

Version 3

**City Regeneration Framework
Original Published Action Plan November 2009**

Please note that where possible timeframes have been give but in some cases these need further discussion with partners.

ISSUE	STRATEGY	ACTIONS	LEAD PARTNER AND PARTNERS / CITY COUNCIL CONTACT (initials)	TARGET MILESTONES AND OUTCOMES	TIME FRAME	COMMENTS
PLACE						
Ensure local partnership priorities are evidences based and effectively shaped by communities /neighbourhods.	Introduce more local governance structures for areas undergoing significant change, increasing community engagement.	Continue support and develop the West End Community Involvement Group.	Oxford City Council West End Partnership Bill Fox	West End Community Involvement Group supported and developed	ongoing	Action delivered and ongoing. Action continued as a part of the delivery of West End Action Plan (in the Physical Regeneration Section)
		Establish Blackbird Leys	Oxford City Council	Blackbird Leys and Greater	4 th quarter 2009 and	Strengthened Neighbourhoods and

		and Greater Leys Steering Group with key partners to create an Area Regeneration Plan.	Blackbird Leys Parish Council Other Key Partners Key community Groups Planning Aid South Angela Cristofoli	Leys Area Regeneration Plan agreed with stakeholders	ongoing	Communities Team now in place and preliminary discussions held with key stakeholders. Draft Regeneration Plan anticipated March 2011 will form the basis of further engagement. Network events have been established to bring together local groups and to share good practice. Action to be continued in the Revised Action Plan (Involvement and Engagement Section).
		Continue to develop the Barton Regeneration Forum with key partners, create Area Regeneration Plan. Develop learning from Barton to neighbouring	Oxford City Council Registered Social Landlords Barton Community Association Other key partners Angela Cristofoli	Barton (and Northway) Area Regeneration Plan agreed with Stakeholders	4 th quarter 2009 and ongoing	Consultation events underway in respect of Barton West, content feeding into the development of the Area Regeneration and Area Action Plan Action to be continued in the revised Action Plan (Involvement and Engagement Section).

		areas.				
		Further develop and refine partnerships arrangements at Rose Hill, create enhanced Area Regeneration Plan	Oxford City Council Registered Social landlords Barton Community Association Other key partners Angela Cristofoli	Enhanced Area Regeneration Plan agreed with key stakeholders	4 th quarter 2009 and ongoing	Action to be continued in the revised Action Plan (Involvement and Engagement Section).
		Establish suitable mechanisms for Littlemore and other areas where regeneration is necessary	Oxford City Council Registered Social Landlords Community Associations Other key partners Angela Cristofoli	Partnership developed working towards Area Regeneration Plan	2010 and ongoing	This work is now absorbed within the review of Area Committees and the development of Area and Neighbourhood Forums and Area Action Plans (still to be approved). Removed from revised Action Plan 2011-12.
	Enable communities to shape the social regeneration in their areas.	Area Regeneration Plans include specific activities to increase the	Oxford City Council Oxfordshire County Council Voluntary and community	Activities available in areas of multiple deprivation increase.	2010 and ongoing	Details of Area Regeneration Plans to be determined through local steering groups, including funding targets.

		range of cultural, sporting, leisure, educational and cohesion activities available in areas of multiple-deprivation.	sector Community Associations Residents tenants groups Angela Cristofoli	Other milestones and outcomes as set by Area Regeneration Plans		Regeneration Area Action Plans to be continued in the revised Action Plan (Involvement and Engagement Section).
		External funding for social regeneration is sought and achieved.	Oxfordshire and Community Action Local community and voluntary groups Oxford City Council. Angela Cristofoli	External funding for major transformation of social regeneration is achieved.	2010 and ongoing	The definition is very broad and the outcome is a very difficult to measure. It is proposed that this action be linked to the Regeneration Action Plans and not reported in this way. Not to be included in the revised Action Plan.
		Continue to develop community activities such as local festivals and events, street sports, public art.	Oxford City Council Community Associations Local community and voluntary groups.	Delivery of Cultural Strategy Action Plan	2010	Estate based events: Streets for People involved an estimated 52 street parties across the city. Action to be continued in the revised Action Plan (Involvement and

						Engagement Section).
	Increased targets interventions in areas of deprivation building upon knowledge and good practice.	Support and enhance opportunities including: Community capacity building Childcare services Adult skills and job brokerage Collaborative projects to reduce health inequalities Social enterprise	Oxford City Council Oxfordshire County Council Thames Valley Police Primary Care Trust Universities and colleges Business Link and enterprise agencies Val Johnson	Increase services and capacity through successful Breaking the Cycle of Deprivation LAA reward Grant bid.	2010/11	Due to significant progress made with partner organisations these activities are now set out within a number of plans of partner agencies, such as the Oxfordshire Children and Young People's Plan. The revised Action Plans will include key actions relating to children, community involvement and reducing health inequalities and so this action will not continue as a specific action in the Revised Action Plan.
		Enhanced provision of youth diversion in areas of multiple deprivation	Oxford City Council Oxfordshire County Council Community and Voluntary sector Richard Adams	Every area of multiple deprivation has accessible, high quality youth provision.	To be advised	Positive Futures Programme is operating on Blackbird Leys, taking referrals of vulnerable young people across the City. They have also become much more involved in multi agency case work The County Council are

