

# Oxford City Council Business Plan 2021-2022

## 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 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<b>DELIVER</b> <p>1. Our Council-owned companies will have increased their profits to help maintain the services we provide, and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy our goods and services.</p>	<ul style="list-style-type: none"> <li>• Launched a new Oxford City Council Procurement Strategy to help secure good value and quality for the Council.</li> <li>• Approved the revised Oxford Direct Services (ODS) Business Plan and a programme of Council works to be delivered by ODS and its local supply chain.</li> <li>• COVID-19 support grants awarded to businesses affected by the pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>• In line with our Procurement Strategy, we will increase the level of social value secured through our contracts with a focus on maximising opportunities through the tendering process, promotion of the Oxford Living Wage (OLW), and a programme of supply-chain engagement. This will also include our work to encourage more local small businesses, charities, co-operatives and social enterprises to bid for contracts, working closely with Oxfordshire Local Enterprise Partnership (OxLEP).</li> <li>• The Council and its wholly-owned housing company, Oxford City Housing Limited (OCHL), will use</li> </ul>	<ul style="list-style-type: none"> <li>• We will work with a partnership of major public organisations to identify practical steps that increase local public sector procurement spend and develop the local supply chain to support the local economy.</li> <li>• ODS will roll out its transformation programme to consolidate depots, increase workforce efficiency through new technology and changes to working practices, and reduce its carbon footprint.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>DELIVER</b></p>	<ul style="list-style-type: none"> <li>• Increase in revenue from work tackling fraud.</li> </ul>	<p>its capital investment programmes to, where appropriate, work with ODS, local contractors and local supply chains. This will serve to increase local capability, capacity, and spend in Oxford’s construction industry, and support the local economy.</p>	
	<ul style="list-style-type: none"> <li>• Implemented the Oxford City Council Workforce Equalities Action Plan.</li> <li>• Implemented a new Customer Experience Strategy and completed year 1 actions.</li> <li>• Produced a People Strategy.</li> <li>• Started review of Council office spaces in the City and how we use them, to embrace</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the People Strategy:               <ul style="list-style-type: none"> <li>- Leadership framework for behaviours and competencies</li> <li>- Develop a high performing and flexible workforce</li> <li>- Develop a culture of wellbeing, diversity and engagement</li> <li>- Ensure the People Team transforms and supports the cultural change required in the Council.</li> </ul> </li> <li>• Deliver the Oxford City Council Workforce Equalities Action Plan year 2 actions, to include:               <ul style="list-style-type: none"> <li>- Increase representation of Black, Asian and Minority</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Implement recommendations on utilisation of Council office space to embrace new ways of working as well as promoting our staff’s wellbeing.</li> <li>• Deliver an expanded programme of apprenticeships, providing a greater range of opportunities to work at Oxford City Council and ODS across a range of levels. Ensure a targeted approach to tackle issues of under-representation.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>DELIVER</b></p>	<p>new ways of working as well as ensuring our staff’s wellbeing.</p> <ul style="list-style-type: none"> <li>• Maximised take up of benefits throughout COVID-19 pandemic - e.g. hardship fund distribution.</li> </ul>	<p>Ethnic (BAME) employees in the workplace</p> <ul style="list-style-type: none"> <li>- Increase representation of BAME and women at all management levels</li> <li>- Publish pay gaps that focus on gender, ethnicity and disability</li> <li>- Drive cultural change in leadership to foster an inclusive culture and environment</li> <li>- Raise awareness of “Unconscious Bias” in recruitment practices</li> <li>- Ensure valuing diversity is promoted.</li> </ul> <ul style="list-style-type: none"> <li>• Deliver the Customer Experience Strategy year 2 actions, including improving access and inclusion for our customers, streamlining processes and maximising automation where possible with a particular focus on supporting and enabling people that do not have access to digital technologies to become more confident and connected.</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate ‘intersectionality’ (ie. an understanding of people’s overlapping identities and experiences in order to understand the complexity of prejudices they may face) into our equality, training and development programmes.</li> <li>• Continue to monitor race, gender and disability pay gaps, and as a result, implement strategy to tackle disparities.</li> </ul>

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<p><b>PARTNER</b></p> <p>3. Oxford’s economy will be stronger, with diverse sectors providing a wider range of accessible business and employment opportunities for all.</p>	<ul style="list-style-type: none"> <li>• Worked with Oxfordshire Local Enterprise Partnership (OxLEP), Oxfordshire County Council, our district council partners, and other stakeholders, to produce a county-wide Economic Recovery Plan, including the recovery and rebuild phases.</li> <li>• Delivered a programme of business support grants and advice support businesses directly affected by COVID-19 - worth £30m to local business.</li> <li>• Published the Inclusive Economy Report that highlights the actions needed to tackle inequality countywide.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with the Oxford Strategic Partnership, we will consult and launch Oxford’s Economic Recovery Strategy and Action Plan. This will set out areas where the Council can directly intervene, and where it will need to work with public and private sector partners to respond to the economic impacts of COVID-19. The strategy will consider likely trends in the future; the economic opportunities in different parts of the city, and the proposed major growth areas; support for sectors hardest hit, such as retail, hospitality and the wider visitor economy; how to develop growth sectors, such as science and tech, creative industries; the role of infrastructure in unlocking growth; and the skills agenda.</li> <li>• We will continue to support the survival and resilience of local businesses adversely affected by</li> </ul>	<ul style="list-style-type: none"> <li>• As part of Building Back Better, post-COVID, we will support and facilitate a countywide Inclusive Economy Commission to provide thought leadership, and the alignment of Council and partner interventions around skills, education, employment and use of physical assets. This should support the diversification and strengthening of our local economy, by focusing on community wealth building and a reduction in inequality.</li> <li>• We will seek to develop an Inclusive Economy Charter for the city, to articulate and promote a high standard of economic and social well-being for businesses and organisations to adhere to.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></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"> <li>Secured funding for and procurement of operator for the Oxfordshire Meanwhile Project.</li> </ul>	<p>the pandemic through available grant funding. As part of a move to increase local economic strength, we will increasingly shift our financial support to those who have new ideas; that need to adapt or pivot their current business model in response to changing circumstances; or that want to support local job seekers.</p> <ul style="list-style-type: none"> <li>Work with district council partners to support OxLEP and Experience Oxfordshire in developing a countywide plan to support the recovery of the broader visitor economy.</li> </ul>	<ul style="list-style-type: none"> <li>We will work with partners across the Oxford to Cambridge Arc to develop an ambition for sustainable development and the case for devolution of powers and funding, to help deliver the infrastructure and on-going support needed to support our local economy.</li> </ul>
	<ul style="list-style-type: none"> <li>In direct response to the increase in vacant units caused by the pandemic, we will deliver the “Meanwhile in Oxfordshire” project. This will identify and invest in empty units to facilitate their temporary use, supporting activity on the high street, and working</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to evolve, and where appropriate invest in, our commercial property portfolio to respond to new trends, maintain income levels to fund core services, and support economic and business growth in the city.</li> </ul>	

