation and significant numbers of homeless and other vulnerable groups. Some areas of the city suffer multiple levels of deprivation - low skills, low incomes, and high levels of crime. Central Oxford in particular suffers from traffic congestion and pollution.

This dynamic mix of opportunities and challenges is at the heart of the distinctive character of contemporary Oxford.

Headline examples of challenges and inequalities in Oxford City

- The Office for National Statistics estimates that the population will grow from 134,000 in 2001 to 169,000 in 2016, yet current housing growth projection only allows for a population of 149,000 in 2016
- House prices ten times higher than average earnings are a barrier to social progress and leads to difficulties in recruitment, inward commuting and congestion
- Citizens in the most deprived parts of the city are expected to live 10 years less than those in wealthier parts of the city
- In our key areas of deprivation low skills result in lower incomes, poor health and child poverty
- Educational attainment of young people at GCSEs in the city is 15% behind the national average and even further behind the regional average
- Child poverty is a key concern eight areas feature among the 10% worst affected areas in England
- Crime and the fear of crime has a greater impact in some areas people living in the Cowley and South East <u>Area Committee</u> areas feel least safe walking alone after dark in their local area

Further data and evidence is referred to in section three of the framework and trend analysis for key areas of the city is attached as <u>an</u> appendix<u>.</u> two

1.2 What is Regeneration?

The Department for Communities and Local Government published *Transforming places; changing lives – A-<u>Taking forward the</u> <u>regeneration framework in May 2009. This follows consultation in 2008</u> <u>on a new national framework to shape the way that regeneration is</u> <u>carried out in England. for regeneration in July 2008. It sets out a package</u> of proposals for consultation on a framework for regeneration in England. The proposed measures aim to:*

- •ensure that regeneration investment is co-ordinated and prioritised in the right places;
- •align investment decisions with local and regional regeneration priorities;
- renew the focus in regeneration on tackling underlying economic challenges, in particular on worklessness and boosting enterprise in deprived areas.

<u>G The government's view is suggests</u> that regeneration is a set of activities that **reverse economic, social and physical decline** in areas where market forces will not do this without support from government.

The priority economic outcomes used to guide targets for government expenditure on regeneration in future are:

- **improving economic performance** and tackling worklessness, particularly in the most deprived areas;
- creating the right conditions for business growth which could include investment in infrastructure, land use, and a better public realm; and
- creating sustainable places where people want to live and can work and businesses want to invest.

The regeneration framework sets out that:

- regeneration must be driven from the right level and give partners the responsibility and flexibility to deliver improvements;
- it must be targeted support that helps those communities most in need
 the most severe poverty, deprivation or sustained unemployment;
- regeneration is to be judged against three new success measures improving economic performance, creating the right conditions for business growth and by creating places that people want to live.

In doing so regeneration should:

- •secure long term change, by tackling barriers to growth and reducing worklessness – moving communities and individuals from dependence to independence;
- •improve places and make them more attractive to residents and investors, enabling new and existing businesses to prosper;
- •foster ambition and unlock potential in the most deprived areas or for disadvantaged groups, wherever they live by breaking cycles of deprivation; enabling everyone in society to gain more power in decisions made which affect them, and to take advantage of the economic opportunities that regeneration brings;
- •supplement (not replace) and help to improve the flexibility and targeting of mainstream government services in underperforming areas;
- •deliver sustainable development which contributes to people's satisfaction with where they live;

•open up opportunities to create more cohesive communities.

The approach adopted for the development of a Regeneration Framework for Oxford draws heavily on the approach adopted in the draft-national framework.

A detailed briefing on *Transforming places; changing lives – A framework for regeneration* is attached as appendix one.

1.3 Why should we invest in Regeneration?

De-industrialisation and economic restructuring have adversely affected thousands of people. There is a need to **extend opportunity** and raise aspirations in some communities. Successful regeneration can help to tackle disparities by **transforming deprived areas and improving the lives of those – often the poorest in society – living in and around them.**

Our economic objectives are to raise the rate of sustainable growth and achieve rising prosperity and a better quality of life, with employment and enterprise opportunities for all. In order to achieve this goal it is essential that every locality performs at its full potential. <u>particularly as Oxford is the focus of the Central Oxfordshire sub-region</u>. However in some areas place based factors hold back economic growth and this weaker economic performance can lead to social and economic inequality, reflected in concentrations of deprivation.

Barriers that prevent markets from working effectively and reduce the scope for private investment can lead to poor outcomes. By tackling these barriers, public sector investment in regeneration can provide the enabling conditions to reduce risks for private sector investors e.g. by assembling land for redevelopment, by making places feel safe and by ensuring that local services are delivering high standards in health and education.

Over a fifth of people claiming Incapacity Benefit or Jobseekers Allowance live in the most deprived areas. Effective regeneration can reduce the amount of money spent on subsidising rather than transforming lives.

In terms of place, there are a number of reasons for intervening through area based initiatives:

- area effects concentrations of poverty tend to create further disadvantage such as low aspirations and cultural expectations; lack of knowledge of job opportunities; burden on local service provision; low demand for private sector services;
- targeting where deprivation is highly concentrated, it is possible to more efficiently meet needs than it is for people who are geographically highly dispersed;
- effective delivery delivery at local level enables better tailoring of services to meet specific needs; and

• **co-ordination** – regeneration requires co-ordination across a range of policy areas – joining up is easier at defined and small geographic levels.

1.4 Regeneration objectives for Oxford

The regeneration objectives for Oxford can be summarised as follows:

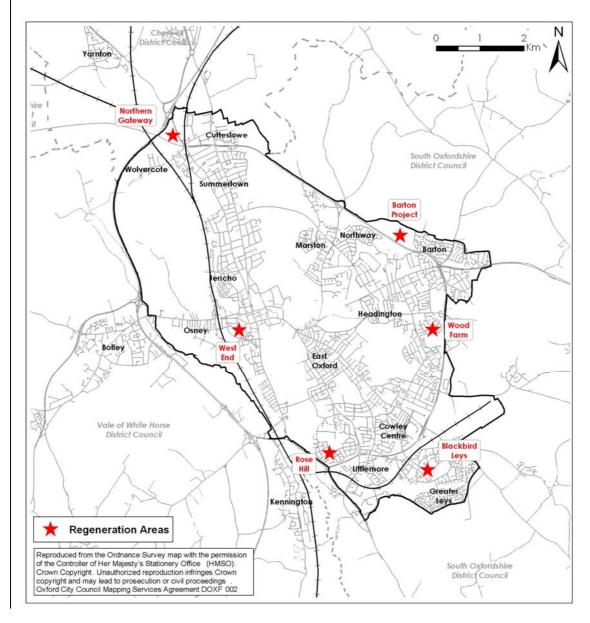
- grow the economy to provide <u>sustainable</u> jobs for a growing population and maximise opportunities for all;
- promote upskilling, especially for lower skilled jobs where labour market evidence points to continued reduction in demand;
- remove barriers preventing citizens achieving their maximum potential;
- reduce inequalities between citizens.

We will meet these objectives by:

- responding to need and opportunity;
- delivering statutory services in ways that maximise economic, community and social benefit;
- working in partnership to successfully intervene in areas of market failure building on lessons learned and best practice in development and delivery of programmes and projects;
- engaging with the community to effectively shape options and choices.

1.5 Existing Major Regeneration Projects in Oxford

There are six existing regeneration developments in Oxford as shown on the location map.



The West End Project

The West End project is a partnership project (involving Oxford City Council, Oxfordshire County Council and South East England Development Agency) aimed at driving forward the renaissance of an under-used part of Oxford city centre.

The transformation of the West End offers a rare opportunity to create a new quarter of the city centre whilst adding to and complementing the range of facilities in the centre of Oxford for local people, residents of Oxfordshire and visitors.

At the heart of this transformation will be the development of some 830 new homes together with expanded retail and commercial facilities, but this renaissance is not just about the redevelopment of land and property but also about using local assets to benefit local communities, creating sustainable economic, social, <u>cultural</u> and environmental opportunities, enhancing the city's vitality and attracting investment.

The Barton Project

Barton is one of the most deprived areas of the city. The Barton project is a major proposal for delivery of much needed housing to the west of the Barton estate and predominantly to the north of Oxford's ring road. The City Council is preparing an Area Action Plan to bring forward this key housing development in association with the Homes and Communities Agency linked into regeneration proposals for the existing Barton estate and Northway.

The vision is that the development of this land will act as a catalyst for the regeneration of existing communities of Barton and Northway, in terms of the physical integration of the new development with the existing estates; the provision of new access routes and community facilities (including a new primary school); and the potential for new residents to help sustain existing shops and services.

Blackbird Leys and Greater Leys – Mixed Use District Centre

Blackbird Leys and parts of Greater Leys are is another of the city's most deprived areas. The Core Strategy proposes a mixed-use district centre at Blackbird Leys, to act as a catalyst and a focal point for regeneration serving the Blackbird Leys and Northfield Brook Wards. A district centre would provide a broader range of facilities and services than can currently be offered at the existing neighbourhood centre, whilst providing a strengthened focus for public transport, and cycling and walking routes. Many of the existing buildings are owned by the City Council or the County Council, and some are considered suitable for redevelopment or expansion. An opportunity therefore exists to provide a co-ordinated approach to the future master planning of this area.

Designation as a district centre would be likely to increase the opportunities to attract more private investment, such as new retail provision. However, development of community, educational and employment uses will be particularly important in strengthening its role as a focus for the community.

Rose Hill

Rose Hill is a large housing estate with the central focus on The Oval, around which are two shops, the community centre, youth centre, primary school, children's centre and nursery. A major regeneration scheme is currently taking place on Rose Hill involving Oxford City Council and Oxford Citizens

Housing Association, which will see 254 new homes built over the next five years.

The Northern Gateway

The Northern Gateway site is located to the north of the city centre. It lies adjacent to the Peartree Interchange where the A34 meets the A44 and the A40, which runs east west adjacent to the site. The main opportunities for new development comprise two key parcels of land, presently identified in the Local Plan as 'safeguarded land'.

The Area Action Plan offers an important opportunity to provide a development, designed to a high standard, that could make a significant contribution to the quality of the urban design in this area and form a Gateway to Oxford from the North. The Area Action Plan is an appropriate policy framework to promote new development on the main sites, but also to consider the potential for the regeneration of existing uses in the area, such as the service area and Park-and-Ride. It should also positively respond to the landscape characteristics of the area and the opportunities to create and improve links to existing features in the area, such as the canal.

The site will provide employment uses, such as knowledge-based uses in science and technology that build on Oxford's key sectors in education (universities) and health (hospitals). It also offers an opportunity for the relocation of Oxford's emergency services, which would improve response times and release sites in the West End and elsewhere for future development.

The key stakeholders (Oxford City Council, Goodman and Keir) have formed the Northern Gateway Consortium.

Wood Farm

Oxford City Council, Oxfordshire County Council and Oxfordshire Primary Care Trust own and operate various community, education and health facilities in the Wood Farm area.

The County Council has secured capital funding to modernise Wood Farm School. The school site hosts facilities for young children and families, a community centre and a youth project. The re-development of the school presents opportunities to provide a range of community and health services for children, young people, families and residents. A group of officers from Oxford City Council, Oxfordshire County Council and Oxfordshire Primary Care Trust have been investigating the issues and opportunities.

As the project is to replace the two schools on the existing site and also possibly include a community centre and Primary Care Trust facility and keep the youth centre, the initial discussions have been around developing a detailed project timetable and key milestones. The current aim is to complete the feasibility report before the end of March 2009.

1.6 Future regeneration projects

New regeneration projects will be added to the action plan as the opportunity arises, particularly in the areas of Oxford with an evidence based need of regeneration initiatives such as Littlemore as part of the process of regularly updating the regeneration framework.

1.7 The Current Economic Climate

We must recognise that the current economic climate has significant implications for regeneration. The economic downturn will reduce economic output and increase numbers of people out of work. It will also reduce the viability of some projects with consequent delay or cancellation. The current economic downturn provides an additional sense of focus and urgency to the actions that must be carried out by a range of partners to ensure that all of Oxford's citizens are well placed to benefit from opportunities when improvements in economic performance eventually come through.

2. A Strategic Approach to Regeneration

The Oxford regeneration framework will ensure that there is a joined up approach with other policies and strategies, particularly Oxford's Sustainable Community Strategy, Oxford City Council's Corporate Plan, Oxfordshire's Sustainable Community Strategy and the Local Area Agreement.

The regeneration framework sits beneath and supports the delivery of Oxford's Sustainable Community Strategy and will help to shape the development and delivery of local Area (Regeneration) Plans developed in partnership with local communities and key stakeholders; principally in the key regeneration areas identified in the following section of this framework of Blackbird Leys, parts of Greater Leys, Rose Hill, Barton/Northway and Littlemore, recognising that each locality is distinctive and has different challenges and levels of community capacity and will require differences in approach and mix of interventions in order to achieve sustainable improvement in circumstances. (See Appendix for details of Super Output Areas within these wards)

The regeneration framework also recognises that Oxford and Central Oxfordshire is one of eight Diamonds for Growth recognised in the Regional Economic Strategy that will collectively aim to deliver:

- 45% of the South East's GVA growth to 2016;
- 50% of the planned housing growth in the South East by 2026;
- stabilize their ecological footprint by 2014 and secure 30% reduction by 2026.

