

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.

	Outcome	Year 4 actions (23/24)	Progress update - will this be delivered in 23/24 - if not when (if at all)
79	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.	Continue to provide capital investment to enable the Council's wholly owned housing company, Ox Place, to continue to deliver new housing	The Council continues to support OX Place to finance both their developments and their acquisitions of properties built at Barton.
		ODS to continue to look to expand its reach across the city and county, by securing new public and commercial contracts. Council to work with partners in the Oxfordshire Resources and Waste Partnership to influence Government changes in waste & recycling and mitigate impacts on ODS.	ODS continued to expand its services across the city and county, securing both new public and commercial contracts and providing strong dividend returns to the Council which helped underpin service delivery.
		Embed the Council's new Procurement Strategy, which ensures social value is a key part of the assessment process for new contracts.	Work continues on embedding the strategy. Our evaluation of tenders includes 10% for the inclusion of social value. The Match my Project tool was launched and allows community organisations to upload projects where businesses working for Oxford can deliver for free as part of the contracted social value.
		Deliver on the Procurement Strategy action plan, including rolling out Contract Management and Training, finalising the 'OxTOMS' tool for the measurement and management of social value in our procurement, and reviewing how to further incorporate Equality, Diversity & Inclusion (EDI) and sustainability into the procurement process.	Progress continues on the actions within the Procurement Strategy. The Procurement Act 2023 published by the Government will bring with it more implications for the public sector in relation to procurement.
		Deliver Home Improvement Agency contract for South Oxfordshire District Council and Vale of White Horse District Council subject to winning bid.	The contract for South Oxfordshire District Council and Vale of White Horse District Council was awarded to the Council.

	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.	Embed Oxford's Equality, Diversity and Inclusion Strategy and delivery action plan.	Our People Plan has incorporated actions to be more inclusive as an employer such as around flexible working, being a Disability Confident employer, broadening the reach of our recruitment advertising, giving voice to our employees and building a learning culture. Engagement and awareness raising with staff has been achieved through Leadership Conversations, Lets Talk and Lunch & Learn sessions, covering a range of matters from Islamophobia, the Holocaust, menopause, and feeling empowered to raise concerns.
Partner	3. Oxford's economy will be stronger, with diverse sectors providing a wider range of accessible business and employment opportunities for all.	Ensure the development of the draft Local Plan 2040 supports economic growth in the city in an inclusive and sustainable way by allocating much needed employment space, balanced with housing and other key uses and infrastructure needs. Explore the inclusion of an affordable workspace policy to support start-ups and third sector groups to contribute to a more inclusive economy.	The draft Local Plan 2040 effectively balances these needs and includes a specific policy with the aim of delivering Affordable Workspaces in appropriate locations.
	4. We will have secured different types of new workspace in the city to support business and employment growth	Publish the Asset Management Action Plan and review progress over the first year. Identify new income streams from the Council's assets to support the Council's broader ambitions, including workspace.	We are slightly behind on this due to staff capacity challenges, so it will be published in 24/25. The Odeon redevelopment is an example of a new income stream that will be realised through regeneration of an existing asset.
		Commence the redevelopment of new and enhanced Council-owned employment space at Cave St - Standingford House, including the provision of affordable workspace.	This will no longer be delivered in this business plan period. A full explanation is provided in the Council's December 2023 Cabinet report .
		Complete and open new Council-owned city centre workspace at 1-3 George Street, including the provision of affordable workspace.	Works have completed at the site however due to delays and the loss of the Cave Street project the affordable workspace operator could not make this site work on its own. The site currently being marketed for a tenant with aim for occupation during 2024/25.

		Continue to work with landowners and developers on our allocated employment and mixed-use sites to bring forward high quality employment space, including across the growth areas identified in the economic strategy at Oxford North, Oxford West End, Oxford Science Park, Oxford Business Park, and Headington.	Work in this area is ongoing, linked to LP2040 policy, with some large- scale applications consented in 2023/24 including: <ul style="list-style-type: none"> • Oxford Science Park, Clarendon Centre • Oxford Corridor- Phase 2, Ellison Institute • Mission Street Development – Botley Road.
		Support the evolution of the Botley Road retail parks into laboratory-led commercial development in line with the Botley Road planning brief.	A development brief has been completed. Mission Street is under construction and an application for additional space was consented during 2023-2024.
	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.	Partner with Oxfordshire County Council to move towards delivery of the core transport schemes including Traffic Filters, Workplace Parking Levy and wider rollout of the Zero Emission Zone and better use of our Park & Ride assets.	The approach to Park and Ride joint ticketing was made permanent by both the Council and Oxfordshire County Council in 2023 to continue to support the utilisation of the facilities. Oxfordshire County Council is progressing work on core transport schemes, with the Council playing a key stakeholder role rather than partner.
		Commence work on the detailed design and planning (including a full business case) to open up the Cowley Branch Line to passenger services. Undertake feasibility work for supporting cycle and pedestrian connections linked to the two proposed new stations. Continue to work with landowners to explore how best to secure a local contribution to future delivery.	Work by Network Rail on the full business case and outline designs remains on programme. Work on sustainable connectivity and movement around both stations is also underway. Engagement at local and national level regarding funding strategy for the delivery phase has happened too.
Influence	6. We will improve the resilience of the city centre and its relevance to more of our citizens	Continue to work with other major retail owning landlords in the city centre to support the delivery of the City Centre Action Plan.	A Cornmarket Landlord task force meets twice a year to discuss a vision for the Street, share plans, improve the look for empty units and encourage the desired tenant mix. This includes Lothbury which owns the Clarendon Centre. Every 6 months the Council attends a Bursar meeting to look at empty units across the city for collaboration and idea sharing. Quarterly meetings are held with Westgate.