						<p>looking to reconfigure youth services within early Intervention hubs.</p> <p>Related actions will be continued in the revised Action Plan (Children, Young People and Families section).</p>
Community participation and confidence	Increase engagement and participation of black and minority ethnic groups.	Community mapping exercise to increase knowledge of black and ethnic minority communities and issues.	<p>Oxford City Council Thames Valley Police Oxfordshire County Council Community and residents groups, Mosques, etc.</p> <p>Angela Cristofoli</p>	Mapping exercise completed	Jan 2010	<p>Ensure this information is used to inform the development of Area Regeneration Plans.</p> <p>Action removed from the revised Action Plan.</p>
	Increase number of people who are satisfied with their local area and who are able / willing to	Build on the success of Neighbourhood Action Groups in effective public involvement and widen the scope	<p>Thames Valley Police Community Safety partnership</p> <p>Richard Adams</p>	Members of the public are engaged in the planning and implementation	1 st quarter 2009-10	<p>The area satisfaction survey has been removed by the government.</p> <p>Action has been mainstreamed within the Talkback Survey and the NAG Action Plans and will</p>

	participate in local planning and projects.	and participations				included within the revised Action Plan (Children, Young People and Families section)
		Consider neighbourhood management approaches to coordinating multi agency work in specific localities	Oxford City Council Angela Cristofoli	Satisfaction with living in the local area increases	2010/11	See above. . Approaches to neighbourhood management are being considered along side the review of democratic arrangements of the council and the development of Area Forums and Area Action Plans. This Action has been mainstreamed within the council and will therefore be removed from the revised Action Plan.
		Build upon the success of neighbourhood policing and street wardens	Community Safety Partnership Richard Adams	Fear of crime decreases compared to baseline.	2010/11	The Street Warden Service will be restructured to provide a city-wide, rapid response service, focussing on tackling anti-social

		to improve public confidence.				<p>behaviour. The neighbourhood Policing Programme, of which the Street Wardens are an integral part, has seen satisfaction in the way the council and police deal with crime and anti-social behaviour improve over the last 3 years. 38% were satisfied in 2008, 41% in 2009 to 50% in 2010.</p> <p>A related action will be included in the revised Action Plan (Children, Young People and Families)</p>
		Support and develop opportunities for volunteering and support the voluntary and community sectors	<p>Oxford City Council Voluntary Sector</p> <p>Angela Cristofoli</p>	Number of people volunteering increases from baseline	2010/11	<p>Funding and Volunteering Fair held Feb 2010</p> <p>6 monthly events held in partnership between Oxford City Council and Oxfordshire Voluntary and Community Action</p> <p>Developing stronger links with University Brookes students and the voluntary sector.</p> <p>Support to the voluntary</p>

						<p>sector is developed through the City Council Grants Prospectus.</p> <p>The Place Survey 2008-9 states that Oxford City Council volunteering levels were 27%. However this survey has now been discontinued. This action will be removed from the revised Action Plan and replaced by other measurable actions. (Involvement and Engagement)</p>
		<p>Develop Toolkit for Tackling criminal damage as part of the Crime and Disorder reduction Partnership Anti-Social Behaviour Strategy</p>	<p>Oxford City Council County Council SEEDA Homes and Communities Agencies</p> <p>Richard Adams</p>	<p>Implementation of the criminal damage toolkit. Review effectiveness of approach</p>	<p>Development 1ST Quarter 2009-10 Roll out 2nd quarter 2009-10 Implementation 3rd quarter 2009/10 Review 4th Quarter 2009/10</p>	<p>Tool kit implemented</p> <p>Between 2007/08 and 2009/10 criminal damage fell by 20%</p> <p>The Neighbourhood Policing Programme and Nightsafe Policing Programme and Nightsafe Project have been successful in reducing the levels of criminal damage</p>

					<p>across Oxford. The success is due to three simultaneous approaches: Neighbourhood Policing, including PCSOs; effective multi agency Neighbourhood Action Groups and area based Antisocial behaviour casework groups.</p> <p>There is currently a review of the structure of Thames Valley Police and Community Safety Partnerships. There have already been reductions in some community safety budgets and future funding is uncertain at the time of updating this action plan.</p> <p>Action completed and removed from the revised Action Plan.</p> <p>Related actions will be included in the plan in the (Children, Young People and Families Section))</p>
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West End Quarter of the City Centre	Renaissance of the West End of the City centre	Adoption of the West End Area Plan (June 2008) Implementation transport and public realm improvements across the area. Proactively work with owners and developers to bring about a comprehensive renaissance of the area including redevelopment of Oxford and Cherwell College site	Oxford City Council County Council SEEDA Homes and Communities Agencies Bill Fox	Development of the West End in accordance with the framework set by the adopted West End Area Action Plan	2016	Joint venture between Crown Estates and Land Securities are looking to take forward the Westgate Project. Detailed discussions held with BRRB regarding Oxpens. Architect appointed for redevelopment of Macclesfield House. Updated actions will remain in the Physical Regeneration Section)
	Implement transport and public realm improvements across the area		Bill Fox			Limited design work undertaken in relation to Frideswide square to date. Way Finding Project scoped and detailed project design underway.