2.1 Oxford's Sustainable Community Strategy 2008-2012

The Oxford Strategic Partnership's Sustainable Community Strategy vision is that **Oxford will be a world class city for everyone.**

The Oxford Strategic Partnership aims to tackle inequalities and to develop better lives for Oxford's citizens by:

- developing the local economy and the skills of our citizens, so as to increase the proportion of higher paid jobs;
- working together to constantly raise environmental standards and to move steadily towards a low carbon economy;
- providing good quality and sustainable housing for all our citizens;
- working together to reduce the health, education and income inequalities within Oxford;
- enhancing our residential and shopping areas to make the city healthier and greener, as well a safe and cohesive for all;
- developing partnerships between public, voluntary, and private organisations to research, test and improve practical solutions to the climate change crisis and the rising costs of energy;
- developing a sustainable transport infrastructure;

• building on the strengths of the city in education, business, culture and retailing to strengthen high value tourism and the conference market.

The Partnerships priorities are:

- strengthening the local economy;
- tackling the need for more affordable housing;
- improving health and social welfare;
- tackling climate change;
- improving the public realm for residents and visitors;
- building a safer, stronger and more equal city.

2.2 Oxford City Council's Corporate Plan

Oxford City Council has identified six corporate priorities that will drive the aspiration to be a world class council in a world class city:

- more housing, better housing for all;
- tackling inequalities and supporting communities;
- improve the local environment, economy and quality of life;
- reduce crime and anti-social behaviour;
- tackle climate change and promote environmental resource management;
- transform Oxford City Council by improving value for money and service performance.

2.3 Oxfordshire's Sustainable Community Strategy and the Local Area Agreement

Oxfordshire's Sustainable Community Strategy sets out a long-term vision for Oxfordshire's future:

- create a world class economy for Oxfordshire building particularly on the high tech sector;
- have healthy and thriving communities. We want to sustain what is good about our city, towns and villages but also respond to the needs of the 21st century including the impact of demographic and lifestyle changes;
- look after our environment and respond to the threat of climate change and the potential for more extreme weather conditions. The threat of flooding is a particular concern;
- break the cycle of deprivation by addressing the regeneration needs of disadvantaged communities; reducing the gap between the best and worst off and supporting people to maximise their talents and raise their aspirations.

The main strategic objectives are:

• a World Class Economy;

- healthy and thriving communities;
- the environment and climate change;
- reducing inequalities and breaking the cycle of deprivation.

The Local Area Agreement

The indicators chosen for the Local Area Agreement are directly related to the priorities identified in Oxfordshire's Sustainable Community Strategy

The Oxfordshire Partnership has chosen 35 targets covering:

- children and young people;
- skills and work;
- safer communities;
- housing;
- transport;
- adult health and well-being;
- climate change;
- a clean and green environment;
- volunteering;
- value for money.

The Local Area Agreement also includes 16 targets about improving educational attainment.

Responsibility for delivery of the Local Area Agreement is delegated by Oxfordshire Partnership to the Public Service Board.

2.4 Other Key Policies and Strategies

The regeneration framework will also have a joined up approach with other key policies and strategies and current regeneration developments outlined in 1.5 above. The key policies and strategies will include:

- the South East Plan;
- the Regional Economic Strategy;
- the Regional Housing Strategy;
- the Oxford Core Strategy and Oxford West End Area Action Plan and other local development framework documents;
- South East Diamonds for Investment and Growth, "A Prospectus for Prosperity", Consultation Draft, December 2008;
- Housing and Regeneration Act (which sets the Homes and Communities Agency four strategic objectives:
 - o improve the supply and quality of housing;
 - o secure the regeneration or development of land or infrastructure;
 - o support in other ways the creation or development of communities;
 - contribute to achievement of sustainable development and good design);

- the Oxfordshire Primary Care Trust Strategic Plan
- Local Health Improvement Plans;
- the Oxford Economic Development Strategy;
- the Oxford Tourism Strategy;
- the Oxford Housing Strategies;
- the Oxford Cultural Strategy (draft);
- the Oxford Leisure Strategy;
- Partner Corporate Equalities Policies and Schemes;
- Transforming Places; Changing Lives A Framework for Regeneration, Department for Communities and Local Government;
- Oxford Safer Communities Partnership Strategy;
- Oxfordshire Voluntary Sector Development Partnership business and strategic plans;
- Learning & Skills Council Statement of Priorities.

3. Evidence and Analysis of the Issues for Oxford

A detailed analysis of data and evidence of the issues and challenges facing Oxford are presented in this section and detailed economic and health trends in areas of multiple deprivation are attached <u>in as an appendix two of to</u> this document.

They can be summarised and prioritised into three key themes that need to be tackled as a priority:

Place and Infrastructure	 Population: growth trend vs city capacity; Housing: affordability and shortage; Connecting people to employment opportunities.
People	 Mis-match between labour demand and labour supply; Economic activity rates; Unemployment rates; Wages; Deprived areas: worklessness; health inequalities; low skill levels; educational attainment; low entrepreneurial activity; crime and fear of crime.
Economy	 Key sectors, inward investment and business retention; Business start-up and survival rates; Visitor economy: value and capacity.

3.1 Place and Infrastructure

3.1.1 Population: growth trend vs city capacity

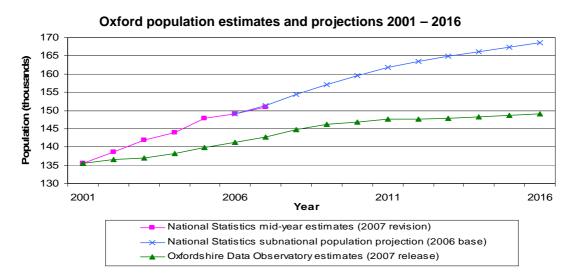
Oxford's population increased from around 100,000 in 1951 to 134,000 in 2001 and in the period 1991-2001 it rose by 4.1%, almost double the rate for England & Wales. The population has continued to increase since 2001 and will continue to increase to 2016. Moreover, Oxford is the second fastest growing city by percentage population growth in the UK¹, and in the context of the need to protect its rich architectural heritage this presents a real challenge for the city to accommodate population growth.

¹ Cities Outlook 2009, Centre for Cities

The two available estimates of Oxford's future population growth are shown on the graph below. These two estimates project very different trajectories for future population growth in Oxford.

The higher of these estimates comes from National Statistics² and estimates that in 2016 the population will be 169,000. This estimate is produced by assuming that recent trends in population growth (by births, deaths and migration) will continue into the future.

The lower estimate comes from Oxfordshire County Council³ and takes into account planned housing growth i.e. restricts the population growth to that which can be accommodated by planned new housing. This suggests a 2016 population of 149,000 – a difference of 20,000.



It is difficult to know which of these two population projections is most accurate - a definitive figure will not be available until after the 2011 Census. However, what is known is that the population has grown from 134,000 to an estimated 151,000⁴ in the last six years and Oxford remains a popular destination for incomers, both foreign and domestic.

Britain has an ageing population which has enormous implications for the economy and public service provision. In Oxford however, trends predict that the older population will actually decrease over the next thirty years, although there are some geographic areas which are experiencing an ageing population against the city-wide trend. For example, between 2001 and 2005 the proportion of people at pensionable age increased by over 10% in North Oxford and Greater Leys.

Oxford is the second fastest growing city in the UK and the growth in population will be compounded by a decrease in the number of people per household - further increasing pressure on the city's housing capacity. Urgent early action is required to address this.

² National Statistics sub-national population projections: www.statistics.gov.uk/snpp

³ Commissioned from the Greater London Authority and available at Oxfordshire Data Observatory:

www.oxfordshireobservatory.info ⁴ National Statistics mid-year estimates: http://www.statistics.gov.uk/statbase/Product.asp?vlnk=15106

3.1.2 Housing: affordability and shortage

The Centre for Cities identifies Oxford as the least affordable city for housing in the UK⁵. Market housing is no longer genuinely affordable for the majority of employees on whom Oxford's economy depends.

The table below shows that average house prices are much higher than England and that house prices are ten times higher than average earnings.

House prices in Oxford and England, 2007 ⁶				
House prices	Oxford	England		
Mean house price, 2007	£305,915	£222,61		
Median house price, 2007	£250,000	£178,000		
Ratio of lower quartile house price to lower quartile earnings	10.36	7.20		
House prices in Oxford and	England, 2008 ⁷			
House prices in Oxford and House prices	England, 2008 ^Z Oxford	England		
House prices	Oxford	<u>England</u> £220,310 £174,000		

The Oxford Strategic Partnership's Select Committee on Affordable Housing 2008 concluded that:

"The difficulties faced by employers in attracting and retaining staff, combined with the increasing unwillingness of workers to commute long distance as transport and petrol costs rise, mean that a failure to mitigate the housing shortage is impacting the local economy⁸"

A fundamental issue for Oxford is to increase the supply of market and affordable housing. Provision of appropriate, affordable and flexible housing in the right places and investment in transport infrastructure to link people to jobs is essential to enable people and the Oxford economy to fulfil their potential.

3.1.3 Connecting people to employment opportunities

Oxford benefits from good rail and coach services to London and generally good radial bus links from outlying areas to the city centre. Travel times can be adversely affected by congestion⁹ and there are a lack of orbital bus services linking residents to employment space at the city's businesses located off the orbital ring road¹⁰.

⁵ Cities Outlook 2009, Centre for Cities

⁶ Housing live tables, Communities and Local Government

⁷ Housing live tables, Communities and Local Government

⁸ Report of the Oxford Strategic Partnership Select Committee on Affordable Housing, October 2008

⁹ Oxfordshire Local Transport Plan, 2006-2011

¹⁰ Oxford Core Strategy 2026 Proposed Submission

The City Council is working with the County Council to improve cross-city (orbital) bus services. These would directly link areas outside the city centre, including district centres and the Headington hospitals, to help address the inconvenience of changing buses in the city centre. This work is identified in the Submission version of the Core Strategy.

Steps to encourage improved traffic management to ease congestion and to improve orbital bus routes to further improve connectivity between housing and the city's business parks would further improve the city's productivity and economic performance and reduce the number of car journeys.

3.2 People

3.2.1 Mis-match between labour demand and labour supply

Labour demand

Labour demand in the Oxford economy is usually strong. The number of jobs in Oxford is larger than the size of the working age population. The daytime working population of Oxford increases by some 25,000 due to net inward commuting.

Oxford has a larger than average number of jobs in the service sector – most notably, 40% of all employee jobs are in the public administration, education or health sectors – the large universities and hospitals are the biggest drivers of this. The second largest employment sector is financial and business services, accounting for 24% of jobs. Manufacturing accounts for 9% of jobs, half of which are at the BMW car plant, whilst retail accounts for around one-tenth of jobs.

A recent study of Oxford's economy highlighted five sectors as being of crucial importance to future development¹¹:

- education;
- health;
- retail;
- tourism;
- high-technology businesses.

¹¹ Economic Study of Oxford, SQW Limited and Cambridge Econometrics, 2004

	Employee jobs, 2006 ¹²			
	Oxford (employee jobs)	Oxford (%)	South East (%)	Great Britain (%)
Total employee jobs				
Full-time	69400	65.4	69.3	68.9
Part-time	36700	34.6	30.7	31.1
Employee jobs by industry				
Manufacturing	9300	8.8	8.8	10.9
Construction	2000	1.9	4.5	4.8
Services	94400	88.9	85.2	82.9
Distribution, hotels &				
restaurants	17100	16.1	24.6	23.5
Transport & communications	3800	3.6	6	5.9
Finance, IT, other business				
activities	25300	23.9	24.1	21.2
Public admin, education &				
health	44200	41.6	25.4	26.9
Other services	4000	3.8	5.2	5.3

Although not specifically identified in these figures, the voluntary and community sector is also an important employer. It is estimated that 6% of the South East workforce are employed in the voluntary and community sector¹³, and an estimate by Oxfordshire Community and Voluntary Action suggests that there are around 3,000 full-time and 8,000 part-time jobs in the Oxford voluntary and community sector.

Interestingly, the public sector accounts for just under one-third of Gross Value Added in Oxford - see 3.3.1 below.

¹² Office of National Statistics annual business inquiry employee analysis; tourism-related jobs are included amongst service industries ¹³ Hidden Asset, RAISE, 2005

Labour supply

Oxford benefits from a resident adult population that is relatively highly skilled with a higher proportion of people with a degree level gualification than England as a whole. The proportion of working age people with no qualifications is in line with the county average and lower than England as a whole.

Adults by level of qualification as a proportion of the working age population
<u>Oxford, Oxfordshire and England 2001 (excluding full-time students)¹⁴</u>

Area	<u>No</u> <u>qualifications</u>	Lower level qualifications	Higher level qualifications
<u>Oxford</u>	<u>28.7%</u>	<u>30.8%</u>	<u>40.6%</u>
Oxfordshire	<u>28.7%</u>	<u>42.7%</u>	<u>28.6%</u>
England	<u>37.2%</u>	<u>42.3%</u>	<u>20.5%</u>

The adult population is relatively highly skilled. A lower proportion of people have no qualifications than the national average, and a higher proportion have NVQ Level 4 (degree level) and above. There is also a much higher proportion of people with 'other qualifications' - a reflection of the large number of foreign-educated residents who work or study at the universities.

According to work by the Learning and Skills Council, the number of jobs in Oxford is expected to increase in the future. "Between 2007 and 2012 employment in Oxford is expected to increase by 11,000. At a general level the direction of change will favour relatively highly skilled jobs in managerial, professional, and associate professional jobs, and more mundanely skilled jobs in Sales and Personal Service occupations¹⁵."

However, educational attainment of young people in state schools is relatively poor. In 2006/07, only 36% of children attained five or more GCSEs including English and Maths which were graded A* to C – this compares to a national average of 60%.

