

# Appendix 1

## Appendix 1

### OXFORD CITY COUNCIL BUSINESS PLAN 2020-21

#### Priority 1: Enable an inclusive economy

Oxford needs a more inclusive economy in which wealth is distributed across our communities and where all citizens can share the benefits of growth.

	Council Strategy 20-24 Outcome	Year 1 Actions	Year 2 – 4 Actions
<b>Deliver</b>	<p>1. Our Council-owned companies will have increased their profits to help maintain the services we provide, and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy our goods and services.</p>	<ul style="list-style-type: none"> <li>• Launch a new Oxford City Council Procurement Strategy to help secure good value and quality for the Council, while also, where possible, capturing additional social and zero carbon value, and supporting local businesses and supply chains. This approach should generate benefits not only to the Council and the contracting organisation, but also to society and the economy, while minimising damage to the environment.</li> <li>• Approve the new Oxford Direct Services (ODS) Business Plan and a programme of Council works to be delivered by ODS and its local supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>• Agree a four-year Asset Management Plan to help manage and prioritise investment and utilisation of City Council buildings, securing commercial income to redirect towards core services, supporting the needs of local people and helping local businesses and organisations to retain more wealth locally.</li> <li>• Deliver a programme of supply-chain engagement with partners to encourage local small businesses, charities, co-operatives and social enterprises to apply for Oxford City Council contracts.</li> <li>• Through leadership and engagement, encourage other major organisations countywide to adopt a similar approach</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
			<p>on locally beneficial procurement.</p> <ul style="list-style-type: none"> <li>• Agree and begin implementation of the ODS transformation programme to consolidate depots, increase workforce efficiency through new technology and changes to working practices, and reduce its carbon footprint.</li> </ul>
∞	<p>2. Our staff will be more skilled and confident in delivering services our citizens want and our workforce will better reflect Oxford’s diverse population.</p>	<ul style="list-style-type: none"> <li>• Implement the Oxford City Council Workforce Equalities Action Plan to tackle issues of under-representation and move towards a more ‘intersectional’ approach – that reflects the way in which different types of discrimination because of a person’s gender, race or disability impacts on the outcomes of an individual/collective group of people.</li> <li>• Implement a new Customer Experience Strategy and new website to improve digital accessibility to council services; and improve online services and develop staff digital skills to engage with residents and meet people’s needs/or signpost to provision.</li> <li>• Implement a People Strategy to demonstrate the values the organisation, and continuously improve the cultures and behaviours of its</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver an expanded programme of apprenticeships, providing a greater range of opportunities to work at Oxford City Council, and ODS across a range of levels. Ensure a targeted approach to tackle issues of under-representation.</li> <li>• Incorporate intersectionality into our equality, training and development programmes.</li> <li>• Continue to monitor race, gender and disability pay gaps, and as a result, implement strategy to tackle disparities.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
		staff and the organisation in meeting the needs of the Council's customers.	
<p style="text-align: center; font-size: 2em; font-weight: bold;">Partner</p>	<p>3. Oxford's economy will be stronger, with diverse sectors providing a wider range of accessible business and employment opportunities for all.</p>	<ul style="list-style-type: none"> <li>• Work with Oxfordshire Local Enterprise Partnership (OxLEP), Oxfordshire County Council, our District Council partners, and other stakeholders, to produce a county-wide Economic Recovery Plan, including the recovery and rebuild phases.</li> <li>• Consider needs and opportunities to support recovery of East Oxford, Neighbourhood shopping centres and the city centre.</li> <li>• Agree an Economic Development Strategy and Action Plan to address the city's economic recovery and response to the impacts of COVID-19, taking a "building back better" approach through support of clean and inclusive growth.</li> <li>• Establish an Inclusive Economy Commission to influence local decision-making and develop a countywide Inclusive Economy Action Plan, including a partnership approach to procurement, skills development and education.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage the development of key sectors in Oxford to grow, by working with partners to provide appropriate space, networking and support.</li> <li>• Support the city's economic clusters including the West End, Headington, Oxford North, Oxford Business Park and Oxford Science Park, through targeted infrastructure investment and by taking a more active role in inward investment, working with OxLEP, employers and landowners.</li> <li>• Work with partners across the Oxford to Cambridge Arc to develop an ambition for sustainable development and the case for devolution of powers and funding.</li> </ul>
	<p>4. We will have</p>	<ul style="list-style-type: none"> <li>• Agree a Workspace Strategy, in light of</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver new or improved affordable</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
10	secured different types of new workspace in the city to support business and employment growth.	changing trends as a result of COVID-19, to help identify the different types of workspace (e.g. labs, offices, co-working, workshops, studios) needed across the city and the types of operators that could help deliver it.	workspace at Oxford Town Hall, 1-3 George Street and Cave Street (Standingford House). <ul style="list-style-type: none"> <li>• Deliver the Workspace Strategy as new opportunities arise in years 3-4.</li> <li>• Work with partners, including the universities, to facilitate provision of different types of workspace to meet the needs of Oxford's diverse population.</li> </ul>
	5. The movement of people and goods into and within the city will have improved, resulting in less traffic congestion, better air quality and faster journey times.	<ul style="list-style-type: none"> <li>• Working with Oxfordshire County Council, implement the temporary bus gates in the city centre to reduce congestion, reduce bus journey times, encourage greater bus patronage and create a platform for the re-prioritisation of road space to pedestrians and cyclists.</li> <li>• Deliver a range of proposals to support active travel, especially in light of the COVID-19 pandemic, working in partnership with the County Council and other stakeholders. This will include additional bike parking across the city and the Park &amp; Rides, improved cycle routes and wider pavements.</li> <li>• Working with Oxfordshire County Council, develop the longer-term proposals around</li> </ul>	<ul style="list-style-type: none"> <li>• Working with Oxfordshire County Council, implement the Zero Emission Zone in Oxford's city centre.</li> <li>• Working with Oxfordshire County Council, implement Connecting Oxford, including bringing forward long-term and permanent projects to reprioritise road space to pedestrians, cycles and public transport.</li> <li>• Working with Oxfordshire County Council, produce a new Oxford Transport Strategy to provide a guide to transport planning in the city.</li> <li>• Secure funds for the Cowley Branch Line, including new stations at Blackbird Leys/Oxford Business Park and the</li> </ul>