						Updated actions will be continued within the Physical Regeneration Section
Infrastructure						
Insufficient space for new business and creating new business expansion	Allocation of growth space within the Local development framework	Implementation of the adopted West End Area Action Plan.	Oxford City Council County Council SEEDA Mark Jaggard	Delivery of new business and office space within the West End	Ongoing to 2016	Annual Monitoring Report 2010 highlights seven key planning applications approved, including Pembroke college (96 rooms) and the Old Fire Station. Action will be continued in the Revised Action Plan (Economy Section).
		Engaging with employers to understand their needs for expansion	Oxford City Council County Council Oxfordshire Economic partnership Large employers Mark Jaggard	Agreed plan in place.	Autumn 2010	Engagement with employers has been ongoing - discussions with employers about specific sites. The Core Strategy has now been approved which sets out employment land sites. A new Oxfordshire City region Local Enterprise Partnership (LEP) was established in November

						<p>2010. The LEP aims to create many more jobs in the private sector.</p> <p>There is a new work stream being developed and the key actions for the City will be included in the revised Action Plan. (Economy Section)</p>
Congestion and accessibility	Reduce Car dependency	Work with the County Council to enhance Park and Ride service capacity	<p>Oxford City Council County Council Oxford bus companies</p> <p>Adrian Roche</p>	Complete single management arrangements	Done	<p>All park and Rides are now managed by the County Council. The Core Strategy commits the city council to protect and enhance sites for existing and future Park and Ride sites.</p> <p>This action is complete and will be removed from the Action Plan.</p>
		Work with county Council on the development of the Local Transport Plan	<p>Oxford City Council County Council</p> <p>Adrian Roche</p>	Adopted county-wide Local Transport Plan which meets stakeholder aspirations	Consultation on draft Plan July-October 2010	Consultation completed and this action will be removed from the revised action Plan.

		(LEP) 3				
		Work with the County Council and communities to encourage the development of car sharing schemes, increase orbital bus routes and improved cycling networks.	Oxford City Council County Council Key community groups including Oxford Pedestrians Association and Cyclox Adrian Roche	Increase number of car sharing schemes Orbital bus routes secured. Additional cycle routes secured	Ongoing	The county Council has developed a Care Share Scheme in Oxfordshire. Oxfordshire County Council is developing a strategy for the Eastern Arc which will include an orbital transport system. This work has now become mainstreamed and will be removed from the revised Action Plan.
		Work with Network Rail to improve rail services and Chiltern Line improvements	Network Rail First Great Western and Chiltern Railways Oxford City Council Oxfordshire County Council Adrian Roche	Improvements to the railway station. New south facing bay platform. Improved rail services.	To be arranged	There has been a Public Enquiry which has now closed and we are awaiting the outcome. Progress will be monitored through the delivery of the Core Strategy. This action will be removed from the revised Action Plan.
	Improve availability and	Ensure review of subsidised	Oxfordshire county council	Improved accessibility	2011/12	Rose Hill to Cowley subsidised bus service

	frequency of bus services to deprived communities.	bus services and routes in 2010 achieves an enhanced outcome	City Council Bus companies Adrian Roche	compared to baseline, including new orbital routes		implemented in 2010. The Concessionary Fare Scheme will be managed by the County Council, as from April 2011. Oxford City Council will continue to administer the scheme for one year. There are financial implications to this change and due to reductions in budgets for this service it is unlikely that there will be any significant developments. This action will be removed from the revised Action Plan.
	Encourage complementary investment in Central Oxfordshire Sub Region	Work with public and private sector to develop an inward investment proposition	Oxfordshire Economic Partnership Oxfordshire County Council South East England development Agency Homes and Communities Agency	Completion of Local Investment Plan for Oxfordshire in conjunction with Oxfordshire local authorities and Homes and Communities Agency.	March 2010	This action will remain in the revised Action Plan (Economy Section)

			Other key partners Mark Jaggard			
Insufficient supply of market and affordable housing	Deliver agreed recommendations of Oxford Strategic Partnership Housing Select Committee.	Proactively work with landowners and other key stakeholders to bring forward sites identified in the Strategic Housing Land Availability Assessment	Strategic Housing Delivery Group Home Builders federation Homes and Communities Agency Mark Jaggard	Identified work plan with partners	March 2010 (with on going review).	<p>The work plan has been regularly reviewed by the Oxford Strategic Partnership and significant progress has been made on the actions, including:</p> <ul style="list-style-type: none"> • Detailed scoping exercise for regeneration at Blackbird Leys • City Council nearing completion of 58 new council homes. <p>This action has now been mainstreamed within the City Council's Strategic Housing delivery Group (reporting to the City Council City Executive Board and the Oxford Strategic Partnership and</p>

						the delivery of the Core Strategy. This action will not be included within the revised Action Plan (Physical Regeneration Section).
		Work with the Homes and Communities Agency to deliver mechanisms for overcoming infrastructure deficits to enable strategic sites to be bought forward.	Homes and Communities Agency Oxford City Council Oxfordshire County Council Mark Jaggard	Agreed design funding plan for large scale housing development at Barton linked to regeneration at Barton and Northway	2009/10	<p>The role of the Homes and Communities Agency has been substantially reduced by the Comprehensive Spending Review and their ability to fund large housing programmes is significantly diminished..</p> <p>However, the City Council has launched a joint procurement for development partners for development of 1000 homes in Barton.</p> <p>This action will remain the revised action plan under Physical developments</p>
		Maintain a five year land supply of deliverable	Oxford City Council	Maintaining a deliverable five year land supply	To be reviewed annually	This action will be monitored through the delivery of the Core