Educational attainment of young people at GCSE and equivalent, 2006/07 ¹⁶					
	Pupils attaining 5+ A*-C	Pupils attaining 5+ A*-C (including English & Maths)	Base		
England	60.4%	45.5%	666,247		
South East	62.1%	49.4%	91,060		
Oxford	45.2%	36.1%	1,090		

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¹⁴ 2001 Census. The term 'no gualifications' describes people without any academic, vocational or professional qualifications. The term 'lower level' qualifications are used to describe qualifications equivalent to levels 1 to 3 of the National Key Learning targets (i.e. GCSE's, 'O' levels, 'A' levels NVQ levels 1 - 3). The term 'higher level' refers to qualifications of levels 4 and above (i.e. first degrees, higher degrees, NVQ levels 4 and 5, HND, HNC and certain professional qualifications). ¹⁵ LSC South East Sector Blueprint: Projections of Future Employment, 2008

¹⁶ GCSE and equivalent results for young people in England, Department for Children, Schools and Families

The table below shows that there are certain groups of children who do particularly poorly in terms of education outcomes. These include children of black ethnic origin, boys and children in receipt of free school meals.

Educational attainment of young people at GCSE and equivalent, 2006/07 ¹⁷					
	Pupils attaining 5+ A*-C (%)	Pupils attaining 5+ A*- C (including English & Maths, %)	Base		
Oxford	45.2	36.1	1090		
Gender					
Male	41.9	33.6	584		
Female	48.7	38.8	536		
Free school meals (FSM)					
FSM pupils	21.9	15.1	146		
Non-FSM pupils	48.8	39.4	944		
Ethnicity					
White	44.9	35.1	732		
Mixed	43.2	36.5	74		
Asian	49.6	39.3	117		
Black	36.7	28.3	60		
Chinese	х	х	17		
Other	57.1	57.1	14		

Concerted effort is required to improve educational attainment and outcomes for black and minority ethnic (BME) boys and children from deprived backgrounds in receipt of free school meals.

Employers in Oxford and the surrounding county have problems recruiting people with the right skills. According to the 2005 National Employer Skills Survey, Oxfordshire employers were more likely to have recruitment issues and skills gaps than in either the Milton Keynes, Oxfordshire and Buckinghamshire area as a whole or across the South East region¹⁸:

- •13% of employers in Oxfordshire had "hard to fill" vacancies compared with 8% across the South East;
- •28% of employers in Oxfordshire had skills gaps well above the regional average of 18%.

The main causes of 'hard to fill' vacancies were identified by employers in Oxfordshire as:

low number of applicants with required skills (38%);
 low number of applicants generally (17%);
 poor terms and conditions (16%); and

¹⁷ GCSE and equivalent results for young people in England, Department for Children, Schools and Families

¹⁸ Oxfordshire Sustainable Community Strategy Briefing Paper 5: Learning and Skills

• not enough interest in this type of work (15%). When recruiting, Oxfordshire employers reported that the skills most difficult to obtain from recruits were:

technical/practical/job specific skills (62%);
customer handling skills (37%);
oral communication skills (31%);
written communication skills (30%); and
team working skills (28%).

While this pattern is generally in line with the regional picture, there appears to be a greater deficiency amongst the technical/practical or job specific skills of potential recruits in Oxfordshire than in the South East region as a whole.

A survey commissioned by Oxfordshire Economic Partnership¹⁹ found that employers in Oxfordshire are more likely to experience difficulty in filling vacancies than employers in other parts of the country:

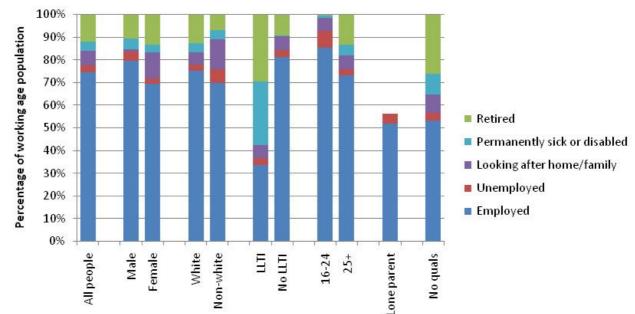
- Vacancies are more likely to be hard to fill in Oxfordshire than at national level (47% of employers have hard to fill vacancies compared with 39%). This situation appears worse in Oxfordshire than in similar counties such as Berkshire and Surrey, where the proportion of employers with vacancies finding these hard to fill is 37% and 41% respectively.
- The occupational groups proving most difficult to recruit are professionals
 (reported by 34% of employers finding recruitment difficult) and associate
 professional/ technical roles (24%). These broad occupational categories include
 a range of different job roles. Sales and customer service roles also appear
 relatively difficult to recruit (13%).
- A shortage of people with the right skills is the most common reason for recruitment difficulties, with the shortage of suitably skilled applicants a bigger issue for Oxfordshire employers. This affects 50% of employers with recruitment difficulties, 14% higher than the national average.
- Skills shortages are having knock-on effects on business performance, increasing the workload of other staff in 25% of cases, causing business to be lost to competitors (17% of cases), and delaying to the development of new products and services (9%)."

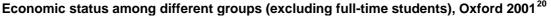
Improving the skills of adults with low skills levels in the areas identified by employers to address skills mis-match would improve their prospects of gaining employment or gaining access to higher paid employment, as well as contributing to an overall improvement in the city's economic performance.

¹⁹ Oxfordshire Employer Skills Research, Step Ahead Research Ltd, 2008

3.2.2 Economic activity rates

Economic activity rates in the adult population vary between different groups – influenced by different rates of illness, retirement and 'looking after family' among different groups. There are high rates of women looking after the family, particularly amongst black and minority ethnic groups. There are very low rates of economic activity amongst lone parents, people with limiting long-term illness and people with no qualifications.

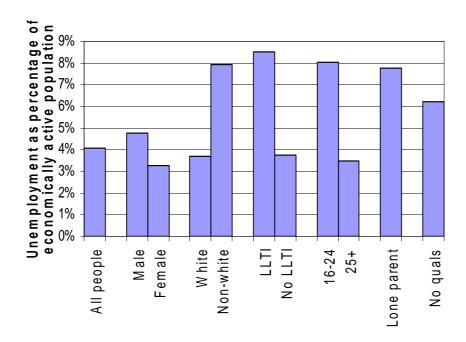




3.2.3 Unemployment rates

²⁰ 2001 Census, Office for National Statistics. LLTI is limiting long-term illness. Breakdown of reasons for economic inactivity amongst lone parents is not available due to small numbers.

The rate of unemployment among the economically active population varies widely rates of unemployment are high amongst men, non-white people, people with longterm illness, young people, lone parents and people with no qualifications.



Unemployment among different groups (excluding full-time students), Oxford 2001²¹

Further inspection of these figures reveal that people of Black (including Mixed Black) and Bangladeshi ethnic origin are at particular risk of unemployment. This is the case across the genders but particularly marked among men.

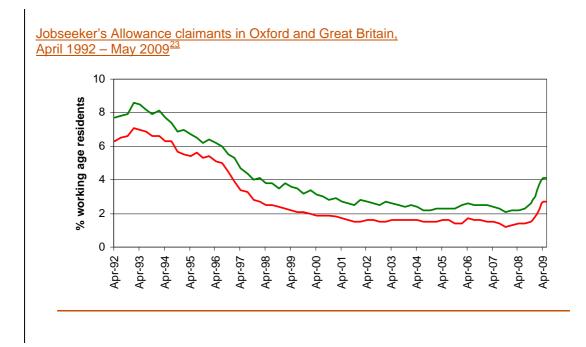
Increasing the economic activity rates amongst lower performing groups – black and minority ethnic groups, women, people with disabilities and lone parents - to the average economic activity rate would improve the city's overall economic performance, together with improving incomes and life chances for the individuals concerned.

Current unemployment in Oxford is estimated to be 5.3%, which is equal to the national average²². This estimate is for the period October 2007 to September 2008, so does not include the period during which unemployment has been rising due to the recession.

A more timely indicator of unemployment in Oxford is the number of people claiming Jobseeker's Allowance. This shows that the number of people claiming Jobseeker's Allowance has risen to 2,970 in May 2009, up from 1,600 in October 2008. However the rate of increase has slowed down - in May there as an increase of just 60 claimants, compared to an average increase of 240 claimants per month in the period October to March.

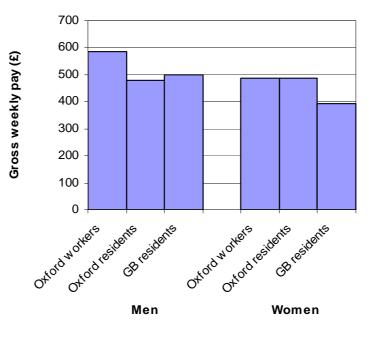
²¹ 2001 Census, Office for National Statistics. LLTI is limiting long-term illness.

²² Annual Population Survey, Office for National Statistics



3.2.4 Wages

On average men who live and work in Oxford earn less than men who live outside and commute in to the city to work.



Gross weekly pay (£) by workplace and residence, Oxford and Great Britain 2007²⁴

²³ Source: ONS claimant count with rates and proportions, extracted from Nomis (www.nomisweb.co.uk)

²⁴ Office of National Statistics annual survey of hours and earnings - resident and workplace analysis

Residents with a high level of skills enjoy good employment prospects, however women continue to earn less than average.

School leavers and others with low or few skills find it more difficult to secure more highly paid jobs and therefore improving skills level to match demand provides an opportunity to improve employment rates, earnings and life chances for individuals. A better co-ordinated and resourced effort needs to be made to ensure that local people reap the benefits of local investment.

<u>3.2.5 Deprived areas: worklessness, health inequalities, low skill levels, educational attainment, low entrepreneurial activity</u>

Oxford benefits from an adult population that is relatively highly skilled with a higher proportion of people with a degree level qualification than England as a whole. The proportion of working age people with no qualifications is in line with the county average and lower than England as a whole.

Adults by level of qualification as a proportion of the working age population Oxford, Oxfordshire and England 2001 (excluding full-time students)²⁵

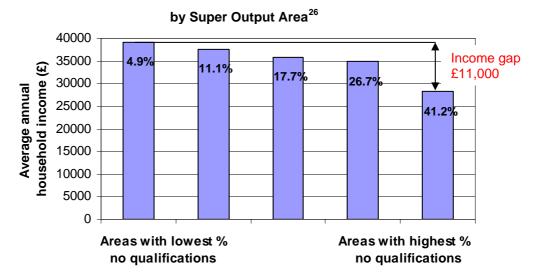
Area	No qualifications	Lower level qualifications	Higher level qualifications
Oxford	28.7%	30.8%	4 0.6%
Oxfordshire	28.7%	4 2.7%	28.6%
England	37.2%	42.3%	20.5%

Notwithstanding Oxford's well qualified population in overall terms there are large inequalities in the geographic distribution of adult skills. The rate of people with no qualifications varies from over 50% in parts of Blackbird Leys and parts of Greater Leys to less than 1% in North ward. This puts some areas of Oxford in the 10% least qualified areas in England.

People with no qualifications, who predominantly live in areas of deprivation, tend to have lower incomes as a result. The chart below shows that in Super Output Areas with the highest proportion of adults with no qualifications, annual household incomes are £11,000 lower than those for areas with the lowest proportion of adults with no qualifications.

Annual household income and percentage of adults with no qualifications,

²⁵ 2001 Census. The term 'no qualifications' describes people without any academic, vocational or professional qualifications. The term 'lower level' qualifications are used to describe qualifications equivalent to levels 1 to 3 of the National Key Learning targets (i.e. GCSE's, 'O' levels, 'A' levels NVQ levels 1 - 3). The term 'higher level' refers to qualifications of levels 4 and above (i.e. first degrees, higher degrees, NVQ levels 4 and 5, HND, HNC and certain professional qualifications).



The Indices of Deprivation 2007 ranks Oxford in the half most deprived local authority areas in England. Ten areas²⁷ in Oxford feature in the 20% most deprived areas in England. These areas are in the Leys, Barton, Rose Hill and Littlemore parts of the city. Detailed economic and health trends in these areas of multiple deprivation are attached in-as an appendix two-of this document

In these most deprived areas, education and skills are among the 5% worst in England, which links to lower incomes combined with the relatively large numbers of children leads to the high incidence of child poverty - eight areas in the city are in the 10% most deprived in England on the measure of child poverty.

Income deprivation affecting older people is also an issue in Oxford, albeit less acute according to the Indices of Deprivation – one area, in the city centre, is in the 10% most deprived on this measure. There are also concentrations in Cutteslowe and East Oxford.

Although poverty affecting older people is not as prevalent in Oxford as child poverty, there are particular risks to single pensioners' health associated with fuel poverty. A 2005 survey of private sector housing in Oxford²⁸ discovered that while one-fifth of housing failed a thermal comfort test, amongst single pensioner households this rose to one-third. Clearly a significant number of single pensioners are living in hard to heat housing in Oxford which puts them at greater risk of fuel poverty, especially in a climate of rising fuel prices.

The main issues in Oxford's most deprived areas are poor education and skills, child poverty and high levels of crime.

