

To: Council
Date: March 2023
Report of: Head of Corporate Strategy
Title of Report: The Oxford Strategic Partnership

| Summary and recommendations | |
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| 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 Oxford City Council strategic 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 | |
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| Appendix 1 | Oxford Strategic Partnerships Membership |

Introduction and background

1. The Oxford Strategic Partnership (OSP) founded in 2003 brings together senior representatives within Oxford from the public, business, community and third sector partner's such as voluntary groups, which deliver services, help improve people's wellbeing and contributes to economic growth. This partnership for the city promotes collaboration and openness and provides opportunities to access funding and share resources more easily. [A list of members is set out in Appendix 1.](#)
2. The OSP helps provide strategic input to inform decision-making for the city's future, respond to local priorities and engage more effectively with local concerns.
3. The OSP is an influencer, not an operational entity. 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. Its remit is determined by its Chair with input from its members.

OSP Vision

4. 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

5. The OSP's aims are;
 - Identify current major issues and concerns that will benefit from collective intervention
 - Identify and engage relevant partners, and facilitate their working together to develop and implement collaborative interventions
 - Empower partners and communities to take action
 - Evaluate outcomes to inform future issues and concerns.

OSP Steering Group

6. The OSP meets quarterly and steering group members are drawn from the statutory services (Oxford City Council, Oxfordshire County Council, Health and Police, businesses, universities and colleges and community groups), to review and discuss topics of strategic importance.
7. Paul James – Chief Executive, [River Learning Trust](#) took on the role of Chair in October 2022 from the interim Chair Caroline Green – Chief Executive, Oxford City Council who had chaired meetings following the previous Chair, Baroness Jan Royall standing down.
8. The work of the OSP steering group is supported by the Policy & Partnerships Team, Oxford City Council.

OSP Sub-Groups

9. Since its inception in 2003 the OSP's emphasis on different themes varies over time, guided by the Chair and the interests of members. To support its breadth of focus, it established four sub-groups that generally meet quarterly and work on:
 - Economic Growth
 - Stronger Communities
 - Low Carbon City
 - Safer Communities.

Economic Growth Steering Board (EGSB) sub-group

10. 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. Membership aligns closely with sub-strategy groupings (e.g. innovation, skills, culture and tourism,

growth board functions and environment). The EGSB is supported by Clayton Lavallin, Principal Regeneration and Economic Development Officer.

Stronger Communities sub-group

11. The Stronger Communities Board brings together key organisations (e.g. Public Health, Oxfordshire County Council, Oxfordshire Community and Voluntary Association, Department of Work and Pensions, etc.) that contribute towards the development of stronger communities through addressing inequality and poverty, and increasingly focuses on issues of Health and Wellbeing. The Stronger Communities sub-group is supported by Ian Brooke, Head of Community Services

Zero Carbon Oxford Partnership Oxford sub-group

12. The [Zero Carbon Oxford Partnership](#) (ZCOP)¹, brings together Oxford's most influential organisations including both universities, the health trusts, both City and County Councils and large businesses such as BMW, Lucy Group, LandSec, SSEN and Unipart. The purpose of the partnership is to work together to support the city in its journey to net zero carbon emissions by 2040, ten years ahead of the UK's Government's legal targets.
13. Following its formation, the partnership developed a science-based Roadmap and Action Plan with the Carbon Trust. It sets out a comprehensive and ambitious pathway to net zero carbon emissions for the city, with 5-yearly carbon budgets, sectoral roadmaps and 25 cross cutting actions required over the short and mid-term. This work follows on from the mandate established by the Oxford Citizens Assembly on Climate Change held in 2019², and the Zero Carbon Oxford Summit in February 2021. ZCOP is Chaired by Cllr Susan Brown, Leader of the Council, and Cabinet Member for Inclusive Economy and Partnerships, and supported by Mai Jarvis, Environmental Sustainability Lead.

Safer Communities sub-group

14. [Oxford Safer Communities Partnership](#) (OSCP) was established in 1998 and is the Community Safety Partnership for Oxford, a statutory requirement of the Crime and Disorder Act 1998, as amended.
15. It brings together organisations (e.g. Thames Valley Police, Office of the Police and Crime Commissioner, Probation Services, Integrated Care Board for Buckinghamshire, Oxfordshire and West Berkshire, Oxford University Hospitals (NHS) Trust, Oxford Brookes University, Turning Point, Oxfordshire County Council – Adult and Children's social care, Youth Justice and Exploitation Service, Fire and Rescue Service, Adult and Child Safeguarding Boards), to make Oxford a safer place by reducing the fear of crime, minimising the likelihood of becoming a victim of crime and by addressing community safety concerns to improve the lives of our residents, businesses and visitors. The Safer Communities sub-group is supported by Richard Adams, Community Safety Manager.