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	Council Strategy 20-24 Outcome	Year 1 Actions	Year 2 – 4 Actions
		<p>both Zero Emissions Zone and Connecting Oxford ready for public consultation.</p> <ul style="list-style-type: none"> <li>Begin work on the Oxford Cycle Greenways project to develop a business case for key strategic cycle routes into and through the city.</li> </ul>	<p>Littlemore/Oxford Science Park.</p> <ul style="list-style-type: none"> <li>Commission a feasibility study looking at the potential for a freight consolidation centre on the edge of Oxford to reduce the number of delivery vehicle movements within the city.</li> </ul>
Influence	<p>6. The city centre will be relevant to more of our citizens with more accessible public space. The impacts of tourism will be better managed and more of its economic benefits retained locally.</p>	<ul style="list-style-type: none"> <li>Agree the City Centre Vision and Action Plan, with a focus on projects to support the economic recovery and response to the impacts of COVID-19. This will include a focus on the independent retail offer, visitor management, public realm, transport &amp; movement, workspace and sustainability.</li> <li>Update the Covered Market Leasing Strategy to help guide the recovery of this critical commercial and community asset, which has been hit hard by the COVID-19 pandemic. Trial the opening of the Covered Market in the evening to increase footfall, supported by a range of events and activities.</li> </ul>	<ul style="list-style-type: none"> <li>Produce a Covered Market Masterplan to guide future investment in the asset.</li> <li>Produce a Public Realm Strategy for the city centre, with a set of prioritised projects to help shape key areas of the city centre such as Broad Street, Gloucester Green and Cornmarket. This should include hard landscaping proposals, but also planting &amp; biodiversity, lighting, wayfinding, places to sit and dwell and ideas to activate &amp; animate our public spaces.</li> <li>Working with Oxfordshire County Council, produce and implement a long-term strategy for improved management of tourist coaches.</li> <li>Facilitate the provision of, and/or planning permission for, additional hotel bed spaces to encourage longer stays in</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
12			the city.
	7. The city centre will be expanding to the west. Attractive new areas will be emerging around Oxford station, in Oxpens and Osney Mead, but not at the expense of the health and vibrancy of the existing city centre.	<ul style="list-style-type: none"> <li>• Commence a new West End Supplementary Planning Document (including Oxpens, Osney Mead and wider Oxford Station area) with the aim to help facilitate comprehensive redevelopment of this part of the city, which includes consideration of movement, infrastructure and creating space for community activity and potential crèche facilities.</li> <li>• Help secure funds for the first phase of investment in Oxford Station, including the additional western track &amp; platform, new west-side entrance and the widening and replacement of Botley rail and pedestrian bridges.</li> <li>• Commission feasibility work for the redevelopment of Oxford Station, including the main ticket hall and surrounding land.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Network Rail, Oxfordshire County Council and OxLEP to secure funds and go ahead to deliver increased rail capacity and the redevelopment of the eastern side of Oxford Station.</li> <li>• Secure planning permission for the redevelopment of Oxpens, with the first phase on site.</li> <li>• Deliver new cycling and walking infrastructure, including a new bridge linking Oxpens to Osney Mead.</li> </ul>
	8. More organisations in Oxford will be socially and environmentally responsible - paying the Oxford Living Wage and adopting	<ul style="list-style-type: none"> <li>• Promote the Oxford Living Wage through an ongoing annual campaign of promotion and business engagement.</li> <li>• Create business opportunities for ODS to participate more widely in the clean growth sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a Business Conference on Inclusive Economy, in partnership with Aspire and Unipart. This will cover business adoption of inclusive recruitment, supply chain, higher pay, and sustainable business practices.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
	practices that deliver clean economic growth which benefits all residents.		<ul style="list-style-type: none"> <li>• Work with partners to establish a long term strategy and funds to promote the Oxford Living Wage across the city.</li> <li>• Roll out new programmes to incentivise and encourage environmentally responsible business.</li> <li>• Roll out a charter to recognise and incentivise inclusive employers alongside the Oxford Living Wage scheme.</li> <li>• ODS will establish closer alliances with appropriate partners to increase delivery of social value.</li> </ul>
	9. Oxford will have improved the workforce skills it needs through higher educational attainment and more training for the jobs of the future.	<ul style="list-style-type: none"> <li>• Work with the Oxfordshire Skills Board, OxLEP skills team and other partners to update the Oxfordshire Skills Strategy in light of the COVID-19 pandemic, ensuring funding for key skills and retraining, careers advice and apprenticeships in Oxford.</li> <li>• Start delivery of Oxford North’s Community Employment Plan, and then create a toolkit for major new developments to help them focus on local employment, skills, and supply chains to retain more wealth locally.</li> <li>• Promote Oxford Brookes University’s local scholarship programme and help build</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the increased use of the new Community Employment Plan Toolkit across Oxford’s new developments.</li> <li>• Working with OxLEP and the Inclusive Growth Commission, attract more investment in early years education through innovative programmes with business and other partners.</li> <li>• Working through the Oxfordshire Skills Board, increase the sector-based higher and advanced level apprenticeship programmes delivered with local partners, encouraging social mobility</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
14		<p>stronger partnerships with them and local employers to support Oxford residents into higher education opportunities that could ultimately lead to local high skilled jobs.</p> <ul style="list-style-type: none"> <li>• Hold a ‘summit’ bringing together education system leaders in Oxford to develop stronger partnership working to improve educational attainment.</li> <li>• Through the Cultural Education Partnership, our partnership with schools and a targeted approach, promote arts and culture to Early Years, NEETs (young people not in education, employment or training) and Black, Asian and minority ethnic (BAME) children and young people.</li> </ul>	<p>within the local workforce.</p> <ul style="list-style-type: none"> <li>• Encourage employer take up of T-Level placements in line with their Corporate Social Responsibilities (CSR) policies.</li> </ul>