		Work with Oxfordshire County Council to scope out and secure funding for a city centre movement action plan, to identify improvements to pedestrian, cycle and bus routes.	"Central Oxfordshire Movement & Place Framework" commenced during 2023, including securing Growth Deal funding for dedicated Council resource for the project. A Council officer was recruited in October 2023.
		Implement key city centre action plan projects, including: further improvements to pedestrianised St Michael Street and work to implement the Covered Market masterplan, including developing a planning application, bringing forward major improvements to Market Street, the creation of a new public square in the market, and improved entrances.	St Michael's Street public realm improvement has had its delivery phase pushed into 2025 in order to bring UK Shared Prosperity Fund funding to the project. The Market Street experiment in pedestrian-friendly scheme has been designed, engaged on and will be implemented subject to Oxfordshire County Council's Experimental Traffic Regulations Order approval. A wider regeneration scheme for Covered Market is now subject to a multi-disciplinary commission, with procurement process underway in early 2024.
	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.	Facilitate the Oxford West End strategic board, involving local and central government, and landowners to coordinate and align priorities and development in line with the West End and Osney Mead SPD, design guide and strategic framework.	This continues to be facilitated to support the regeneration of this area.
		Submit a planning application for Osney to Oxpens Pedestrian and Cycle Bridge across the river and if permitted, commence delivery.	A planning application has been approved and delivery will now start.
		Work with partners at Network Rail, Oxfordshire County Council and Great Western Railways to refine options for redeveloping the eastern side Oxford Station including Becket Street car park.	An options report is underway to inform an understanding on feasibility and viability of the masterplan and inform the delivery approach.
		As part of the OxWED joint venture, secure planning permission for the redevelopment of Oxpens to deliver a mix of residential and commercial floor space, a hotel and significant public open space.	A planning application has been submitted and is under consideration

	8. More organisations in Oxford will be socially and environmentally responsible - paying the Oxford Living Wage and adopting practices that deliver clean economic growth which benefits all residents.	Partner with key developers to facilitate successful Community Employment Plans and exploration of meanwhile uses in the city.	Partner developers involved in Community Employment & Procurement Plans (CEPPs) are encouraged to explore meanwhile use and/or affordable workspace as part of their sites. CEPPs in 2023-2024 included Oxford North, Barton Park with new CEPPs in development for: Oxford Science Park, Clarendon Centre, and Oxford Corridor - Phase 2, Ellison Institute, and Mission Street Development – Botley Road.
		Agree and deliver pledges as a signatory to the Oxfordshire Inclusive Economy Charter (OIEP).	The Council, ODS and OX Place have all agreed pledges as part of the OIEP charter and an annual audit of the Council as an organisation (against all pledges) agreed with Scrutiny Committee.
	9. Oxford will have improved the workforce skills it needs through higher educational attainment and more training for the jobs of the future.	Work with key partners including OxLEP and the Oxfordshire Inclusive Economy Partnership to increase the sector-based higher and advanced level apprenticeship programmes delivered locally, and promote the increased use of the new Community Employment Plan Toolkit across Oxford's new developments.	OxLEP and OIEP - especially the Inclusive Employers Working group - are working together on an ongoing basis to promote apprenticeships. The Economic Development Team has been promoting use of OxLEPs CEPPs guidance and toolkit when supporting the drafting of CEPPs in all key city developments.
		Work with OxLEP and neighbouring authorities on a refreshed economic strategy for Oxfordshire.	The Council's Regeneration and Economy team have supported the consultation/writing/finalisation of the Oxfordshire Strategic Economic Plan, which was endorsed by the Council in January 2024. Delegated Officers will work to deliver this as part of the emerging action plan. The Council is represented on the Oxfordshire Strategic Economic Plan working group, contributing on an ongoing basis

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.