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>		<p>with local people to start, test, and grow their business ideas.</p> <ul style="list-style-type: none"> <li>We will refurbish and repurpose our 1-3 George Street asset, as an affordable, energy efficient, co-working hub. The space will be designed to meet the needs of early stage businesses, including in the creative and social enterprise sectors. We will also appoint an operator to manage the space and provide support to tenants.</li> </ul>	<ul style="list-style-type: none"> <li>We will actively look to invest in new regeneration opportunities across the city, where our investment could increase levels and improve non-retail commercial stock. This will support access to good quality space and jobs, and diversify the Council's commercial portfolio.</li> <li>We will agree a Workspace Strategy for the city, which brings together available evidence to articulate the continued demand for space across key sectors, such as science, tech managed &amp; co-workspace, and light industrial. Informed by this, we will develop a plan for the future use of surplus Council accommodation.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>			<ul style="list-style-type: none"> <li>• We will work to secure funding, and then complete the redevelopment or refurbishment of workspace at Standingford House on Cave Street.</li> <li>• We will continue to use our land ownership, access to grant funding, planning powers, and influence to facilitate provision of different types of workspace to meet the needs of Oxford’s economy and its population. This should include a focus on current employment areas such as the city-centre, Summertown, Headington, and the Science and Business Parks; but also future ones at Osney, Oxford North, Grenoble Road and the West End.</li> </ul>

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<p><b>PARTNER</b></p> <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"> <li>Delivered a range of proposals to support public transport and active travel, in light of the COVID-19 pandemic, working in partnership with the County Council. This has included additional bike parking across the city, improved cycle routes, and provision of free Park &amp; Ride.</li> <li>Working with Oxfordshire County Council, developed the longer-term proposals around both Zero Emissions Zone (ZEZ) and Connecting Oxford and completed consultation on ZEZ Pilot.</li> </ul>	<ul style="list-style-type: none"> <li>We will develop a Transport and Connectivity Prospectus, working with the County Council and bus operators. This will bring together proposed short, medium and longer-term interventions to support the economic recovery by promoting inclusive, active and public travel modes.</li> <li>We will work with partners to develop an integrated active travel network, including delivering cycle improvements at Boult's Lane, Marston, Cuckoo Lane/Headington Hill and Boundary Brook/Donnington Rec, with a combined value of £1m, funded by the Growth Deal.</li> <li>We will support Network Rail's first stage of major investment in Oxford Station, to improve the western entrance, and facilitate increased connectivity, including East West Rail from late 2024.</li> </ul>	<ul style="list-style-type: none"> <li>Working with the County Council, we will secure funding and implement the Connecting Oxford proposals, including traffic modal filters and a Workplace Parking Levy. This will manage and reduce congestion across the city, and prioritise sustainable travel by bus, bike and foot.</li> <li>As a consequence of a sustainable transport and planning strategy carparks including those at Worcester Street, Oxpens, Diamond Place and Union Street will come forward for redevelopment. We will manage their phasing out, working with the County Council to ensure alignment with planned sustainable and active travel improvements.</li> </ul>



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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>		<ul style="list-style-type: none"> <li>• We will deliver the pilot phase of the Zero Emissions Zone in the city centre, working with the County Council.</li> <li>• Working with the County Council we will create more spaces for pedestrian access including the creation of Low Traffic Neighbourhoods, School Streets and deploy traffic filters.</li> </ul>	<ul style="list-style-type: none"> <li>• We will work with Network Rail, Department for Transport and the County Council to secure funding for the Oxfordshire Connect programme of rail improvements, including further enhancements at Oxford Station and progress the reopening of the Cowley Branch Line.</li> <li>• We will work with Oxfordshire County Council to produce a new Oxford Transport Strategy. This will support active travel transport planning and investment in the city. It will also support workstreams such as the development of proposals for the Oxford Cycle Greenways strategic routes; the future strategy for Park &amp; Rides; a long-term plan for coach</li> </ul>

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			parking; and feasibility for freight consolidation.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>INFLUENCE</b></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"> <li>• Trialled the opening of the Covered Market in the evening to increase footfall, supported by a range of events and activities.</li> <li>• Consulted on the Covered Market Leasing Strategy.</li> <li>• Implemented signage and enhanced cleaning regimes across the city centre to support COVID- safety.</li> <li>• Implemented temporary pedestrianisation of George Street and St Michael Street to facilitate outdoor dining during the pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>• We will support the city centre and its businesses as we emerge from lockdown. Alongside access to grants, where applicable, this will include continued promotion of outdoor tables and chairs, new signage and public information to support public health, and a marketing campaign to encourage people to return to the city centre to shop local, safely. We will also work with local partners to explore the feasibility of temporarily pedestrianising Broad St over summer 2021.</li> <li>• Working with the City Centre Taskforce, we will consult and launch the City Centre Vision and Recovery Plan to support our response to the impacts of COVID-19. This will include a focus on the independent retail offer, the visitor economy</li> </ul>	<ul style="list-style-type: none"> <li>• Working with our long-term leaseholder, we will support the redevelopment and conversion of the former Boswells Department Store into a hotel, restaurant and co-workspace.</li> <li>• We will produce a Public Realm Strategy for the city centre, which responds directly to the opportunities for change that reducing congestion via the Connecting Oxford programme will bring. This will include a set of prioritised projects to help shape key areas of the city centre, including opportunities for planting and biodiversity, lighting, wayfinding, places to sit</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>INFLUENCE</b></p>		<p>and its management, public realm, transport &amp; movement, sustainability, opportunities for new workspace and residential uses, and inclusive access for all our citizens.</p> <ul style="list-style-type: none"> <li>To attract more footfall and activity into the Covered Market, and to help it continue to adapt to retail trends, we will work with traders and stakeholders to adopt a new Leasing Strategy; and continue work on a masterplan to make the case for future long-term investment in the building.</li> </ul>	<p>and dwell and ideas to activate and animate our public spaces. The strategy will act as the basis for future bids to secure funding to deliver the identified schemes.</p>
	<ul style="list-style-type: none"> <li>Helped secure funds for the first phase of investment in Oxford Station, including the additional western track &amp; platform, new west-side entrance and the widening and replacement of Botley rail bridge.</li> </ul>	<ul style="list-style-type: none"> <li>We will launch Oxford’s West End Global Innovation District (OxWID) project, taking forward this priority project within Oxfordshire’s Local Industrial Strategy. This will include establishing a strategic board to help shape a shared vision and set objectives for the area, and coordinate and align development</li> </ul>	<ul style="list-style-type: none"> <li>We will adopt a new West End masterplan SPD and infrastructure plan to guide development in the West End Area of Change, in line with the Local Plan. This will include the masterplanning of the Osney Mead area. We will secure outline planning permission for the</li> </ul>
<p>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.</p>			

