

Oxford City Council Business Plan 2022-2023 Update

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 2020-2024 Outcome	Year 3 (2022-2023) Actions	Year 3 (2022-2023) Progress Update
<p>DELIVER</p> <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"> • Implement the new Procurement Strategy that seeks to increase weighting on social value from 5% to 10%. • Work to align and deliver the actions in social value plans for both the Council’s wholly-owned companies, Oxford City Housing Limited (OCHL) and Oxford Direct Services (ODS). 	<ul style="list-style-type: none"> • Social value was increased to 10% in all standard procurement template documents early in 2022 and was further approved in the new procurement strategy approved in November 2022.

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DELIVER	<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"> • Implement the priority aims and actions from the Workforce Equality report for 22-24 including: <ul style="list-style-type: none"> - Create an Equalities Steering Group. - Develop workforce development plans for each service. - Review recruitment and on-boarding to consider how we can apply best practice at different stages of the recruitment process. - Improve our data collection so we can use evidence-based insights, data, and experience to progress our diversity and inclusion commitments. 	<ul style="list-style-type: none"> • Improved percentage of staff in workforce from minority ethnic groups. Equalities Steering Group created to oversee a number of activities within the workforce. Equalities and Recruitment specialists appointed to develop a more inclusive culture and who have started to review and improve the recruitment processes and attraction opportunities for the City as an employer. Pay Gap reports produced in respect of Gender, Disability and Ethnicity. Pay Gap reports produced in respect of Gender, Disability and Ethnicity.
PARTNER	<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"> • Develop an Inclusive Economy Charter for the city, to articulate and promote a high standard of economic and social wellbeing for businesses and organisations to adhere to. 	<ul style="list-style-type: none"> • Oxfordshire Inclusive Economy Charter Launched 24th January 2023 with over 100 organisations in attendance.

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<p>PARTNER</p> <p>4. We will have secured different types of new workspace in the city to support business and employment growth.</p>	<ul style="list-style-type: none"> • Use the £20m identified in the Council budget to actively seek investment opportunities in regeneration across the city, where our investment could support the priorities of the Business Plan including supporting access to good quality space and jobs and wider regeneration. 	
	<ul style="list-style-type: none"> • Explore the potential for an affordable workspace policy through the next Local Plan. 	<ul style="list-style-type: none"> • Is incorporated in draft Plan, and Viability Report has considered implications of policy, alongside other policies within the Draft Plan. Policy may require tweaking to ensure AW can be delivered without rendering other developments unviable.
	<ul style="list-style-type: none"> • Work proactively with landowners to intensify, modernise, and regenerate commercial space on key employment sites as defined in the Local Plan and in line with the objectives of the Economic Strategy. 	<ul style="list-style-type: none"> • Working closely with Oxford Business Park, alongside Planning colleagues to develop and enable a Masterplan to intensify, diversify and modernise the site to meet future demand from knowledge and technology sectors. Similar conversations underway to deliver Oxford Science Park, with funding sought to enable the Cowley Branch Line. Progress to intensify employment land in the West End is detailed further in Point 7 below.

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">PARTNER</p>	<ul style="list-style-type: none"> • Seek planning permission and if permitted commence redevelopment of Standingford House on Cave Street as flexible and affordable workspace, working with a workspace operator. 	<ul style="list-style-type: none"> • Planning permission now granted. Working with contractors to cost the scheme ahead of commencement. Demolition and Strip out underway.
	<p>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.</p>	<ul style="list-style-type: none"> • Work with the County Council to refresh the Oxford Transport Strategy and help secure funding to support the implementation of a range of measures that may include traffic filters, a Workplace Parking Levy, extension of Controlled Parking Zones and the 20mph speed limit, as well as improvements to active travel and public transport. Throughout the year there will be extensive engagement and consultation with key stakeholders, community groups and residents to help shape the final proposals. As part of our work on this we will seek to ensure that proposals consider the inclusive economy principles of our Economic Strategy.

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">PARTNER</p>	<ul style="list-style-type: none"> • Work with Network Rail and the County Council to actively pursue funding for the Oxfordshire Connect programme of rail improvements. This will include agreeing the shortlist of masterplan options for Oxford Station and interchange with partners to inform the further work necessary to identify a preferred option. It should also include work on the detailed design and funding options for the Cowley Branch Line. 	<ul style="list-style-type: none"> • City Council Cabinet agreed in December 2022 to a local funding package for the full business case phase of work relating to the Cowley Branch Line. This decision relies on entering into funding contracts with three local landowners, as well as a memorandum of understanding with County and then a development services agreement with Network Rail. Subject to contract, work commences in February 2023. • External funding contribution secured and consultants appointed to develop masterplans options. We aim is to carry out further stakeholder engagement and public consultation to inform the preferred option in the latter half of 2023.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">INFLUENCE</p> <p>6. We will improve the resilience of the city centre and its relevance to more of our citizens.</p>	<ul style="list-style-type: none"> • Adopt the City Centre Action Plan and set up task groups with key partners for each workstream. 	<ul style="list-style-type: none"> • City Centre Action Plan adopted by Cabinet in January 2022. Monitoring and reporting, internal officer groups, and working groups including partners for key workstreams are all in place. Engagement with businesses and landlords taking place. Delivery of the action plan is well underway.
<p>7. The city centre will be expanding to the west. Attractive new areas will be emerging around</p>	<p>We will:</p> <ul style="list-style-type: none"> • Continue to facilitate the Oxford West End Strategic Board, involving local and central Government, and landowners to co-ordinate and align activity. 	<ul style="list-style-type: none"> • Partnership working continues on Oxford West End. The West End and Osney Mead SPD adopted in November 2022, including a design guide. The first site, Oxpens, has now submitted for outline planning permission incorporating up to 90,974 square metres (gross external) of employment space and a 250 bed hotel (in support of

