

To: Council
Date: 27 January 2020
Report of: Chief Executive
Title of Report: The Oxford Strategic Partnership

Summary and recommendations	
Purpose of report:	To note the annual update on the Oxford Strategic Partnership
Key decision:	No
Cabinet Member with responsibility:	Councillor Brown, Leader
Corporate Priority:	All Corporate Plan 2016 priorities.
Policy Framework:	None.
Recommendation(s): That the Committee resolves to:	
1. Note the annual update report on the work of the Oxford Strategic Partnership.	

Appendices	
Appendix 1	OSP Membership
Appendix 2	Baroness Jan Royall biography

Introduction and background

1. The Oxford Strategic Partnership (OSP) was founded in 2003 and brings together senior representatives from the public, business, community and voluntary sectors. The OSP helps to provide direction for the city's future, respond to local priorities and engage more effectively with local concerns. This partnership for the city promotes collaboration and openness and provides opportunities to access funding and share resources more easily.
2. The OSP is an influencer, not an operational organisation. It brings organisations together to work in partnership, identifying strategic city challenges that will benefit from collaboration, and prioritising them based on where the partnership can add most value.

OSP Vision

3. The OSP seeks to facilitate, through effective collaboration between local agencies and partners, a thriving city and surrounding area where everyone enjoys a good quality of life - environmentally, economically and socially, and where long standing inequalities are addressed.

OSP Aims

4. The OSP's aims were updated following the 2017 review as follows:
 - a. Identify current major issues and concerns that will benefit from collective intervention
 - b. Identify and engage relevant partners, and facilitate their working together to develop and implement collaborative interventions
 - c. Empower partners and communities to take action
 - d. Evaluate outcomes to inform future issues and concerns

OSP Steering Group

5. OSP Steering group members are drawn from the statutory services (Oxford City Council, Oxfordshire County Council, Health and Police), businesses, universities, colleges and community groups. A list of members is set out in Appendix 1.
6. Baroness Royall (Jan Royall) Principal of Somerville College, Oxford, took on the role of Chair in October 2018. A biography of Baroness Royall is set out in Appendix 2.
7. The Vice Chair is Jackie Wilderspin, Public Health Affairs Specialist, and Oxfordshire County Council.

OSP Sub-Groups

8. Since its inception in 2003 the OSP's emphasis on different themes varied over time, partly with opportunities and willingness of members. To support its breadth of focus, it established four sub-groups working on: Economic Development, Growth and Regeneration; Stronger Communities; Low Carbon City; and Safer Communities.

Economic Growth Steering Board sub-group

- a. A city region focus to deliver the Oxford Economic Growth Strategy Action Plan and feed into, and support, the OxLEP (Oxfordshire Local Enterprise Partnership) SEP (Strategic Economic Plan) and Local Industrial Strategy (LIS) delivery. This group is providing the primary guidance and oversight role for a new Oxford Economic Strategy currently under development (completion scheduled for May/June 2020).
- b. Oversee and support the work of Smart Oxford.
- c. Continue to drive and co-ordinate business engagement through the EGSB's business engagement framework.

Stronger Communities sub-group

- a. Brings together key organisations that contribute towards the development of stronger communities through addressing inequality and poverty, and increasingly focuses on issues of Health and Wellbeing.

Low Carbon Oxford sub-group

- a. A network of organisations with a shared vision of Oxford as a low carbon city. Over 40 diverse organisations are working together to achieve the city's very ambitious target of reducing emissions in Oxford by 40% by 2020.

Safer Communities sub-group

- a. This is now led by the Oxford Safer Communities Partnership (OSCP) that was established in 1998 and works to address local community safety concerns and ensure that all partners tackle those crimes that affect our community.

Task and Finish group projects

9. Following the OSP review in 2017 a number of changes were agreed, including from January 2018 using a “task and finish” approach to research and identify solutions to key challenges. The objective was to focus effort among members and crystallise action to achieve specific outcomes. The Task and Finish programmes bring together appropriate individuals, with the knowledge and passion to engage the right partners in pursuit of creative solutions. The following task & finish proposals, sitting under the four sub-groups, have been running over 2018/2019:

Low Carbon Oxford – One Planet Oxford

10. The One Planet Oxford project sought to involve a wider group of stakeholders in taking action to reduce carbon. Its work involved:
 - a. One Planet Integrator training held at the Oxford Town Hall
 - b. Bioregional attended Oxford's Big Green Day Out
 - c. Oxfordshire Clinical Commissioning Group (CCG) met with Oxford City Council to discuss sustainability and the OPO project
 - d. The project board held two workshops to develop an Oxfordshire One Planet Plan

Stronger Communities – Making Every Contact Count (MECC)

11. Making changes such as stopping smoking, improving diet, increasing physical activity, losing weight and reducing alcohol consumption can help people to reduce their risk of poor health significantly. Making every contact count (MECC) is an approach to behaviour change that utilises the millions of day to day interactions that organisations and people have with other people to encourage changes in behaviour that have a positive effect on the health and wellbeing of individuals, communities and populations
12. The Stronger Communities sub-group project involved extending the Make Every Contact Count approach more widely across Oxfordshire organisations. Its work was coordinated by a System Implementation Group meeting to facilitate inter-

organisational collaboration by bringing together broad representation from stakeholders in Oxfordshire.