	Outcome	Year 4 actions (23/24)	Progress update - will this be delivered in 23/24 - if not when (if at all)
84	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.	Implement the new Housing, Homelessness and Rough Sleeping Strategy 2023-28, with an annual review and refresh of the strategy action plan.	The Housing, Homelessness & Rough Sleeping Strategy 2023-2028 was implemented in April 2023. Quarterly progress reviews of the Year 1 action plan have been completed with the Housing Senior Management Team overseeing progress, and quarterly and a six monthly report/s delivered.
		Work alongside OX Place to progress the development of sites as laid out in the OX Place Business Plan	There is an active development programme in delivery. 7 schemes are due to complete in 2023-2024.
		Identify further opportunities for improving the quality and energy efficiency of existing Council-owned housing stock, as well as redevelopment opportunities, where appropriate.	The Council has successfully bid for Social Housing Decarbonisation fund wave 2.2, the next funding the Council will be eligible for is likely to be in Autumn 2024. Officers continue to research alternative funding sources. A strategic review of the HRA was completed over the Summer 2023, we will now be taking forward recommendations which includes; developing our asset management plan and a 5 year capital investment programme to drive efficiency.
		Create a framework to enable the development of small sites owned by the Council for housing, including community-led housing, or to agree other possible uses for these sites.	Small sites have been mapped and initially assessed re deliverability and potential capacity. Further work will take place to look to parcel sites and bring them forward into housing delivery (if possible) is planned for 2024-2025. A January 2024 Cabinet approved initially bringing forward 5 small sites as a first stage to this.

	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.	Secure planning permission for new affordable homes as part of the regeneration of the district centre at Blackbird Leys and, through our joint venture OxWED, at Oxpens. Continue to look to secure additional affordable homes at Oxford North, including on land owned by the City Council.	All schemes are in progress.
	3. More Council and private sector tenants will have been supported to stay in their homes when they face the prospect of eviction.	Embed new ways of working within our homelessness services that are focussed on prevention, including advice, guidance, and support with household's finances.	Despite the unprecedented increase in homelessness demand over the last 12 months, we have seen significant transformation across homelessness services. One homelessness prevention team has been created and following significant training and upskilling, all officers in the team are now able to take statutory homelessness applications. A review of our current procedures on evictions has concluded with a new pre-action protocol being implemented across the council.
		Evaluate our service offer to Private Rented Sector (PRS) landlords and tenants and use approaches that work to reduce evictions.	The work of the Tenancy Relations Officers continues to prevent illegal eviction, in the year to date 146 cases resulted in homelessness being prevented in the Private rented sector.
Partner	4. More developers, housing associations and others will view Oxford as a good place to build a range of different housing types.	Develop a Local Plan 2040 to set the planning policy framework for the city which will form the basis of planning decisions over that period; involving development of an evidence base, engagement, and consultation with stakeholders and the public and an awareness of changing government policy. Work closely with neighbouring authorities on cross-boundary issues including housing provision.	LP2040 has progressed through to Regulation 19 stage consultation which closed in Jan '24. Responses to the consultation are now being processed with the intention to submit the draft Plan for inspection by the end of March '24.

	5. Working with neighbouring authorities we will be implementing the agreed countywide approach to meeting housing needs.	Work closely with neighbouring authorities to deliver homes and associated infrastructure on the allocated Oxford's unmet need sites around the edges of the city. Work with neighbours to help frame both the policies of the Oxford Local Plan 2040 and the policies of their Local Plans to ensure Oxford's needs continue to be addressed and delivered.	Work is ongoing through regular liaison, Statements of Common Ground being drawn up with neighbouring authorities regarding housing need, although substantial difference remain between the city and, in particular, South & Vale.
	6. Working with housing associations we will have delivered more move on accommodation for people in need.	Collaborate with the key registered providers and explore opportunities for the further development of homes locally. Use enabling grants where appropriate, to help facilitate this.	The delivery of more affordable housing is being supported by a grant from s.106 contributions to a registered provider to increase the provision at Barton Park. Strategic meetings with other RPs seek to help identify further development opportunities.
	7. Working with landlords we will have improved the quality and energy efficiency of privately rented homes in Oxford.	Progress and embed the Selective Licensing scheme by commencing enforcement against unlicensed properties and carrying out an inspection programme to check for compliance. In addition, continue to ensure compliance in Houses in Multiple Occupation (HMOs) using the existing HMO licensing scheme.	In terms of processing since the scheme started, there have been over 11,400 applications received, 6,000 draft licences have been issued and leading to 5,000 final licences being sent.
		Extend and improve the online application system Metastreet to HMO licensing.	This is not currently progressing – the work is linked to the replacement of the UNIFORM system and options are continuing to be considered.
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.	Work with neighbouring authorities, Oxfordshire County Council, and landowners to influence the planning applications coming forward for the urban extensions to the South, East and North of the city that will address Oxford's unmet housing needs. Through this process ensure that pedestrian, cycle and public transport movement and more broadly shared infrastructure planning and delivery are aligned.	Work is ongoing on with adjacent sites such as Land North of Bayswater Brook.

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.