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<p>INFLUENCE</p> <p>Oxford Station, in Oxpens and Osney Mead - but not at the expense of the health and vibrancy of the existing city centre.</p>	<ul style="list-style-type: none"> • Adopt a new West End masterplan Supplementary Planning Document (SPD) to guide development in the West End Area of Change, in line with the Local Plan. • As part of OxWED, submit outline planning permission for the redevelopment of Oxpens to enable this key site’s redevelopment with a mix of uses that enhances the city centre. • Continue to develop plans for a new river crossing connecting Osney Mead into the wider city centre. • Work with partners to develop a business case for investment in the West End and secure funding. 	<p>Outcome 4. above) as well as 234 homes (50% affordable) and 258 student rooms. Alongside, the City Council has consulted on designs of the new river crossing linking Oxpens to Osney Mead.</p> <ul style="list-style-type: none"> • External funding contributions have been secured to support the coordination of the West End programme and station masterplan options report, which will help articulate the business case for further investment at the station. A West End website is being developed for launch in 2023 which further sets out the plans and case for wider infrastructure investment.
<p>8. More organisations in Oxford will be socially and environmentally responsible - paying the Oxford Living Wage and adopting practices</p>	<ul style="list-style-type: none"> • Continue to work with partners to increase adoption of the Oxford Living Wage across the city. 	<ul style="list-style-type: none"> • Over 100 OLW self-certified organisations are now in place, after just over 3 years. The scheme is linked with the OIEP Inclusive economy charter and further growth in the scheme is expected.

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<p>that deliver clean economic growth which benefits all residents.</p>		
<p>9. Oxford will have improved the workforce skills it needs through higher educational attainment and more training for the jobs of the future.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Numerous Community Employment Plans underway or in development. Locations for CEPs include Oxford North, Barton Park, Oxpens, Ellison Institute, Botley Road redevelopments of retail to office and the Clarendon Centre redevelopment. We are working closely with OxLEP to promote take up of apprenticeships through the Social Contract programme including the pledging of unused apprenticeship levy funds by larger employers from SMEs to use on training. 71 jobs created through the City Council’s delivery of the KickStart work placement programme for 16-24 year olds to work for SMEs in Oxford.

INFLUENCE

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.

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<p>DELIVER</p> <p>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.</p>	<ul style="list-style-type: none"> • Deliver a new Housing, Homelessness and Rough Sleeping Strategy for Oxford, setting out ambitious plans to increase the supply of affordable housing, including social rent and intermediate tenure types, and explore new approaches, such as developing an Oxford Living Rent intermediate housing product. 	<ul style="list-style-type: none"> • The draft Housing, Homelessness and Rough Sleeping Strategy 23-28 went to public consultation in Oct 22 which received significant support, amendments were made to the Strategy in response to feedback received and the Action Plan has been developed. The final Strategy and Action plan is due to go to Cabinet in March for final approval before implementation.
	<ul style="list-style-type: none"> • Provide strategic direction and support to Oxford City Housing Limited (OCHL), the City Council’s wholly owned housing company, to help it deliver and develop its Business Plan – this will involve acting as a best practice housing provider, scaling up the delivery of new housing, and considering a range of approaches to tenure including exploring an Oxford Living Rent. 	<ul style="list-style-type: none"> • Oxford City Council continues to increase the supply of affordable housing. 318 affordable homes have been completed in Oxford so far in 2022/23, of which 144 are social rented homes. OxPlace developments account for 89 of these units. A further 97 units are expected before the end of 2022/23. • This year OxPlace delivered its greenest council homes to date with eight new bungalows that are nearly zero carbon. These are being let at social rent and are adapted for people with specific mobility and social needs. Other examples of high quality schemes include 26 flats at Cannons Court which are on average 89% more energy efficient than 2013 building regulations.