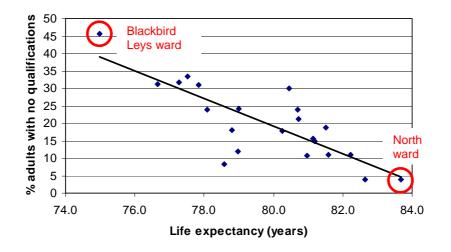
There is a strong correlation between indicators of economic underperformance and health outcomes. The graph below shows the relationship,

²⁶ Adults with no qualifications by Super Output Area from 2001 Census; annual household incomes by Super Output Area from PayCheck, provided by CACI Ltd (www.caci.co.uk).

 ²⁷ These are Super Output Areas, which are small geographical areas with an average population of 1500. There are 85 Super Output Areas in Oxford.

²⁸ 2004 Private Sector Stock Condition Survey, Fordham Research, May 2005

by Oxford ward, between the proportion of adults with no qualifications and life expectancy. It clearly shows that the larger the proportion of adults with no gualifications, the lower the life expectancy.





Amongst different population groups, men are at greater risk than women of claiming Incapacity Benefit or having a work-limiting disability. They also have a lower life expectancy than women -77.6 years for men compared to 81.9years for women³⁰. People aged over 50 are much more likely to be claiming Incapacity Benefit than people aged over 25.

All these issues in Oxford's deprived areas are interlinked. Poor levels of adult gualifications can lead to low incomes that raise the level of child poverty. This in turn relates to poor educational attainment which can transfer labour market disadvantage to another generation. This impaired ability to participate in the labour market also relates to poor health outcomes in these areas.



Interlinked issues in areas of deprivation

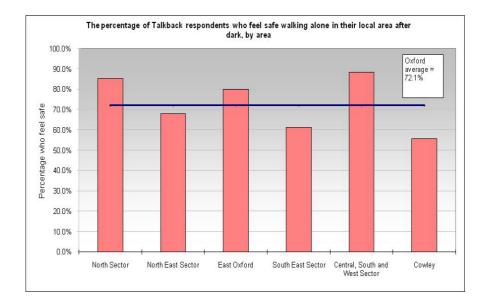
²⁹ Qualifications data from 2001 Census; life expectancy from Oxfordshire Primary Care Trust. Note that Carfax and Holywell wards have been removed from this relationship due to the peculiar population within those wards - poor life expectancy amongst a concentrated single homeless population alongside a highly qualified population of students. ³⁰ Oxford Health Profile 2008, Association of Public Health Observatories

In order to address child poverty and unacceptable inequalities in health outcomes, urgent action is required to increase adult skills and employment rates in Oxford's deprived areas and communities.

3.2.6 Crime and fear of crime

The experience of crime tends to be different in different areas, and areas of high deprivation tend to be crime hotspots too. However, other areas including East Oxford and Cutteslowe experience high crime rates.

Fear of crime impacts people's lives, just as the incidence of crime itself. This also differs by area. A 2008 Talkback survey³¹ of Oxford's residents found that people living in the North East and Cowley areas of the city feel least safe walking alone in their local area after dark.

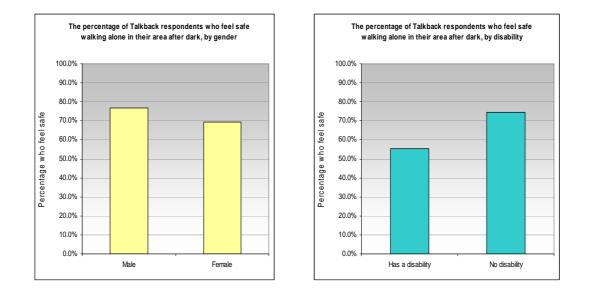


An additional issue for regeneration is the extent to which people feel the environment in which they live is pleasant, clean and safe. Areas which have entrenched deprivation can also suffer a poor environment in terms of litter, fly tipping, abandoned vehicles, noise and graffiti which can contribute to a sense of deprivation.

Hotspots for these 'environmental crimes' tend to vary by crime type. While some do predominate in areas of multiple deprivation in the east of the city – notably reports of rubbish or litter and abandoned vehicles – the Cowley Road area has hotpots for all four of the reported issues mapped below. Reports of graffiti have a concentration in the north of the city, whilst Marston has concentrations of graffiti and rubbish or litter reports.

³¹ Talkback is a citizen's panel consisting of around 1000 residents who complete regular surveys about local issues. It is maintained by Oxford City Council but also used by partner organisations. This survey was conducted in Summer 2008; the full report is available at www.oxford.gov.uk/council/consultation-results.cfm

There are differences in how different population groups experience crime and fear of crime³². The charts below show that women feel slightly less safe than men walking alone in their area after dark. The difference is more significant for people with a disability – just over half feel safe compared to three-quarters of people without a disability.



Feeling safe is more common among people aged 25 to 64 years. People younger and older than this feel slightly less safe at night in their local area.

Measures which further contribute to community safety and well being, including youth diversionary activity, have a role to play in supporting our communities. Oxford benefits from a range of programmes which include engaging young people in music, art and sporting activities which should continue to be supported and further developed.

³² Summer 2008 Talkback panel survey

3.3 Economy

3.3.1 Key sectors, inward investment and business retention

The table below shows the gross value added (GVA) by the economy in Oxford by industry sector. Gross value added measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom. It is used in the estimation of the UK's gross domestic product (GDP), which is a key indicator of the state of the whole economy.

Inductor	Oxford		South East	UK
Industry	millions £	%	%	%
Public (and other) Services	1310	32.0%	20.7%	24.1%
Financial & Business Services	1261	30.8%	37.2%	33.6%
Manufacturing	568	13.9%	12.0%	14.4%
Distribution, Hotels & Catering	486	11.9%	16.8%	15.7%
Transport & Communications	230	5.6%	7.6%	7.7%
Construction	99	2.4%	6.2%	6.3%
Mining & Utilities	56	1.4%	2.0%	2.0%
Agriculture, Forestry & Fishing	2	0.0%	0.7%	1.0%
Total Gross Value Added	4093			

Gross value added by industry, Oxford compared to South East and UK³³

This shows that in 2005, Oxford's GVA totalled over £4 billion. The private sector accounts for approximately two-thirds of GVA in Oxford, and that the public sector is relatively large compared to the UK and regional average. The largest single contributor after public services are financial and business services, which account for one-third of GVA.

Inward investment is important to the Oxford economy, not least of which is the investment in the BMW car plant at Cowley. Oxford attracts many enquiries from overseas firms seeking sites, particularly for research and development activities, being drawn by the Oxford brand name. This is reflected in 20% of firms on Oxford Science Park being overseas owned, some taking over firms that started up in Oxford. However, few enquiries end in new investment in the city – which can be explained by a lack of suitable sites and a limited labour supply³⁴.

With Oxford's tightly constrained boundary, pressure on land for employment is as intense as that for housing.

A recent employment land study³⁵ concluded that 'Oxford's commercial role could decline in future if there is insufficient, readily available employment space in the city...without further employment land, growth of existing firms would be restricted and some firms may be forced out'. It also identified a need for 'more, lower cost incubation units in future, as well as small, starter industrial units'.

Oxford Employment Land Study, Nathaniel Lichfield and Partners, 2006

³³ Oxford GVA is for 2005 (at 2003 prices), from Experian Business Strategies, Local Markets Database, 2008. South East and UK GVA are for 2004 (at current basic prices), from Office for National Statistics. All GVA measures are allocated by workplace role and rule of residence.

³⁵ Oxford Employment Land Study, Nathaniel Lichfield and Partners, 2006

Cultural and Creative Sector

The cultural and creative sector is a growing sector in the city and county. 10% of businesses in Oxfordshire are in the cultural and creative sector with a strong representation in Oxford city³⁶. The sector is estimated to provide over 20,000 jobs mostly through small and micro sized businesses³⁷. The sector generates c£1.4 billion per annum³⁸.

In addition to the measurable data, there are other less tangible but equally important contributions made by the businesses, organisations and individuals in the cultural and creative sector. They form part of the critical mass of innovative intellectual activity which gives the county its international reputation. They provide much of the artistic and wider cultural product which attracts visitors. They contribute significantly to local quality of life and quality of place, for the community as a whole, and (in this context particularly) make Oxfordshire an attractive place for investment, work and study. They contribute to the wider social and community agenda being pursued by the city.

3.3.2 Business start-up and survival rates

Survival rates for VAT registered businesses in Oxford are comparable to the regional and national averages at one and three years after registration.

Survival rate	Oxford	South East	UK	
One year survival rate (registered in 2004)	90	92.8	92.1	
Three year survival rate (registered in 2002)	73	73.2	71.3	

Survival rates for VAT registered businesses³⁹

However, enterprise performance is relatively poor in the deprived areas of Oxford. The table below shows that in the South East region as a whole, VAT registrations in deprived areas are much lower than in the least deprived areas⁴⁰.

³⁶ Oxfordshire Creative and Cultural Economic Impact Study, July 2009

³⁷ Oxfordshire Creative and Cultural Economic Impact Study, July 2009

³⁸ Oxfordshire Creative and Cultural Economic Impact Study, July 2009

³⁹ Department for Business, Enterprise and Regulatory Reform

⁴⁰ Though this analysis excludes smaller businesses - a business need only register for VAT if its taxable supplies or acquisitions exceed £67,000 per year.

Year	All areas	20% least deprived areas	20% most deprived areas		
2000	45	50	27		
2001	42	47	28		
2002	45	50	27		
2003	48	54	30		
2004	45	50	29		
2005	43	47	30		

Business birth rates (VAT registrations per 10,000 resident adults) in South East by deprivation⁴¹

As well as lower start-up rates, there is a poorer survival rate for businesses registered in deprived areas.

Survival	All areas	20% least	20% most deprived
One year survival rate (registered in 2004)	93	deprived areas	areas 90
Three year survival rate (registered in 2002)	73	75	69

Survival rates for VAT registered businesses in South East, by deprivation⁴²

An increase in business start-ups in Oxford's deprived areas, combined with appropriate support in early years, would benefit Oxford's economy as a whole, as well as providing an alternative route to conventional employment for a number of individuals.

3.3.3 Visitor economy: value and capacity

Oxford has a strong tourism economy which generates an estimated £740 million turnover for local businesses and supports around 14,000 jobs⁴³. There are 1 million trips per year from visitors staying overnight and 8 million trips by day visitors. The length of trips and the average spend compares favourably with other destinations in the 'historic towns' benchmark group comprising Bath, York, Chester and Cambridge.

⁴¹ Department for Business, Enterprise and Regulatory Reform

⁴² Department for Business, Enterprise and Regulatory Reform

⁴³ Economic Impact of Tourism in Oxford 2006, Tourism South East

Tourist trips in Oxford, 2007 ⁴⁴					
Oxford	Historic towns				
5.5 hours	4.8 hours				
£25.59	£26.56				
6.5 days	5.4 days				
£68.25	£63.34				
	Oxford 5.5 hours £25.59 6.5 days				

..

Oxford has a lower ratio of staying visits to day visits compared to some other historic towns. Whilst the number of staying trips is similar to Cambridge and Chester (and more than Bath or York), it receives very large numbers of day visitors.

Staying trips and day visits compared with other historic cities ⁴⁵					
Town/city	Staying Trips (000)	% overseas	Day visits		
Oxford	1014	42%	8.3m		
Bath	777	35%	3.4m		
York	600	25%	3.6m		
Chester	950	na	6.8m		
Cambridge	916	27%	3.7m		

Charles a tain a small days visite a

Compared to other similar places, Oxford tends to attract more business visitors and language students and less shopping trips. The high percentage of overseas visitors presents an opportunity to capture additional overnight spend if the product can be improved – e.g. range and quantity of hotel accommodation appropriately promoted through intermediaries, public realm enhancement, improved co-ordination and promotion of visitor services.

Additional spend from increased shopping trips could be captured by improving the retail offer. Experian estimate that redevelopment of the Westgate Centre within the West End development would add an additional £100 million per annum of retail spend to the sub-regional economy, as well as creating 2000 jobs in retail and customer services⁴⁶. Many of these jobs would be entry level which would allow people, with appropriate support, to enter the labour market.

⁴⁴ Oxford City Visitor Survey 2007, Tourism South East

⁴⁵ Oxford Tourism Study Audit, The Tourism Company, October 2008. Some care is needed in making comparisons with other places as the figures are not necessarily prepared on a consistent basis ⁴⁶ Estates Gazette, 13th September 2008

In order to support and further leverage the benefits of the visitor economy there is a need to improve the range and quantity of hotel accommodation, improve the development and maintenance of the public realm and improve co-ordination and promotion of visitor services.

4. Roles of Partners

4.1 Key Partners

The key partners in the development and delivery of this regeneration framework are listed in the table below together with suggested roles and actions based on areas of current delivery and expertise.

Partner	Role and Areas of Delivery and Expertise
Oxford City Council	 Providing a leadership role: work with local communities to identify local needs and prioritise actions to address them; facilitate partnership working at a strategic and local level. Spatial Planning and land: use spatial planning powers to support the regeneration process; utilise City Council land and assets to drive the physical regeneration process. Community engagement and empowerment: utilise City Council Community Development and tenant and resident networks to ensure effective community engagement in the process; utilise local Area Committees and other devolved structures to empower local people. Grants: use the Council's grants programme to aid regeneration to education, training and youth provision; adults needing social care. Educational attainment and skills: as the Local Education Authority, improve levels of attainment and skills. Congestion and pollution: as the Highways Authority, reduce congestion and pollution within the city and outlying centres and work to improve connectivity between centres of economic
	activity and residential populations.
Oxfordshire Primary Care Trust	 Health and inequalities: work with partners to tackle health and inequalities through the development of local Health Improvement Plans; work with the Oxfordshire Drug and Alcohol Action Team to reduce the impact of the use of drugs and alcohol on communities and the harm to drug users.