	Outcome	Year 4 actions (23/24)	Progress update - will this be delivered in 23/24 - if not when (if at all)
87	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.	Work with key partners to tackle health inequalities and help underpin our leisure and community services including the Primary Care Networks, Integrated Care Systems, and partners in our Active Lifestyles Commissioning Group.	Two leisure to active wellbeing workshops were delivered with circa 45 colleagues from across the health sector, Sport England and National Governing Bodies attending. Community Insight Profiles were completed with Public Health funding in Barton, Rose Hill, Littlemore and the city centre. Community grant funding is taking place for all areas with £25k per area to fund initiatives by local groups which serve to reduce health inequalities and address the recommendations of the Community Insight Profiles. The Council is working in partnership with local Primary Care Networks, the Integrated Care Board and NHS England (via NTAF) to deliver health promotion events across the city.
		Work with key partners through the Active Lifestyles Commissioning Group to develop and design our new Active lifestyle model. Increase referrals from targeted groups into social prescribing activities. Maximise opportunities from the success of GO Active and Move Together programmes and increase the number of people physically active.	Pilots have been delivered in line with the Council's active wellbeing approach in the Leys, Rose Hill and Barton. These include co-working days, health checks/smoking cessation services and inclusive preventative activity programmes.
		Mobilise a new model for operation of Oxford's three leisure centres, seasonal heated outdoor pool and ice rink.	A new operator, Serco Leisure, has been successfully appointed to manage Oxford's leisure facilities from next year. This will enable the facilities to remain open and will bring in significant investment, making the sites more modern and accessible.

		Confirm a plan to secure long term replacement of the ice rink.	A Project Board has been set up for this and new locations have been identified and being worked through. This will continue into next year.
		Enable arts, culture, sport, community activities and grants to provide and promote opportunities for everyone and foster a sense of pride and belonging in Oxford's leisure, cultural and community assets.	Grants are in place to enable and support this, with regular reviews on the impact. The grants criteria are also aligned with the Council's vision.
		Expand the offer in Oxford Town Hall via its events spaces, the Museum of Oxford and café to attract a wider audience from the local community and beyond with the aim of becoming one of the leading events and cultural venues in the city.	The offer is there and being marketed to new users and has resulted in numerous new bookings that included the Interfaith Partnership and continuing previous arrangements such as the LGBTQ+ Glitterball.
		Commence refurbishment and extension of East Oxford Community Centre.	Good progress has been made this year and the project will be delivered as planned next year to create an inclusive well-used centre.
	2. Children and young people's resilience and confidence will have increased through the educational and recreational activities we offer.	With Oxfordshire County Council, which is now investing in youth service provision in Oxford, review our Youth Ambition programme and seek closer partnership working to achieve a more efficient and effective joint approach to support children and young people.	Our Youth Ambition Programme is further aligned with the County Council's youth services. A new Youth Hub will be created in partnership with the County Council at the Leys Pools and Leisure Centre, this will be followed by further investment into the centre with our new leisure partner.

	3. As a good landlord, we will have worked with our Council tenants and residents to strengthen local communities; and worked with other major landlords to improve the services they provide.	Embed the new locality-based model for supporting our tenants and residents, shaped by their views and needs, and work with other landlords to improve engagement and service delivery.	A more collaborative culture has been developed through a range of colligative tools such as our community solutions databases, quadrant meetings across the city to ensure we have more joined up solutions. The council's leadership team regularly hold meetings in community venues and visit local community groups to ensure we are visible and connected with local communities.
		<p>Transform the way we deliver services to our tenants leading to improved satisfaction rates aligned to RSH Tenant Satisfaction Measures. This work will be informed by:</p> <ul style="list-style-type: none"> - responses to the latest tenant and leaseholder survey, - recommendations of an external review of our Landlord Services function, - a review of our tenants' engagement and tenants' involvement function, - changes to building safety regulation, - changes to the Decent Homes standards - ensuring compliance with the Social Housing White Paper. 	The transformation programme of Landlord services is underway and has evolved to consider wider implications of compliance with the Social Housing Act. Within landlord services, critical work has begun to stabilise the service by recruiting to vacant posts, and longer-term work will be developed to support compliance with enhanced regulations.
		Deliver a rolling stock condition survey which will validate our initial capital investment programme to improve the standard of the Council's housing stock and other buildings.	A surveying tool, MLCS3, has been procured and we have started the stock condition survey programme, with the aim of completing 3,000 surveys by the end of 2023-2024. This is a two-year programme ensuring that we have detailed and accurate information on our council properties to inform our Capital investment programme.

		Introduce a new asset management system to create and deliver a proactive longer-term repairs and maintenance programme.	Following completion of the HRA strategic review we will be taking onward recommendations. These include refreshing our HRA business plan, developing our asset management, and 5-year capital investment programmes to drive efficiency and value for money whilst also ensuring compliance with the Social Housing Act (SHA) and Decent Homes standards.
	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.		There will be on-going investment in play and teen facilities to maintain standards.
Partner	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.	Work with partners to continue to implement the countywide rough sleeping and single homelessness strategy to reduce homelessness and rough sleeping. Work with commissioning partners and the alliance of organisations delivering services to evaluate the delivery of a housing-led approach – including supporting people through more flexible and responsive services to ensure that the new services are effective.	The Council continues to work with and provide leadership with countywide partners as we progress the Oxfordshire Homelessness Strategy. Progress on advancing work within the Strategy across the county includes: the planning within the Alliance on the transformation of its housing offer and moving to a housing led/Housing First model, benchmarking of local authorities in how we approach prevention and housing allocation. A new countywide action plan has been agreed upon, focusing on driving delivery over the next 12 months.
	6. Local voluntary and community groups will be better engaged with, supported and enabled to take a greater role in improving the city and the lives of citizens.	Increase participation, inclusivity and accessibility of Oxford's three leisure centres, seasonal heated outdoor pool and ice rink, and community centres, arts venues and parks, ensuring they work for everyone.	The Leisure for All grant programme has supported several local groups to set up or establish inclusive activities taking place within leisure centres.
		Continue to integrate council services and seek out opportunities to better align	Formalised face-to-face service provision is being delivered in the Westgate Library alongside Citizens Advice Oxford, and this has been extended to deliver Housing services for two days per week.