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DELIVER		<ul style="list-style-type: none"> Oxford City Council works closely with OxPlace to access funding for its schemes and has recently been successful with securing grant for 26 new affordable homes in east Oxford. Further grant applications will be submitted in Q4.
	<ul style="list-style-type: none"> Deliver an integrated Oxford Needs Homes communications and engagement campaign that explains the need to increase supply and build understanding as to how this will help address a range of needs. 	<ul style="list-style-type: none"> High impact Oxford Needs Homes campaign is ongoing.
	<ul style="list-style-type: none"> Take actions to improve the condition and energy efficiency of the Council’s existing housing stock to improve standards and quality of living, informed by a Strategic Review of stock to inform investment and regeneration decisions and a new Asset Strategy. 	<ul style="list-style-type: none"> The procurement process is due to start in February 2023 to commission a full rolling detailed stock condition survey of all HRA dwellings. This will inform and validate a new capital investment programme and energy efficiency to be delivered from 2024 onwards.
<p>2. In regeneration projects such as Blackbird Leys, our new housing will be high quality</p>	<ul style="list-style-type: none"> Continue to support and where appropriate fund a number of key regeneration and new development schemes that will bring forward much needed housing, including 	<ul style="list-style-type: none"> Work has started on site at Northern Gateway with the provision of infrastructure and housing in the Canalside area. A planning application has now been submitted for the Oxpens development which is being considered. Work is continuing to bring forward the proposals for Blackbird

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<p>DELIVER</p> <p>with improved public spaces and served by good public transport and cycling and walking routes.</p>	<p>new council housing - Blackbird Leys District Centre regeneration (Council is a delivery partner); Oxpens (Council is a Joint Venture partner); South Oxford Science Village (Council is a land owner); Northern Gateway (Council is the Local Planning Authority and infrastructure funder).</p>	<p>Leys and South Oxford Science Village.</p>
<p>3. More Council and private sector tenants will have been supported to stay in their homes when they face the prospect of eviction.</p>	<ul style="list-style-type: none"> Continue to improve services and countywide partnership working, strengthening the corporate commitment to homelessness prevention. Increase focus on upstream prevention, launching a trial of new prevention services for private rented sector (PRS) tenants, and establish a "single gateway" approach to make it easier for people to get the support they need quickly. 	<ul style="list-style-type: none"> The Tenancy Relations Officer in the HMO Enforcement Team dealt with 289 cases in the first three quarters of the year. Of these, 113 were related to threatened or illegal evictions (39%) and in 111 cases homelessness has been prevented. A significant restructure of the Housing Needs team was implemented in November. A new upstream prevention team has been created devoted to supporting individuals to remain in their private rented accommodation, this includes a new landlord mediation service. Work to simplify entry points into homelessness services has started, with the aim of creating a single gateway for customers. We have appointed a Domestic Abuse Link Worker sitting within our prevention team supporting survivors of domestic abuse and preventing their homelessness. We are also working towards DAHA (Domestic Abuse Housing Alliance) accreditation.

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<p>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"> • Consult on policy options and potential development sites for the Oxford Local Plan 2040, and support the next stages of development of the Oxfordshire 2050 Plan, to address future housing need including the location and levels of housing and employment across Oxfordshire, and sustainable transport options. 	<ul style="list-style-type: none"> • Oxfordshire 2050 off the table and so focus on Oxford 2040. Regulation 18 consultation has taken place looking at AH options, and options have also been assessed through Viability Report. HENA consultation to take place Feb/March on quantum of employment and housing need in Oxfordshire.
<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"> • Work with neighbouring councils, landlords and stakeholders to deliver more houses that are integrated into the city and wider county with appropriate infrastructure to enhance a sense of community and wellbeing and enable people to live closer to where they work. 	<ul style="list-style-type: none"> • Focus principally with Cherwell currently from a planning point of view to ensure any additional requirements as a result of the HENA work for the 2040 Plan can, where possible, be accommodated within the existing unmet need sites due to their pre-existing integration. • Oxford City Council is working with neighbouring district councils to secure agreements on affordable housing contributions on strategic sites around the County. Agreements with Vale of White Horse and West Oxfordshire are now in place with the remaining documents to be signed before the end of March. • The affordable housing schemes delivered so far this year secure high quality housing for local residents. Residents allocated social and affordable rented units have a demonstrable housing need and connection to Oxford. This supports the development of strong local communities.

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">PARTNER</p>		<p>This is also evidenced by the demographics of those who have secured dwellings on shared ownership developments through OxPlace. More than three quarters are from Oxford and 50 per cent of purchasers are key workers.</p>
	<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"> • Work with partners to deliver and increase access to housing to best meet locally identified needs, such as for those who have experienced rough sleeping and those living in temporary accommodation, and provide wraparound services such as mental health and substance support.

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PARTNER	<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"> • Subject to Government approval, implement a Selective Licensing Scheme for all PRS property across the City. 	<ul style="list-style-type: none"> • The bid to Government for citywide Selective Licensing was approved and the scheme commenced on the 1st September 2022. To date over 7,600 applications have been made with several thousand more due from letting agents. Nearly 800 premises have been issued with a draft licence and over 300 with a full licence. The “earlybird” offer ended at the end of November and enforcement activity is being planned.
INFLUENCE	<p>8. New housing including new urban extensions will be 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.</p>	<ul style="list-style-type: none"> • Work with Oxfordshire councils and other partners to ensure that schemes are well designed, are integrated into the city and the wider county, and promote both active travel and public transport alongside low carbon/zero carbon building. 	<ul style="list-style-type: none"> • Work on going with partners when pre-application or applications received, e.g. Land North of Bayswater Brook, working collaboratively with other services to ensure the planning consultation response reflects Council aspirations.