¹ Oxford City Council, 'Zero Carbon Oxford Summit'. Available from:
https://www.oxford.gov.uk/info/20291/climate_emergency/1431/zero_carbon_oxford_summit

² https://www.oxford.gov.uk/info/20011/environment/1343/oxford_citizens_assembly_on_climate_change

Activity and achievements over last 12 months:

Economic Growth and Inclusive Economy

16. This group continues to contribute to the delivery of the Oxford Economic Strategy which was updated and adopted by Council and published in summer 2022 following extensive consultation in 2021.
17. The strategy covers the next 10 years and updates are reported to both the Economic Growth Steering Board (EGSB) on a quarterly basis and OSP annually. A work plan outlining key roles and responsibilities for the Economic Strategy delivery is in place along with a dashboard of measures and KPIs. Year 1 Q3 reporting will be shared in March 23 but headline progress includes:
 - *'Kickstart scheme' completed and final report launched on Apprenticeship week, in the role of Gateway Oxford City secured an authorised 137 placements under the scheme, creating new jobs for 71 young people. It also provided participating local employers with over £350,000 in government funding.*
 - *Phase 1 of both the 'Meanwhile in Oxfordshire' and 'Owned by Oxford' projects have been completed with phase 2 of each project beginning now*
18. There has also been continued focus on promotion of the Oxford Living Wage and broader objectives for an inclusive economy. This has included the Oxford Living Wage campaign reaching a milestone of 100 Oxford Living Wage Employers accredited at its December 2022 reception event and the Oxfordshire Inclusive Economy Partnership's holding its Charter launch in February 2023.
19. The Charter is asking organisations across the county to demonstrate commitment by signing up to actions they will take to make workplaces fairer and contribute directly to their local communities.
20. The [Oxfordshire Inclusive Economy Partnership](#) (OIEP) was established in March 2021 as a countywide partnership of organisations from the public, private and community & voluntary sectors that have come together to develop an inclusive economy agenda countywide. It reports to the Future Oxfordshire Partnership, is co-chaired by Baroness Royall and Jeremy Long, Chair of OxLEP, and is supported by Emma Coles, OIEP Manager.
21. The aim of the OIEP is to work together to create a more equal and sustainable region that creates opportunities and benefits for all people within the county.
22. There are 4 action focused working groups to deliver the OIEP vision – education, employment, social value and procurement and place shaping which are looking at working with projects across Oxfordshire that the partnership can support, grow or amplify their work as well as creating a repository of case studies, information and signposting related to the inclusive economy.

Stronger Communities

23. The Stronger Communities Board includes senior representation from Oxfordshire Public Health team and is an intrinsic partner in helping develop and shape Oxford's [Thriving Community Strategy, 2023/27](#) (TCS). The TCS was adopted as part of the Council's policy framework (January 2023). This includes embedding the TCS principles across the Council's work and encouraging partners to do the same. Alongside, continuing to integrate Council services and seek out opportunities to

better align Oxford's work with partner agencies, bringing partners and places together better to jointly grow and work.

24. The Council has implemented Phase 1 of a [Locality Working](#) operating model with a working vision to:

“Place residents at the heart of service delivery; focusing on prevention and meeting residents' needs, especially those who are in crisis or need our help the most.

“Maximising people and place potential, reducing inequalities, benefiting from digital engagement, and facilitating ‘work together’ solutions to deliver meaningful and tangible outcomes”

25. Oxford's Localities Team brings together the skills and experience of Oxford City Council staff and partners to support residents, respond to local needs, reduce inequalities and build strong, resilient communities.

26. Phase two will see the model adopted by the wider council services and closer working with local stakeholders. Phase three involves service integration with other statutory agencies, housing associations, the new integrated care system and also co-locating teams in locations where our citizens are (e.g. taking the Council and its services to citizens rather than expecting them to find the Council).