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>INFLUENCE</b></p>	<ul style="list-style-type: none"> <li>Commenced a new West End Supplementary Planning Document (SPD) including Oxpens, Osney Mead and wider Oxford Station area, with the aim to help facilitate comprehensive redevelopment of this part of the city.</li> <li>Commissioned feasibility work for the redevelopment of Oxford Station (east-side), including the main ticket hall and surrounding land.</li> </ul>	<p>across the key landowners and partners.</p> <ul style="list-style-type: none"> <li>We will develop and agree a new masterplan for the Oxford Station area, working with Network Rail, the County Council and OxLEP.</li> <li>We will begin work on an outline planning application for the Oxpens redevelopment, in partnership with Nuffield College.</li> </ul>	<p>redevelopment of Oxpens to enable this key site's redevelopment.</p> <ul style="list-style-type: none"> <li>We will commence the construction of the new bridge connecting Osney Mead with Oxpens and the city centre.</li> <li>Working with partners in OxWID, and through the West End masterplan, spatial development plan (SPD) and infrastructure plan, we will help shape and facilitate development proposals, including for the Station area, the Island Site, the area adjacent to the Jam Factory and at Osney Mead.</li> </ul>
	<ul style="list-style-type: none"> <li>Promoted the Oxford Living Wage (OLW) through an ongoing annual campaign,</li> </ul>	<ul style="list-style-type: none"> <li>We will build on the successful rollout of the Oxford Living Wage by attracting new OLW payers and encouraging new businesses we</li> </ul>	<ul style="list-style-type: none"> <li>We will deliver a Business Conference on Inclusive Economy, in partnership with Aspire and Unipart.</li> </ul>
<p>8. More organisations in Oxford will be socially and environmentally responsible - paying</p>			

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<p><b>INFLUENCE</b></p> <p>the Oxford Living Wage and adopting practices that deliver clean economic growth which benefits all residents.</p>	<p>securing 30 new OLW payers.</p> <ul style="list-style-type: none"> <li>Created business opportunities for ODS to participate more widely in the clean growth sector.</li> </ul>	<p>support to create Living Wage Jobs.</p> <ul style="list-style-type: none"> <li>ODS will establish closer alliances with appropriate partners to increase delivery of social value.</li> </ul>	<p>This will cover business adoption of inclusive recruitment, supply chain, higher pay, and sustainable business practices.</p> <ul style="list-style-type: none"> <li>We will work with partners to establish a long term strategy and funds to promote the Oxford Living Wage across the city.</li> </ul>
<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"> <li>Worked with the Oxfordshire Skills Board, OxLEP skills team and other partners to update the Oxfordshire Skills Strategy in light of the COVID-19 pandemic, ensuring funding for key skills and retraining, careers advice and apprenticeships in Oxford.</li> </ul>	<ul style="list-style-type: none"> <li>We will ensure that as our city recovers economically, we are supporting the development of skills and jobs for those most in need. The Council will be both an employer and intermediary for the Kick Start Work Placement programme, which provides subsidised placements for 16-24 year olds, into local small and medium size companies – targeted in the areas which have been hit the hardest by the pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>We will support the implementation of the Community Employment Plan at Oxford North, working with partners to help local people access the employment, training and supply chain opportunities from this major development.</li> <li>We will promote the increased use of the new Community Employment Plan Toolkit across Oxford’s new developments.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>INFLUENCE</b></p>	<ul style="list-style-type: none"> <li>• Created a Technical Advice Note for major new developments to help them develop Community Employment Plans that focus on local employment, skills, and supply chains to retain more wealth locally.</li> <li>• Held an Oxford Strategic Partnership Education Summit, bringing together education system leaders in Oxford to develop stronger partnership working to improve educational attainment.</li> </ul>	<ul style="list-style-type: none"> <li>• We will commence the Community Employment Support programme, working with partners, including Aspire and Job Centre Plus, to provide focused help in localities to help people access existing work programmes and get back into work.</li> </ul>	<ul style="list-style-type: none"> <li>• We will work with business groups to encourage employer take up of T-Level placements in line with their Corporate Social Responsibility (CSR) policies.</li> <li>• Working with OxLEP and the Inclusive Economy Commission, we will work to attract more investment in early-years education through innovative programmes with business and other partners.</li> <li>• Working through the Oxfordshire Skills Board, we will work to increase the sector-based higher and advanced level apprenticeship programmes delivered with local partners, encouraging social mobility within the local workforce.</li> </ul>

**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><b>DELIVER</b></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"> <li>• Agreed a revised Oxford City Housing Limited (OCHL) business plan and delivering the 20/21 plan, which includes construction of homes at Between Towns Road, Mortimer Drive, two sites at Rose Hill, Harts Close in Kidlington, and other sites.</li> <li>• Completed further phases at Barton Park (phases 2 and 4).</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement the OCHL business plan including putting the company on an increasingly stable financial footing, developing the skills to increase levels of output and profitability, bringing in or developing experience in Modern Methods of Construction (MMC) and zero-carbon/zero-carbon ready building, aiming to acquire development sites outside the city, forge partnerships and supply chain relationships.</li> <li>• Broaden ODS’ skill set and experience to enable it to partner with OCHL in delivering more complex housing schemes.</li> <li>• Review the Council’s approach to the allocation of social housing, to ensure it reflects our values</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to deliver the OCHL business plan in line with the Council’s ambitions.</li> <li>• Continue to bring forward new sites for housing development, such as former Lucy Faithfull House and Redbridge Paddock.</li> <li>• Review/update the Oxford Local Plan.</li> <li>• Develop a new Oxford Living Rent to set a benchmark for energy efficient, affordable housing at intermediate price points, for working families in the city. Encourage landlords to sign up to this.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>DELIVER</b></p>		<p>and priorities, supporting those most in housing need, relieving homelessness and rehousing rough sleepers.</p> <ul style="list-style-type: none"> <li>Continue to drive forward a programme of mixed-use regeneration projects, including feasibility work at Diamond Place to agree a preferred development option.</li> </ul>	
	<ul style="list-style-type: none"> <li>Secured planning permission for East Oxford Community Centre and associated housing.</li> </ul>	<ul style="list-style-type: none"> <li>Start the delivery of the new East Oxford Community Centre and associated housing, with work on site.</li> <li>Work with development partner Catalyst Housing to seek planning permission for the regeneration of Blackbird Leys (including community centre, housing, public spaces).</li> </ul>	<ul style="list-style-type: none"> <li>Secure funds and permissions for next phase of regeneration projects, including Diamond Place and Oxpens.</li> <li>The first phase of the district centre of Blackbird Leys will be underway, delivering new community facilities, retail space and residential units.</li> </ul>