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## Priority 2: Deliver more, affordable housing

Intervention is needed to address Oxford’s housing crisis where existing homes are unaffordable for many and demand for good quality homes outstrips what is available.

	Council Strategy 20-24 Outcome	Year 1 Actions	Year 2-4 Actions
15 <b>Deliver</b>	1. We will have increased the supply of high quality, energy efficient, accessible, and affordable housing, including new council housing as well as other types of homes to rent and for sale at different prices.	<ul style="list-style-type: none"> <li>• Implement Oxford City Housing Limited’s (OCHL) business plan 20/21, which includes construction of homes at Between Towns Road, Mortimer Drive, two sites at Rose Hill, Harts Close in Kidlington, and other sites.</li> <li>• Complete the contract with the developer that will be delivering the next phase of new homes at Barton Park.</li> <li>• Write a specific policy position to influence future planning intentions to adopt the Social Model of Disability definition alongside achieving Disability Discrimination Act (DDA) compliance.</li> <li>• Agree a pipeline of new house build projects with ODS to increase delivery and help develop in-house capability</li> <li>• Work with and influence partners to embed a healthy place-shaping approach in all our new developments – which should also include provision for community space.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to deliver the OCHL business plan in line with the Council’s ambitions, to provide an estimated 750 new homes.</li> <li>• Complete the Barton Park development.</li> <li>• Continue to bring forward new sites for housing development, such as Redbridge Paddock and the former Lucy Faithfull House site.</li> <li>• Monitor the impact of Oxford City Council’s policy position on housing development sites across the city.</li> <li>• Review the Council’s approach to the allocation of social housing, to ensure it reflects our values and priorities, and helps us meet the challenges facing Oxford.</li> <li>• Develop a specific policy on boats that are used as housing.</li> <li>• Develop a new Oxford Living Rent to provide energy efficient, affordable</li> </ul>

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			<p>housing at intermediate price points, for working families in the city.</p> <ul style="list-style-type: none"> <li>•</li> </ul>
2. In regeneration projects such as Blackbird Leys, our new housing will be high quality with improved public spaces and served by good public transport and cycling and walking routes.	<ul style="list-style-type: none"> <li>• Continue to drive forward a programme of mixed-use regeneration projects, including starting feasibility work at Diamond Place to agree a preferred development option.</li> <li>• Secure planning permission for East Oxford Community Centre (and associated housing).</li> </ul>		<ul style="list-style-type: none"> <li>• The first phase of the district centre of Blackbird Leys will be underway, delivering new community facilities, retail space and residential units.</li> <li>• Secure funds and permissions for next phase of regeneration projects, including Diamond Place.</li> </ul>
3. More Council and private sector tenants will have been supported to stay in their homes when they face the prospect of eviction.	<ul style="list-style-type: none"> <li>• Develop and implement a Council-wide approach to homelessness prevention led by a cross-Council group, to respond to any second wave of homelessness caused by COVID-19.</li> <li>• Roll out and embed new approaches to upstream homelessness prevention across the Council and tailor the support offer to clients to achieve better outcomes - that includes a specific focus on mental health alongside other wrap around interventions - based on learnings from the Trailblazer programme.</li> <li>• Take a tenant-centred approach to private rented sector enforcement by promoting the Tenancy Relations Service at an early stage</li> </ul>		<ul style="list-style-type: none"> <li>• Continue efforts to further improve services, strengthening the corporate commitment to homelessness prevention.</li> <li>• Increase the number of positive outcomes from the Prevention Duty under the Homelessness Reduction Act.</li> <li>• Develop a new Housing and Homelessness Strategy for Oxford City Council setting out the Council's ambitions for the next three years, focused on delivering its strategic objectives for increasing the supply of good quality affordable homes in the city,</li> </ul>

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		<p>to tenants and landlords to prevent homelessness; and where appropriate serve Housing Act notices to protect tenants from eviction.</p>	<p>and ending all forms of homelessness.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">17</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 48pt; font-weight: bold;">Partner</p>	<p>4. More developers, housing associations and others will view Oxford as a good place to build a range of different housing types.</p>	<ul style="list-style-type: none"> <li>• Adopt and implement Oxford's Local Plan 2036 to support delivery of 11,000 homes in the city over the next 16 years.</li> <li>• Establish closer relationships, partnership working arrangements and enhanced support and advice for developers, housing associations and community-led groups to achieve a faster rate of delivery of new homes, including using innovative and latest practice.</li> <li>• Work with the universities to accommodate more students in purpose-built accommodation in order to release community housing for non-students.</li> <li>• Engage with homeowners, small site developers and builders to provide a proactive, solutions-based approach to unlocking infill development opportunities and increasing capacity of existing homes, wherever possible.</li> <li>• Prepare and implement a new Housing Delivery Test Action Plan to be produced and then updated annually to ensure a proactive approach to managing issues that affect delivery are taken.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the next stages of the Oxfordshire 2050 plan, including further consultations.</li> <li>• Begin work on the Oxford Local Plan 2040 that aligns with the Oxfordshire Plan 2050 and neighbouring authority local plan programmes where possible. This will seek to ensure we remain up to date and facilitating growth that aligns to the corporate objectives within the context of national planning policy.</li> </ul>