		our work with partner agencies, including co-location and co-production.	
7. Increasing numbers of people who walk and cycle around the city, benefitting their health and wellbeing.		Work closely with advice centres and other community and voluntary sector organisations to extend their support and reach across Oxford's diverse communities, linking with Locality Teams (Council teams that support residents), Welfare Reform and the Contact Centre.	<p>A multi-partner forum was held at Blackbird Leys Community Centre, joining up the Thriving Communities Strategy and Citizens Experience Strategy, and a series of actions were agreed across key themes promoting better health outcomes, reducing digital exclusion, improving employability skills and increasing access to services.</p> <p>Customer Service Officers are attending community larders to offer support to citizens visiting with various queries, mainly to signpost; this will run as a pilot in two areas of the city with a view to expand. Community spaces across the city now have advice centre drop-ins.</p>
		Embed healthy place-shaping by integrating health prevention into neighbourhoods, helping to create more connected neighbourhoods with cycle and walking routes and providing affordable public transport, particularly focusing on areas with the greatest health inequalities.	The Council made the combined Park & Ride parking and bus ticket arrangement permanent and retained current price level until April 2024. Oxford Greenways project - seeking to create an agreed list of priority active travel routes from outside Oxford into key employment and other sites in Oxford – was commissioned in late 2023, with work underway in early 2024.
8. Our work with Thames Valley Police will keep communities safe and help reduce hate crime, human trafficking, modern slavery, domestic abuse, sexual violence, drug-related crime and antisocial behaviour.		Chair the Oxford Safer Communities Partnership to tackle the city's community safety priorities - modern slavery, serious violence, disruption of organised crime, violence against women and girls, and anti-social behaviour.	The Oxford Safer Communities Partnership has in place multi-agency groups and project to tackle its priorities. These include violence against women and girls in the night-time economy, modern slavery pathways, organised crime plans and a Laycock Award winning serious violence reduction project.
9. Vulnerable people will continue to be safeguarded against harm.		Continue to work towards Domestic Abuse Housing Alliance accreditation - work started in December	A Project Manager is in post and the review of current practice is underway.

		2022 and may take up to two years for full accreditation.	
Influence	10. Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities.	Embed the Oxford Anti-racism Charter.	27 organisations and individuals have signed the charter thus far and 30+ local organisations came together to share experiences, make connections, and take anti-racist actions in September 2023. Black History Month was celebrated through a community-based event with Health Partners and other organisations, Thames Valley Police, Councillors, and over 100 residents coming together under the strong leadership of Community Champions. Strong female community leaders were celebrated and what sisterhood means to them.
		Explore opportunities to improve the inclusivity and sustainability of Oxford's community facilities and review opportunities as they arise through a business case.	A more positive and productive partnership has been developed between the Council and community associations which have been encouraged to do more outreach and ensure the facilities are accessible by diverse communities. The Council has also encouraged a range of activities and groups to help centres increase their bookings revenue by marketing the centres within the city. Blackbird Leys Community Centre is currently undergoing consultations from local communities and groups to ensure the new space is adequate and able to service the diverse communities in the area.
	11. Citizens will increase their active engagement in civic and political life.	Encourage greater participation in the electoral process, particularly in the light of the Parliamentary and County boundary reviews, and introduction of voter identification requirements.	A bespoke communications plan is being delivered for May 2024 elections, including a specific focus on voter ID, postal vote changes and overseas voter changes.
		Encourage greater participation in open democracy by embedding the hybrid arrangements for all Council and Committee meetings, to live stream all such meetings and improve accessibility by enabling hybrid attendance.	All public committees are livestreamed, and apart from Council and the Licensing Sub-Committees, all non-committee members can be attended remotely.

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.