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<p><b>DELIVER</b></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"> <li>• Rolled out a council-wide response to homelessness prevention in response to the pandemic, led by a cross-Council group.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a new Housing and Homelessness Strategy for Oxford City Council setting out the Council’s ambition, focused on delivering its strategic objectives for increasing the supply of good quality affordable homes in the city, preventing homelessness and ending rough sleeping.</li> <li>• Continue to develop and implement a Council-wide approach to homelessness prevention. Roll out and embed new approaches to early intervention to prevent people from experiencing homelessness across the Council, and tailor the support offer to clients to achieve better outcomes, based on learning from the Trailblazer programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the housing associated with East Oxford Community Centre.</li> <li>• Continue efforts to further improve services, strengthening the corporate commitment to homelessness prevention.</li> <li>• Increase the number of positive outcomes from the Prevention Duty under the Homelessness Reduction Act.</li> </ul>

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		<ul style="list-style-type: none"> <li>• Transform our Housing Needs service, to increase its focus on the prevention of homelessness.</li> <li>• Strengthen links with key external partners, such as the hospitals, social services and mental health providers, so they can identify those at risk of homelessness meaning council services can intervene early and help sustain tenancies.</li> </ul>	
<p><b>PARTNER</b></p> <p>4. More developers, housing associations and others will view Oxford as a good place to build a range of different housing types.</p>	<ul style="list-style-type: none"> <li>• Worked with the universities to accommodate more students in purpose-built accommodation in order to release community housing for non-students.</li> <li>• Engaged with homeowners, small site developers and builders to provide a proactive,</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to look for opportunities for the council to buy affordable homes which planning policy requires private developers to deliver (Section 106) in order to influence quality and create the type of accommodation that residents need.</li> <li>• Establish closer relationships, partnership working arrangements and enhanced support and advice for developers, housing</li> </ul>	<ul style="list-style-type: none"> <li>• Support the next stages of the Oxfordshire 2050 plan, including further consultations.</li> <li>• Review the engagement through the Housing Delivery Action Plan, which may require a more intensive targeted approach to unlock sites.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>	<p>solutions-based approach to unlocking infill development opportunities and increasing capacity of existing homes, wherever possible.</p> <ul style="list-style-type: none"> <li>• Prepared a new Housing Delivery Test Action Plan to be produced and then updated annually to ensure a proactive approach to managing issues that affect delivery are taken.</li> </ul>	<p>associations and community-led groups to achieve a faster rate of delivery of new homes, including using innovative and latest practice.</p> <ul style="list-style-type: none"> <li>• Engage with developers through the Housing Delivery Action Plan, including more focused engagement with key site promoters and developers. Recent engagement suggested little impact of COVID-19 on the sites delivering in the short term.</li> <li>• Begin work on the Oxford Local Plan 2040 that aligns with the Oxfordshire Plan 2050 and neighbouring authority local plan programmes where possible. This will seek to ensure we facilitate growth that aligns to the corporate objectives within the context of national planning policy.</li> </ul>	

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p><b>PARTNER</b></p> <p>5. Working with neighbouring authorities we will be implementing the agreed countywide approach to meeting housing needs.</p>	<ul style="list-style-type: none"> <li>• Worked with neighbouring authorities to ensure the current suite of local plans committed within the Growth Deal are put in place – to secure, embed and ultimately deliver the agreed housing commitments.</li> <li>• Engaged with neighbouring authorities to ensure housing needs are delivered beyond allocations.</li> <li>• Worked with housing teams in neighbouring authorities to secure nomination rights for sites targeted at meeting Oxford’s housing needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the work to establish arrangements for Oxfordshire’s district councils to help meet Oxford’s unmet demand for homes.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with neighbouring councils, landlords and stakeholders to deliver more houses that are integrated into the city and wider county to enhance a sense of community and wellbeing and enable people to live closer to where they work.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p><b>PARTNER</b></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"> <li>• Work with housing associations and other key partners through the Rough Sleeper Taskforce to accelerate the move-on of rough sleepers in interim accommodation due to the pandemic into secure, long term accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to maximise access to move-on accommodation, into both council-owned and other providers' homes, with the right level of support, not necessarily via the adult homelessness pathway.</li> </ul>
<p>7. Working with landlords we will have improved the quality and energy efficiency of privately rented homes in Oxford.</p>	<ul style="list-style-type: none"> <li>• Consulted on a Selective Licensing Scheme as part of a policy framework to improve quality standards for all private sector tenants.</li> </ul>	<ul style="list-style-type: none"> <li>• Revise the Council's Private Rented Sector Housing Policy that encapsulates a vision to provide good quality housing standards for all.</li> <li>• Approve a Selective Licensing Scheme to enable an application to be made to Government in 2021/22 to improve standards in private rented sector housing in Oxford.</li> <li>• Campaign for greater national controls of the short-let market and actively seek enforcement opportunities to close the regulatory gap.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the partnership with landlords and agents, taking a co-production approach to improve the quality and management of the Private Rented Sector (PRS).</li> <li>• Subject to Government approval, implement a Selective Licensing Scheme for all Private Rented Sector Property across the city.</li> <li>• Increase compliance with the requirement for privately rented properties to have an EPC to 80%.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
		<ul style="list-style-type: none"> <li>• Increase the number of Energy Performance Certificates (EPCs) issued to landlords in the private rented sector by using the new delegated powers.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop relationships with tenants groups to help enable tenants to be empowered in their relationships with landlords and agents.</li> </ul>
<p><b>INFLUENCE</b></p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Worked in partnership with neighbouring authorities to influence the design and quality of development in Oxfordshire, including through the Oxfordshire Plan 2050 and other partnership opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with partners to explore the appropriateness of additional planning briefs or strategies, to guide the development of infrastructure and exemplar development on the edges of the city, including for example, around the proposed stations for the Cowley Branch Line.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with landowner partners, Oxford City Council will submit a planning application associated with land it owns, to include significant levels of new housing, as part of the development of South Oxford Science Village off Grenoble Road.</li> <li>• Work with district 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.</li> </ul>