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	<p>5. Working with neighbouring authorities we will be implementing the agreed countywide approach to meeting housing needs.</p>	<ul style="list-style-type: none"> <li>• Work with neighbouring authorities to ensure the current suite of local plans committed within the Growth Deal are put in place - to secure, embed and ultimately deliver the agreed housing commitments.</li> <li>• Through the planning process, engage with neighbouring authorities to ensure housing needs are delivered beyond allocations.</li> <li>• Work with housing teams in neighbouring authorities to secure nomination rights for sites targeted at meeting Oxford's housing needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with neighbouring councils, landlords and stakeholders to deliver more houses to enable people to live closer to where they work within the city and in places that enhance a sense of community and wellbeing.</li> </ul>
	<p>6. Working with housing associations we will have delivered more move on accommodation for people in need.</p>	<ul style="list-style-type: none"> <li>• Consider Crisis-commissioned research findings to inform the future approach to move-on accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a countywide strategy for commissioning services for effective homelessness prevention and move-on to sustainable accommodation.</li> </ul>
	<p>7. Working with landlords we will have improved the quality and energy efficiency of privately rented homes in Oxford.</p>	<ul style="list-style-type: none"> <li>• Develop, consult on and approve a Selective Licensing Scheme to enable an application to be made to Government in early 2021/22 to improve standards in private rented sector housing in Oxford.</li> <li>• Revise the Council's Private Sector Housing Policy.</li> <li>• Campaign for greater national controls of the short-let market and actively seek enforcement opportunities to close the regulatory gap.</li> </ul>	<ul style="list-style-type: none"> <li>• Subject to Government approval, implement a Selective Licensing Scheme for all Private Rented Sector Property across the city.</li> <li>• Increase compliance with the requirement for privately rented properties to have an EPC to 80%.</li> </ul>

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		<ul style="list-style-type: none"><li>• Increase the number of Energy Performance Certificates (EPCs) issued to properties in the private rented sector by using the new delegated powers.</li></ul>	
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# Influence

8. New housing including new urban extensions will be being built to create strong communities with good local amenities and sustainable transport links into the city. Sites valued by local people for leisure and recreation will be protected.
- Engage with neighbouring authorities on development briefs and planning applications to ensure urban extension and developments close to the city are well connected through integrated design, sustainable and healthy transport and movement infrastructure and access to services and facilities.
  - Work in partnership with neighbouring authorities to influence the design and quality of development in Oxfordshire, including through the Oxfordshire Plan 2050 and other partnership opportunities.
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- Work with partners to explore the appropriateness of additional planning briefs or strategies, which could guide the development of infrastructure and development on the edges of the city, including for example, around the proposed stations for the Cowley Branch Line.
  - Working with landowner partners, Oxford City Council will submit a planning application associated with land it owns, to include significant levels of new housing, as part of the development of South Oxford Science Village off Grenoble Road.

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## Priority 3: Support thriving communities

Oxford's diverse communities should be equipped, supported and enabled to tackle inequality and ensure everyone is able to play a full part in the life of our city.