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.

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<p>DELIVER</p> <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"> • Deliver a Service Integration Programme that brings together our Communities, Housing, Customer Service and Community Safety teams to deliver a seamless and more efficient service for our tenants and residents. 	<ul style="list-style-type: none"> • Service Integration phase one was successfully completed with Locality Managers in each of the four quadrants in the city working as locality teams with staff from across the Communities and People Directorate. With the focus to: <ul style="list-style-type: none"> - Improved customer experience, with all our teams working more collaboratively. - Working collaboratively with local services, community groups and stakeholders to help prevent residents from falling into crisis through early intervention. - Signpost and help support community-based solutions to resolve community issues. - Oxford residents are more confident and actively involved in their community. • A co-produced Needs Assessment Questionnaire for the front door into services is now in place to better understands people’s situation to react appropriately by the right service who is best places to support the customer. Guidance and Training materials have also been developed and rolled out to teams to upskill staff and develop confidence in supporting residents in a holistic approach. This includes how to exploit QL in a way that gives a better view of the customer so to reduce touchpoints and reduce demand.

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">DELIVER</p>		<ul style="list-style-type: none"> • A Sharepoint site has been developed with a Directory of community-based solutions that can be accessed by teams across the council to increase awareness of services and initiatives available to residents when in need of support closer to the community. • Phase two will see the model adopted by 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. • Meaningful Measurements are being trailed to identify impact and progress in this locality approach, improving staff awareness and buy-in. • We have also held cost of living support sessions and have been administering funds from the government’s Household Support Fund.
	<ul style="list-style-type: none"> • Work with Fusion Lifestyle to sustain a recovery in usage of our leisure centres, which have been badly impacted through the pandemic. Develop a plan for their longer term sustainability. 	<ul style="list-style-type: none"> • Oxford’s three leisure centres, seasonal heated outdoor pool, and ice rink opened. • In partnership with Oxford’s leisure operator Fusion Lifestyle, a diverse and inclusive leisure offer continues to be offered across Oxford’s communities. • Oxford’s free swimming sessions for those 16 years and under (OX1-OX4 residents), and the subsidised Bonus Concessionary leisure membership continue to support affordable participation for communities in their Oxford leisure facilities.

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">DELIVER</p>		<ul style="list-style-type: none"> • £13million of Public Sector Decarbonisation Scheme funding has enabled three of Oxford’s leisure centres and the seasonal outdoor pool to implement decarbonisation schemes helping to reduce the carbon impact of these facilities, and support their future sustainability for Oxford communities. These projects alone are anticipated to deliver an average 86.4% reduction in gas consumption, and 56% Carbon Reduction. • The Council engaged with more than 200 people, strategic partners, stakeholders and community representatives across city-wide conversations to help develop a Thriving Communities Strategy for Oxford. Council agreed a new Thriving Communities Strategy for 2023/2027, which brings together leisure, culture, and work with communities to tackle inequalities. An easy read-version and videos have been created to help explain what the Council is trying to achieve. The Strategy includes Oxford’s approach to leisure services from April 2024.
	<ul style="list-style-type: none"> • With the 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. 	<ul style="list-style-type: none"> • We are looking to explore this in 2023/24, but have had initial conversations with the County Council.

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<p>DELIVER</p> <p>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.</p>	<ul style="list-style-type: none"> Design and implement a new locality-based model for supporting our tenants and residents, shaped by their views and needs - improving engagement and driving up tenant satisfaction levels. 	<ul style="list-style-type: none"> The locality based model continues to develop and work is active with many community groups and food larders. The annual STAR survey was commissioned in Autumn 2022. Draft report received in Dec 2022 and tenant satisfaction levels across key areas have improved.
	<ul style="list-style-type: none"> Respond to the feedback from the recent Tenant Survey, through a programme of increased investment into our council stock and improvements to our repairs service. 	<ul style="list-style-type: none"> We are investing significantly in our Council stock and are seeing significant improvements in the repairs service, including improved communication, dedicated named team leaders responsible for multi-order works to homes and will be introducing a text notification service for tenants in spring 2023 called Localz.
<p>4. Our parks and public spaces will remain clean, safe, and well maintained, and will be accessible to more people to enjoy the health and wellbeing benefits they provide.</p>	<ul style="list-style-type: none"> Extend the impact of social prescribing that links funding to health improvement activities delivered through the Council’s leisure, wellbeing and community facilities and maximise the opportunities from our GO Active and Move Together programmes to get more people active. 	<ul style="list-style-type: none"> 16 GP surgeries are actively referring into Move Together with over 540 referrals received over the course of the pathway. Over 170 people are participating in sustained physical activity for a period of more than 3 months. 92 participants have taken up the 5 gyms for £5 offer at Fusion Lifestyle. We have also been awarded funding for You Move, a programme to support families in receipt of benefits related FSM to access free and low cost physical activity. To date over 180 families and more than 670 individuals have signed up to You Move.

