

Oxford's Sustainable Community Strategy

2008 – 2012

Oxford: A World Class City

Please note:

This is a word only version of the content and structure. We will be working with a designer to ensure branding and a vibrant feel to the document.

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1. Foreword

Oxford. Just the name by itself conjures up an image for people around the world. Those of us who live, work or study here know that there is a wonderful Oxford heritage to be celebrated but we also know that there is much more to the city as well.

The Oxford Strategic Partnership has looked at the city's successes and challenges to create this strategy. It has chosen not to create a list of every single organisation, initiative, project or programme that is trying to make life in Oxford better. It has chosen instead to focus on two questions.

Firstly, what are the main issues about which the people of Oxford are concerned? Then, taking this list, it has asked which of these issues does it think requires more action than that already being undertaken by existing organisations and partnerships.

It is well aware that its choices can and should be open to challenge. It knows that these priorities will change over time. As you read this strategy, I invite you to think about what you, or your organisation, can do to help address these issues. If there is one message that has come through our work, it is that Oxford becomes stronger the more that we all work together to develop the Oxford City that we all want to see.

Peter Couchman
Chair of the OSP

2. Introduction

Local Strategic Partnerships (LSPs) were introduced as part of the Local Government Act in 2000. They bring together, at a local level, the different parts of the public sector as well as the private, business, community and voluntary sectors so that local issues and priorities can be tackled together.

LSPs are responsible for developing and driving the implementation of Community Strategies and Local Area Agreements. The Oxford Strategic Partnership (OSP) is Oxford City's Local Strategic Partnership. More details about the OSP can be found in Appendix One.

In 2004, the OSP published its first Community Strategy titled "Oxford's Community Strategy - Building a city where everyone is valued".

There were five themes in the 2004 Community Strategy:

- A Vibrant and Inclusive Economy
- Safer Communities
- A Better Living Environment
- Opportunities for Life
- Active and Healthy Communities

A number of objectives were made and these have been monitored and reviewed and the results of this review published on the OSP website at www.oxfordpartnership.org.uk.

Following a strategic review and further discussion and consultation in 2006 and 2007 the OSP adopted the following priorities:

Our over-riding vision is that Oxford will be a world class city for everyone.

There will be a **cross cutting theme of the economy in the city** and five flagship issues where the OSP feels it can add value:

- **Affordable Housing**
- **Health and Social Inclusion**
- **Climate Change**
- **Quality of the Public Realm for Residents and Visitors**
- **Safer, Stronger, more Cohesive City**

The vision and issues will feed into the priorities of the Oxfordshire LSP, The Oxfordshire Partnership's Sustainable Community Strategy for the County as a whole, recognising the local needs and priorities of Oxford City.

Targets are being developed in all areas and will be aligned with the Local Area Agreement once this is finalised.

3. About the City of Oxford

Oxford is centrally located within England, and is at the heart of the county of Oxfordshire.

Oxford is one of the most photographed, filmed, and written about cities in the world. The enduring images are of historic Oxford and these images are vital to our flourishing tourist industry because it is historic Oxford that tourists visit in millions. It is, however, only one part of our city's story. Oxford at the beginning of the 21st century, while still with its historic core and green spaces, is a far cry from its media stereotype.

Contemporary Oxford is a global brand. It is an economic hub with a world-class knowledge economy that underpins continued prosperity not just in Oxfordshire but in the south-east of England and beyond. Oxford is committed to fairtrade and is a Fairtrade City.

The population of Oxford in mid-2006 is estimated to be 149,100. In marked contrast to other parts of the county, Oxford is ethnically and cultural diverse with the third highest minority ethnic population in the South East. Due to the large student population, the city has the highest proportion of students in England and Wales. This means that Oxford has a high proportion of 16-29 year olds; 32%, which is twice the national average.

The city is a densely packed urban space - covering 46 sq km (29 sq miles) - with very high levels of housing density. There are severe pressures on housing stock, with large concentrations of homes in multiple occupation and significant numbers of homeless and other vulnerable groups. Some areas of the city suffer multiple levels of deprivation - low skills, low incomes, and high levels of crime.