**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.

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p><b>DELIVER</b></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"> <li>• Invested £150k in mobilising locality-based teams in response to COVID-19.</li> <li>• Developed a locality-based model that supports local community groups and organisations to be fully involved working in partnership with the Council.</li> <li>• Invested £1.3million of grant funding in our communities and voluntary sector with a focus on improving health, tackling climate change, widening opportunities, building</li> </ul>	<ul style="list-style-type: none"> <li>• Review the Council’s grants programme to better align our Council priorities with the needs of local communities due to the impact of COVID-19.</li> <li>• As part of the strategic grants review, develop a micro-grant programme for local community groups to access and deliver against local priorities.</li> <li>• Work strategically with other key stakeholders in the city to invest in locality-based commissioning and delivering shared outcomes.</li> <li>• Identify opportunities for greater collaboration between the Council and Voluntary and Community Sector (VCS) stakeholders to deliver against local priorities and</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilise the Volunteer Protocol and VCS support service.</li> <li>• Continue to work closely with advice centres to strengthen their accessibility for diverse communities and to support close working with locality hubs and the Council welfare services and contact centre.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>DELIVER</b></p>	<p>community resilience, celebrating diversity and success, mobilising seldom heard groups and making it easier and more popular to access our leisure and cultural facilities and other community assets.</p> <ul style="list-style-type: none"> <li>• Worked with Fusion Lifestyle and user groups to develop a sustainable basis for reopening the Council's leisure facilities; and undertaking a review of longer-term provision.</li> <li>• Despite challenges due to Covid, we continued to support migrants, refugees and asylum seekers in Oxford through English classes, mentoring,</li> </ul>	<p>leverage in further funding into the city.</p> <ul style="list-style-type: none"> <li>• Develop a Volunteer Protocol to ensure the quality of volunteering and support to volunteers is of a nationally recognised standard.</li> <li>• Consider findings of a review of leisure provision, with a view to reset the offer post-COVID - meeting the needs of the city.</li> <li>• Reopen leisure centres safely, in meeting the needs and demands of residents. Work on a plan to ensure accessibility and affordability for young people, crèche facilities and through social prescribing mental health support too.</li> <li>• Work with key stakeholders and partners to make parks and leisure centres and green spaces fully accessible.</li> </ul>	



Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>DELIVER</b></p> <p>2. Children and young people’s resilience and confidence will have increased through the educational and recreational activities we offer.</p>	<p>volunteering and employment programmes.</p>	<ul style="list-style-type: none"> <li>• Develop a strategic partnership framework that enables key stakeholders in the city to confidently share intelligence and insight to proactively monitor, track and respond to causal issues linked to poverty with an emphasis on prevention and achieving outcomes.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Worked with young people through our Youth Ambition Programme, to better understand and address the impact of COVID-19 in relation to social interactions, and accessing education through digital tools.</li> <li>• Focused our Youth Ambition resources to prioritise those young people that may require extra support to get involved in activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Building on the success of the Youth Ambition Programme we will further embed the expertise and skills into the workforce operating within the locality hubs model to increase our coverage and impact.</li> <li>• Establish a Youth Ambition mentoring programme supported by the locality hubs, which can support the take up of apprenticeships.</li> <li>• Work with the County Council and partners to ensure children and young people are involved</li> </ul>	<ul style="list-style-type: none"> <li>• By 2024 our Youth Ambition Programme will have supported and empowered the most disadvantaged young people in accessing arts, leisure, educational and cultural programmes to enable them to make these initiatives a key part of their futures.</li> <li>• Develop the use of intelligence insight to better direct resources to support young people, particularly those that seldom participate in</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>DELIVER</b></p>		<p>in tackling the issues that impact them, such as climate change and accessing green technologies and cultural and recreational activities.</p> <ul style="list-style-type: none"> <li>• Work with partners to make the case for Oxford to become an Opportunity Area, attracting associated funding, and related initiatives to close the attainment gap for disadvantaged, BAME and SEND young people.</li> <li>• Adapt how we deliver youth work to support the changing needs of young people, such as the impact of online interactions, and help address mental health issues experienced by many during the pandemic.</li> </ul>	<p>activities.</p> <ul style="list-style-type: none"> <li>• Working with key stakeholders in localities we will utilise their insights, experience and assets to develop opportunities for young people – which those young people can relate to.</li> </ul>
	<p>3. As a good landlord, we will have worked with our Council tenants and residents to strengthen local communities; and</p>	<ul style="list-style-type: none"> <li>• We have successfully tested a new locality-based approach in response to the pandemic, deploying</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a more integrated frontline locality-based service delivery offer involving 6 locality hub teams that brings together housing, community services,</li> </ul>

	Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<b>DELIVER</b>	<p>worked with other major landlords to improve the services they provide.</p>	<p>multi-skilled, customer-facing staff to improve the experience and outcomes for our residents.</p> <ul style="list-style-type: none"> <li>Continuation of the health inequalities project, with a seconded mental health worker supporting 42 of our most vulnerable residents with mental health issues.</li> </ul>	<p>tenancy management support, etc. to provide a framework for greater colocation with partners and an emphasis on:</p> <ul style="list-style-type: none"> <li>Prevention early intervention and support</li> <li>Community led co-productive social action</li> <li>Where residents are involved in decision making on matters that affect them directly</li> <li>Improved service co-ordination with issues resolved right first time, closer to people’s homes</li> <li>Locality-based commissioning making decisions on available funding to deliver projects that meet local needs and priorities.</li> </ul> <ul style="list-style-type: none"> <li>Develop a change programme for the Council’s landlord services, in response to the Housing White Paper and carry out an extensive survey of residents to gauge views and satisfaction.</li> </ul>	

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p>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.</p>	<ul style="list-style-type: none"> <li>• Launched and promoted Go Active Outdoors to help promote inclusive access and the range of activities within the city's parks.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the impact of Go Active across the city.</li> <li>• Agree a baseline position and establish targets with community associations/centres including resources.</li> <li>• Encourage and support community associations and community centres to deliver a 'One Planet Living' approach (a vision of the world in which people enjoy happy, healthy lives within their fair share of the earth's resources, leaving space for wildlife and wilderness) and champion this in our communities.</li> <li>• Submit an application to DEFRA for designated bathing water status for a stretch of the Thames in Oxford.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the impact of our social prescribing initiatives on the mental and physical wellbeing of our citizens that are referred from either primary care or community services.</li> <li>• Monitor the impact of the 'One Planet Living' approach by our community associations, and where there are gaps mobilise and incentivise local community groups to be the local champions.</li> </ul>
<p><b>PARTNER</b> 5. Working with neighbouring councils and partners, we will prevent</p>	<ul style="list-style-type: none"> <li>• Received Crisis-commissioned research findings to inform the future</li> </ul>	<ul style="list-style-type: none"> <li>• Make progress with reforming the organisational arrangements in our Housing Needs service to better align services with policy</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the countywide strategy to move towards ending rough sleeping in Oxfordshire, and deliver</li> </ul>

	Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
PARTNER	<p>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>	<p>approach to move-on accommodation.</p> <ul style="list-style-type: none"> <li>• Rolled out a corporate response to homelessness prevention in response to the pandemic, led by a cross-Council group.</li> <li>• Developed a draft countywide Rough Sleeping Strategy with Oxfordshire councils and partner organisations.</li> <li>• Started a review into our approach to Temporary Accommodation, ensuring better outcomes for homeless households through faster move-on and support by establishing a Temporary Accommodation Taskforce.</li> </ul>	<p>and priorities, such as increased homelessness prevention and a housing-led approach to move-on.</p> <ul style="list-style-type: none"> <li>• Consult and agree the Countywide Rough Sleeping Strategy, agree countywide governance and funding arrangements, and develop a commissioning strategy for the provision of accommodation-based services for rough sleepers and single homeless people.</li> </ul>	<p>new commissioned services.</p> <ul style="list-style-type: none"> <li>• Make further progress towards preventing homelessness earlier, with closer relationships with key partners, e.g. probation, social services, hospitals.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p><b>PARTNER</b></p> <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>	<ul style="list-style-type: none"> <li>Supported informal community groups to become more sustainable in localities and to support local projects.</li> </ul> <p><b>In response to the pandemic we:</b></p> <ul style="list-style-type: none"> <li>Deployed resources to support local community groups and vulnerable individuals safely through COVID-19.</li> <li>Developed food supply lines to ensure the most vulnerable people including families in need had their nutritional, religious and other needs met.</li> <li>Worked collaboratively with the VCS to support local people to volunteer at street level in meeting</li> </ul>	<ul style="list-style-type: none"> <li>Launch a Thriving Community Strategy with the principles of community engagement, involvement and participation. This will take a place-based approach that maximises opportunities for greater collaboration with key stakeholders and community groups to deliver outcomes that matter to the Council and local people.</li> <li>Work with community associations across the city to enable them to become more inclusive and representative of the communities they serve from a governance perspective.</li> <li>Work closely with health partners to ensure the vaccination is accessible to and embraced by our most vulnerable residents.</li> <li>Launch a small grants/capital receipts programme to encourage</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Thriving Communities Strategy - delivering programmes of work that increase digital participation, equalities and cohesion to:             <ul style="list-style-type: none"> <li>Increase participation, inclusivity and accessibility of leisure and community centres, arts venues and parks, ensuring they work for everyone</li> <li>Tackle issues of isolation in our elderly communities</li> <li>Protect and safeguard the heritage of local communities as part of our place-based and asset development strategies for the future.</li> </ul> </li> <li>Commission support services through the CVS that deliver increased social value, inclusiveness and benefit in localities.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>	<p>their local needs.</p> <ul style="list-style-type: none"> <li>• Provided a 24/7 Single Point of Contact/help line for all Oxford residents to ensure their needs were responded to efficiently.</li> <li>• Delivered our business as usual services through the use of digital conversations thereby keeping people safe.</li> <li>• Worked closely with inter-faith groups to understand religious and spiritual needs in response to the pandemic and ensure operations were appropriately deployed.</li> <li>• Maximised the use of grants and funding such</li> </ul>	<p>local community groups to apply for seed funding and get involved in shaping delivering locality-based projects.</p>	

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>	<p>as the Winter Support Grant to support those in the greatest need.</p>		
	<p>7. Increasing numbers of people who walk and cycle around the city, benefitting their health and wellbeing.</p>	<ul style="list-style-type: none"> <li>• Commissioned an Oxford Greenways strategic plan for cycle routes into and within Oxford, jointly funded with Oxfordshire County Council and the University of Oxford.</li> <li>• Engaged with Oxfordshire County Council to develop and improve cycle lane infrastructure in the city including for people with disabilities, building on its Local Walking and Cycling Infrastructure Plans (LCWIPs).</li> <li>• Implemented an online activity hub, ensuring</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise the community benefits from year two of the Women’s Tour of Britain in Oxfordshire.</li> <li>• Work with partners to make cycling more inclusive and accessible for children and young people through targeted recreational activities based on need.</li> <li>• Work with partners/key stakeholders and secure funding to a) develop adaptable bikes or b) purchase adaptable bikes for children with disabilities.</li> <li>• Use campaigns to change behaviour such as #MovewithMayorMark to increase levels of physical activity.</li> </ul>



Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p><b>PARTNER</b></p> <p>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.</p>	<p>its accessibility for vulnerable people.</p>	<ul style="list-style-type: none"> <li>• Increase use of digital channels with up to date content on our activity hub.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Coordinated activity to address serious violence, modern slavery, hate crime, alcohol-related disorder and theft through the Oxford Safer Communities Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a Business Intelligence framework to enable the Council and partners to understand better the issues that disproportionately impact on our communities, and ensure that our frontline services and policies are designed accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with partners and community groups, marginalised groups and young people to engage in positive action through our locality-based initiatives.</li> <li>• Work closely with the police and other partners to disrupt organised crime groups using Closure Orders, injunctions and other local authority powers.</li> <li>• Develop and implement problem-solving solutions to reduce anti-social behaviour in the night-time economy.</li> <li>• Develop and implement solutions to reduce the level of bike crime in the city.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>			<ul style="list-style-type: none"> <li>• Work with our partners to deliver the Oxford Safer Communities Partnership’s hate crime plan.</li> <li>• Support the Oxford Community Safety Partnership to continue to tackle serious and organised crime in the city.</li> <li>• Work with community safety partners across the county to support the Violence Reduction Unit approach to reducing serious violence.</li> <li>• Work with the police and district councils to develop an enhanced CCTV capability in the county.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p><b>PARTNER</b></p> <p>9. Vulnerable people will continue to be safeguarded against harm.</p>	<ul style="list-style-type: none"> <li>Supported the most vulnerable people affected by COVID-19 to ensure they remain safe and have their needs met, or were equipped to become interdependent or self-reliant where appropriate.</li> <li>Developed a proposal for a case-management system for a 'single view of the customer' to inform operational delivery.</li> <li>Implemented a multi-agency cuckooing protocol to protect people whose homes are taken over.</li> <li>Worked with social care and other statutory</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support vulnerable people impacted from COVID-19 and ensure their needs are met and people are signposted to opportunities and provision.</li> <li>Implement recommendations of the Adult Safeguarding Board review into Rough Sleeper deaths.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure active involvement in the Missing and Exploited Panels and Networks.</li> <li>Work with other agencies to develop local responses to the findings of the modern slavery research.</li> <li>Fully implement a case management system.</li> <li>Ensure those people who require welfare assistance, are supported in the development of skills and signposted to opportunities.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>	<p>partners to identify and tackle child exploitation.</p> <ul style="list-style-type: none"> <li>• Concluded the Oxford Modern Slavery Project with Elmore Community Services.</li> <li>• Engaged with the Adult Safeguarding Board review into Rough Sleeper deaths and starting to implement its recommendations.</li> </ul>		
	<p>10.Oxford’s diversity will continue to be celebrated, with a greater sense of togetherness across its communities.</p>	<ul style="list-style-type: none"> <li>• Launched Oxford City Council’s #WeAreOxford community cohesion campaign.</li> <li>• Launched an Anti-Racism Charter that sends out a clear message that Oxford is an anti-racist city.</li> </ul>	<ul style="list-style-type: none"> <li>• Launch 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.</li> <li>• Launch a Sense of Community</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>		<p>Index to measure community cohesion and togetherness – securing a baseline measure for the city, which can then be tracked in subsequent years.</p> <ul style="list-style-type: none"> <li>• Collect and tell the stories of Oxford to reflect and represent its diverse communities, via means such as the Museum of Oxford.</li> <li>• Subject to COVID-19 restrictions, support a calendar of diverse and inclusive events across the city.</li> <li>• Develop insight and understanding within the Council regarding our approach to ‘intersectionality’ - where there are overlapping systems of disadvantage and disproportionate impact.</li> <li>• Develop community cohesion goals, which are shaped and planned by local communities themselves in localities.</li> </ul>	