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DELIVER	<ul style="list-style-type: none"> • Subject to DEFRA approval, operationalise the bathing water status designation for a stretch of the River Thames in Port Meadow and work with local communities to make wild swimming safer. 	<ul style="list-style-type: none"> • Regular water quality alerts provided for the designated bathing water area on the Thames at Wolvercote.
	<ul style="list-style-type: none"> • Put in place transition arrangements for a new burial space in Oxford and a firm delivery plan. 	<ul style="list-style-type: none"> • New burial space is continuing to be explored, this is a slower moving project and this work stream will continue in 2023/24.
PARTNER	<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"> • Work with partners to implement the countywide homelessness prevention strategy to reduce homelessness and rough sleeping in Oxford, through new commissioned services to deliver a housing-led approach, and support people through more flexible and responsive services. 	<ul style="list-style-type: none"> • The Oxfordshire Homelessness Alliance was commissioned to deliver services across the county from April 2022. This year the alliance has focussed on establishing itself as a new entity laying the foundations to deliver transformation of services over the remainder of the contract. This will see the development of a housing led approach through a change in the property mix and a more personalised provision of support. The out of hospital programme, which provides a multi-disciplinary team approach of social, mental health and housing workers, continues to support the alliance with transformation work to prevent homelessness and reduce unplanned discharges from hospital settings.
	<ul style="list-style-type: none"> • Continue to transform our homelessness services based on the principles of early homelessness 	<ul style="list-style-type: none"> • The Housing Needs restructure has been implemented with homelessness teams divided between Prevention and Rapid Rehousing.

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">PARTNER</p>	<p>prevention and rapid rehousing, working in partnership to prevent people losing their homes, and bringing down numbers of people in temporary accommodation.</p>	<ul style="list-style-type: none"> • The new prevention team will focus on reducing homelessness from the private rented sector and increase partnership working to prevent homelessness from hospitals, prisons and supported accommodation. • The Rapid Rehousing Team will focus on reducing stays in temporary accommodation by creating a coordinated response to rehousing households into social and private rented accommodation. This is, however, happening at a time of increased demand due to the cost of living crisis which we predict will have an impact on the number of households in temporary accommodation. Ongoing transformation work across homelessness services will develop over the coming months.
	<p>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.</p>	<p>Implement the Thriving Communities Strategy - delivering programmes of work to:</p> <ul style="list-style-type: none"> • Increase participation, inclusivity and accessibility of leisure and community centres, arts venues and parks, ensuring they work for everyone. • Tackle issues of isolation in our elderly communities. • Protect and safeguard the heritage of local communities as part of our

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PARTNER	<p>place based and asset development strategies for the future.</p> <ul style="list-style-type: none"> • 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 Hubs (Council teams that support residents), Welfare Reform and the Contact Centre. 	
	<ul style="list-style-type: none"> • Secure funds to deliver the first phase(s) of the Oxford Greenways cycle routes project. 	<ul style="list-style-type: none"> • Greenways funding secured but project paused by all partners in 2022 - seeking to re-start it in early 2023/24 financial year. Progress in 2022 to support people walking and cycling was through the funding of the ParkThatBike initiative, which will support the installation of publicly accessible bike parking at places of work across the city. And scoping for more than 100 additional bike parking spaces on the highway has been undertaken, seeking installation before the end of 22-23 financial year.
	<ul style="list-style-type: none"> • Work with our partners to deliver the Oxford Safer Communities Partnership’s Violence Against Women and Girls, and Hate Crime plans. 	<ul style="list-style-type: none"> • The Oxford Safer Communities Partnership oversaw the implementation of the Home Office Safer Streets 3 project to address Violence Against Women and Girls in the night-time economy. Titled, Safe Journey; Safe Destination, the project worked across the city and with colleagues in

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<p>PARTNER</p> <p>reduce hate crime, human trafficking, modern slavery, domestic abuse, sexual violence, drug-related crime and antisocial behaviour.</p>		<p>South and Vale and West Oxfordshire to reduce the risk of violence from the start of a person’s journey on their night out in the city, during their night out and on their return home, recognising that a significant number of people come from outside Oxford to enjoy the city’s night-time economy offer.</p> <ul style="list-style-type: none"> • Interventions included the development of the Nightsafe Network that brings together the police, City Council, Street Pastors, the universities, taxi marshals, door staff and pub and club managers to manage safety in the night-time economy. • New high-resolution CCTV cameras and improved lighting in key locations help to improve safety. A Safe Places scheme, bystander training, campaign materials were also developed. • The Oxford City Angels were introduced through a grant from the project. The mainly female group of volunteers work from 22:00 - 04:00 at key weekends, supporting people in need of help and assistance. • Although Oxford is a low risk area, hate crime remains an under-reported and significant concern for the partnership. All hate offences are reviewed by the police and investigative actions taken. Repeat victims and offenders are identified, with victims tending to be from the police and health services, whilst the offenders are often in health settings.