	Outcome	Year 4 actions (23/24)	Progress update - will this be delivered in 23/24 - if not when (if at all)
93	1. Oxford City Council will have reduced the carbon footprint from its own operations to zero.	Work closely with ODS to develop options for meeting net zero Oxford City Council /ODS Fleet by 2030.	We are continuing to increase cost effective electrification of the ODS fleet, but HGV and larger vehicle electrification remains harder to achieve. Energy constraints, costs and technology currently available are limiting factors.
		Take further action aligned with the Carbon Management Plan, to reduce or mitigate increases in the Council's energy and water utility costs, consumption and related carbon emissions.	We have taken action to reprocure energy contracts, ensuring that they demonstrate best value for the Council and protecting it wherever possible from change to the energy market.
		Deliver a programme of Carbon Literacy training for relevant Council staff and elected members.	A training course aimed at general staff, tailored specifically for the Council, has been developed. This will be certified by the Carbon Literacy Project. The modules will also be subsequently adapted for Senior staff and elected members.
	2. All new building by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon standards.	All OX Place housing development at design and planning stage will meet 40% below national standards, be electrically heated with a fabric first approach, using an energy quality assurance service to ensure energy standard are met, where appropriate.	All developments are meeting the target of energy efficiency at 40% below national standards other than one historic site; those at planning/ design stage will be electrically heated unless the required grid capacity is not available. An energy QA service is used for all OX Place-led sites.
	3. We will have a significant programme of energy efficiency improvements across of our existing council housing.	Deliver the Social Housing Decarbonisation Fund (SHDF) retrofit programme, develop retrofit plans for void properties, trial new zero carbon technologies in HRA stock and build capabilities in ODS to deliver retrofit works.	SHDF is a two year programme with works just starting and completion expected in March 2025. Retrofit plans are being developed for EPC below C properties as part of planned programme - ongoing. Trials of low carbon heating have started design with install due later in 2024.

Partner	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.	Ensure the Local Plan 2040 provides a clear framework to help underpin the move to zero carbon development.	The Local Plan 2040 Regulation 19 consultation is complete, and it is due to progress to submission to the Planning Inspectorate by end of March 2023.
	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.	Deliver a Technical Advice Note (TAN) to provide further planning guidance on domestic retrofit and EV charger installation.	A TAN on retrofit in historic building and conservation areas is due to be published imminently. Work has yet to start on an EV charger TAN.
	6. Oxford will have taken a leading role in the adoption of electric vehicles (EVs).	Deliver Phase 2 of the GULO electric vehicle charging infrastructure programme, installing up to 150 additional on- and off-street charge points. Roll out ODS' GUL-e pavement crossing as a solution for on street home charging. Agree an implementation plan to deliver further EV infrastructure in line with the 2022 EVI Strategy.	The EV Implementation Plan has been approved by cabinet. GULO phase 2 delivery is being deferred as this is now due to be transferred to County control as agreed by cabinet in Oct 2023. GUL-e programme is ongoing.
		Work with ODS to develop a business case to guide investment decisions on which areas of the EV infrastructure market offer the best returns for the Council and best value for Oxford.	ODS are working up options with a local chargepoint company to install EVI into 4 Council Car Parks in 2024.
		All new OX Place developments currently in design stage will have EV chargers.	OX Place is specifying and providing EV chargers as required by Planning and Building Regulations Part S. It should be noted that this is subject to District Network Operator electricity capacity issues and some such as Railway Lane will not be able to come online until 2028.

	7. Air quality throughout the city will have improved.	Maintain an enhanced level of air quality monitoring and reporting across the city. Work with the Canal & River Trust to deliver eco-moorings at Aristotle Lane with electricity connections to enable boats to reduce their reliance on solid fuel for heating which will improve air quality.	Statutory reporting of air quality was completed in June 2023, showing an 8.3% fall in pollutants. The eco-moorings project has been initiated, with a partnership agreement signed between the Council and Canal & River Trust.
	8. Our streets, neighbourhoods and open spaces will be greener with more trees and other plants, and increased biodiversity.	Commission a biodiversity strategy for the Council which addresses the environmental crisis and supports delivery of biodiversity net gain implementation.	While the Biodiversity Strategy has been commissioned, work has paused temporarily awaiting determination of budget and resources (such as GIS) required to support a 'State of Nature in Oxford' exercise to create a baseline.
		Seek to establish funding mechanism for planting more street trees in line with the Urban Forest Strategy.	The Council has secured agreement for an additional 70 street trees with Oxfordshire County Council to be planted across winters 2023-2024 and 2024-2025.
	9. The city will become more resilient to climate change including improved flood defences.	Work with the Environment Agency to provide HIF funding that enables delivery of the Oxford Flood Alleviation Scheme (OFAS). Work with Zero Carbon Oxford Partnership (ZCOP) and Pathways to a Zero Carbon Oxfordshire (PaZCO) partners to develop plans for adaptation to climate change.	Work continues to support the Environment Agency's development of OFAS. A climate adaptation plan has been commissioned by Oxfordshire County Council under the PaZCO action plan, with input and support from both Oxford City Council officers and ZCOP.
Influence	10. We will campaign for the Government to introduce more rigorous energy efficiency standards on new build and bring forward the end of petrol and diesel vehicle sales.	Work with neighbouring authorities through the Future Oxfordshire Partnership to support collaborative delivery of the Zero Carbon Oxford Partnership (ZCOP) and Pathways to a Zero Carbon Oxfordshire (PaZCO) Action Plans, to achieve a zero carbon city and county.	Work continues through ZCOP to extend decarbonisation activities with two new programmes initiated during 2023-2024 with significant external funding. The first focuses on processes for industrial decarbonisation, and the second focuses on "insetting" - or financial mechanisms to enable local-based offsetting solutions.
	11. Citizens, businesses and other organisations in the city will be taking action to reduce carbon emissions and increase biodiversity.	Guidance in welcome pack provided to all new commercial tenants including building and supply chain energy efficiencies. Use relationship with commercial tenants to encourage reduction of usage of single use plastics. Extend ZCOP learnings, information and support to SMEs	The welcome pack is live and being used. ZCOP workstream learnings have been shared with other local authorities

