

## **Oxford City Council Corporate Strategy 2020-2024**

### **Workshop information**

We are starting the process of reviewing and revising our strategic priorities for what will become a new Corporate Strategy 2020-2024. Below are current priorities and additions from the Local Plan 2036, which will form the basis of a discussion in the workshop. A selection of high level challenges and opportunities have also been listed which will be added to through the workshop.

#### **1. Vibrant sustainable economy**

##### Current Corporate Plan Priorities 2016-2020

- Make the case for greater local control and devolution of decisions and investment in transport, housing, skills and business growth to meet the needs of our economy.
- Promote growth and increased investment in enterprise and the knowledge economy.
- Improve infrastructure, public transport and opportunities for walking and cycling across the city to reduce congestion, and support economic and housing growth.
- Deliver effective support to attract new businesses and allow local businesses to prosper and grow.
- Improve workforce skills to meet local demand by working with Oxfordshire Skills Board to support educational attainment, traineeships, apprenticeships and better targeting of funding for skills across the spectrum.
- Promote and shape development and unlock land for housing and employment sites to help meet the needs of the city.

##### Local Plan 2036 priorities

- To remain at the heart of the Oxfordshire economy and an important net contributor to the national economy through its key strengths in the knowledge intensive businesses (such as education, health, science and technology) and as a leading environmentally sustainable city (Local Plan 2036)
- Promote district centres as the hubs for local community focus and identity, with transport interchange and activity and providing a range of social, leisure, sport and cultural facilities appropriate to Oxford's diverse communities alongside housing and employment opportunities (LP2036)
- To ensure that development is supported by the appropriate infrastructure and community facilities (LP2036)

- Maintain the regional role of Oxford city centre as a primary focus for shopping, employment, leisure and cultural activities, with district centres playing an increased and complementary role (LP2036)
- To preserve and enhance Oxford's exceptional built form with its legacy of archaeology and monuments, historic buildings, modern architecture, important views and distinctive townscape characteristics (LP2036)
- To ensure that all new development delivers a high quality of urban design, place making, architecture and public realm, integrating the historic environment with modern needs (LP2036)

## **Future challenges & opportunities on the horizon (horizon scan)**

### **Challenges**

- Post-Brexit very tight labour market – with significant recruitment issues in some sectors
- Balancing increase in tourism with needs of the city
- Decline of the high street (retail)
- Economic stagnation – low growth, low investment, low productivity
- Mismatch of employer needs re skills of local people
- Defining, developing and delivering sustainable, inclusive place based growth strategies and securing a clearer economic identity to attract, and retain, talent and investment (Local state we're in 2018 PwC report recommendations)

### **Opportunities**

- Smart City programme
- Oxfordshire Growth Deal and inclusive growth agenda (including inclusive economy, inclusive recruitment, living wage, social enterprise)
- Community wealth building, increasing social value/return on investment for council procurement and encouraging wider take up (and influencing other stakeholders)
- City centre partnership and creation of West End Global Business District
- University led innovation and enterprise
- The Local Plan 2036 seeks to secure opportunities for local employment, training and businesses from large developments to share the benefits of growth.
- LP2036 - district centres to play an extended role in accommodating growth and developing their function as 'hubs' for the local communities

## **2. Meeting housing need**

### **Current Corporate Plan Priorities 2016-2020**

- Tackle the city's housing crisis by promoting high quality development in the city and in locations near to Oxford with good transport links working in partnership

with developers, universities, businesses and neighbouring District Councils to build the homes that Oxford needs.

- Build more affordable homes in partnership with developers, housing associations, universities and the health sector to meet the needs of different income groups and types of employment in the city, including those on low incomes and those who are vulnerable.
- Improve conditions for private tenants by actively enforcing standards for private rented housing and managing the impact on neighbourhoods of Houses in Multiple Occupation (HMOs).
- Improve homes for our existing tenants by refurbishing our properties above national standards, making homes more energy efficient and improving the general environment of our estates.
- Tackle homelessness and rough sleeping by securing appropriate accommodation and support for those affected.