		housing sites – take appropriate actions to bring forward sites if supply is not maintained.	Mark Jaggard			Strategy and will not be included within the revised Action Plan.
		Improve engagement with the private sector developers	Oxford City Council Home Builders Federation Local Developers Mark Jaggard	Improved perception of Oxford City Council Number of sites bought forward for development	2009/10	6 monthly Development Forums have been held. And this activity will be ongoing. This action will not be included within the revised Action Plan.
	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 Magdalen College Thames Water Oxfordshire County Council South Oxfordshire District Council Mark Jaggard	Planning permission. Development south Grenoble Road	2010/11 2012 onwards	Revocation of South East Plan prevents progress in the near term This action will be removed from the revised Action Plan.
	Creation of a local delivery vehicle i.e. a	Assess the feasibility of introducing a	Oxford City Council Homes and	Feasibility assessed	201/10	Changed Guidelines from DCLG result in Local Housing Company route no

	Local Housing Company	Local housing Company as an effective route for delivering greater numbers of social housing.	Communities Agency Graham Stratford			longer being appropriate. Initiative overtaken by Council House New Building Fund Initiative and forthcoming HRA subsidy review. This action will not be included in the revised Action Plan
	Estate based renewal providing enhanced facilities and amenities to further contribute a sense of place	Take opportunities afforded by renewal of social housing stock to undertake a comprehensive estate based renewal.	Oxford City Council Homes and Communities Agency Registered Social Landlords Other partners Angela Cristofoli	Estate based renewal facilities holistic regeneration, providing enhanced facilities and amenities to further contribute a sense of place.	2010/11 onwards.	Consultant led review of opportunities on Blackbird Leys June 2020. Output of review being fed into the development of Area Regeneration Plan. Actions to develop Area Action Plans will be included within the revised Action Plan (Involvement and Engagement Section)
Insufficient quality of housing provision		Work to promote fuel efficient construction	Oxford City Council and Homes and Communities	Improved quality of homes measured by the CABA Building	Ongoing	Agreed standards being applied to developments of more than 10 houses or 2,000 square metres on non

		standard of homes	Agency Paul Robinson	for Life criteria		residential building. Council House new build project designed at Level 4 rather than Level 3 which was minimum requirement under terms of HCA funding. Action mainstreamed and will not be included within the revised Action Plan.
		Launch accreditation scheme for landlords in the private sector to drive up standards in rented housing	Oxford City Council Ian Wright	Improved standards for private sector rental housing compared to baseline	March 2010	New accreditation scheme launched March 2010. Larger HMO's will be licensed from 24 th January 2011. Scheme currently being promoted via the City Council web site, direct contact with agents and landlord, and reduced licence fees. Since the launch there have been accreditation applications covering more than 600 lettings This action has now been mainstreamed and will be removed from the revised Action plan.

People						
Inequality and deprivation	Reduce income poverty, improve health outcomes and narrow the inequalities gap across the range of indicators.	Increased access to family support to meet the needs of Oxford's deprived areas. This should include: Long term interventions with families in need, ensuring ease of transition between services and ongoing support Parenting support Mentoring schemes Childcare provision Reducing teenage pregnancies Job brokerage	Oxfordshire County Council, Primary Care Trust, Oxfordshire Council for Voluntary and community sector organisations Advice organisations Learning and Skills Partnership Val Johnson	Improved support for families across a range of issues	2010/11	<p>Breaking the Cycle of Deprivation funding has been obtained through LAA Reward Fund to support a number of projects addressing these issues, including the Family Intervention Project.</p> <p>The Family Intervention Project provides intensive support to families with complex needs. By the end of November 2010 28 families had been referred in Oxford</p> <p>Further work has been done on routes to employment, including:</p> <p>Job Centre Plus deployment of a mobile Job centre in Blackbird leys Lone parent advisor at the Children's Centre</p>

		and support in preparing for employment				<p>Intensive work programme for NEETs resulting in 20 young people entering work or training and a reduction in the level of NEETs in the City</p> <p>A Teenage Pregnancy Tool Kit is in place and work has become more targeted in 'hot spots' /</p> <p>The revised Action Plan will include a number of related Actions (Children, Young People and Families Section).</p>
		Support organisations offering educational development skills for the parents in deprived communities who have missed out on learning	<p>Oxfordshire County Council Learning and Skills Partnership</p> <p>Val Johnson</p>	Improved education standards for parents	ongoing	There have been a number of parenting support programmes within children's centres. Officers from Oxford City Council have been working with Officers from the Children and Families Directorate to develop a Central Area Children's Trust Plan for the area, which includes focus on deprived areas, and a number of family support

						initiatives. Details of these will be provided within the revised Action Plans (Children, Young People and Families and Employment and Skills Sections)
		Universal public services delivered in deprived areas in ways that recognise the needs of local communities	Oxfordshire County Council Primary Care Trust Learning and Skills Partnership Angela Cristofoli	Greater satisfaction with universal services as compared to baseline	2010	The Place Survey which measured satisfaction of services has ceased. This action will be removed from the revised Action Plan.
		Provide access to appropriate services for treatment of health improvement in the areas of greatest need, including: Health trainers Alcohol and	Primary Care Trust Drug and Alcohol Action Team NHS Trusts and other providers Val Johnson	Improved access for people to services in their locality compared to baseline	2010/11	Increased numbers on GP risk registers for Cardio Vascular Disease (heart disease and stroke).2300 individuals invited for health checks, Over 900 people took the offer up. 611 were put on the risk register and received appropriate support and treatment.