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>	<ul style="list-style-type: none"> <li>• Celebrated the best of Oxford, its rich heritage, diverse communities and young people at two high profile conversational events.</li> </ul>	<ul style="list-style-type: none"> <li>• Refresh the Anti-Racism Charter through ongoing dialogue and conversation with BAME communities and key stakeholders. Launch a refreshed Charter in October during Black History Month.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ensured online council meetings are publicly accessible.</li> <li>• Held a Virtual Town Hall event with the universities and community groups with over 2,000 live participants.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with schools and young people to develop an Oxford Youth Council that is representative of the young people of Oxford to encourage civic and democratic engagement and participation including supporting young people to understand and express their rights.</li> <li>• Work with both universities and students' unions to boost electoral registration using joint social media campaigns where appropriate.</li> <li>• Subject to the COVID-19 situation with elections and schools'</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Thriving Communities Strategy to increase equality and access by delivering programmes of work that:               <ul style="list-style-type: none"> <li>- Promote digital literacy and accessibility</li> <li>- Promote and raise awareness of sustainability/zero-carbon benefits.</li> </ul> </li> <li>• Use partnerships and events to inspire young people by introducing them to new technologies and opportunities.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>		<p>capacity - offer a range of activities and engagement to schools, including Why register? Why vote? Workshops, 'How to run an election' training and support for mock elections and referendums.</p> <ul style="list-style-type: none"> <li>• Embed the use of Oxford City Council's new Residents Panel and gender-balanced Race Advisory Group to improve engagement and influence decision making.</li> </ul>	

**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.

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p><b>DELIVER</b></p> <p>1. Oxford City Council will have reduced the carbon footprint from its own operations to zero.</p>	<ul style="list-style-type: none"> <li>• Adopted a 4th Carbon Management Plan for Oxford City Council (21/22-29/30) to reduce the carbon footprint of Oxford City Council’s own operations by at least 10% per annum.</li> <li>• Met the previous carbon reduction target 5% per annum.</li> <li>• Achieved 10% increase in the renewable energy utilised by introduction of “green gas” (generated from renewable sources) for small sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve base net Zero Carbon Council position through purchase of green gas for large sites and offsetting.</li> <li>• Implement the two Decarbonisation grant schemes to reduce total energy usage by 1500tCO2/Year.</li> <li>• Pursue funding opportunities to fill the £30m investment needed to achieve the aim of Net Zero Carbon Council (with offsetting minimised) by 2030.</li> <li>• Reach 35% of fleet converted to electric power.</li> <li>• Revise the Asset Management Plan to align with Carbon Management</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement Carbon Management Plan and Asset management plan and the pursuit of funding opportunities to achieve Net Zero Carbon Council by 2030.</li> <li>• Further progress the electrification of our fleet, with the aim to hit 85% by 2030.</li> <li>• Commence work to reducing Scope 3 emissions.</li> <li>• Set a policy on offsetting linked to biodiversity enhancement.</li> </ul>



Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>DELIVER</b></p>	<ul style="list-style-type: none"> <li>Developed an operating model based on increased remote and flexible working that is reducing the carbon footprint of St Aldates Chambers as well as staff and customer travel.</li> </ul>	<p>Plan to achieve Net Zero Carbon Council by 2030.</p> <ul style="list-style-type: none"> <li>Quantify and better understand the Council’s Scope 3 emissions which are less directly measurable in order to reduce them.</li> <li>Align the Council’s work on Scope 3 emissions with development of a wider, consistent approach, across the city, to tackling these Scope 3 emissions through the Zero Carbon Oxford partnership.</li> <li>Set a policy on offsetting linked to biodiversity enhancement.</li> <li>As part of the transformation agenda for waste and resource management, seek to embed circular economy principles into council activities (such as specifying recycled goods in our procurement strategies and ensuring that goods are reused and repaired where</li> </ul>	