#### Local Plan 2036 and service area priorities

- To deliver as much housing as possible whilst balancing other important needs of the city's residents and businesses
- To deliver affordable housing and ensure that it meets the requirements of those in need
- To plan for an appropriate mix of housing sizes, types and tenure

#### **Future challenges & opportunities on the horizon (horizon scan)**

##### **Local challenges**

- Oxford house prices will continue to be high for the foreseeable future
- Oxford private rented property rents will continue to be high
- Demand for housing from students will continue to be high
- Continuing and potential increase in homelessness due to macroeconomic challenges
- Likely need for Council to build homes with net-zero carbon emissions
- Oxford continuing to attract significant numbers of non-locally connected rough sleepers and limited contribution from

##### **National challenges**

- Intergenerational strain - sharp and growing intergenerational differences over housing, income and work will be key a feature of the 2020s. Younger generations are expected to be at the sharp end of a less secure labour market and the housing crisis. By contrast, as owner-occupier status increases among older cohorts, many pensioners will become 'ordinarily' wealthy. Politically, this could sharpen the demand for a more active state in redressing housing

concerns, while also increasing the political importance of policies around the fair distribution of wealth, assets, benefits and pensions.

- The percentage of 25–34-year-olds living in the private rental sector is due to increase from roughly 20% in 2003 to nearly 70% in the 2020s – (IPPR future proof 2016)
- The 2020s will see a transformation in housing tenure. Private sector renting will surge among the young, often in substandard conditions. By 2030, almost 40% of all under-40s are forecast to be living back at home with their parents, up from around 14% today. Homeownership will decline overall as rising prices put it out of reach for many (IPPR, future proof, 2016)
- Changes to Building Regs require no new building with gas central heating from 2025 and expected shift to Passivhaus Standard for new build over next few years.
- Short-term Government funding support model for rough sleeping/homelessness makes it difficult to plan services for the long term

### **Opportunities**

- Oxford City Council owned housing company – increasing affordable housing supply
- Community led housing ideas
- Oxford Homeless Movement
- Joint Strategic Spatial Plan (Oxfordshire 2050) setting framework for housing growth
- Local Plan 2036 - The focus of new development will be on intensifying development on previously developed land. This consolidating approach to developing the city in future is not only best practice but essential in a constrained urban environment like Oxford
- Local Plan 2036 introduces a new policy approach aimed at helping key employers in the city to make housing provision to help meet the needs of their staff.
- Local Plan 2036 places restrictions on the locations suitable for student accommodation and limits its occupancy to students at one of the two universities
- Waterways protect existing provision and to explore opportunities to increase moorings and services (Local Plan 2036)

### **3. Strong and active communities**

Current Corporate Plan Priorities 2016-2020

- Tackle inequality through improved prosperity and by targeting resources to those who need most support.
- Provide high quality community and leisure facilities and seek to increase participation in regular physical activity to improve people's health and quality of life.
- Improve opportunities for young people to engage in positive activities and develop the skills and ambition to achieve to the best of their abilities.

- Celebrate diversity and support our different communities by understanding their needs, supporting voluntary and community groups and delivering high quality cultural events and activities.
- Promote safe neighbourhoods and tackle anti-social behaviour through education and early engagement with problems, backed by enforcement action if required.
- Safeguard and support vulnerable people including improving quality of life for older people and protecting children, families and adults at risk of exploitation or crime.