		Continue engagement with Thames Water to seek improvement in bathing water quality and address capacity issues in the city's sewage system.	Ongoing engagement with the EA and Thames Water to understand how improvements can be delivered for bathing water, however site has received a second 'Poor' designation. Wider report on water quality investigation for Oxford catchment due to be published in summer 2024.
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Priority 5: Well run council

To achieve our aims, we need to be responsible, reliable, adaptable and innovative as an organisation. We need to think and act strategically and at pace, actively engaging citizens in helping us make the decisions that impact them. We need a diverse workforce that is representative of Oxford and offers opportunities to under-represented or disadvantaged groups. We need a supportive and motivating environment that brings out the best in our people. We need the right structures in place including wholly-owned businesses, joint ventures and partnerships to maximise the resources we can bring to bear. We need strong governance, robust processes and efficient systems to ensure our people are equipped and empowered to deliver their best for Oxford.

Outcome	Year 4 actions (23/24)	Progress update - will this be delivered in 23/24 - if not when (if at all)
97 1. Implement the Council's Technology and Digital Strategy, exploiting digital solutions and robotics to increase efficiency, reduce the number of IT systems, and shift to Cloud-based systems.	Provide new and redesigned online forms to enable citizens to self-serve.	All existing forms have moved to new Jadu forms package. Other new and redesigned online forms include Housing Needs General Register application form and Garden Waste forms. Revenues/Benefits forms have also been reviewed and updated with a communications campaign to promote them in March 2023. A system rationalisation approach was used with ASM software for case management for People team queries; and for using QL for managing comments and complaints in Oxford City Council and ODS and for member enquiries.
	Design and implement an updated Council website that supports increasing and simplifying digital access to a wider range of Council services.	A new website was launched February 2024.
	Apply process simplification and automation, making processes easier, automating high volume and repetitive tasks.	The Council has developed solutions using Robotic Process Automation across nearly 50 areas of service. These include Business Regulations Food Premises Registration, Garden Waste New Form Checks and Museum Banking Reports.
	Develop information tools to enable data-led decision making.	Power BI dashboards have been created for over thirty data sets. These include Case management for street naming, HMO licencing statistics and Homelessness assessments and prevention.
2. Implement a Citizen Experience Programme to simplify and make more accessible the Council's service offer to residents and businesses - with a 'citizen first' approach that meets their needs.	Develop and implement a Citizen Experience Strategy and Operating model for Citizen-focused services to improve citizens' experiences of accessing Council services, while maintaining Customer	The Citizen Experience Strategy was approved at cabinet in July 2023. The Council Customer Services Excellence accreditation was successfully retained in November 2023.

	Service Excellence accreditation.	
	Implement an 'assisted support' model for vulnerable residents and for more complex queries, while maximising support available through the Council's locality-focused teams as well as through community groups and other partners.	The face-to-face service at Westgate Library was improved by moving into a more confidential space in the library. A better face-to-face service is also being piloted in the Westgate for citizens with housing queries. A community solutions database has been developed to ensure consistent and correct signposting.
	Continue the integration of Communities, Housing, Customer Service and Community Safety teams to provide a seamless 'right first time' service to citizens. Use behavioural insight techniques and the Council's links with the advice sector to optimise that service.	A programme to have Customer Service Officers present at ladders commenced in February 2024. This allows the officers to utilise their knowledge and experience to help residents with cost of living, benefits advice, council tax or any other relevant council service ensuring they get the help they need there and then. Customer service teams have now implemented a needs assessment questionnaire to support them to be able to ask the correct questions to gather information from citizens.
<p>86</p> <p>3. Implement a People Programme to support the organisation to deliver its objectives and to create a culture embracing the organisation's values. Build the brand of the organisation to become an employer of choice. Transform management structures in the Council to align resources to corporate priorities.</p>	Implement a Health and Safety Plan to ensure the wellbeing of staff working on behalf of the Council.	A plan is in place and the team has rolled out a number of training products across the whole organisation, updated the health and safety policy and developed new standards to set out expectations. Governance has been reviewed and strengthened with a new People Board for Health and Safety set up from January 2024. There has been focused work on lone worker safety with additional training and new lone worker devices and Apps rolled out.
	Develop and deploy a Leadership Development Programme for Oxford City Council staff, encouraging people to have confidence in their leaders to create high performing, highly motivated, inclusive and engaged teams.	The "Managing and Motivating Performance" programme was delivered to 150 managers at all levels with the aim of building a higher-performing organisation with open and honest conversations about performance.
	Work with our unions to develop and deploy a new pay deal and revised Reward Strategy for Oxford City Council staff, including a review of pay and	The pay deal has been agreed with both unions, subject to agreement at Council in March 2024. Work on a new reward strategy is continuing.