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PARTNER	9. Vulnerable people will continue to be safeguarded against harm.	<ul style="list-style-type: none"> Work with other agencies to develop local responses to the findings of the Modern Slavery research. 	<ul style="list-style-type: none"> Oxford City Council recruited an Anti-Slavery Coordinator to bring agencies together to identify, prevent and disrupt modern slavery and exploitation across Oxfordshire. The programme includes communication and training activities, support for victims and the disruption of exploitative practices and people through a multi-agency approach. New pathways and procedures have been developed with partner agencies alerting the coordinator to new cases for discussion and resolution. The coordinator was instrumental in the successful bid to the Home Office to manage a local assessment of National Referral Mechanism. Funding has been allocated to this project which will ensure young people who are victims of modern slavery received a quicker assessment and the necessary support.
INFLUENCE	10. Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities.	<ul style="list-style-type: none"> Embed an Equalities, Diversity and Inclusion strategy that will increase trust and belonging between the Council and communities, predicated on inclusive values and reflecting the rich diversity in Oxford - and help us to build back fairer. Refresh the gender-balanced Race Advisory Group every two years. 	<ul style="list-style-type: none"> The Equalities Steering Group now has 43 active members from 15 different service areas. Representation from across the council ensures that we are able to drive a cultural change based on our work, learnings, and lived experiences, thus informing our work with our communities. Residents' Panel benefitted from key equalities input to ensure that we use communication that is inclusive, especially in terms of gender and for a neurodiverse audience. Additionally, we used the latest census findings to ensure that we consciously include

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">INFLUENCE</p>		<p>Roma and Gypsy communities as separate survey variable in our resident panels. Thus, beginning our work on one of the key actions in our Anti-Racism Charter to understand and include voices from these marginalised communities. Interfaith leaders continue to meet every two months. This is a platform to share key information and concerns.</p> <ul style="list-style-type: none"> • We are yet to deliver on EDI training. They take time and involve understanding the needs of the audience. We have 2-3 training modules that we are working on and they will lead to better awareness, while associated toolkits prepared based on feedback will build institutional capabilities and sustain a culture of using equalities to understand our work with communities.
	<ul style="list-style-type: none"> • Ongoing engagement work by Elections team to increase participation in elections. 	

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.

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DELIVER 1. Oxford City Council will have reduced the carbon footprint from its own operations to zero.	<ul style="list-style-type: none"> Commission deep dive energy audits for Council buildings where we pay the energy bill to identify carbon reduction measures and optimum ways to transition from gas to electric based and other low carbon heating; and pursue funding opportunities to undertake the works identified. 	<ul style="list-style-type: none"> Detailed and costed Heat Decarbonisation Plans have been produced for the Town Hall, Barton Neighbourhood Centre. Any further development of technical/financial feasibility paused however at present as per Property Services guidance to potentially align with longer term upgrade works required at the Town Hall and develop the options. Heritage consideration of the look/feel of integration of any new plant and pipe work locations/runs needs careful consideration and consultation with relevant stakeholders/heritage groups given Grade2 listed status and needs to be built in to any project development.
	<ul style="list-style-type: none"> Develop a plan outlining next steps towards the full decarbonisation of fleet vehicles by 2030. 	<ul style="list-style-type: none"> ODS are in the process of developing plan, expected in February. Decision has been made to not invest in HVO fuel for short term reduction in carbon emissions as lifecycle impact of the fuel is negative.
	<ul style="list-style-type: none"> Commission a new Sustainability Strategy to provide a roadmap for the many actions the Council is taking on decarbonisation and biodiversity. 	<ul style="list-style-type: none"> Sustainability Strategy not commissioned. Instead we have published a Net Zero Roadmap which sets out steps for city to be net zero by 2040, which has been signed up to by all ZCOP partners. Biodiversity Strategy Scoping currently taking place.

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<p>DELIVER</p> <p>2. All new buildings by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon standards.</p>	<ul style="list-style-type: none"> • Improve standards of Council/OCHL builds in line with legislative and market developments and above the legal minimum - and balance further increases in the standard for energy efficiency with the need to increase both affordable housing supply and financial returns to the Council. 	<ul style="list-style-type: none"> • This year OX Place developments significantly exceeded the 40% carbon reduction target required - the bungalows met 96% below 2013 BR, Cannons Court achieved 89% and The Curve 56%.
<p>3. We will have a significant programme of energy efficiency improvements across of our existing council housing.</p>	<ul style="list-style-type: none"> • Accelerate our Council house retrofit programme against requirements identified in the Stock Condition Survey, utilising the experience gained from existing programmes and the £7m we have already committed over the next four years to optimise our approaches to retrofit; and seek additional Government funding through national schemes as they come forward. Establish a Retrofitting Champions scheme involving tenants and those in other accommodation to help engagement, highlight the financial and environmental benefits and boost take up of measures among tenants. 	<ul style="list-style-type: none"> • A report has been produced detailing the cost and improvements needed to achieve EPC C and net zero in our housing stock that will form the basis of a delivery strategy. • An Energy efficiency project utilising government LAD1b funding was completed at the end of 2022 improving 60 properties. A bid has been submitted for Social Housing Decarbonisation wave 2.1 funding and if successful will deliver improvements to over 300 properties from March 2023.