	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
<b>21</b> <b>Deliver</b>	<p>1. Our services, grants, community and leisure facilities, parks and cultural events will have helped reduce inequality, increase cohesion and improve health and wellbeing across Oxford's communities.</p>	<ul style="list-style-type: none"> <li>• Invest £150k in mobilising locality-based teams in response to COVID-19.</li> <li>• Develop a volunteer protocol to ensure the quality of volunteering and support to volunteers is of a nationally recognised standard.</li> <li>• Develop a third/community sector specification that supports local community groups and organisations to be fully involved and engaged in locality-based working in partnership with the Council.</li> <li>• Invest £1.3million of grant funding in our communities and voluntary sector with a focus on improving health, tackling climate change, widening opportunities, building community resilience, celebrating diversity and success, mobilising seldom heard groups</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to invest resources and build on our achievements in localities through collective social action; and ensure we further collaborate and empower the communities we serve to meet local needs and lead themselves.</li> <li>• Mobilise the volunteer protocol and third/community sector support service.</li> <li>• Utilise our influence on grant provision to further implement our zero carbon ambitions and improve the health and wellbeing of our citizens.</li> <li>• Consider findings of review of leisure provision for implementation.</li> <li>• Review our grants criteria to reflect the City Council's zero carbon ambitions as well as our support for tackling inequalities.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<p>and making it easier and more popular to access our leisure, cultural, arts facilities and other community assets.</p> <ul style="list-style-type: none"> <li>• Work with Fusion and user groups to develop a sustainable basis for reopening the Council's leisure facilities, and undertake a review of longer-term provision.</li> </ul>	
	<p>2. Children and young people's resilience and confidence will have increased through the educational and recreational activities we offer.</p>	<ul style="list-style-type: none"> <li>• As part our Youth Ambition Programme, and given the impact of COVID-19, we will work with young people to access educational and recreational activities that build their confidence, independence and resilience.</li> <li>• Focus our Youth Ambition resources to prioritise those young people that may require extra support to get involved in activities – with a particular focus on NEETs and those in Pupil Referral Units.</li> <li>• Work with and influence our partners in localities including the voluntary and community sector, academic institutions and faith centres to deliver better outcomes for young people.</li> </ul>	<ul style="list-style-type: none"> <li>• By 2024 our Youth Ambition Programme will have supported and empowered at least 18,000 young people through educational and targeted recreational activities.</li> <li>• Develop the use of intelligence insight to better direct resources to support young people, particularly those that seldom participate in activities.</li> <li>• Working with key stakeholders in localities we will utilise their insights, experience and assets to develop opportunities for young people – which those young people can relate to.</li> </ul>
	<p>3. As a good landlord, we will have worked with our Council</p>	<ul style="list-style-type: none"> <li>• Improve the quality of the service we deliver to council tenants and residents in the city</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the success of the locality-based management pilots and develop</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
	tenants and residents to strengthen local communities; and worked with other major landlords to improve the services they provide.	<p>(including enhancing our service through ODS) and engage with housing associations to improve the services they provide their tenants.</p> <ul style="list-style-type: none"> <li>• Carry out locality-based management pilots deploying multi-skilled, customer-facing staff to improve the experience and outcomes for our residents.</li> </ul>	<p>and implement a citywide approach.</p> <ul style="list-style-type: none"> <li>• Work with tenants to develop and implement a plan for service improvements.</li> </ul>
	4. Our parks and public spaces will remain clean, safe, and well maintained, and will be accessible to more people to people to enjoy the health and wellbeing benefits they provide.	<ul style="list-style-type: none"> <li>• Launch and promote Go Active Outdoors and Go Active Families programmes across Oxford to help promote inclusive access and the range of activities within the city's parks.</li> <li>• Work with community services and primary care networks to refer people to our beautiful green spaces, leisure and arts facilities as part of a partnership-wide social prescribing initiative.</li> <li>• Implement an Oxford City Council Green Spaces Biodiversity Action Plan.</li> <li>• Encourage and support our community associations and community centres to deliver a 'One Planet Living' approach and champion this in our communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the impact of Go Active across the city.</li> <li>• Achieve a high level of satisfaction of more than 80% for our parks and green spaces in the ongoing Residents Satisfaction survey.</li> <li>• Ensure the Biodiversity Action Plan informs ODS operational delivery.</li> <li>• Monitor the impact of our social prescribing initiative on the mental and physical wellbeing of our citizens that are referred from either primary care or community services.</li> <li>• Monitor the take up of the 'One Planet Living' approach by our community associations, and where there are gaps</li> </ul>