		drugs treatment				The revised Action Plan will provide a number of related actions (Reducing Health Inequalities Section)
		Establish a flagship project which will improve access to services for the target population e.g. well being shop in Cowley	Oxford City Council Oxfordshire County Council Primary Care Trust Thames Valley Police Val Johnson	Increased customer satisfaction in use of service provision compared to baseline	2010/11	Given the Comprehensive Spending Review and the level of budget cuts within all the organisations concerned this is no longer a realistic expectation and will be removed from the revised Action Plan
		Reduce income poverty by improving access to advice on benefits and debt and supporting income maximisation strategies	Oxford City Council Oxfordshire County Council Advice agencies Angela Cristofoli	Increased income levels in deprived areas compared to baseline debt written off Benefits accessed	2010/11	Oxford City Council supports 5 agencies providing advice and information on benefits and debt (£480,000 in 2009). This figure has been increased by £30,00 in 2011/12. It is estimated that this encouraged £2.9 mill benefit take up and £6 mill write off of debt write off. The Enhanced Housing Options project has delivered a well received

						<p>Worklessness Survival Guide giving details of all organisations in the city relevant to those seeking employment education or training. Additionally the project has seen the introduction of better signposting of customers using the Housing Options Duty Service to relevant organisations dealing with debt, education, training and other forms of advice.</p> <p>Related actions will be included in the Employment and Skills and reducing health Inequalities Sections)</p>
		<p>Implement specific plans to target fuel poverty and poor housing conditions experienced by lone owner occupiers who are income poor.</p>	<p>Oxford City Council Paul Robinson</p>	<p>Increased uptake of insulation and other affordable warmth initiatives compared to baseline</p>	<p>2011/12</p>	<p>The Oxford City Council Fuel Poverty Grant was reinstated for the year 2010/11. However it is in the Consultation Budget for cut, along with the member of staff who supports this work.</p> <p>If this is agreed then the action will be removed from</p>

						the revised Action Plan as there will be no capacity to take this work forward.
		To review housing allocation policy	Oxford City Council Graham Stratford	Improved understanding of the impact of housing allocations on inequalities	2009/10	Allocations policy is now jointly owned and implemented by 4 out of 5 districts councils in Oxfordshire, including the City Council –any further review would need to be mutually agreed. In the current climate of changes being made to housing benefits rent allowances and the move to a single benefit this is unlikely to happen and this action will be removed from the revised Action Plan.
		Provide information and support to carers	Oxfordshire County council Primary Care Trust Oxford City Council Carers Centre and community	Improved satisfaction with service	1011/12	All GP practices are now able to prescribe carer breaks for those whose health and well being is affected by caring responsibilities. A direct payment is made to a carer who can choose how to

			voluntary organisations Val Johnson			spend the money for their own benefit and that of the cared person Allocation of direct payments to carers for breaks fully taken up by City GPs. Action to be included in the revised Action Plan (Reducing Health Inequalities Section).
		Encourage the take up and use of allotments for leisure, health and exercise	Oxford City council Allotments Associations Hagen Lewisman	Improved take up of allotments	Ongoing	This action is a part of our mainstream work within Leisure Services and this action will not be included within the revised Action Plan.
		Plan created to improve adult sporting participation	Oxford City Council Primary Care Trust Oxford Sports Partnership Hagen Lewisman	Increase in percentage of adults taking part in thirty minutes of active sport participation on three days per week compared to baseline.	2010/11	Go Active Plan is in place. 3 year plan. Funding in place until November 2012. Oxford is in the 10% of local authorities to have recorded an increase in adult sport participation to October 2009. Oxfordshire Sports Partnership has been

						<p>successful with an Active Women's Bid which will support activities in Oxford</p> <p>Walk for Life funding has been received to support a healthy walk programme.</p> <p>Currently we are exploring a joint bid with the PCT for Wildlife Walks.</p> <p>All have elements that target areas of deprivation.</p> <p>The implementation of the Active Women Bid will be included in the revised Action Plan with a link to the City Council Sports and Activities Plan which includes the provision of a range of activities in the target areas.</p>
Below average economic activity rates amongst	Improve employment rate amongst target groups to average overall employment	Align basic skills programmes to targeted communities, linked to confidence	Learning and Skills Council Job Centre Plus Oxford and Cherwell valley college and	More people from target communities are trained at NVQ level 2 and 3 compared to	2010/11	Job Centre Plus have become very involved in supporting the implementation of these actions. This has included:

disadvantaged groups	rate	building and job brokering programmes to connect individuals to opportunities.	<p>other colleges Training agencies</p> <p>City Council Drug and Alcohol Action Team</p> <p>Val Johnson</p>	baseline	<ul style="list-style-type: none"> • Use of Mobile Job centre Plus Unit in Blackbird Leys • Social Recruitment Agency to link disadvantaged people from the target communities directly to employers – a pilot is already underway. • A Proposal has just been agreed to establish the Barton Community Learning Partnership to link local people to learning opportunities. <p>However, there has been a Welfare Reform White Paper which needs to be digested and implications for the future of Job Centre Plus worked through.</p> <p>It includes a single entry to work programme and the</p>
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						<p>introduction of a universal benefit.</p> <p>Specific projects will be included within the revised Action Plan (Employment and Skills Section)).</p>
		<p>Ensure effective employer engagement in design and implementation of programme to maximise prospect of employment following intervention</p>	<p>Job Centre Plus Learning and Skills Council Oxford and Cherwell Valley College and other colleges, Training agencies, Economic Partnership Oxford City Council Key employers</p> <p>Mark Jaggard</p>	<p>Programme designed and implemented</p>	<p>2010/11</p>	<p>Local employment clause written into contract with developer for Westgate centre.</p> <p>Programme for employer engagement still to be designed.</p> <p>There are numerous changes with the development of the LEP and a review of the learning and Skills Partnership is underway.</p> <p>A number of related actions will be included in the revised Action Plan (Economy Section)</p>

		Develop retail skills programme link to emerging West end development	West End Partnership Steering group Colleges Bill Fox	Programme developed	Linked to Westgate development timing 2009/10	Incorporated into West End Development Action Plan. Action therefore removed from revised Action Plan
		Utilise registered social landlords and Oxford City Homes Tenant Liaison Unit as access channel for worklessness prevention.	Oxford City Council Registered Social landlords Learning and Skills Council, Colleges Job centre plus Graham Stratford	Increased tenant satisfaction compared to baseline	2009/10	This work has not been progressed and will be incorporated into the programme of developing closer links with employers generally. The action will therefore not be included in the revised Action Plan
	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 number of businesses formed in deprived areas compared to baseline	2011/12	Social Enterprise Event held in Barton to raise awareness about social enterprise. There are many changes taking place around business support. Business Link are changing the level of services that they are able to offer (no longer a face to face service).

			Val Johnson			<p>Business support is being overseen by the new LEP and a work plan is in the process of being developed. Key actions from this work plan will be included within the revised Action Plan (Economy Section).</p> <p>This action will therefore not be included within the revised Action Plan.</p>
		Develop low risk easy in easy out premises solutions for early stage businesses and third sector organisations	<p>Oxford City Council Developers Business parks managers Oxfordshire Economic Partnership</p> <p>Mark Jaggard</p>	Additional early stage business premises created	2011/12	<p>Incubator premises approved as part of Cowley Road Bus garage re development.</p> <p>City Council to carry out a review of existing start up premises and to develop options for consideration.</p> <p>This will be included as an action in the revised Action Plan (Economy Section).</p>
Low wage	Encourage take	Deliver up-	Learning and	Increased	2011/12	The Learning and Skills

levels	up of higher skills to improve productivity and wage levels	skilling (e.g. through Learning and Skills Council Train to Gain programme)	Skills Council Job Centre Plus Oxfordshire Economic Partnership Oxford City Council Oxfordshire County Council Val Johnson	numbers accessing upskilling programmes (e.g. train to gain programme)		<p>Council no longer exists, neither does the Train to Gain programme.</p> <p>The Learning and Skills sector and links to employers have proved to be segmented and this has occurred alongside a recession. Therefore it has not been possible to progress this action.</p> <p>The revised Action Plan will include actions relating to working within the new emerging structures and influencing training programmes where possible. (Economy Section)</p>
		Develop and deliver Job Brokerage Scheme (e.g. Blackbird Leys and Greater Leys)	Job Centre Plus Back to Work Working Group Val Johnson	Schemes developed and delivered	2011/12	It has been agreed that Aspire will be funded through the breaking the Cycle of Deprivation Fund to extend their current Job Brokerage Scheme , which works with vulnerable and

						homeless people, to the target areas. Actions taking this work forward will be included in the revised Action Plan (Employment and Skills Section)
		Set up and sustain job clubs in areas of highest unemployment	Job Centre Plus Val Johnson	Job clubs developed and delivered	2009/10	On review the establishment of job clubs did not prove to be viable. This action will be removed from the revised Action Plan.
		Support and develop apprenticeship schemes, including statutory services.	Public Bodies Job Centre Plus Learning and Skills Council Colleges Val Johnson	Cohorts of apprentices complete qualifications	2010/11	There will be the launch of a Community Challenge to get 100 new apprenticeships in 100 days in Oxfordshire. This is being proposed by the National Apprenticeship Service and supported by a range of local agencies. This action will I be included within the revised Action Plan (Employment and Skills Section).
	Promote Living	Proactively	Oxford City	Public sector	2010	The Head of People and