13. The Oxfordshire MECC System Implementation Group continues to report on agreed progress measures to the Health Improvement Board (HIB) as part of their performance framework monitoring in 2019-20.
14. There are several MECC training initiatives being rolled out in Oxfordshire already, with some covering the city footprint. The aim is to work towards MECC becoming business as usual within organisations and communities in Oxfordshire. The list below highlights examples of the progress already made with this:
 - a. A half day workshop was held in Barton linked to the Barton Healthy New Town Programme and an introductory/awareness session was held in Wood Farm. Further training sessions have been provided in all other key locality areas in the city.
 - b. Following a MECC training session that raised awareness for the strategic team, Oxfordshire Fire and Rescue Service are working with Public Health colleagues to embed MECC within Safe and Well visits.
 - c. Training sessions were also provided for Sport & Physical Activity partners and Refugee Resource front line staff.
 - d. Scoping work has been taking place with South Central Ambulance Service, Oxfordshire Pharmacies and for sessions to be delivered for Littlemore Health Partnership stakeholders and for staff at Rose Hill Children & Family Centre.

Safer Communities – Alternative Giving

15. Oxford City Council's vision is that no one should have to sleep rough on the city's streets – and its homelessness services and policies are structured so as not to encourage or sustain rough sleeping.
16. In common with other stakeholders, the Oxford Strategic Partnership was keen to see the development and launch of an "alternative giving" campaign that could persuade members of the public, who may otherwise be motivated to give money to people on the street, to donate instead to homelessness organisations and/or initiative.
17. Initially proposed by the Safer Communities sub-group this proposal now sits under Oxford Homeless Movement that is developing several work streams, one of which is alternative giving.
18. Oxford Homeless Movement provides an opportunity to deliver consistent messages compared with a fragmented approach of many organisations working separately.
19. Achievements to date:
 - a. **Christmas Match Fund**

The Christmas Match Fund campaign run by Oxfordshire Community Foundation and Oxford Poverty Action Trust (OxPAT) and supported by the Movement raised nearly £86,000 for homeless charities in Oxford in 2018 and more than £100,000 in 2019.
 - b. **Contactless Pilot (Greater Change / OxPAT)**

A pilot project to prove the concept of contactless giving in Oxford is being run by Oxford Poverty Action Trust (OxPAT) and Greater Change. Currently 5 terminals are in place, mainly in smaller retail settings – they are looking for further potential hosts. It is testing the technology, assessing what support ‘hosts’ of the terminal require and understanding the most cost effective placing of the terminals. If the concept is proved then it can be scaled up.

Economic Growth Steering Board - Inclusive recruitment and Living Wage

20. The Centre for Cities has ranked Oxford as the second least equal city in the country due to the diverse relative prosperity of its residents. The evidence points to overarching employment/pay and cost of living related issues faced in Oxford, issues that have a knock-on economic impact in terms of business growth, staff recruitment and retention.
21. With this in mind, the Oxford Economic Growth Steering Board set up a task and finish group consisting of influential public and private sector employers, to pilot practical and innovative actions with the aim of supporting a fairer local economy.
22. This has led to the creation and launch of the Oxford Inclusive Recruitment Charter with Aspire. Events have also been held to promote the Oxford Living Wage with the aim of further growing the number of certified employers paying their employees over £10 per hour (currently 22 self-certified).

Current OSP theme - Inclusive Economy

23. Proposed by Oxford City Council CEO Gordon Mitchell and supported by the OSP Chair Jan Royall, the OSP chose the theme of Inclusive Growth (now Inclusive Economy) as one to support in the medium term. The OSP has supported the development of the Inclusive Economy Seminar Series. Oxfordshire Local Enterprise Partnership (OxLEP) has partnered with OSP in hosting the seminars.
24. A common objective is to ensure that the benefits of anticipated growth in Oxfordshire are spread more widely across the region. Unfortunately, evidence to date tells us that economic growth does not intrinsically reduce inequality so proactive interventions are needed.
25. A firm commitment to pursue inclusive growth and to establish a commission to carry this work forward was included in the Oxfordshire Local Industrial Strategy (LIS). This will identify bold and ambitious interventions which partners from the public, private and community sectors across Oxfordshire can support.
26. At a number of the meetings over the past year, one of the OSP partners has given a presentation on their own activities that relate to an inclusive economy. These included the a presentation on Oxford University’s vision for how innovation and technology can support inclusive growth; and Community First Oxfordshire case study on how inclusivity can be incorporated into the development of new communities.