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## Partner

	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
			<ul style="list-style-type: none"> <li>mobilise and incentivise local community groups to be the local champions.</li> </ul>
	<p>5. Working with neighbouring councils and partners, we will prevent homelessness, move people in temporary accommodation more rapidly into secure housing, and ensure that no one has to sleep rough on the streets of Oxford.</p>	<ul style="list-style-type: none"> <li>Develop and implement a council-wide approach to homelessness prevention led by a cross-council group, to respond to any second wave of homelessness caused by COVID-19.</li> <li>Develop and agree a countywide Rough Sleeping Strategy with Oxfordshire councils and partner organisations.</li> <li>Develop a commissioning strategy for the provision of accommodation-based services for rough sleepers and single homeless people.</li> <li>Review our approach to Temporary Accommodation, ensuring better outcomes for homeless households through faster move-on and support by establishing a Temporary Accommodation Taskforce.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the countywide strategy to move towards ending rough sleeping in Oxford, and the wider county.</li> <li>Make further progress towards preventing homelessness earlier, with closer relationships with key partners, e.g. probation, social services, hospitals.</li> </ul>
	<p>6. Local voluntary and community groups will be better engaged with, supported and enabled to take a greater role in</p>	<ul style="list-style-type: none"> <li>Publish a Thriving Communities Strategy for the city.</li> <li>Review the commissioning of support services for the community and voluntary sector to mobilise seldom heard groups and protect core services that people rely on.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Thriving Communities Strategy - delivering programmes of work to:               <ul style="list-style-type: none"> <li>Maximise the strategic benefits of leisure and culture in supporting the economic recovery, the environment</li> </ul> </li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
	improving the city and the lives of citizens.	<ul style="list-style-type: none"> <li>• Review community assets to reflect demographic needs in the East and South of the City and ensure these meet the needs of all diverse communities in the area.</li> <li>• In areas of greatest need, and where we pilot locality operations, map all community assets and social activism to develop communication networks to increase local participation and raise awareness of local initiatives.</li> <li>• Build the capacity of informal community groups to become more sustainable in localities and get involved in projects.</li> <li>• Launch a small grants/capital receipts programme to encourage local community groups to apply for seed funding and get involved in shaping delivering locality-based projects.</li> <li>• Work with all community associations across the city to become more inclusive and representative of the communities they serve from a governance perspective.</li> </ul>	<p>and the health of residents.</p> <ul style="list-style-type: none"> <li>○ Increase levels of physical activity to help tackle health inequalities and obesity.</li> <li>○ Further strengthen our collaborative approach with partners and communities.</li> <li>○ Use culture, events and sport to foster community cohesion and pride.</li> </ul> <ul style="list-style-type: none"> <li>• The charitable, voluntary and community sector and the support services we commission through them will be delivering increased social value, inclusiveness and benefit in localities.</li> </ul>
	7. Increasing numbers of people will walk and cycle around the city,	<ul style="list-style-type: none"> <li>• Commission an “Oxford Greenways” strategic plan for cycle routes into and within Oxford, jointly funded with Oxfordshire County</li> </ul>	<ul style="list-style-type: none"> <li>• Secure funds to deliver the first phase(s) of the Oxford Greenways project.</li> <li>• Use the 2021 Women’s Tour of Britain</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
	benefitting their health and wellbeing.	<p>Council and the University of Oxford.</p> <ul style="list-style-type: none"> <li>• Maximise the community benefits from year 2 of the Women’s Tour of Britain in Oxfordshire.</li> <li>• Continue to engage with Oxfordshire County Council to develop and improve cycle lane infrastructure in the city including for people with disabilities, building on its Local Walking and Cycling Infrastructure Plans (LCWIPs)</li> <li>• Make cycling more accessible for children and young people on free school meals through targeted recreational activities.</li> </ul>	<p>race finish in Oxford as a tool to promote cycling in the city.</p> <ul style="list-style-type: none"> <li>• Prioritise active modes of travel, through increased cycle parking and re-prioritisation of road space.</li> <li>• Increase secure cycle parking space in the town centre, whilst reducing car parking.</li> </ul>
	8. Our work with Thames Valley Police will keep communities safe and help reduce hate crime, human trafficking, drug-related crime and antisocial behaviour.	<ul style="list-style-type: none"> <li>• Through engagement with local communities, and integrated working in localities with partners, we will focus on supporting individuals, families, and communities to participate and get involved in positive action/activity in their local area.</li> <li>• The Public Spaces Drug Task Force will work with Oxford’s communities to design out drug misuse and dealing in public spaces.</li> <li>• Coordinate activity to address serious violence, modern slavery, hate crime, alcohol-related disorder and theft through the Oxford Safer Communities Partnership.</li> <li>• Develop further plans to address antisocial</li> </ul>	<ul style="list-style-type: none"> <li>• Work with partners and community groups, marginalised groups and young people to engage in positive action through our locality based initiatives.</li> <li>• Work closely with the police and other partners to disrupt organised crime groups using Closure Orders, injunctions and other local authority powers.</li> <li>• Develop and implement problem-solving solutions to reduce anti-social behaviour in the night-time economy.</li> <li>• Develop and implement solutions to reduce the level of bike crime in the city.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<p>behaviour in the city in response to our public consultation.</p> <ul style="list-style-type: none"> <li>• Intervene earlier on issues related to lower level antisocial behaviour ranging from dog-fouling to noise.</li> <li>• Working with partners, implement a best practice strategy to tackle domestic violence.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with our partners to deliver the Oxford Safer Communities Partnership's hate crime plan.</li> <li>• Support the Oxford Community Safety Partnership to continue to tackle serious and organised crime in the city.</li> <li>• Work with community safety partners across the county to support the Violence Reduction Unit approach to reducing serious violence.</li> <li>• Work with the police and district councils to develop an enhanced CCTV capability in the county.</li> </ul>