Thames Valley Police	 Crime and anti-social behaviour: work with partners to tackle crime, fear of crime and anti- social behaviour through the development of local Community Safety Plans & Neighbourhood Action Groups. 				
Private Sector	 Active engagement: regeneration will need to be undertaken with the active engagement of the private sector in the regeneration process: engaging and working with umbrella and membership organisations in the private sector (e.g. Chambers Of Commerce and Federation of Small Business).				
Voluntary and Community Sector	Supporting community-level groups: • engaging infrastructure organisations (Oxfordshire Community and Voluntary Action) in supporting community-level groups to help deliver the outcomes. Active engagement: • regeneration will need to be undertaken with the active engagement of the voluntary and community sector in delivering the desired outcomes, in particular: social enterprises; cultural bodies and service providers; volunteer-involving organisations; faith groups and churches; community groups and associations; sports clubs; youth clubs. Supporting economic activity: • role of larger charities and social enterprises to support disadvantaged people (e.g. mental health service users and homeless) back into economic activity.				
Learning and Skills Council (Skills Funding Agency from 2010)	 Learning opportunities: develop local learning opportunities <u>for those residing</u> in the areas of highest levels of deprivation; increase life chances of individuals and competitiveness 				

	 and productivity of firms through adult upskilling initiatives; National Apprenticeship Service.
Universities and Further Education Colleges	 Training and education: work with the partners to promote local training opportunities and develop local plans for estate based education and training outreach. Research: use academic and educational expertise for research relating to all areas of regeneration in the city. Technology transfer: support spin outs and other economic development activities that bring positive impact to the city and attract investment.
Job Centre Plus	 Job seeking and support: work with partners to provide information and advice, job seeking skills and support for employers and employees to tackle entrenched unemployment and worklessness and potential large-scale redundancies.
South East England Development Agency (SEEDA)	 Strategic economic development: work on strategic economic development issues and infrastructure developments; promoting and developing inward investment and business retention. National and international funding: support in accessing national and international (European Union) funding for regeneration projects.
Homes and Communities Agency	 Housing: improve the supply, and quality and good design of housing. Regeneration: secure the regeneration or development of land or infrastructure; support in other ways the creation, regeneration or development of communities or their continued wellbeing. Sustainable development: contribute to the achievement of sustainable development and good design.

Registered Social Landlords	 Area shaping and development: develop affordable housing projects; lead on tenant and community engagement; key partner in strategic and community based partnership work. 				
Voluntary and Community Sector	 Supporting community-level groups: engaging infrastructure organisations (Oxfordshire Community and Voluntary Action) in supporting community-level groups to help deliver the outcomes. Active engagement: regeneration will need to be undertaken with the active engagement of the voluntary and community sector in delivering the desired outcomes, in particular: social enterprises; cultural bodies and service providers; 				
	 3.volunteer-involving organisations; 4.faith groups and churches; 5.community groups and associations; 6.sports clubs; 7.youth clubs. Supporting economic activity: role of larger charities and social enterprises to support disadvantaged people (e.g. mental health service users and homeless) back into economic activity. 				
Private Sector	 Active engagement: regeneration will need to be undertaken with the active engagement of the private sector in the regeneration process: working with Oxfordshire Economic Partnership and South East England Development Agency to maintain a vibrant city economy and increased prosperity in deprived communities working with Business Link and other business support providers to support smaller businesses; working with large and medium sized businesses to retain them in the city and ensure that people-based regeneration programmes will meet the needs of prospective employers. 				

4.2 The role of the Oxford Strategic Partnership

The Oxford Strategic Partnership will be the primary reference group as the framework is developed. There is a strong fit between the aspirations of the framework and the vision of the Oxford Strategic Partnership's Sustainable Community Strategy. With this in mind the framework will be closely aligned to the action plans being developed by the Oxford Strategic Partnership.

5. Outline Action Plan

Please note that this is an outline for the purposes of engaging with partners and therefore, at this stage, the timeframe is blank in parts. where possible, timeframes have been given but in some cases these need further discussion with partners.

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
PLACE Ensure local partnership priorities are evidenced based and effectively shaped by communities/ neighbourhoods	Building on learning from area/ community working - introduce more local governance structures for areas undergoing significant change	Continue to support and develop the West End Community Involvement Group Establish Blackbird Leys and Greater Leys Steering Group with key partners and Area Regeneration Plan	Oxford City Council West End Partnership Oxford City Council Blackbird Leys Parish Council Registered social landlords Other key partners Key community groups	West End Community Involvement Group supported and developed Blackbird Leys <u>and</u> <u>Greater Leys</u> Area Regeneration Plan agreed with key stakeholders	On-going 4 th quarter 2009
		Continue to develop the Barton Regeneration Forum with key partners and Area Regeneration Plan Develop learning from Barton to neighbouring areas	Oxford City Council Registered social landlords Barton Community Association Other key partners	Barton (and Northway) Area Regeneration Plan agreed with key stakeholders	On-going

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
		Further develop and refine partnership arrangements at Rose Hill, together with enhanced Area Regeneration Plan	Oxford City Council Registered social landlords Other key partners Key community groups	Enhanced Area Regeneration Plan agreed with key stakeholders	4 th quarter 2009
		Establish suitable partnership mechanisms for Littlemore Establish suitable partnership mechanisms for other areas where regeneration is prioritised	Oxford City Council Registered social landlords Other key partners Key community groups	Partnership developed and working towards Area Regeneration Plan	2010/11
	Utilising learning from existing local interventions and community centres	 Support and enhance: youth diversionary activities; community capacity building; childcare services especially for lone parents and low income families; adult learning, skills development and job brokerage; collaborative projects to reduce health inequalities. 	Oxford City Council Oxfordshire County Council Thames Valley Police Primary Care Trust Universities and Colleges Business Link and Enterprise Agencies Community Groups Learning & Skills Council	Increased services and capacity through successful breaking cycle of deprivation bid	2010/11

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
	Increase community engagement with regeneration agenda	social enterprise. Develop & publish refreshed area plans relating to neighbourhoods within the city	Oxford City Council Thames Valley Police, Oxfordshire County Council, Primary Care Trust, Community & residents' groups etc	Plans published, action plan implementation begun	
	Increase engagement and participation of black and minority ethnic communities	Community Mapping Exercise to increase knowledge of black and minority ethnic communities and issues	Oxford City Council Thames Valley Police, Oxfordshire County Council, Community & residents' groups, mosques, etc	Mapping exercise completed	
Community participation, morale and confidence	Increase the number of people who are satisfied with their local area and able/willing to participate in local	Build on the success of Neighbourhood Action Groups in effective public involvement and widen the scope and participation	Thames Valley Police Community Safety Partnership	Members of the public are engaged in the planning and implementation of this programme	1st quarter 2009/10
	planning and projects	Consider neighbourhood management approaches to coordinating multi-agency work in specific localities	City Council	Satisfaction with living in the local area increases	2010/11

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
		Develop public participation in action planning for regeneration in target localities, using the Regeneration Fora, Neighbourhood Action Groups and other settings	City Council <u>Planning Aid South</u>	Improved community engagement compared to baseline	2010/11
		Deliver a range of messages and interventions through the youth diversionary schemes in target areas, including health and well-being, citizenship etc	Community Safety Partnership	Increase in young people attending diversionary schemes gain knowledge and practical skills on lifestyle issues	2010/11
		Continue and develop community cohesion activities such as local festivals, dance events, street sport, public art etc. Involving the public in planning and implementation	Community Safety Partnership Public Art Advisor <u>Community arts</u> groups (eg East <u>Oxford Action</u> <u>Charity)</u>	Delivery of Cultural Strategy Action Plan	2009/11

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
		Build on the success of neighbourhood policing and street wardens to improve public confidence	Community Safety Partnership	Fear of crime decreases compared to baseline	2010/11
		Support and develop opportunities for volunteering and support the voluntary and community sector	Voluntary Sector City Council	No. of people volunteering increases from baseline	2010/11
		Improve the appeal of the city centre evening economy to a broader market through Civic Trust Accreditation scheme	City Council	Increase satisfaction of the city centre and feelings of safety	2011/12
		Develop a toolkit for tackling criminal damage as part of the Crime and Disorder Reduction Partnership Anti- social Behaviour Strategy	Thames Valley Police, Oxford City Council Street Wardens, Neighbourhood action groups	Implementation of criminal damage toolkit. Review effectiveness of approach	Development 1 st quarter 2009/10 Roll out 2 nd quarter 2009/10 Implementation 3 rd quarter 2009/10 Review 4 th quarter 2009/10

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
Continue work on the renaissance of the West End	Renaissance of the West End of the City centre	Adoption of the West End Area Action Plan (June 2008). Implement transport and public realm improvements across the area. Proactively work with land owners and developers to bring about the comprehensive renaissance of the area which befits the south-west corner of the city centre. <u>West End Area Action Plan</u> includes redevelopment of <u>Oxford & Cherwell Valley</u> <u>College site</u>	City and County Councils, South East England Development Agency <u>Homes &</u> <u>Communities</u> <u>Agency</u>	Development of the West End in accordance with the framework set by the adopted West End Area Action Plan	2016

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
INFRASTUCTURE Insufficient space for new business and creating business expansion	Allocation of growth space within the Local Development Framework	Development of an Area Action Plan for Northern Gateway	Oxford City Council Goodmans Keir Properties	Adopted Northern Gateway Area Action Plan leading to delivery of new business/ office space	Autumn 2010 (leads to allocation of employment land)
		Implementation of the adopted West End Area Action Plan	Oxford City Council County Council South East England Development Agency	Delivery of new business/ office space within West End	on-going to 2016
		Engaging with employers to understand their needs for expansion	Oxford City Council Oxfordshire County Council Oxfordshire Economic Partnership Large employers	Agreed plan in place	Autumn 2010
Congestion and accessibility	Reduce car dependency	Work with County to enhance Park-&-Ride service/capacity	Oxford City Council Oxfordshire County Council Bus companies	Complete single management arrangement	Done

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
		Work with County Council on development of Local Transport Plan (LTP) 3	County Council Oxford City Council	Adopted County-wide Local Transport Plan	To be arranged
		Work with County Council and communities to encourage development of car sharing schemes	Oxford City Council Oxfordshire County Council Key community groups	Increase number of car sharing schemes in local communities	<u>On-going</u>
		Working with Network Rail to improve rail services and Chiltern Line improvements	Oxford City Council Oxfordshire County Council Network Rail First Great Western and Chiltern Railways	Improvements to Railway Station. New south facing bay platform. Improved rail services	To be arranged
	Improve availability and frequency of bus services to deprived communities	Ensure review of subsidised bus services and routes in 2010 achieves an enhanced outcome	Oxfordshire County Council City Council Bus Companies	Improved accessibility compared to baseline	2011/12
	Encourage complementary investment in Central	Work with public and private sector partners to develop	Oxfordshire Economic Partnership	Proposition developed and implemented	2009/10

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
	Oxfordshire sub- region	inward investment proposition	Oxfordshire County Council South East England Development Agency Other key partners		
Insufficient supply of market and affordable housing	Deliver agreed recommendations of Oxford Strategic Partnership's Housing Select Committee	Proactively work with landowners and other key stakeholders to bring forward sites identified in Strategic Housing Land Availability Assessment	Strategic Housing Delivery Group Home Builders Federation <u>Homes &</u> <u>Communities Agency</u>	Identified work plan with partners	March 2010 (with on-going review)
		Work with the Homes and Communities Agency to deliver mechanisms for overcoming infrastructure deficits to enable strategic sites to be brought forward	Homes and Communities Agency Oxford City Council Oxfordshire County Council	Agreed design and funding plan for large scale housing development at Barton linked to regeneration of Barton and Northway	2009/10
		Maintain a 5 year land supply of deliverable housing sites - take	Oxford City Council	Maintaining a deliverable 5 year land supply	To be reviewed annually

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
		appropriate actions to bring forward sites if supply is not maintained			
		Improve engagement with private sector developers	Oxford City Council Home Builders Federation Local developers	Improved perception of Oxford City Council Number of sites brought forward for development	2009/10
	Identify land for housing outside the city with sustainable transport links	Work with South Oxfordshire District Council to bring forward land south of Grenoble Road	Oxford City Council Magdelen College Thames Water Oxfordshire County Council South Oxfordshire District Council	Planning permission Development south of Grenoble Road	2010/11 2012 onwards
	Creation of a <u>Local</u> <u>delivery vehicle ie a</u> <u>Local</u> Housing Company	Assess the feasibility of introducing a Local Housing Company as an effective route for delivering greater numbers of social housing	Oxford City Council <u>Homes &</u> <u>Communities Agency</u>	Feasibility assessed	2009/10

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
	Estate based renewal providing enhanced facilities and amenities to further contribute a further sense of place	Take opportunities afforded by renewal of social housing stock to undertake comprehensive estate based renewal which facilitates holistic regeneration, providing enhanced facilities and amenities to further contribute a further sense of place	Oxford City Council <u>Homes &</u> <u>Communities Agency</u> Registered social landlords Other partners	Estate based renewal	2010/11 onwards