27. Work is also continuing with partners to help provide support to communities impacted by the [cost of living crisis](#);

Safer Communities

28. The OSCP work to address local community safety concerns and ensure that all partners tackle those crimes that affect our community. It involves senior representation from Thames Valley Police.

29. [Priorities for 2022-23](#) were:

- Develop responses to neighbourhood crime priorities such as open space drug misuse and dealing, anti-social behaviour and alcohol-related violence through the work of the Community Safety Problem Solving Officer
- Address anti-social behaviour that effects our communities through support and enforcement processes
- Coordinate and implement Oxfordshire's Modern Slavery Strategy through the work of the Oxfordshire Anti-Slavery Coordinator
- Prepare for and deliver the Serious Violence Duty in partnership with the Thames Valley Violence Reduction Unit
- Coordinate activity to address the violence against women and girls agenda with the Safe Journey, Safe Destination project that aims to keep women safe when out and about in Oxford late at night
- Continue to tackle domestic abuse and support the delivery of the government's Violence Against Women and Girls strategy through the introduction of Domestic Abuse Housing Alliance (DAHA) accreditation in social housing stock, support for the Oxfordshire Domestic Abuse Strategy Group and the implementation of Oxford City Council's scrutiny review recommendations

- Build on the work of the Safer Streets 3 project to improve our approach to alcohol-related disorder through the Nightsafe Oxford Network
- Develop a hate crime action plan to support communities
- Reduce the level of cycle crime in the city through the Bike Crime Reduction Partnership
- Support the work of the Prevent and Protect Duty of the Counter-Terrorism strategy.

30. OSCP Board members will review the 2022/23 priorities and agree those for 2023-24 at the next OSCP meeting.

Zero Carbon

31. Since its launch, ZCOP has delivered across numerous action areas by focusing on collaborative projects that accelerate city wide mitigation across sectors, businesses and communities. Partners support progress in the city by championing and participating in a range of 'sprint groups' through contributions of time, expertise and funding.

32. For example, Lucy Group is championing a Sprint Group on tenure and archetype agnostic retrofit, with support from Oxford City Council officers. The understanding of local requirements for scaled retrofitting developed within this group set the ground work for two recent funding bids, enabling us to submit complex project concepts under tight funding deadlines. ZCOP was recently awarded funding of £75,000 (plus match contributions) from Innovate UK. The purpose of the project is to deliver a feasibility study to find a route to delivering building retrofit at scale in the city via a Future Fit One Stop Shop (FOSS). The study will develop an understanding of how to support the supply chain move towards a smart and flexible 'FutureFit' method. The project consortium (praised by Innovate UK assessors as 'enviable') involves five ZCOP partners and letters of support, required by the funding requirements, were submitted by several other partners.

33. Second, a separate award of £20,000 from the [Microgeneration Certification Scheme](#) Foundation (MCS) and £20,000 match funding provided by ZCOP partners will translate findings to an area specific (e.g. Rose Hill) residential retrofit pilot project, to test the delivery model FOSS for future replication and expansion in Rose Hill and the rest of Oxford.

34. *ZCOP sprint groups have also:*

- Established an innovative 'area-based insetting' (ABI) trial in the city, which will aim to show that ABI can act as a mechanism for bridging funding gaps in local carbon reduction projects.
- Established buy-in from partners and other key private stakeholders (e.g. delivery companies) to participate in pilot freight consolidation project;
- Engaged partners in flexibility energy capacity trading trials;
- Scoped potential for collaborative investment in onshore wind and solar PV across the County;
- Hosted a meeting with Lord Deben, former Environment Minister and Chair of the Committee on Climate Change

- Consulted the RAF and Defence Infrastructure Organisation on onshore wind/radar issues
- Workshop to share best practice on corporate scope 3 emissions
- Participated in successful funding bids (MCS; [Strategic Innovation Funding](#); [UK Research and Innovation](#) and others).
- Informed local activities and policy:
 - Contributed Oxford's 2040 Local Plan insights and experiences on embodied carbon and defining a Net Zero building;
 - Responded to Oxfordshire County Council's core transport schemes consultation.