	<p>9. Vulnerable people will continue to be safeguarded against harm.</p>	<ul style="list-style-type: none"> <li>• Continue to support the most vulnerable people affected by COVID-19 to ensure they remain safe and have their needs met, and to become interdependant or self-reliant where appropriate.</li> <li>• Develop a proposal for a case management system for a 'single view of the customer' that is used to influence operational delivery.</li> <li>• Implement a multi-agency cuckooing protocol to protect people whose homes are taken over.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support vulnerable people impacted from COVID-19 and ensure their needs are met and people are signposted to opportunities and provision.</li> <li>• Ensure active involvement in the Missing and Exploited Panels and Networks.</li> <li>• Work with other agencies to develop local responses to the findings of the modern slavery research.</li> </ul>

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	Council Strategy 20-24 Outcome	Year 1 Actions	Year 2-4 Actions
		<ul style="list-style-type: none"> <li>• Work with social care and other statutory partners to identify and tackle child exploitation.</li> <li>• Conclude the Oxford Modern Slavery Project with Elmore Community Services.</li> <li>• Work to eliminate any deaths from rough sleeping and continue to implement recommendations from Adult Safeguarding Board reviews in the event there is any such tragic occurrence.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully implement a case management system.</li> <li>• Ensure those people who require welfare assistance, are supported in the development of skills and signposted to opportunities.</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 2em; font-weight: bold;">Influenc</p>	<p>10. Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities.</p>	<ul style="list-style-type: none"> <li>• Deliver Oxford City Council's #WeAreOxford community cohesion campaign.</li> <li>• Launch an equalities strategy that will increase trust and belonging between the Council and communities, predicated on inclusive values and reflecting the rich diversity in Oxford.</li> <li>• Launch an anti-racism charter that sends out a clear message that Oxford is an anti-racist city.</li> <li>• Bring together a gender-balanced race advisory group that can support the Council and partners to shape policy and make decisions from a grass roots up perspective,</li> </ul>	<ul style="list-style-type: none"> <li>• Launch a Sense of Community Index to measure community strength and togetherness – secure a city-wide baseline position.</li> <li>• Implement the Thriving Communities Strategy - delivering programmes of work that increase digital participation, equalities and cohesion to:             <ul style="list-style-type: none"> <li>○ Tackle issues of isolation in our elderly communities.</li> <li>○ Increase participation, inclusivity and accessibility of leisure and community centres, arts venues and parks, ensuring they work for</li> </ul> </li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<p>as well as identify talent for recruitment.</p> <ul style="list-style-type: none"> <li>• Develop a business intelligence framework to better understand the differing needs of our diverse communities to influence policy making, service improvement, and make equality and diversity inherent in all our work.</li> <li>• Develop insight and understanding within the Council regarding our approach to intersectionality where there are overlapping systems of disadvantage.</li> <li>• Develop community cohesion goals, which are shaped and planned by local communities themselves in localities.</li> <li>• Support events that promote the rich cultural heritage and diversity of Oxford communities.</li> <li>• Celebrate the best of Oxford, its rich heritage, diverse communities and young people at two high profile conversational events.</li> </ul>	<p>everyone.</p> <ul style="list-style-type: none"> <li>○ Protect and safeguard the heritage of local communities as part of our place-based and asset development strategies for the future.</li> <li>• Refresh the gender balanced race advisory group every two years.</li> <li>• Continue to facilitate high profile ‘conversational’ events that discuss and shape ideas that matter to local people.</li> </ul>
	<p>11. Citizens will increase their active engagement in civic and political life.</p>	<ul style="list-style-type: none"> <li>• Launch locality based pilots that focus on bringing together participative and representative democracy in shaping priorities and decision making and implement initiatives such as participatory budgeting.</li> <li>• Work with both universities and students'</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Thriving Communities Strategy to increase equality and access by delivering programmes of work that: <ul style="list-style-type: none"> <li>○ Promote digital literacy and accessibility.</li> <li>○ Promote and raise awareness of</li> </ul> </li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<p>unions to boost electoral registration using joint social media campaigns where appropriate.</p> <ul style="list-style-type: none"> <li>• Offer a range of activities and engagement to schools, including Why register? Why vote? Workshops; ‘How to run an election’ training and support for mock elections and referendums – subject to the COVID-19 situation with elections and schools’ capacity.</li> <li>• Embed the use of Oxford City Council’s new Residents Panel and race advisory group to improve engagement and influence decision making.</li> <li>• Continue to improve the public accessibility of online council meetings.</li> <li>• Work with schools and young people to develop an Oxford Youth Council that is representative of the young people of Oxford to encourage civic and democratic engagement and participation.</li> </ul>	<p>sustainability/zero-carbon benefits.</p> <ul style="list-style-type: none"> <li>○ Use partnerships and events to inspire young people by introducing them to new technologies and opportunities.</li> </ul>