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
PEOPLE People in below average economic activity rates amongst disadvantaged groups	Improve employment rate amongst target groups to average overall employment rate	Align basic skills programmes to targeted communities, linked to confidence building and job brokering programmes to connect individuals to opportunities.	Learning and Skills Council Jobcentre Plus Oxford and Cherwell Valley College and other colleges Training agencies City Council Drug and Alcohol Action Team	More people from target communities are trained at NVQ level 2 and 3 compared to baseline	2010/11
		Ensure effective employer engagement in design and implementation of programme to maximise prospect of employment following intervention	Jobcentre Plus Learning and Skills Council Oxford and Cherwell Valley College and other colleges Oxfordshire Economic Partnership Oxford City Council Key Employers	Programme designed and implemented	2010/11
		Develop retail skills programme to link to emerging West End development	West End Partnership/Steering Group Colleges	Programme developed	Linked to Westgate development timing

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
		Utilise registered social landlords and Oxford City Homes Tenant Liaison Unit as access channel for worklessness prevention programmes	Oxford City Council Registered social landlords Learning and Skills Council Colleges Jobcentre Plus	Increased tenant satisfaction compared to baseline	2009/10
	Increase enterprise and business formation rates in deprived areas	Integrate business support services with community development and confidence building activity	Business Link Oxford City Council Oxfordshire Economic Partnership Oxford and Cherwell Valley College Community Groups	Increased numbers of businesses formed in deprived areas compared to baseline	2011/12
		Develop low risk easy in easy out premises solutions for early stage businesses and third sector organisations	Oxford City Council Developers/Business Park Managers Oxfordshire Economic Partnership	Additional early stage business premises created	2011/12

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
Low wage levels	Encourage take up of higher skills to improve productivity and wage levels	Deliver up-skilling (e.g. through Learning and Skills Council Train to Gain programme)	Learning and Skills Council Job Centre Plus Oxfordshire Economic Partnership Oxford City Council Oxfordshire County Council	Increased numbers accessing upskilling programmes (e.g. Train to Gain programme)	2011/12
				Design and Implementation of Oxford City Council Management Development Programme	2010/11
		Develop and deliver Job Brokerage scheme (e.g. Blackbird Leys <u>and Greater</u> Leys)	Jobcentre Plus Back to Work Working Group	Schemes developed and delivered	2011/12
		Set up and sustain job clubs in areas of highest unemployment	Jobcentre Plus	Job Clubs	2009/10
		Support and develop apprenticeship schemes, including with statutory	Public bodies Jobcentre Plus Learning and Skills	Cohort of apprentices complete	2010/11

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
Improved family support, healthcare and related services	Improve health outcomes and narrow the inequalities gap across a range of issues. Improve the levels of deprivation across a range of domains and multiple deprivation	 services Further develop the offer through Children's Centres and Extended Services in Schools to meet the needs of the local area and incorporate multi-agency working. This should include: longitudinal interventions with families in need, ensuing seamless transitions between services and ongoing support; parenting support; mentoring schemes; child care provision; job brokerage and support in preparing for employment. 	Council & Colleges Oxfordshire County Council Primary Care Trust Oxford City Council Voluntary and community sector organisations Advice organisations Learning and Skills Partnership	qualifications Improved support for parents and families across a range of issues	2010/11
		 Provide access to appropriate services for treatment and health improvement in the areas of greatest needed including: Health Trainer Service; Alcohol and drugs 	Primary Care Trust Drug and Alcohol Action Team NHS Trusts and other providers organisations	Improved access for people to services in their locality compared to baseline	2010/11

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
		treatment Establish a flagship project which will improve access to information and services for the target population e.g. Well-being shop in Cowley Centre	Oxford City Council Oxfordshire County Council Primary Care Trust Thames Valley Police	Increased customer satisfaction in use of services compared to baseline	2011/12
		Reduce poverty affecting different groups of the population by improving access to advice on benefits, counselling on debt and access to training and	Oxford City Council Primary Care Trust Oxfordshire Economic Partnership Voluntary and	Increased income levels in deprived areas compared to baseline Increased uptake of	2011/12 2011/12
		 employment. Implement specific plans to target: child poverty; fuel poverty; pensioner poverty; poor housing conditions experienced by lone owner-occupiers who are income poor. 	community sector organisations Learning and Skills Partnership	insulation and other affordable warmth initiatives compared to baseline	
		Review housing allocation policy and make recommendations based on whether it is found to exacerbate or improve	Oxford City Council	Improved understanding of the impact of housing allocations on inequalities	2009/10

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
		inequalities issues Provide information and support for carers	Oxfordshire County Council Primary Care Trust Oxford City Council Carers centre Voluntary and community sector organisations	Improved customer satisfaction with service provided	2011/12
		Encourage the take up & use of allotments for leisure/ health/exercise	Oxford City Council Allotments associations	Improved take up of allotments	<u>On-going</u>
	Improve sporting participation	Leisure Services to work with Primary Care Trust to improve adult sporting participation	Oxford City Council (Leisure Services) Primary Care Trust Oxford Sports Partnership	Increase in percentage of adults taking part in 30 minutes of active sport participation on three days per week compared to baseline	2010/11
Low Educational Attainment	Improve performance of worst performing schools in the city and ensure black and minority ethnic groups and others suffering inequality	Improve attainment at Key Stage 4, especially in the worst performing schools, narrowing the gap for the whole school population	Oxfordshire County Council Children's Trust School partnerships Extended Services Voluntary and community sector organisations	The gap between the worst performing schools and the average is narrowed Improvement of educational outcomes of all schools whilst	To be advised

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
	of outcome are targeted appropriately		<u>Universities</u>	narrowing the gap between lowest performing & highest performing schools	
		Ensure sustained improvement in attainment for the black and minority ethnic groups who currently have low attainment levels and for looked after children.	Oxfordshire County Council Children's Trust School partnerships Extended Services Voluntary and community sector organisations	3010013	To be advised
	Access and improved attainment at Further Education colleges for people with low school attainment levels, offenders, rough sleepers, etc	Development of programmes targeting key client groups	Oxford City Council Further Education Colleges, Oxfordshire County Council	Attainment for some black and minority ethnic groups and looked after children improves in relation to the average More people with level 1,2 and 3 attainment from vulnerable groups compared to baseline	2011/12

A Regeneration Framework for Oxford City (Draft version <u>4</u>3 - Augustpril 2009)

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
ECONOMY Enterprise education and promotion	Promote enterprise education and self employment	Work with schools to promote enterprise to young people	Oxfordshire County Council (Local Education Authority) Oxfordshire Economic Partnership Oxford Trust Young Enterprise Universities and colleges	Schools programme developed	2010/11
		Work with Science Oxford to promote science and enterprise	Oxfordshire County Council (Local Education Authority) Oxfordshire Economic Partnership Learning and Skills Council Oxford Trust/ Venturefest Board Universities and colleges Oxford Inspires	Programme developed	2010/11

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
		Work with older people to promote self employment and enterprise as a working option (e.g. following loss of job/redundancy)	Oxfordshire County Council (Local Education Authority) Oxfordshire Economic partnership Learning and Skills Council and Jobcentre Plus Oxford Trust Universities and colleges	Programme developed	2011/12
	Provide skills and training to support new start up businesses	Taster and training courses in running your own business	Business Link Jobcentre Plus Learning and Skills Council Universities and colleges Oxfordshire County Council (Local Education Authority/Adult Learning)	Training programme and courses delivered	2010/11

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
Supporting local businesses	Provide business support to local small and medium enterprises to improve chances of sustainability and survival	Run events for networking, sharing knowledge and expertise and providing help and information points	Business Link Enterprise Agencies Public Sector Bodies Chambers of Commerce Federation of Small Businesses	Events developed, small and medium enterprises engagement and survival rates	2009/10
		Promoting tender opportunities to local businesses and supporting ability to complete tenders (e.g. meet the buyer)	Oxford City Council Business Link Public sector bodies Universities Chambers of Commerce Federation of Small Businesses	Increase percentage of local procurement compared to baseline	2011/12
		Develop procurement policies to support local businesses tendering for work	Public sector bodies Large organisations (e.g. universities)	Policies developed	2009/10
		Develop prompt payment systems to support and assist cash flow of small and medium enterprises	Public sector bodies Large organisations (e.g. universities) and large companies	Systems developed and active	2009/10

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
Support for the University spin out companies and the knowledge based economy generally	Promote and support spin outs with high growth potential	Run events that promote high tech high growth business development and link funding and investment opportunities (e.g. Venturefest)	Venturefest Board Universities Business Link Oxfordshire Economic Partnership Oxford City Council Oxford City Council Oxfordshire County Council South East England Development Agency	Events run	2009/10
		Promote growth, funding and investment opportunities nationally and internationally	Universities Business Link Oxfordshire Economic Partnership Oxford City Council Oxfordshire County Council South East England Development Agency	Promotion undertaken	2009/10
		Ensure appropriate sites (and premises) available to house high tech spin out businesses	Oxford City Council Universities	Sites and premises available	2010/11

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
Social Enterprise and the Voluntary and Community Sector	Support and encourage social enterprise and developments in the voluntary and community sector that create community services, involvement, training and jobs	Support Oxfordshire Community and Voluntary Action	Oxford City Council Oxfordshire Community and Voluntary Action Oxfordshire County Council Business Link Oxfordshire Economic Partnership	New social enterprises launched Sustainability and survival of social enterprises	2011/12
Growth sectors	Supporting potential growth sectors	Support Oxfordshire Economic Partnership in developing Innovation and growth team	Oxfordshire Economic Partnership Business Link Oxford City Council Oxford Inspires Chambers of Commerce	Increased number of businesses and jobs in high growth sectors	2011/12
	Supporting growth in the creative and cultural sector	Support appropriate actions coming out of the Oxfordshire Creative and Cultural Economic Impact Study	Oxford Inspires Oxfordshire Economic Partnership Oxfordshire County Council South East England Development Agency Oxford City Council	Increased number of businesses and jobs in the cultural and creative sector	<u>2011/12</u>

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
			District Councils businesses in the cultural and creative sector		
Improve Visitor Experience	Enhanced tourism information service	Role out findings of tourism study	Oxford City Council Oxford Marketing Group, Oxfordshire County Council Oxfordshire Economic Partnership Oxford Brookes University	Improved customer satisfaction as compared to baseline	2011/12
	Integrated promotional programme	Roll out findings of tourism study	Oxford City Council Oxford Marketing Group Oxfordshire County Council	Improved satisfaction from tourism business	2011/12
	Improved city centre management	Install new city centre management structure	Oxford City Council Oxfordshire County Council	Improved customer satisfaction with city centre compared to baseline	2011/12
	Cleanliness, street scene and appearance of city centre	Cleaner streets Graffiti Rough sleepers	Oxford City Council		

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER & PARTNERS	TARGET MILESTONES & OUTCOMES	TIMEFRAME
Ensure local people benefit from visitor economy	Effective community engagement to ensure that local people can effectively engage and shape policy development and delivery	Development and implementation of enhanced community engagement arrangements as part of Cultural Strategy implementation	Oxford City Council Oxford Inspires Other key partners	Increased engagement by people from deprived communities compared to baseline	2011/12

6. Next Steps

This draft will be further developed following workshops and other engagement events with partners and stakeholders during Spring 2009, to further explore the issues, agree target outcomes and actions which flow from the analysis and importantly timelines for delivery. At this initial draft stage indicative actions are shown, however it is anticipated that these will be further developed in consultation with partners and stakeholders with associated agreed timelines.

Once adopted it is envisaged that the framework will be refreshed every three years, with the supporting action plan updated on an annual basis.

To make comments or for further information please contact:

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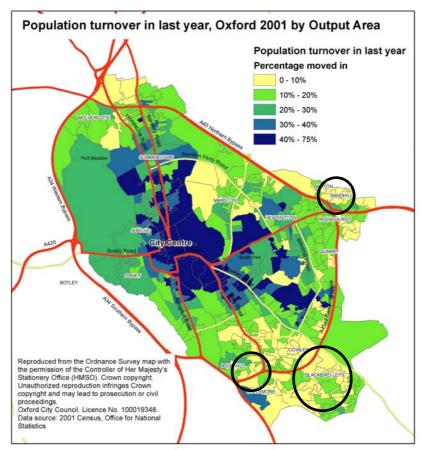
Appendix

Economic and Health Trends in Areas of Multiple Deprivation

Understanding the population dynamics of a deprived area is important when considering regeneration initiatives, particularly population turnover or 'population churn'. As noted in the government's 'framework for regeneration⁴⁷', 'areas where there is high churn [may need] regeneration [that] is less intensive...areas with lower churn or those which are isolated may require more intensive regeneration.'

The map below shows the population turnover in Oxford in 2001, as measured by the percentage of people who had moved in to the area within the last year. Oxford has very high population turnover – the highest of any local authority area in England – and this is concentrated in areas where students live i.e. in the city centre and East Oxford.

The areas highlighted on the map are the areas of highest multiple deprivation in the city. As a general rule, these areas have relatively low levels of population turnover. The significant exception to this is Greater Leys to the extreme South East of the city, an area of new housing built in the mid-1990s. As noted above, part of this area is relatively affluent.

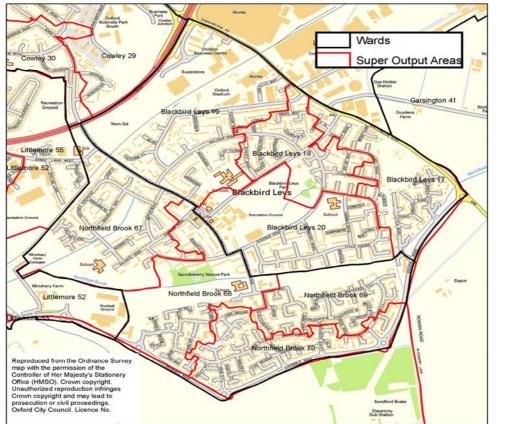


In the section below, the dynamics of these areas of multiple deprivation are examined in terms of indicators of health and economic outcomes.