Inclusive Economy (Inclusive Growth) seminar series

27. To pave the way for the establishment of the commission, a series of four seminars are being convened by the Oxford Strategic Partnership and Oxfordshire Local Enterprise Partnership to facilitate dialogue on understanding what an inclusive economy is and begin to identify areas and activities which can form the basis of strategic interventions. Three seminars were held in October and November 2019

and a set of findings, messages and potential priority areas which have emerged is being finalised.

28. Through the seminars the OSP and OxLEP want to develop a common understanding of this challenge, learn more about the measures and policy interventions being proposed, and what strategies are being trialled elsewhere. This will help inform what can be done here to have a meaningful positive impact on inequities in income and opportunity.

Potential Priority Areas for Inclusive Economy Agenda in Oxfordshire

29. The seminars have identified initial areas of focus for further development and exploration which can help define the goals and tactics for an Oxfordshire Inclusive Economy agenda of work:

- a. **Increasing local spend and enhancing local businesses through procurement** – learning from the experiences of other UK cities, Oxfordshire can look to boost local spend and economic capture through procurement strategies of “anchor institutions such as local authorities, universities and colleges, the health sector and major local businesses. This could include: initiatives to boost the capacity of local small and medium sized businesses to be competitive suppliers; and creating more clarity on priority criteria for local businesses to demonstrate their social value.
- b. **Place-based programmes / investment to targeted areas (e.g. high deprivation)** – there is an acknowledged reality that deprivation and inequality of opportunity is concentrated in particular areas of Oxfordshire, and that place-based programmes and investment that combine hard and soft infrastructure can be shaped to retain more economic benefits in the area. For example, this can follow some current initiatives in Blackbird Leys which plan to include a business support function to start-up businesses, more investment in community facilities, and targeted skills training.
- c. **Skills-based training, education and access to jobs** – talent development and the ability to empower local residents with the skills needed to compete and access new forms of employment are critical to opening out opportunities and supporting an inclusive economy. Support at every stage of learning, including early education interventions, with an effective pathway into employment requires a more dynamic skills and education system with more engaged business leadership. This should consider targeted initiatives to help people long out of the workforce overcome barriers to jobs.
- d. **Linking social/community outcomes and benefits as part of infrastructure investments** – Extensive investment is planned in Oxfordshire’s infrastructure which will aim to improve connectivity between local communities and economic opportunities. An example is the Cowley Branch line as a potential infrastructure project with further thought needed on how to ensure that the new rail service will benefit existing local residents and not lead to gentrification. Ensuring accountability from the entities implementing this work will require upfront and explicit goals, metrics and commitments to achieve benefits for the community and existing residents beyond infrastructure delivery.
- e. **Enhancing access to affordable commercial property and workspace** – helping to incubate and grow local start-up businesses (including social enterprises) requires having access to affordable workspace. This could be pursued through meanwhile use programmes, leveraging public sector

ownership of land and buildings, partnering with anchor institutions that own substantial physical property and other initiatives.

- f. **Addressing housing affordability in innovative communities** – with the combination of housing growth production, infrastructure delivery, and institutional partnership, there should be opportunities to use innovation and experimentation to try new models for housing that more quickly addresses affordability, including potential housing discounts, and new forms of ownership.
- g. **Encourage more socially and environmentally responsible businesses** – while this work is underway, more can be done to increase the number of socially and environmentally responsible business through CSR, best practices, alternative forms of ownership, etc. This initiative could be linked to procurement to give priority status on spending decisions to suppliers that earn well-defined badges on socially responsible actions (e.g. paying all employees a living wage).

30. A Core Group of stakeholders has been identified to guide content for the final seminar on 29 January 2020 and to help guide the work towards the creation of an Inclusive Economy Commission.

Other areas of focus

In addition to its workstream on the inclusive economy and running the four Task and Finish Groups, the OSP has also continued a wide programme of work reviewing and advising on key City Council and partner activities. These include:

- a. Creation of a City Centre Taskforce to support Council decision-making
- b. Workshop to input on the City Council Corporate Strategy 2020-24
- c. Review of primary and secondary education performance
- d. Supporting the development of a mentoring programme for Looked After Children
- e. Review of the Thames Valley Police action to tackle crime in Oxford

Resources

31. The work of the Oxford Strategic Partnership Steering Group is supported by the Policy & Partnerships Team, led by Mish Tullar.