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## Priority 4: Pursue a zero carbon Oxford

In 2019 Oxford City Council declared a Climate Emergency and held the Oxford Citizens' Assembly on Climate Change. The clear message from citizens was that they want the city to continue to take a lead in reducing emissions and increasing biodiversity, while ensuring this does not impact citizens' living standards.

	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
32  <b>Deliver</b>	1. Oxford City Council will have reduced the carbon footprint from its own operations to zero.	<ul style="list-style-type: none"> <li>• Continue to reduce the carbon footprint of Oxford City Council's operation by at least 5% per annum</li> <li>• Reach 25% of fleet converted to electric power.</li> <li>• Increase the renewable energy utilized by introduction of "Green Gas" for small sites an exploration of Power Purchase Agreement for local source of renewable energy.</li> <li>• Develop a new operating model based on increased remote and flexible working to reduce carbon footprint of the building as well as staff and customer travel.</li> <li>• Provide an options report on alternative workspaces across the City to enhance the remote working experience and reduce the carbon footprint.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a plan to ensure the City Council is net zero as soon as is practicable and affordable to do so.</li> <li>• Set a policy in respect of reducing the impact of Oxford City Council-owned buildings, informed by a stock condition survey for General Fund assets.</li> <li>• Implement a plan to further reduce emissions from Oxford City Council owned buildings.</li> <li>• Further progress the electrification of our fleet, with the aim to hit 50% by the end of this period.</li> <li>• Build a plan to reduce the part of Oxford City Council's carbon footprint that is not directly linked to use of fuels or energy.</li> <li>• Set a policy on offsetting linked to biodiversity enhancement.</li> <li>• Progress the outcomes of the remote working options report.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
	2. All new building by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon standards.	<ul style="list-style-type: none"> <li>• Implement OCHL business plan - with new building standards up to 70% more energy efficient than the legal minimum.</li> <li>• Complete the pilot Zero Carbon homes being built in partnership the Council and its companies OCHL and ODS at Bracegirdle Road, Mortimer Drive, Broad Oak and Chillingworth Crescent</li> </ul>	<ul style="list-style-type: none"> <li>• Implement pilots and mainstream net zero carbon build as far and fast as practicable.</li> <li>• Improve standards of build in line with legislative and market developments.</li> </ul>
	3. We will have a significant programme of energy efficiency improvements across of our existing council housing.	<ul style="list-style-type: none"> <li>• Commence a stock condition survey of Oxford City Council housing, to ensure we are well placed to seek funding from national schemes.</li> <li>• Develop an investment plan with options for the retrofitting of energy efficiency measures or replacement of council housing, to reduce carbon emissions.</li> <li>• Engage with council tenants on HRA investment in council housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver an investment plan to retrofit our council housing stock.</li> <li>• Implement a targeted programme of retrofitting and seek government funding through national schemes as they come forward.</li> </ul>
<b>Part</b>	4. All new building by developers in Oxford will be significantly more energy efficient – moving towards near-zero or zero carbon standards, with some examples of carbon-positive development.	<ul style="list-style-type: none"> <li>• Implement higher environmental standards for residential and non-residential new builds set out Oxford's Local Plan 2036.</li> <li>• Produce guidance to support the new Local Plan policies and assist applicants in understanding how these policies can be met.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to engage on key development key sites to ensure the required standards are met and encourage betterment where feasible.</li> <li>• Host an event with key influencers and expertise from the development industry to raise profile and reflect on challenges experienced in year 1.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<ul style="list-style-type: none"> <li>Undertake engagement with and through a range of forums, including direct engagement with developers of strategic sites, to support delivery and identify early any issues or challenges in relation to carbon reduction and assist in resolution, where possible.</li> </ul>	<ul style="list-style-type: none"> <li>Implement an award scheme to recognise best practise.</li> <li>Lead by example in construction projects.</li> </ul>
	<p>5. We will be promoting and enforcing the higher energy efficiency standards that will have been set nationally by the Government for residential and commercial landlords.</p>	<ul style="list-style-type: none"> <li>Engage commercial and residential landlords in Oxford over levelling-up energy efficiency standards of buildings towards the higher ratings set by the Government.</li> </ul>	<ul style="list-style-type: none"> <li>Promote and incentivise early compliance with MEES regulations for residential and commercial landlords.</li> <li>Develop and implement an enforcement approach for non-compliance with energy efficiency standards in commercial premises.</li> <li>Increase the number of enforcement actions taken under the Minimum Energy Efficiency Standards (MEES) regulations in privately rented properties.</li> <li>Consider local planning policy standards against national changes and keep them under review.</li> <li>Hold a Retrofit Summit in Oxford to enable solution providers to showcase what can be achieved.</li> <li>Work with neighbouring authorities through Oxfordshire Plan 2050 to try and</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
			set higher energy efficiency standards.
	6. Oxford will have taken a leading role in the adoption of electric vehicles (EVs).	<ul style="list-style-type: none"> <li>• Contribute to key enabling projects that support carbon reduction and EV adaptation, such as Local Energy Oxfordshire (Project LEO) and Energy Superhub Oxford (ESO).</li> <li>• Support EV car clubs and the use of electric bikes.</li> <li>• Achieve the ESO battery project milestones, including cables installed and the Superhub charging station installed at Redbridge.</li> <li>• Set up first Rapid EV charging station in city.</li> <li>• Hold the third Oxford EV Summit subject to COVID-19 circumstances.</li> <li>• Agree 'Plug-in' projects such as the charging station for taxis.</li> <li>• Implement EV charging standards from Oxford Local Plan 2036 for residential and non-residential new builds.</li> <li>• Support the bid to become an Electric Bus City.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage and enable further innovation and investment in green technology and green jobs in Oxford, moving from pilot to full deployment wherever possible.</li> <li>• Develop an EV Strategy for Oxford and help shape Oxfordshire County Council's Local Transport Strategy to reduce car use.</li> <li>• Continue to expand the network of EV chargers.</li> <li>• Seek to extend the Superhub network ring around the city.</li> <li>• Consider local planning policies against national changes and keep them under review.</li> </ul>
	7. Air quality throughout the city will have improved.	<ul style="list-style-type: none"> <li>• Reduce the number of hotspots in the city recording illegal levels of air pollution.</li> <li>• Update the statutory Air Quality Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with Oxfordshire County Council, implement the Red and Green Zones of the planned Zero Emission Zone in Oxford's city centre.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
			<ul style="list-style-type: none"> <li>Support the further migration of buses, taxis and private hire services to ultra-low and zero-emission vehicles.</li> </ul>
	8. Our streets, neighbourhoods and open spaces will be greener with more trees and other plants, and increased biodiversity.	<ul style="list-style-type: none"> <li>Take a lead role in the establishment of a Local Nature Partnership for Oxfordshire.</li> <li>Explore policy development that adopts a Natural Resource Management approach.</li> </ul>	<ul style="list-style-type: none"> <li>Working with partners, build a strategic approach to protecting and improving biodiversity.</li> <li>Create a network of contributors to biodiversity mapping.</li> <li>Encourage and enable public access to nature and support a significant programme to increase biodiversity and tree-planting.</li> <li>Develop high-resolution mapping in the city.</li> <li>Provide strategic direction to biodiversity net gain projects to optimise impact.</li> <li>Look to improve “greening” of streets and neighbourhoods.</li> </ul>
	9. The city will become more resilient to climate change including improved flood defences.	<ul style="list-style-type: none"> <li>Continue to support the Environment Agency’s delivery of the Oxford Flood Alleviation Scheme (OFAS).</li> <li>Provide support to OFAS through facilitating land transfers and partnership working.</li> </ul>	<ul style="list-style-type: none"> <li>Commence construction of Oxford Flood Alleviation Scheme.</li> </ul>
<b>■</b>	10. We will campaign for the Government to introduce more rigorous energy	<ul style="list-style-type: none"> <li>Drawing on recommendations from the Oxford Citizens Assembly on Climate Change, and working with key partners,</li> </ul>	<ul style="list-style-type: none"> <li>Clear national standards for new buildings and retrofits are set.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
	efficiency standards on new build and bring forward the end of petrol and diesel vehicle sales.	we will continue to seek to influence national policy and take part in innovative projects.	
	11. Citizens, businesses and other organisations in the city will be taking action to reduce carbon emissions and increase biodiversity.	<ul style="list-style-type: none"> <li>• Publish a Zero Carbon Oxford action plan after engagement and form a Zero Carbon Oxford Partnership to support this work.</li> <li>• Hold an Oxford Zero Carbon Summit involving major emitters to agree a citywide approach to reduce carbon.</li> <li>• Hold a Youth Summit to engage young people in action to reduce carbon and establish with them an ongoing programme of involvement.</li> <li>• Work with ODS to promote waste reduction, reuse and recycling. Continue to promote a reuse and refill culture among citizens.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build engagement programme particularly around the themes of biodiversity, travel, energy conservation and waste reduction.</li> <li>• Develop and implement community engagement activity, using a coproduction approach, to support residents and local groups taking action to achieve climate change targets; and raise wider public awareness of local action being taken.</li> <li>• Pursue development of climate action plans for activity in all community centres and associations.</li> </ul>

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