⁴⁷ Transforming places; changing lives: A framework for regeneration, Communities and Local Government, July 2008

Blackbird Leys and parts of Greater Leys

The map below shows the Blackbird Leys and Greater Leys area in South-East Oxford. For the purposes of this analysis, 'Blackbird Leys' is defined as two electoral wards, Northfield Brook and Blackbird Leys, excluding the relatively affluent Super Output Area in Greater Leys to the south (Northfield Brook 70)⁴⁸.





At the 2001 Census, Blackbird Leys and parts of Greater Leys had 10,600 residents – which was estimated to have grown by 10% to 11,700 by 2005⁴⁹. Five of the seven Super Output Areas are in the 20% most deprived areas in England, with the remaining two in the 30% most deprived areas⁵⁰. 43% of residents have no qualifications⁵¹.

Of the 4,200 households in 2001, 53% were living in a socially rented property – compared to an Oxford average of 21%. Only 40% were owner-occupiers, compared to 55% across $Oxford^{52}$.

Life expectancy in Blackbird Leys and Northfield Brook wards is, at 75.0 and 76.7 years respectively, (statistically) significantly lower than the Oxford average of 79.5 years⁵³.

⁴⁸ Super Output Areas are small geographic areas which contain an average population of 1500. Super Output Areas sit within electoral wards and are named using the ward name and the last two digits of the SOA code e.g. Northfield Brook 70 is in Northfield Brook ward.

⁴⁹ Mid-2005 Super Output Area population estimates, Office for National Statistics

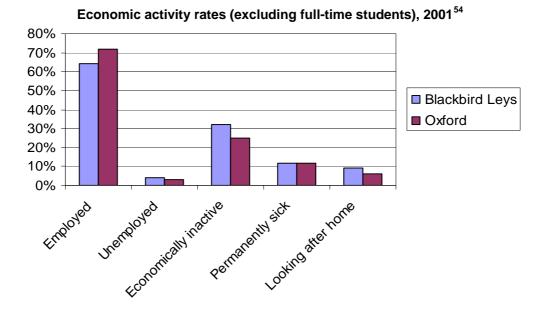
⁵⁰ Indices of Deprivation 2007, Department for Communities and Local Government

⁵¹ 2001 Census, Office for National Statistics

⁵² 2001 Census, Office for National Statistics

⁵³ Life expectancy by ward 2002-06, Oxfordshire Primary Care Trust

Employment rates among the working age population are lower in Blackbird Leys and parts of Greater Leys than Oxford as a whole. This is largely driven by higher rates of economic inactivity. In particular, there are higher rates of people 'looking after home or family' – 9% compared to 6% in Oxford.

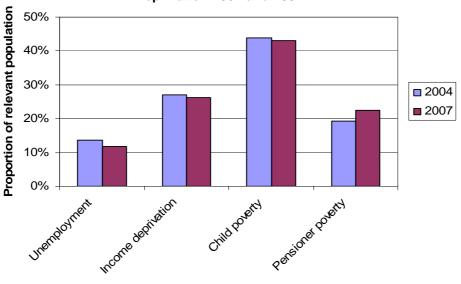


Trends in economic outcomes

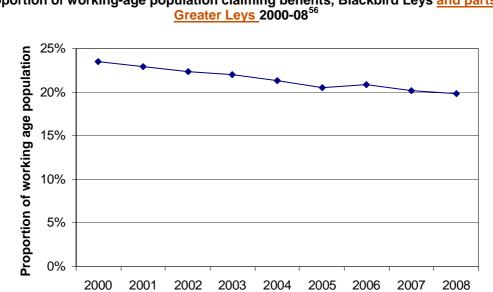
A survey of economic indicators from the Indices of Deprivation 2004 and 2007 suggest that unemployment, households in poverty and child poverty have decreased slightly in the period 2001-2005. Poverty affecting older people is estimated to have risen from 19% to 22%. These changes are small however and may not be statistically significant.

⁵⁴ 2001 Census, Office for National Statistics





The proportion of working-age adults claiming benefits (e.g. Jobseekers Allowance, Incapacity Benefit, lone parent benefits) has decreased by around 3% over the period 2000-08. This suggests there has been an associated rise in employment rates and/or incomes.



Proportion of working-age population claiming benefits, Blackbird Leys and parts of

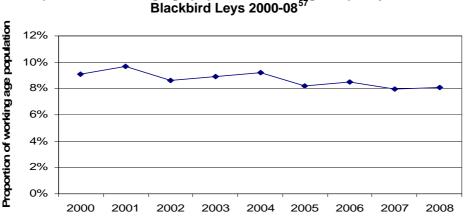
⁵⁵ Department for Communities and Local Government

⁵⁶ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

Trends in health outcomes

The rate of the working-age population claiming Incapacity Benefit has decreased slightly over the period 2000-08. The actual number of people claiming Incapacity Benefit has remained stable, but the rate has decreased because the working-age population has increased. This suggests that there may be a static group claiming Incapacity Benefits that remain too ill to work, but that this group is not growing over time.

Proportion of working-age population claiming Incapacity Benefit,

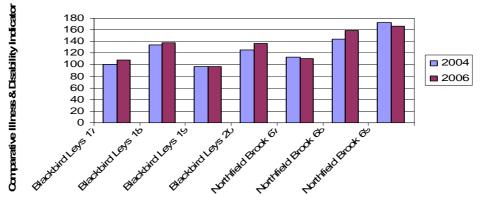


The Comparative Illness & Disability Ratio (CIDR) from the Indices of Deprivation measures illness and disability relative to other areas in England. A rate of 100 is the

The Comparative Illness & Disability Ratio (CIDR) from the Indices of Deprivation measures illness and disability relative to other areas in England. A rate of 100 is the England average; below 100 indicates low levels of illness and above 100 indicates high levels.

Inspection of the CIDR for Blackbird Leys <u>and parts of Greater Leys</u> indicates that four areas have a CIDR over 120. Three of these have experienced an increase over the period 2001-2005, whilst one has decreased slightly⁵⁸. This indicates a relative worsening in the health of the population – though these changes may not be statistically significant.

Comparative Illness & Disability Ratio, Indices of Deprivation 2004 and 2007 Blackbird Leys, by Super Output Area⁵⁹



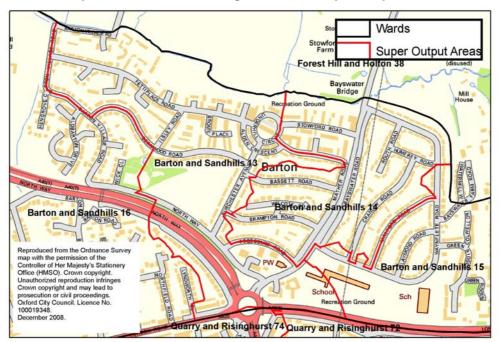
⁵⁷ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

 $^{^{58}}$ Although these figures are from the Indices of Deprivation 2004 and 2007, these dates refer to date of publication – the data used (largely) refers to 2001 and 2005 respectively.

⁵⁹ Department for Communities and Local Government

Barton

The map below shows the Barton area in North-East Oxford. For the purposes of this analysis, 'Barton' is defined as two Super Output Areas⁶⁰ within the Barton & Sandhills ward – Barton & Sandhills 13 and Barton & Sandhills 14.





At the 2001 Census, Barton had 2,900 residents – estimated to have grown 10% to 3,200 by 2005⁶¹. Both Super Output Areas are in the 20% most deprived areas in England⁶², and 42% of residents have no qualifications⁶³.

Of the 1,100 households in 2001, 56% were living in a socially rented property – compared to an Oxford average of 21%. Only 34% were owner-occupiers, compared to 55% across $Oxford^{64}$.

Life expectancy in Barton & Sandhills ward is, at 77.5 years, (statistically) significantly lower than the Oxford average of 79.5 years⁶⁵.

Employment rates among the working age population are lower in Barton than Oxford as a whole. This is largely driven by higher rates of economic inactivity. In particular, there are higher rates of people 'looking after home or family' -10% compared to 6% in Oxford.

⁶⁰ Super Output Areas are small geographic areas which contain an average population of 1500. Super Output Areas sit within electoral wards and are named using the ward name and the last two digits of the SOA code e.g. Northfield Brook 70 is in Northfield Brook ward.

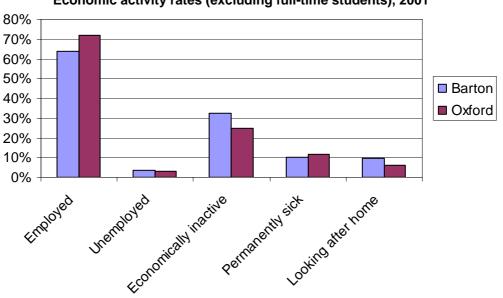
⁶¹ Mid-2005 Super Output Area population estimates, Office for National Statistics

⁶² Indices of Deprivation 2007, Department for Communities and Local Government

⁶³ 2001 Census, Office for National Statistics

⁶⁴ 2001 Census, Office for National Statistics

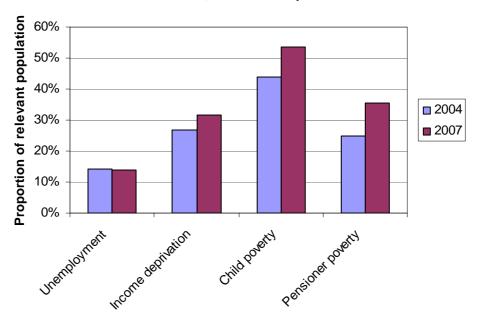
⁶⁵ Life expectancy by ward 2002-06, Oxfordshire Primary Care Trust



Economic activity rates (excluding full-time students), 2001⁶⁶

Trends in economic outcomes

A survey of economic indicators from the Indices of Deprivation 2004 and 2007 suggest that households in poverty, child poverty and pensioner poverty have all increased in the period 2001-2005. The increases in child poverty and pensioner poverty in particular are significant, being around 10% of the population. Unemployment is estimated to have remained stable. These observations should be treated with caution as the changes may not be statistically significant.

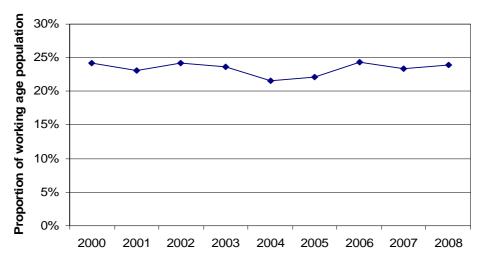


Economic indicators in Barton, Indices of Deprivation 2004 and 2007⁶⁷

⁶⁶ 2001 Census, Office for National Statistics

⁶⁷ Department for Communities and Local Government

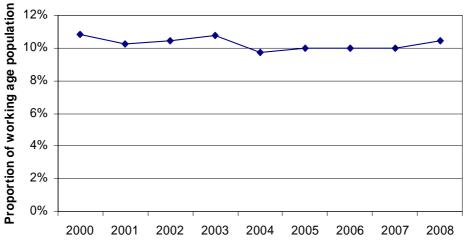
The proportion of working-age adults claiming benefits (e.g. Jobseekers Allowance, Incapacity Benefit, lone parent benefits) has fluctuated but remained fairly stable over the period 2000-08, at around 24% of the working-age population. This suggests there has been little change in employment rates and/or income levels – though this observation should be treated with caution as the numbers concerned are relatively small (a working age population of 2,000 residents).



Proportion of working-age population claiming benefits, Barton 2000-08⁶⁸

Trends in health outcomes

The rate of the working-age population claiming incapacity benefit has remained stable over the period 2000-08. The actual number of people claiming Incapacity Benefit has increased, but the rate has remained stable because the working-age population has increased with it. This suggests that the group of people who are too ill to work is steadily growing over time with the population.



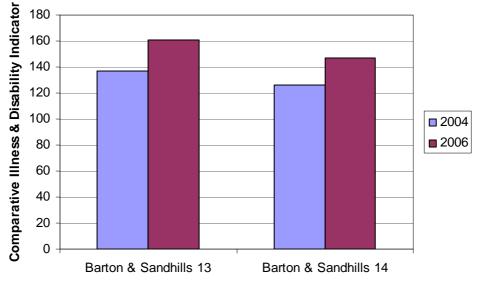
Proportion of working-age population claiming Incapacity Benefit, Barton 2000-08⁶⁹

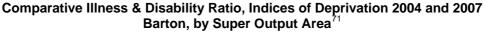
⁶⁸ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics ⁶⁹ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated

⁶⁹ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

The Comparative Illness & Disability Ratio (CIDR) from the Indices of Deprivation measures illness and disability relative to other areas in England. A rate of 100 is the England average; below 100 indicates low levels of illness and above 100 indicates high levels.

Inspection of the CIDR for Barton shows that both Super Output Areas have a CIDR over 120, and that they have both experienced increases over the period 2001-05⁷⁰. This indicates a relative worsening in the health of the population – though these changes may not be statistically significant.