35. Current Activity and Future Priorities;

- Delivering net zero by 2040 requires an ambitious approach. Therefore, the partnership is pursuing both innovative and established work streams to facilitate the delivery of cost effective carbon emissions reductions for Oxford. Therefore, ZCOP's two year forward plan includes actions on: EV sharing and infrastructure, Local Plan consultations, energy saving workshops, low carbon technology application potential study, SME engagement, adaptation, residential and commercial energy efficiency.
- ZCOP is working with Future Oxfordshire Partnership (FOP) to ensure alignment between ZCOP sprints and the emerging Pathways to Zero Carbon Oxfordshire (PaZCO) Route Map and Action Plan. This is being done on a case by case basis for sprints, to ensure their scope and timescales complement the work of FOP.

Other OSP activities

36. Other areas covered by the OSP over the last 12 months include:

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| Oxford Local Plan 2040 | Cost of Living Crisis | Community First Oxfordshire update |
| Shared prosperity funding | Homes for Ukraine Scheme and local response | Oxford's Thriving Communities Strategy |
| Oxford Transport Plans | Integrated Care Strategy | New housing delivery in Oxford |

Forward Planning

37. The Chair is taking forward the OSP with a view to refresh the agenda, identify and implement an active programme of work in 2023; Including:

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| Revisiting the clarity of purpose for the OSP | 'Do less better' | Focus on significant complex issues | Think 'up-stream' (longer term) |
| | | | Meeting management (e.g. some face to face, and |

| | | | |
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| Stay connected to 'City Strategy' | Early programming of topics | Get the right people around the table | rotation of days to allow all partnerships to attend) |
| What could be better – provide clarity to partners of 'what is the ask' | OSP can and should hold partners to account | Focus on impact (rather than activity) | OSP holding itself to account on impact of action over time |

38. Initial future workshop agenda items may include:

- Corporate Strategy development
- Local Plan 2040
- Thriving Communities Strategy, 2023/27.
- Housing delivery

Financial implications

39. The OSP is funded and facilitated by Oxford City Council with a current assigned budget of £14,000.

Legal issues

40. There are no legal implications. The OSP is partnership used to share information and influence two way among key city stakeholders. It has no operational role and is not a regulatory or statutory entity.

Level of risk

41. This report is not seeking Council approval for recommendations, nor asking for a decision to be made. The report is providing an update to Council on the work completed by the OSP.

Equalities impact

42. The structure and membership of the OSP and four sub-groups is intended to reflect a common commitment among participating organisations to equality. The areas of focus of the OSP and four sub-groups are very much focused on tackling inequality and building inclusivity.

43. This report is not seeking Council approval for recommendations, nor asking for a decision to be made. The report is providing an update to Council on the work completed by the OSP.

Conclusion

44. It is intended the OSP should continue to provide an important focus for Oxford City Council's strategic work with statutory, private and third sector partner's such as

voluntary groups, support deliver services, help improve people’s wellbeing and contribute to economic growth.

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| Background Papers: |
| None |

Appendix 1: Oxford Strategic Partnership Membership – March 2023

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| Paul James (Chair) | River Learning Trust |
| Gillian Aitken | Registrar, University of Oxford |
| Cllr Susan Brown | Leader, Oxford City Council |
| Cllr Shaista Aziz | Oxford City Council |
| Cllr Chris Smowton | Liberal Democrat Group Leader, Oxford City Council |
| Rebecca Cullen | Deputy Director of Strategy & Partnerships, Oxford University Hospitals NHS Foundation Trust |
| Daniella Granito | Policy and Partnership Team Manager, Oxford City Council |
| Caroline Green | Chief Executive, Oxford City Council |
| Ian Green | Chair, Oxford Civic Society |
| Brendan Hattam | Chair of Town Team and General Manager of Westgate, Land Securities |
| Emily Lewis-Edwards | Co-director, Community First Oxfordshire |
| Jeremy Long | Chair, OxLEP |
| Prof Simonetta Manfredi | Associate Dean for Research & Knowledge Exchange, Oxford Brookes University |
| David Munday | Deputy Director Public Health, Oxfordshire County Council |
| Frank Nigriello | Director of Corporate Affairs, Unipart Group |
| Bruce Riddell | Superintendent, Thames Valley Police |
| Peter Nolan | Chairman and founder of OcQuila Therapeutics |
| Cllr Glynis Phillips | Oxfordshire County Council |
| Claire Taylor | Corporate Director, Communications and Organisational Development, Oxfordshire County Council |
| Mish Tullar | Head of Corporate Strategy, Oxford City Council |
| Richard Venables | Director, VSL and Partners |
| Stuart Wilkinson | Head of Knowledge, University of Oxford |

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