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<b>DELIVER</b>		possible), and helping residents make changes in their lives (such as repairing broken items, donating and buying second hand).	
	<ul style="list-style-type: none"> <li>Adopted a revised OCHL business plan - with new building standards up to 70% more energy efficient than the legal minimum.</li> </ul>	<ul style="list-style-type: none"> <li>All new house building commissioned this year and onwards by OCHL will meet building standards of a minimum of 70% more energy efficient than the existing Building Regulations.</li> <li>Complete pilot Net Zero Homes.</li> <li>Work with OxLEP and partners to foster a strong local supply chain to support these ambitions.</li> </ul>	<ul style="list-style-type: none"> <li>Implement mainstream net zero carbon build as far and fast as practicable.</li> <li>Improve standards of build in line with legislative and market developments and explore an increase in the standard for energy efficiency above the legal minimum, in balance with increasing affordable housing supply and financial returns to the Council.</li> </ul>
	<ul style="list-style-type: none"> <li>Carried out 'part' stock condition survey of Oxford City Council housing (targeting particularly types of buildings) – to assess</li> </ul>	<ul style="list-style-type: none"> <li>Commence programme of work to deliver target of 95% of our stock being EPC level C or above by 2028.</li> <li>Develop an investment plan with options for the retrofitting of</li> </ul>	<ul style="list-style-type: none"> <li>Continue energy efficiency improvement programme.</li> <li>Implement a targeted programme of retrofitting and seek government</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<b>DELIVER</b>	<p>energy efficiency requirements, to ensure we are well placed to seek funding from national schemes.</p> <ul style="list-style-type: none"> <li>Heat pumps are being installed in a number of Blackbird Leys council houses as part of the Energy Superhub Oxford (ESO) scheme.</li> </ul>	<p>energy efficiency measures or replacement of council housing, to reduce carbon emissions.</p> <ul style="list-style-type: none"> <li>Engage Council tenants to maximise their involvement in decisions on retrofitting that affect their homes.</li> <li>Pilot EWI (external wall insulation) retrofit and ground/air source heat pumps in council stock.</li> </ul>	<p>funding through national schemes as they come forward.</p> <ul style="list-style-type: none"> <li>Establish a retrofitting champions scheme, recruiting from amongst tenants and those in other accommodation who are willing to talk about their experiences of retrofitting to those interested in following suit.</li> </ul>
<b>PARTNER</b>	<p>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.</p> <ul style="list-style-type: none"> <li>Produced guidance to support the new Local Plan policies and assist applicants in understanding how these policies can be met.</li> </ul>	<ul style="list-style-type: none"> <li>Implement higher environmental standards for residential and non-residential new builds set out in Oxford’s Local Plan 2036.</li> </ul>	
	<p>5. We will be promoting and enforcing the</p>	<ul style="list-style-type: none"> <li>Increase the number of enforcement actions taken under</li> </ul>	<ul style="list-style-type: none"> <li>Promote and incentivise early compliance with MEES</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<p><b>PARTNER</b></p> <p>higher energy efficiency standards that will have been set nationally by the Government for residential and commercial landlords.</p>		<p>the Minimum Energy Efficiency Standards (MEES) regulations in privately rented properties.</p>	<p>regulations for residential and commercial landlords.</p> <ul style="list-style-type: none"> <li>• Develop and implement an enforcement approach for non-compliance with energy efficiency standards in commercial premises.</li> <li>• Consider local planning policy standards against national changes and keep them under review.</li> <li>• Work with neighbouring authorities through Oxfordshire Plan 2050 to try and set higher energy efficiency standards.</li> </ul>
<p>6. Oxford will have taken a leading role in the adoption of electric vehicles (EVs).</p>	<ul style="list-style-type: none"> <li>• Contributed to key enabling projects that support carbon reduction and EV adaptation, such as Go Ultra Low Oxford</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the Energy Superhub Oxford (ESO) and the EV rapid charger at Redbridge.</li> <li>• Develop an EV Charging Strategy for the city with a view to</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage and enable further innovation and investment in green technology and green jobs in Oxford, moving from pilot to full deployment</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
<b>PARTNER</b>	<p>(GULO), on street charging, taxi charging and Energy Superhub Oxford (ESO).</p> <ul style="list-style-type: none"> <li>Working with Oxfordshire County Council, secured funding to become an Electric Bus City.</li> </ul>	<p>establishing a target that meets current and anticipated demand.</p> <ul style="list-style-type: none"> <li>Complete the current programmes of charging point installation for taxis and on street private cars.</li> <li>The Council will support the County Council in the deployment of a high quality, open, value for money, and instant access EV charging network for Oxfordshire.</li> </ul>	<p>wherever possible.</p> <ul style="list-style-type: none"> <li>Continue to expand the network of EV chargers.</li> <li>Consider local planning policies against national changes and keep them under review.</li> </ul>
	<ul style="list-style-type: none"> <li>Adopted an Air Quality Action Plan setting a new target of a target of a maximum 30 µg/m<sup>3</sup> of NO<sub>2</sub> to be achieved across the city by 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and deliver the statutory Air Quality Action Plan.</li> <li>Working with Oxfordshire County Council, implement the planned Zero Emission Zone Pilot in Oxford’s city centre.</li> </ul>	<ul style="list-style-type: none"> <li>Continue phased roll out of planned Zero Emission Zone in Oxford’s city centre.</li> <li>Support the further migration of buses, taxis and private hire services to ultra-low and zero-emission vehicles.</li> </ul>
	<ul style="list-style-type: none"> <li>Launched an Oxford City Council Green Spaces Biodiversity Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Take a lead role in the establishment of a Local Nature Partnership for Oxfordshire.</li> </ul>	<ul style="list-style-type: none"> <li>Working with partners, build a strategic approach to protecting and improving biodiversity, including the</li> </ul>

	Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
DELIVER	trees and other plants, and increased biodiversity.	<ul style="list-style-type: none"> <li>Implemented two mini forests in the city.</li> </ul>	<ul style="list-style-type: none"> <li>Explore policy development that adopts a Natural Resource Management approach.</li> <li>Develop an Urban Tree Strategy.</li> <li>Implement two more mini forests across the city.</li> </ul>	<ul style="list-style-type: none"> <li>appropriate protection of trees.</li> <li>Develop high-resolution biodiversity mapping in the city and work with communities to improve local data.</li> <li>Encourage and enable public access to nature and support a significant programme to increase biodiversity and tree-planting.</li> <li>Provide strategic direction to biodiversity net gain projects to optimise impact.</li> <li>Seek to improve “greening” of streets and neighbourhoods.</li> </ul>
	9. The city will become more resilient to climate change	<ul style="list-style-type: none"> <li>Provided support to OFAS through facilitating land</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support the Environment Agency’s delivery of the Oxford Flood Alleviation</li> </ul>	<ul style="list-style-type: none"> <li>Preparatory work ahead of commencement of construction of Oxford</li> </ul>

Council Strategy 2020-2024 Outcome	Year 1 (2020-2021) Actions Completed	Year 2 (2020-2022) Actions	Year 3-4 (2022-2024) Actions
including improved flood defences.	transfers and partnership working.	Scheme (OFAS).	Flood Alleviation Scheme.
<b>INFLUENCE</b> 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.	<ul style="list-style-type: none"> <li>• Campaigned for Government to bring forward the end of petrol and diesel vehicle sales from 2040 – which they did to 2030.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a campaign narrative within the Zero Carbon Oxford Partnership to take to the Government’s COP 26 meeting in Glasgow.</li> </ul>	<ul style="list-style-type: none"> <li>• Campaign to see clear national standards for new buildings and retrofits are set.</li> </ul>
11. Citizens, businesses and other organisations in the city will be taking action to reduce carbon emissions and increase biodiversity.	<ul style="list-style-type: none"> <li>• Achieved a 40% reduction in carbon emissions across the city by 2020 from a 2005 base.</li> <li>• Held an Oxford Zero Carbon Summit involving major emitters to agree a citywide approach to reduce carbon and launched the Zero Carbon Oxford Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop with the Steering Group of the Zero Carbon Oxford Partnership an action plan and Sprint Groups to support delivery.</li> <li>• Start the development of a Zero Carbon Communities Strategy with a particular focus on reaching and mobilising marginalised communities through an environmental action grants programme that meets our climate aims and creates belonging to place and people.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete and implement the Zero Carbon Communities Strategy, with community engagement activity, using a co-production approach, to support residents and local groups taking action to achieve climate change targets; and raise wider public awareness of local action being taken.</li> <li>• Continue to build</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>INFLUENCE</b></p>	<ul style="list-style-type: none"> <li>• Held a Youth Summit to engage young people in action to reduce carbon and establish with them an ongoing programme of involvement.</li> <li>• Published a Zero Carbon Oxford action plan after engagement to include consideration of the Climate Emergency Review Group recommendations and form a Zero Carbon Oxford Partnership to support this work.</li> <li>• Worked with ODS to promote waste reduction, reuse and recycling.</li> </ul>		<p>engagement programme particularly around the themes of biodiversity, travel, energy conservation and waste reduction.</p> <ul style="list-style-type: none"> <li>• Pursue development of climate action plans for activity in all community centres and associations.</li> </ul>



# Glossary

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

**Energy Super Hub** - hybrid battery system

**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

**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

**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

**OHCL** – 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

**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

**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 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