	<p>Wages Policies to employers in Oxford</p> <p>Advertise the benefits of paying a Living Wage in terms of staff retention and brand image to private sector employers</p>	<p>challenge public sector partners to revise their pay scales</p>	<p>Council</p> <p>Simon Howick</p>	<p>employers in Oxford have plans in place to pay a Living Wage to all staff</p>		<p>Equalities wrote to 3 employers organisations in Oxford (copied to a number of large employers) to encourage them to pay a Living Wage</p> <p>The principle of a Living Wage is embedded within the City Council Procurement Strategy. However the degree of success is not known particularly in the light of budget pressures across the economy and in particular the public sector.</p> <p>This action will be removed from the revised Action Plan.</p>
<p>Low educational attainment</p>	<p>Improve performance of worst performing schools in the city. Increase the attainment of black and minority ethnic</p>	<p>Improve attainment at Key Stage 4, especially in the worst performing schools, narrowing the gap for the</p>	<p>Oxfordshire County Council Children's Trust School Partnerships Extended services Voluntary and community</p>	<p>Outcomes in all City schools improve gap between best and worst performing schools in the county narrows. Oxford pupils</p>	<p>To be advised</p>	<p>There has been the establishment of a Central Area Children Trust Board. This Board has been identifying the needs of children in the City and developing a strategy and action plan, in which educational attainment is a</p>

	groups and other low performing groups	whole school population	sector organisations Universities Val Johnson	achieve the equivalent of 5A*-C grades at GSCE in line with the national average.		top priority. A number of strategies have been implemented: <ul style="list-style-type: none"> • Better pupil tracking • Stronger middle leadership • Holiday revision • Mentoring • Motivational activities Actions will be set out in the revised Action Plan (Children, Young People and Families) Section.
	Access to learning for people with few or no qualifications and other excluded groups, such as offenders and homeless people	Development of programmes targeting key client groups	Oxford City Council Further Education Colleges Oxfordshire County Council Val Johnson	More people with level 1, 2 and 3 attainment from vulnerable groups compared to baseline	20011/12	The Learning and Skills Partnership has a 'Back to Work' subgroup. This group has developed an action plan aimed at providing vulnerable groups with opportunities for gaining access to training and employment. The revised Action Plan will include some related actions (Employment and Skills Section).

ECONOMY						
Enterprise education and promotion	Promote enterprise to young people	Work with schools to promote enterprise to young people.	Oxfordshire County Council Oxfordshire Economic Partnership Oxford Trust Young Enterprise University and Colleges Val Johnson	Schools programme developed	20011/12	<p>The 14-19 Strategy Group at the County Council oversaw a detailed programme of working with businesses and schools. This Programme is no longer funded and the Group are looking to merge with the Learning and Skills Partnership.</p> <p>The Learning and Skills Partnership has a sub group which aims to 'raise awareness, add relevance, value and action to mobilise business and education engagement to support work related learning activities for young people. To improve student awareness of careers available and routes to increase employability skills, educational attainment and participation in the workforce'.</p>

						The revised Action Plan will include an action to monitor the outcome of the Learning and Skills Partnership review.(Economy Section)
		Work with Science Oxford to promote science and social enterprise.	Oxfordshire County Council Oxfordshire Economic Partnership Learning and Skills Partnership Oxford Trust/ Venturefest Board University and colleges Val Johnson	Programme developed	2010/11	It has not been possible to identify an appropriate person or organisation to take this work forward. This action will be removed from the revised Action Plan.
		Work with older people to promote self employment and enterprise as a work option (e.g. following	Oxfordshire County Council Oxfordshire Economic Partnership Learning and Skills	Programme developed	2010/11	The County Council have developed an Aging Successfully Strategy which includes Economic Well Being. An Action Plan is in the process of being developed to take this work

		loss of job or redundancy)	Partnership Job centre Plus Oxford Trust Board University and colleges Val Johnson			forward, including access to employment and self employment. This action has therefore become mainstreamed and will not be included in the revised Action Plan
	To provide skills and training to support new start up businesses	Taster and training courses in running your own business.	Business Link Job Centre Plus Learning and Skills Council University and colleges Oxfordshire County Council (Local Education Authority/Adult Learning). Val Johnson	Training Programme and courses to be delivered	2010/11	Business Link is now delivered by SERCO and only providing a telephone advice services. Business Advice services are now under review as to what will be provided nationally and locally. The newly formed Oxfordshire LEP has a mission statement to support existing organisations to realise their full potential through better support and coordination and to remove barriers to business start up and growth. Resources to do this work are limited but an action plan is in the process of being developed.

						The revised Action Plan will include an action to monitor the outcome of the review (Economy Section).
Supporting local businesses	Provide business support to local and medium enterprises to improve chances of sustainability and survival	Run events for networking, sharing knowledge and expertise and provide help and information points	Business Link Enterprise Agencies Public Sector Bodies Chamber of Commerce Federation of Small Businesses Val Johnson	Events developed small and medium enterprises engagement and survival rates	2009-10	See above
		Promoting tender opportunities to local businesses and supporting the ability to complete tenders (e.g. 'meet the buyer' events)	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	City Council currently achieving an estimated 33.7% of business to be with small or medium sized firms. The revised Action Plan will include target that 40% of City Council business will be with small and medium sized business by 2012

			Jane Lubbock			
		Develop procurement policies to support local businesses tendering for work	Public sector bodies Large organisations (e.g. universities) Jane Lubbock	Policies developed	2009/10	Procurement policy confirms commitment to support local businesses; all quotes to include at least one local supplier Monthly business events have been held. Attendance at events held by other organisations Quarterly newsletter produced This activity will be included in the revised Action Plan.
		Develop prompt payment systems to support and assist cash flow of small and medium sized enterprises	Public sector bodies Large organisations (e.g. universities) and large companies Jane Lubbock	Systems developed and active	2009/10	The system is in place and active in the City Council and other local authorities. The action has been mainstreamed and will not be included within the revised Action Plan.
Support for university	Promote and support spin-	Run events that promote high-	Venturefest Board	Events run	2009/10	Next Venturefest to be held 21 st June 2011.