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<p>PARTNER</p> <p>4. All new buildings 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.</p>	<ul style="list-style-type: none"> • Work with our Zero Carbon Oxford Partnership (ZCOP) partners to accelerate emissions reduction in the city, focusing on priority areas identified in the ZCOP roadmap and action plan - including retrofit of residential and commercial buildings, supply chain, active travel, freight, new green technologies and skills. 	<ul style="list-style-type: none"> • A number of ZCOP sprint group focusing on the action plan are running or have concluded. These include: Funding bid to the MCS foundation to develop a costed and scalable retrofit plan. • Feasibility in Rose Hill to develop retrofit engagement plan. • Funding bid to UKRI with the Low Carbon Hub, Lucy Group, Universities, Octopus, Arup, ODS. • Secured input into Oxford Local Plan development. • Hosted a meeting with Lord Deben, former Environment Minister and Chair of the Committee on Climate Change. • Workshops to support partners participate in energy flexibility trials for Project LEO. • Consulted the RAF and Defence Infrastructure Organisation on onshore wind/ radar issues. • Workshop to share best practice on corporate scope 3 emissions. • Participation in local authority in setting trial to scope potential as a funding stream in Oxford. • Liaised with key organisations seeking to work together on freight consolidation. • Completed survey of partners on key potential projects to improve active travel across estates. • Tour of the BMW Mini plant energy saving initiatives and Oxford Brooke’s borehole project.

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<p>PARTNER</p> <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"> Promote and incentivise compliance with energy efficiency (MEES) regulations among residential landlords. Prepare to extend this work into commercial premises in the following year. 	<ul style="list-style-type: none"> A new post is being created which will work across Environmental Sustainability and Regulation to work with landlords to ensure compliance.
<p>6. Oxford will have taken a leading role in the adoption of electric vehicles (EVs).</p>	<ul style="list-style-type: none"> Finalise an EV Strategy and Implementation Plan for Oxford, and work with ODS and commercial operators to identify optimal approaches for its implementation to accelerate the delivery of EV infrastructure across the city, including greater provision for car clubs. 	<ul style="list-style-type: none"> The EV Strategy has been published and an implementation plan being developed currently. Alongside this we continue delivery of grant funded projects which are delivering the objectives of the strategy.

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<p>PARTNER</p> <p>7. Air quality throughout the city will have improved.</p>	<ul style="list-style-type: none"> • Work with officers at the County Council to deliver an integrated programme of transport measures to reduce private car use and improve air quality in the city, including the phased roll out of ZEZ and increase in walking, cycling and public transport usage. 	<ul style="list-style-type: none"> • The Zero Emission Zone was launched in Feb 2022 and officers and members continue to work and engage with the County Council on transport plans for the city including traffic filters, expansion of the ZEZ and WPL.
	<p>8. Our streets, neighbourhoods and open spaces will be greener with more trees and other plants, and increased biodiversity.</p>	<ul style="list-style-type: none"> • Build public understanding of the importance of biodiversity and set a policy on offsetting linked to biodiversity enhancement and identify Council land and other sites - or even buildings - where this could be applied. This will be needed to help meet a statutory requirement (expected from 2023 onwards) that all new development delivers 10% Biodiversity Net Gain on the site itself, or elsewhere under an agreed programme determined by the Council as Planning Authority. • Implement the Council's Urban Forest Strategy, initially by securing

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PARTNER		<p>funding and sites to deliver additional street trees in Oxford to mark the Platinum Jubilee 'Queen's Canopy' celebrations. Use the opportunity to encourage Oxford institutions and residents to plant trees on their own land.</p>	<p>Tree week, which provided information on Oxford's Urban Forest and provided advice on how and where to plant trees for residents. Worked with the County Council to secure funding for Woodland Creation Accelerator Fund which has secured funding for officers who will work across Oxfordshire to increase tree cover.</p>
	<p>9. The City will become more resilient to climate change including improved flood defences.</p>	<ul style="list-style-type: none"> Ongoing work to support Environment Agency delivery of the Oxford Flood Alleviation Scheme. 	<ul style="list-style-type: none"> Work is ongoing to deliver the scheme.
INFLUENCE	<p>10. We will campaign for the Government to introduce more rigorous energy efficiency standards on new builds and bring forward the end of petrol and diesel vehicle sales.</p>	<ul style="list-style-type: none"> Work with neighbouring authorities through Oxfordshire Plan 2050 and through Zero Carbon Oxford Partnership (ZCOP) to lobby Government for powers that would allow councils to set higher energy efficiency standards for new developments. 	<ul style="list-style-type: none"> ZCOP invited Lord Deben to a meeting where this was raised. Since collapse of OP2050 focus needs to be on individual planning authorities work is ongoing.