	grading to improve recruitment and retention of the workforce.	
	Develop a People Team that builds confidence in the organisation and develop and deploy systems and processes that support leaders and staff to thrive at work.	New, specialist roles in recruitment and Equality, Diversity and Inclusion are making a difference and a recent restructure has strengthened management of organisational development to deliver the People Strategy. Work on systems and processes is incremental and the team is delivering improvements whilst maintaining delivery of operational support.
	Design and implement an organisational redesign programme.	A process of deliberate evolution to be a smaller Council has been adopted to date, with a wider organisational redesign being brought forward in early 2024.
66 4. Implement a Flexible Working Programme to make the best use of technology, modern working practices and space to work in the best way to respond to citizens' needs.	Embed the relocation of the Council's main office into the Town Hall together with hybrid working policies and practices.	The relocation was delivered in December 2022 with additional policies and flexible working principles introduced to the organisation in 2022 and reviewed again in 2023 and January 2024.
	Design and implement Phase 2 of the Future Work Styles project, including a project to digitally scan paper document records and the automation of post and scanning into business as usual	A business case was considered in February 2024, but this will not be delivered in 2023-24, if at all. This is due to the financial cost outweighing benefit.
	Deploy MS365 office suite, including training and awareness programmes for staff of the system and associated applications.	Outlook Migration has been delivered, and OneDrive was also delivered within the year. Both of these projects included training and awareness for all staff.
5. Implement an updated robust and inclusive integrated Business Planning and Medium Term Financial Planning process, which ensures the sustainability of the Oxford Model.	Develop and deploy a budget process that integrates with the ongoing identification and delivery of change-based efficiencies.	Efficiencies from the Fit for the Future programme have been embedded into the Council's Medium-Term Financial Plan (MTFP). Such efficiencies will be tracked through the Council's Benefit Tracker which picks up both cashable and non-cashable benefits.
	Embed the principles of good contract management within the organisation, enabling devolved procurement and ensuring that we get the best value for money out of each contract we have.	Some limited work was undertaken through an update of procurement documentation. However, changes in procurement regulations post-Brexit to be introduced by the Government with effect from October 2024, will require more rigour in terms of contract management including the use of KPIs to be monitored for significant procurement contracts. Communication, a training plan and new governance will be developed to support this.

	Implement a commercial framework in order to strengthen our income generation, trading development and identify new commercial opportunities.	A framework has been pulled together and discussion is ongoing regarding its integration into the Budget setting process in the new financial year.
	Develop and deploy a methodology to review service-based operating models across the organisation.	An operating model for the People Team was agreed, and a new structure deployed. Operating models for Corporate Services are in development.
	Drive additional income from our assets and services within the next four- year Medium Term Financial Plan (MTFP), balanced against an assessment of risk and resource.	The focus on income was taken account of in MTFP budget setting process. Additional income from services and additional initiatives around assets is embedded within Budget and additional resource to drive income included.
	Strengthen our understanding of what drives demand in our services, both internally and externally, and manage it through a range of interventions in order to provide savings and better outcomes to citizens	Process and Behavioural Insight reviews have identified some of the demand aspects. A corporate toolkit for services to own business intelligence is being developed to be rolled out in spring 2024. A demand management group of managers from across the Council has convened following the leadership and management training.
	Exploit opportunities for joint working with other local authorities to deliver shared support functions and citizen-facing services.	Conversations with potential partners continue periodically. There are limited opportunities currently identified.
6. Implement a Business Intelligence Programme to ensure an evidenced and evidence-based organisation.	Create a 'virtual business insight unit' with the skills and technology to provide integrated, advanced analysis on demand as well as operational and customer insight to support decision making.	The Business Intelligence Unit (BIU) is set up and is now operating in business-as-usual phase.

	Deliver a sustainable business architecture and performance framework that supports our transformation into a data and intelligence-led, needs-driven high performing organisation.	Formation of the BIU supports our transformation into a data and intelligence-led organisation.
	Support the delivery of the Council Strategy by providing analytic capability to inform decision and demand and prioritise activities to deliver maximised customer and business value.	A report on levels and channels of customer demand was delivered. Survey questions were added to face-to-face and telephone customer interactions to understand reasons for channel choice and digital exclusion. Analysis of Census 2021 data and a Residents' Survey 2023 was undertaken to support in delivery of the Council Strategy.
	Develop and deploy standardised and streamlined performance reports aligned with our policy objectives.	The BIU is currently reviewing KPIs in line with the development of the Corporate Strategy 2024-2028. Phase 2 of the project is to develop Power BI dashboards for the reporting of Corporate Level KPIs.

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