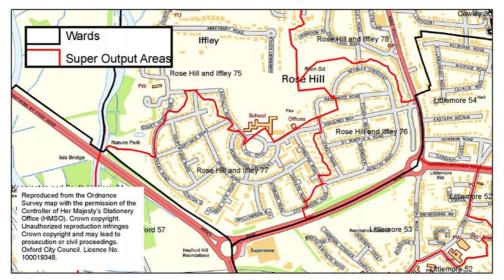


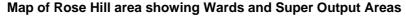
⁷⁰ Although these figures are from the Indices of Deprivation 2004 and 2007, these dates refer to date of publication –

the data used (largely) refers to 2001 and 2005 respectively. ⁷¹ Department for Communities and Local Government

Rose Hill

The map below shows the Rose Hill area in South-East Oxford. For the purposes of this analysis, 'Rose Hill' is defined as two Super Output Areas within the Rose Hill & Iffley ward⁷² – Rose Hill & Iffley 76 and Rose Hill & Iffley 77.





At the 2001 Census, Rose Hill had 3,200 residents, estimated to have grown by 7% to 3,400 by 2005⁷³. Both its Super Output Areas are in the 20% most deprived areas in England⁷⁴, and 45% of residents have no qualifications⁷⁵.

Of the 1,200 households in 2001, 54% were living in a socially rented property – compared to an Oxford average of 21%. Only 39% were owner-occupiers, compared to 55% across Oxford⁷⁶.

Life expectancy in Rose Hill & Iffley ward is, at 77.3 years, (statistically) significantly lower than the Oxford average of 79.5 years⁷⁷.

Employment rates among the working age population are lower in Rose Hill than Oxford as a whole. This is largely driven by higher rates of economic inactivity, though unemployment rates are higher -5.4% compared to 3.1% in Oxford. Amongst the economically inactive population there are higher rates of people 'looking after home or family' -10% compared to 6% in Oxford.

⁷² Super Output Areas are small geographic areas which contain an average population of 1500. Super Output Areas sit within electoral wards and are named using the ward name and the last two digits of the SOA code e.g. Northfield Brook 70 is in Northfield Brook ward.

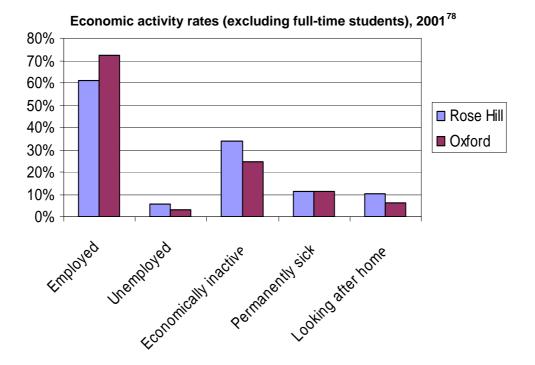
⁷³ Mid-2005 Super Output Area population estimates, Office for National Statistics

⁷⁴ Indices of Deprivation 2007, Department for Communities and Local Government

⁷⁵ 2001 Census, Office for National Statistics

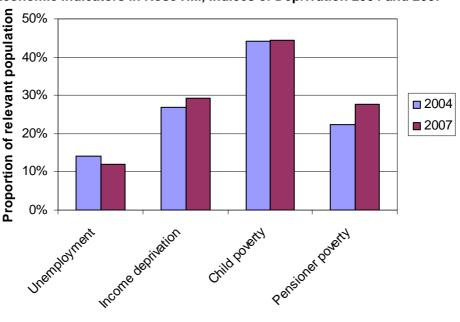
⁷⁶ 2001 Census, Office for National Statistics

⁷⁷ Life expectancy by ward 2002-06, Oxfordshire Primary Care Trust



Trends in economic outcomes

A survey of economic indicators from the Indices of Deprivation 2004 and 2007 suggest that there have been small changes in unemployment (lower) and household poverty (higher). More significantly, poverty affecting older people is estimated to have increased by 5%. Child poverty has remained stable. These changes are small however and may not be statistically significant.

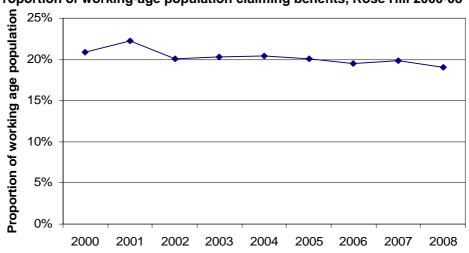


Economic indicators in Rose Hill, Indices of Deprivation 2004 and 2007⁷⁹

⁷⁹ Department for Communities and Local Government

⁷⁸ 2001 Census, Office for National Statistics

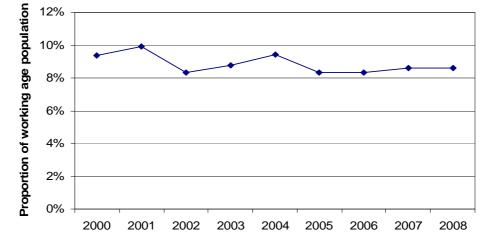
The proportion of working-age adults claiming benefits (e.g. Jobseekers Allowance, Incapacity Benefit, Ione parent benefits) has decreased slightly from a 2000-01 peak but remained fairly stable over the period 2002-08. This suggests there has been little change in employment rates and/or income levels – though this observation should be treated with caution as the numbers concerned are relatively small (a working age population of 2,100 residents).



Proportion of working-age population claiming benefits, Rose Hill 2000-08⁸⁰

Trends in health outcomes

The rate of the working-age population claiming Incapacity Benefit has decreased slightly over the period 2000-08. The actual number of people claiming Incapacity Benefit has remained stable, but the rate has decreased because the working-age population has increased. This suggests that there may be a static group claiming Incapacity Benefits that remain too ill to work, but that this group is not growing over time.



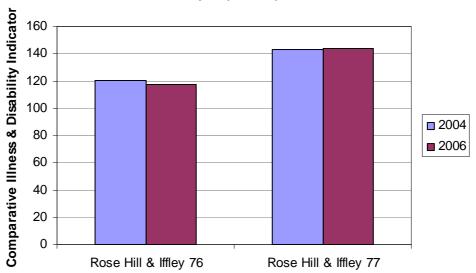
Proportion of working-age population claiming Incapacity Benefit, Rose Hill 2000-08⁸¹

⁸⁰ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics ⁸¹ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated

⁸¹ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

The Comparative Illness & Disability Ratio (CIDR) from the Indices of Deprivation measures illness and disability relative to other areas in England. A rate of 100 is the England average; below 100 indicates low levels of illness and above 100 indicates high levels.

Inspection of the CIDR for Rose Hill shows that both Super Output Areas have a CIDR over 100, which have remained stable over the period 2001-05⁸². This suggests there has been little change in the health of the population.



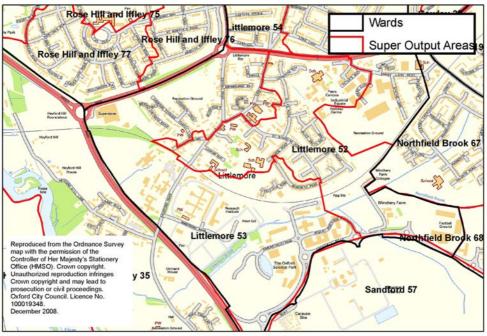
Comparative Illness & Disability Ratio, Indices of Deprivation 2004 and 2007 Rose Hill, by Super Output Area⁸³

⁸² Although these figures are from the Indices of Deprivation 2004 and 2007, these dates refer to date of publication –

the data used (largely) refers to 2001 and 2005 respectively. ⁸³ Department for Communities and Local Government

Littlemore

The map below shows the Littlemore area in South-East Oxford. For the purposes of this analysis, 'Littlemore' is defined as two Super Output Areas⁸⁴ within the Littlemore ward – Littlemore 52 and Littlemore 53.



Map of Littlemore area showing Wards and Super Output Areas

At the 2001 Census, Littlemore had 2,900 residents – estimated to have grown 11% to 3,200 by 2005⁸⁵. One Super Output Area (Littlemore 53) is amongst the 20% most deprived areas in England⁸⁶ and one is in the 30% most deprived areas. 33% of residents have no qualifications⁸⁷.

Of the 1,270 households in 2001, 32% were living in a socially rented property – compared to an Oxford average of 21%. 59% were owner-occupiers, compared to 55% across Oxford⁸⁸.

Life expectancy in Littlemore ward is, at 77.9 years, not (statistically) significantly lower than the Oxford average of 79.5 years⁸⁹.

Employment rates among the working age population are lower in Littlemore than Oxford as a whole. This is largely driven by higher rates of economic inactivity. In particular, there is a higher rate of people permanently sick than the Oxford average.

⁸⁴ Super Output Areas are small geographic areas which contain an average population of 1500. Super Output Areas sit within electoral wards and are named using the ward name and the last two digits of the SOA code e.g. Northfield Brook 70 is in Northfield Brook ward.

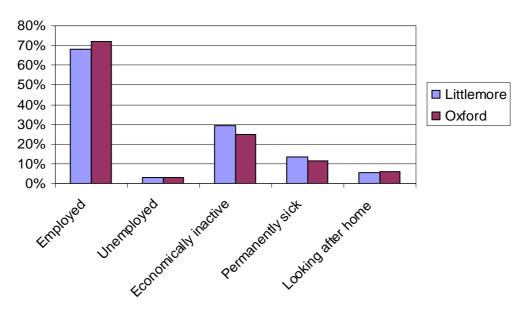
⁸⁵ Mid-2005 Super Output Area population estimates, Office for National Statistics

⁸⁶ Indices of Deprivation 2007, Department for Communities and Local Government

⁸⁷ 2001 Census, Office for National Statistics

^{88 2001} Census, Office for National Statistics

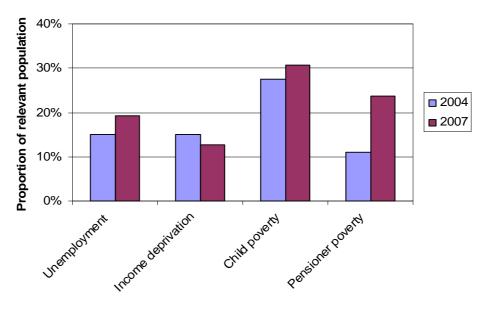
⁸⁹ Life expectancy by ward 2002-06, Oxfordshire Primary Care Trust



Economic activity rates in Littlemore (excluding full-time students), 2001⁹⁰

Trends in economic outcomes

A survey of economic indicators from the Indices of Deprivation 2004 and 2007 suggest that the proportion of households experiencing child poverty and pensioner poverty have increased in the period 2001-2005. The increase in pensioner poverty is particularly significant, being around 10% of the population. Unemployment is also estimated to have risen, whilst the proportion of all households in poverty decreased. These observations should be treated with caution as the changes may not be statistically significant.

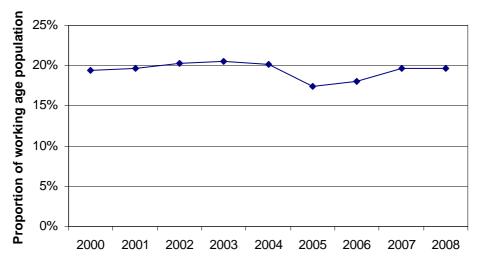


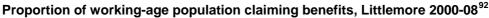
Economic indicators in Littlemore, Indices of Deprivation 2004 and 2007⁹¹

⁹⁰ 2001 Census, Office for National Statistics

⁹¹ Department for Communities and Local Government

The proportion of working-age adults claiming benefits (e.g. Jobseekers Allowance, Incapacity Benefit, lone parent benefits) has fluctuated but remained fairly stable over the period 2000-08, at around 20% of the working-age population. This suggests there has been little change in employment rates and/or income levels – though this observation should be treated with caution as the numbers concerned are relatively small (a working age population of 2,100 residents).

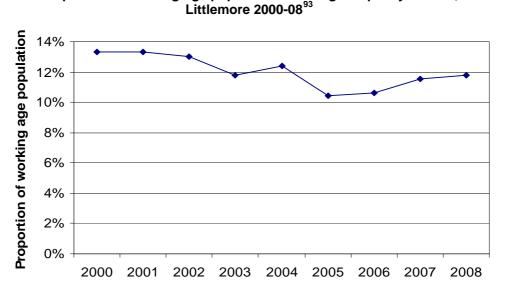




Trends in health outcomes

The rate of the working-age population claiming incapacity benefit has decreased slightly over the period 2000-08. The actual number of people claiming Incapacity Benefit has increased, but the rate has remained stable because the working-age population has increased with it. This suggests that the group of people who are too ill to work is steadily growing over time with the population.

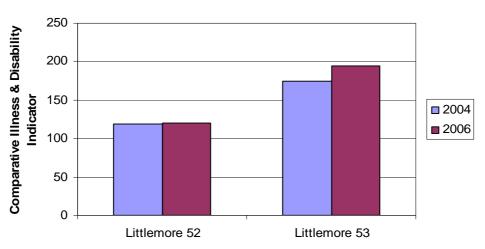
⁹² Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics



Proportion of working-age population claiming Incapacity Benefit,

The Comparative Illness & Disability Ratio (CIDR) from the Indices of Deprivation measures illness and disability relative to other areas in England. A rate of 100 is the England average; below 100 indicates low levels of illness and above 100 indicates high levels.

Inspection of the CIDR for Littlemore shows that people living in Littlemore 53 have worse health than those living in Littlemore 52. The relative health of people living in Littlemore 53 has deteriorated over the period 2001-05⁹⁴ - though this change may not be statistically significant.



Comparative Illness & Disability Ratio, Indices of Deprivation 2004 and 2007 Littlemore, by Super Output Area⁹⁵

⁹³ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

⁹⁴ Although these figures are from the Indices of Deprivation 2004 and 2007, these dates refer to date of publication – the data used (largely) refers to 2001 and 2005 respectively.

⁹⁵ Department for Communities and Local Government