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<p>INFLUENCE</p> <p>11. Citizens, businesses and other organisations in the City will be taking action to reduce carbon emissions and increase biodiversity.</p>	<ul style="list-style-type: none"> • Work with other Oxfordshire councils to implement a Zero Carbon Communities Campaign to encourage and support residents to reduce their own carbon footprints. Train and educate our Council staff so we can use all of our points of contact with citizens to build engagement and encourage behaviour change across domestic energy use, transport, waste and recycling and other areas that help decarbonisation and boost biodiversity. 	<ul style="list-style-type: none"> • In July 2022, the Climate Action Oxfordshire website www.climateactionoxfordshire.org.uk and campaign was created in partnership between Oxfordshire County Council, Oxford City Council, Cherwell, South Oxfordshire, West Oxfordshire, and the Vale of White Horse district councils, and OxLEP. The website offers practical advice for people in Oxford city and Oxfordshire wanting to reduce their carbon footprint and save energy.
	<ul style="list-style-type: none"> • Deliver and implement an updated Recycling and Waste Strategy for Oxford that supports the circular economy and ensures that waste reduction forms a key part of our goal of becoming a zero carbon city by 2040. The updated Strategy will also address an increase in street littering and will help prepare the city for likely significant changes in waste management expected to be introduced by Government following the 2021 Environment Act. 	<ul style="list-style-type: none"> • Work to update the Recycling and Waste Strategy was put on hold while further guidance was awaited from Government on new recycling and waste regulations.

Glossary

BAME – Black, Asian and Minority Ethnic and is defined as all ethnic groups except White ethnic groups

CIZ – Community Impact Zone. A partnership working in Cowley Marsh, Cowley, Blackbird Leys and Northfield Brook which aims to create more opportunities for children and families

COP26 – The most recent United Nations Climate Change Conference, which was held in Glasgow in 2021

EDI – Equality, Diversity and Inclusion. This is all about ensuring all of Oxford's citizens have fair opportunities and a real share in the city's future

Energy Super Hub – hybrid battery system

EPCs – Energy Performance

Certificates. A requirement of a property that is built, sold or rented. It contains information about a property's energy use, typical energy costs and recommendations about how to reduce energy use and save money

Footfall – the number of people entering a shop or shopping area in a given time

Growth Deal – project funding for local enterprise partnerships (LEPs) that benefit the local area and economy

HELAA – Housing and Employment Land Availability Assessment. Shows the potential availability of sites in Oxford

Insetting and offsetting – Insetting refers to reducing or mitigating emissions directly in our supply chain, whereas

offsetting refers to reducing or mitigating emissions indirectly e.g. tree planting

Intersectionality – A recognition that some individuals and groups of people suffer discrimination in more than one way

Master plan – is a dynamic long-term planning document that provides a guide future growth and development

MEES – Minimum Energy Efficiency Standards

Modern Methods of Construction (MMC) – a range of offsite manufacturing and onsite techniques that provide alternatives to traditional house building

Natural Resource Management – The sustainable use of natural resources such as air, water and land

OLW – Oxford Living Wage a wage that is high enough to maintain a normal standard of living

OxLEP – Oxfordshire Local Enterprise Partnership plays a central role in deciding local economic priorities and undertaking activities to drive economic growth and create local jobs

OSP – Oxford Strategic Partnership brings organisations together to identifying strategic city challenges that will benefit from collaboration

ODS – Oxford Direct Services a company wholly-owned by the city council that runs waste services, street sweeping, building and engineering works

OCHL – Oxford City Housing Limited develops high

quality, sustainable, and energy efficient housing and promotes high levels of affordable housing

Oxford Living Rent – where rent is controlled to make it more affordable for people living in the city

Public Realm – commonly defined as any space that is free and open to everyone

Portfolio holders – Elected councillors who have responsibility for a particular area of work

Section 106 / S106 – Financial contributions made by developers that can be used to go towards infrastructure

SEND – Special Education Needs and Disabilities

Social value – a ‘catch-all’ term used to describe the difference an organisation

or project can make to the community they are operating within

Traffic filter – A road design that is generally used to filter out through traffic by allowing only traffic such as public transport to pass through (also known as bus gates)

Transport and Productivity Prospectus – a plan to promote inclusive, active and public travel modes

Wellbeing – state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity

Zero Carbon / Net Zero – the balance between the amount of greenhouse gas produced and the amount removed from the atmosphere. We reach net zero when the amount we add is no more

than the amount taken away

Zero Carbon Oxford Partnership (ZCOP) – Zero Carbon Oxford is a partnership that brings together universities, hospitals, councils, large businesses, and communities to support the city in its journey to net zero carbon emissions

Zero Emission Zone – vehicles used in the zone would be subject to charges, depending on their emissions. Only 100% zero emission vehicles would be able to be used in the zone free of charge