#### Local Plan 2036 and service area priorities

- To reduce inequalities across Oxford, particularly in employment, health and education
- Providing communities with facilities and services and ensuring Oxford is a vibrant and enjoyable city to live in and visit
- To ensure efficient use of land by seeking opportunities for facilities to be multi-functional and by maximising efficient use of scarce land

### **Future challenges & opportunities on the horizon (horizon scan)**

#### **Challenges**

- National economy policy seeing increasing inequality
- Challenge of ensuring that current and future growth benefits all (inclusive growth/economy)
- Ageing population – and higher numbers of 90+ people
- Health challenges e.g. rising levels of mental health issues, diabetes, obesity
- Community cohesion challenges related to Brexit
- Increase in online crime / scams
- Ongoing underperformance of east Oxford schools
- Ongoing cuts in County Council funding likely to impact both children's and adult services – resulting in further unmet need
- Government grants for voluntary sector not likely to increase while demand for services will grow

#### **Opportunities**

- Reviewing city council's community assets
- Taking an asset based community development approach and co-production of services
- New culture & leisure strategy
- New sports and playing pitch strategy
- Partnership work with the County on Health & Wellbeing, Older People and Mental Health

#### **4. Clean green**

##### Current Corporate Plan Priorities 2016-2020

- Save energy and reduce carbon emissions through energy saving and renewable energy schemes that bring down energy bills, tackle fuel poverty and reduce the city's carbon footprint.
- Tackle congestion and pollution that frustrates growth and damages peoples' health through a better public transport offer, our low emission zone and by promoting cycling and walking.
- Improve cleanliness of our streets, neighbourhoods and open spaces so that Oxford is an attractive, clean and safe place which residents, visitors and those who work in the city enjoy.
- Reduce the total amount of waste and increase the proportion of the waste stream that is recycled providing excellent recycling services and facilities across the city and working with partners to promote recycling.
- Protect the city from extreme weather events and flooding by working with partners to invest in effective flood defences.

##### Local Plan 2036 and service area priorities

- Ensure new homes are adaptable to the changing needs of the population and to climate change, as well as being energy efficient to help reduce further climate change.
- Achieve improved air quality and high levels of energy efficiency, renewable energy provision and water conservation, maximising Oxford's potential in low carbon technologies.
- Manage water flow and to help protect people and their property from the impacts of flooding.
- Achieve significant progress towards its net zero greenhouse gas emissions aspiration across Oxford, with the City Council leading by example with the vision of reaching net zero emissions by 2030 at the latest; and working with partners and citizens to reduce Oxford's emissions to net zero ahead of the Government target of 2050.
- Enhance green spaces so they deliver multiple benefits to health and wellbeing, are rich in biodiversity, and help the city adapt to climate change.
- Implement a zero emissions zone for vehicles progressively across the city
- Reduce traffic congestion in Oxford to ensure efficient movement into and around the city

- To provide enhanced facilities for walking and cycling, ensuring they are the primary modes for travel around the city
- To ensure walking and cycling routes are complemented with well managed and attractive public transport routes, and that car use is minimised
- Significantly increase the proportion of waste that is recycled, with the balance for incineration and zero landfill waste

## **Future challenges & opportunities on the horizon (horizon scan)**

### Challenges

- Climate change (for example it's impact on floods / parks / water / transport)
- Increase in carbon emissions due to increase in population, jobs and infrastructure projects
- Very significant capital cost of carbon reduction measures
- City Council has limited controls over carbon abatement actions that will be needed of households and businesses
- Reducing single use plastics

### Opportunities

- New ODS strategy in driving environment standards such as improving street environment
- Growth Deal & Green infrastructure – including new train lines
- Central Government Net Zero to 2050 – support to implement policy changes
- Oxford/Oxfordshire a key location for electric vehicle development and deployment including national-level pilots on the charging infrastructure including battery storage and smart grids
- Income generation via 'green' expertise'
- Local Plan 2036 contains policies to mitigate and adapt to climate change in line with the provisions and objectives of the Climate Change Act 2008
- Local Plan 2036 - Along all of Oxford's waterways, new development that preserves these functions and in particular that enhances the recreational value, transport value and setting of these areas is to be encouraged.
- Over the Local Plan 2036 period it is anticipated that improvements in technology, the growth of the sharing economy and the attitude to car ownership are anticipated to enhance this approach