<p>spin outs companies and the knowledge based economy</p>	<p>outs with high growth potential</p>	<p>tech high growth business development and link funding and investment opportunities (e.g. Venturefest)</p>	<p>Universities Business Link Oxfordshire Economic partnership Oxford City Council Oxfordshire County Council South East England Development Agency Val Johnson</p>			<p>There have been many changes in economic development and the promotion of growth. The South East Development Agency has been abolished and the new Oxfordshire LEP has been established. It's mission is to 'Develop markets and create private sector jobs in those sectors that have the greatest potential for growth and global competitiveness'.</p> <p>An action plan is currently being developed to take forward this work . The revised Action Plan will include and action to monitor the development of this action plan) (Economy Section.</p>
		<p>Promote growth, funding and investment opportunities nationally and internationally</p>	<p>Universities Business Link Oxfordshire Economic Partnership Oxford City</p>	<p>Promotion undertaken</p>	<p>2009/10</p>	<p>See above</p>

			Council Oxfordshire County Council South East England Development Agency Mark Jaggard			
		Ensure appropriate sites and premises available to house high-tech spin out businesses	Oxford City Council, Universities Mark Jaggard	Sites and premises available	2010/11	The Core Strategy is now approved, which sets out areas of land for business growth and housing. The revised Action Plan will set out milestones and targets relating to the key regeneration areas set out in the Core Strategy (Physical Regeneration Section). The revised Action Plan will also include a related action (Economy Section)
Social and enterprise and the voluntary and community	Support and encourage social enterprise and the development in the voluntary	Support Oxfordshire Community and Voluntary Action	Oxford City Council Oxfordshire Community and Voluntary Action Oxfordshire	New social enterprises launched. Sustainability and survival of social	2011/12	Work has been undertaken within OCVA to support and promote the development of social enterprises. With the Government's

sector	and community sector that create community services. Involvement, training and jobs.		County Council Oxfordshire Economic partnership Val Johnson	enterprises.		plans for the Big Society to 'fill the gaps' left by cuts in public sector services, such as libraries and youth clubs this will become increasingly important. The County Council has formed a group with Oxford City and District council representatives and community and voluntary sector infrastructure bodies, to provide support and to plan for these changes. Actions still need to be developed to be incorporated in the Revised Action Plan at a later date.
	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 Development Agency	Increased number of businesses and jobs in the cultural sector	2011/12	Currently pursuing opportunities for commercial engagement of local artists and championing development of creative workspaces/ The Old Fire Station project will create a new Arts Company and Management Team.

		including investigating use of empty shops for cultural activities	Oxford City Council District Councils Businesses in the cultural and creative sector Laura Worsfold			This will be taken forward within the West End Development Action Plan and the implementation of the Old fire Station Project (Physical Regeneration Section)
Improve visitor experience	Enhanced tourism information service	Roll out findings of the tourism study	Oxford City Council Oxford Marketing Group Oxfordshire County Council Oxfordshire Economic partnership Oxford Brooks University Susi Golding	Improved customer satisfaction as compared to baseline	2011/12	The establishment of the DMO. The DMO (Visit Oxfordshire) is in the process of being established as a new company combined with Oxford Inspires. Co-ordinated activity and enhanced tourism information is underway. Baseline data in terms of visitor spend/length of stay will be set in 2011 to enable accurate monitoring. There will be representation from Oxford City and Oxfordshire County Councils on the new Board as well as Oxford Brookes University.

						Related actions will be included in the revised Action Plan (Economy Section)
	Integrated promotional programme	Roll out findings of the tourism study	Oxford City Council Oxfordshire County Council Oxford City Centre Management Group Susi Golding	Improved satisfaction from tourism business	2011/12	Co-ordinated marketing and promotional activity started in September 2010. See above.
	Improved City centre management cleanliness, street scene and appearance of the city centre	Install new city centre management structure Improve the appeal of the city centre evening economy to a broader market through Civic Trusts Accreditation Scheme.	Oxford City Council Oxfordshire County Council City Centre Manager City centre stakeholders Gordon Reid	Improved customer satisfaction with city centre compared to baseline	2011/12	A new city centre management structure is in the process of development Baseline customer survey sent to Citizens' Panel. There has been continued improvement in cleanliness in the city centre. New street furniture has been put in place and Oxford was recently announced as a Purple Flag winner (accreditation for the night time economy).

						<p>This work has led to mainstream improvements. The work is now being overseen by the Oxford Local Strategic Partnership Public Realm Delivery Group and the revised Action Plan will not contain any further actions.</p>
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