32. The four sub-groups are supported by the City Council Officers shown below.

Priority Area	Champion	City Council Officer Lead
Economic Development, Growth and Regeneration	Cllr Susan Brown, Oxford City Council	Matt Peachey & Dan Hodge, Economic Development Team
Safer Communities	Superintendent Joe Kidman, Thames Valley Police	Richard Adams, Service Manager, Community Services
Stronger Communities	Jackie Wilderspin, Public Health, Oxfordshire	Dani Granito, Policy and Partnership Team

	County Council	Manager
Low Carbon City	Cllr Tom Hayes, Oxford City Council	Jo Colwell, Service Manager, Environmental Sustainability

Financial implications

33. The OSP is funded by Oxford City Council with an assigned annual budget of up to £19,000 a year.

Legal issues

34. There are no legal implications.

Level of risk

35. Not applicable.

Equalities impact

36. An Equalities Impact Assessment is not applicable. However, the structure and membership of the OSP reflects a common commitment among participating organisations to equality. And the areas of focus of the OSP are very much focused on tackling inequality and building inclusivity.

Conclusion

37. Over the past 18 months, the Oxford Strategic Partnership has been restructured and refreshed. With a new, strong, chair, an effective membership and an active programme of work, it continues to provide an important focus for the City Council's strategic work with statutory, private and third-sector partners.

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Appendix 1

Current OSP Members – January 2020

Baroness Jan Royall (Chair), Principal, Somerville College, The University of Oxford

Jackie Wilderspin (Vice Chair), Public Health Specialist, Public Health, Oxfordshire County Council

Cllr Susan Brown, Leader, Oxford City Council

Sharon Barrington, Programme Manager Planned Care, Oxfordshire Clinical Commissioning Group

Hannah Iqbal, Director of Strategy, Oxford University Hospitals NHS Foundation Trust

Brendan Hattam, General Manager of Westgate and Castle Quarter, Land Securities

Cllr Ian Hudspeth, Leader, Oxfordshire County Council

Superintendent Joe Kidman, Area Commander, Thames Valley Police

Frank Nigriello, Director of Corporate Affairs, Unipart Group

Gordon Mitchell, Chief Executive, Oxford City Council

Tom McCulloch, Co-director, Community First Oxfordshire

Ian Green, Chairman, Oxford Civic Society

Richard Venables, Director, VSL and Partners

Stuart Wilkinson, Head, Knowledge Exchange and Impact Team, The University of Oxford

Appendix 2

Baroness Royall Biography

- Following a degree in Spanish and French at the University of London, Jan's first job was importing flowers into Europe from Colombia but she soon started working in the world of politics. She spent six years working as General Secretary of the British Labour Group in the European Parliament then went to work for the Leader of the Opposition, Neil Kinnock.
- After the 2010 election Jan was elected Leader of the Opposition in the Lords but stepped down in May 2015 in order to engage in other interests, as well as being an active back bencher, using the Lords to pursue issues including youth policy, higher education, women, diversity and inclusion, democratic engagement, health, the EU and foreign affairs.
- Jan is a trustee, patron and active supporter of many charities and organizations including City Year, Forest of Dean and Hereford Crossroads, Artspace, Paladin National Stalking Advisory Service, the ASHA Centre and Step up to Serve. She is chair of the People's History Museum, Pro Chancellor of the University of Bath and Vice President of the Party of European Socialists.
- Jan works with governments, political parties and NGOs in many countries on democracy building, leadership, nurturing civil society and women's empowerment.
- Jan was a special adviser to Neil Kinnock, the leader of the Labour Party, in the 1980s, and she has remained a close ally of his ever since. She sought selection as Labour's candidate for Ogmore in a 2002 by-election. On 25 June 2004 she was created Baroness Royall of Blaisdon, of Blaisdon in the County of Gloucestershire. In the House of Lords, she became government spokesperson for Health, International Development and Foreign and Commonwealth Affairs.
- On 24 January 2008 Jan was appointed government chief whip in the House of Lords, following the resignation of Lord Grocott. She was appointed a Privy Counsellor later in the year. On 3 October 2008, she was promoted to the cabinet by Gordon Brown, who made her Leader of the House of Lords and Lord President of the Council. On 5 June 2009, Jan was succeeded as Lord President by Lord Mandelson, the Business Secretary, and was appointed Chancellor of the Duchy of Lancaster.
- She voted for a 100% elected House, on the last occasion that the House of Lords voted on Reform of the House of Lords in March 2007. She has called for a national referendum on any reforms of the chamber. She announced in May 2015 that she would not seek re-election as the Leader of the Opposition in the House of Lords.
- In February 2017, became Principal of Somerville College, Oxford.