Oxford is an affluent city but contains pockets of severe deprivation. The Indices of Deprivation places Oxford amongst the 40% most deprived local authorities in England. Of 85 Areas in Oxford, 17 are among the 30% most deprived areas in England. Northfield Brook ward is in the most deprived 10% of wards in England

House prices in Oxford are approximately ten times greater than annual incomes. This ratio is considerably higher than the South East average. Consequently the average joint attainable mortgage is far lower than the average price of houses. As house buying in the city is out of reach of most households, there is a huge demand for more affordable rented housing in Oxford.

Despite having the highest proportion of residents aged 16-74 holding a degree, Oxford also has a higher proportion of people without any qualifications than Oxfordshire, the South East, and England and Wales.

The city is home to around 3,300 businesses providing 108,000 jobs. Oxford has a high level of in-commuting, with around half its workforce living outside

its boundary. Also, there is relatively little out-commuting, with only 25% of economically active Oxford residents working outside the city. Only 43% of Oxford's workforce travel to work by car, which is the lowest proportion in the entire South East region and amongst the lowest in England and Wales.

Oxford is a top international tourist destination and attracted almost 8 million visitors in 2001.

The city centre is a regional shopping destination, which performs extremely well and has a low vacancy rate. Demand from retailers to be represented in the city centre is high. Oxford is ranked sixth as a retail centre of regional importance in the South East.

Oxford is home to a thriving voluntary and community sector. Over 3000 voluntary and community groups and organisations exist in Oxfordshire of which a large proportion work for the benefit of the residents of Oxford. A wide range of services are provided by the sector including advice, information, support, play, arts and cultural services.

The dynamic mix of opportunities and challenges is at the heart of the distinctive character of contemporary Oxford.

Some facts about the City of Oxford

- At the 2001 Census, Oxford's 'usual resident population' was estimated to be 134,248. Since then it is estimated to have increased to 149,100 by 2006. .
(Source: Mid Year Estimates – Office for National Statistics)
- Over 30,000 students studied full-time at the two universities in 2005/06, which means that Oxford has a relatively young population
(Source: Higher Education Statistics Agency)
- The city is home to around 3,300 businesses providing 108,000 jobs. 88% of employees work in services, including 19% in retail, hotel and catering.
(Source: Nomis)
- Median earnings of residents (£447 per week) are lower than the regional and national averages
(Source: 2006 Annual Survey of Hours and Earning – Office for National Statistics)
- Oxford is renowned as an academic, motor manufacturing and tourist centre. This perception masks other key features of the local economy, including the bioscience sector, IT, software and creative media businesses and university 'spin-off' companies. Major employers in the city are based in the city centre, Oxford Business Park, Oxford Science

Park, Horspath Industrial Estate and the Garsington Road area (including BMW and Unipart).

- Oxford has a high level of in-commuting, with around half its workforce living outside its boundary. Also, there is relatively little out-commuting, with only 25% of economically active Oxford residents working outside the city. Only 43% of Oxford's workforce travel to work by car, which is the lowest proportion in the entire South East region and amongst the lowest in England and Wales. It consequently also has one of the highest proportions of people who travel to work by public transport

(Source: 2001 Census)

- Over 3000 voluntary and Community Groups exist in Oxfordshire with a large proportion providing services to the residents of Oxford City. More information about the organisations in the sector can be obtained at www.oxnet.org.uk
- Oxford City Council provided £1.6m in grants to community and voluntary sector organisations in 2006/7.

4. Oxford - The Vision for the City

Our over-riding vision is that Oxford will be a world class city for everyone.

Oxford as a city will build on its heritage and its international reputation as a place of learning and innovation to create high quality life outcomes for all those who live in the city. We shall develop a city that becomes carbon neutral with high eco standards that protect the health and wealth of all our citizens and which will be a model of good practice locally, nationally and internationally. We shall enhance the role of the city within Oxfordshire and the South East of England as a sub-regional capital assisting surrounding areas by the development of high quality sub regional and regional services and facilities.

Oxford will do this by:

- Developing high level partnerships between the public and private sectors and the voluntary and community sector and the City Council to research and test high quality eco solutions to current climate change and other problems caused by high costs of energy and to implement them in Oxford in a way that is replicable internationally.
- Making Oxford a healthier, greener, more cohesive and safer place, enhancing residential areas and giving special attention to the city centre and the district centres.
- Developing a comprehensive housing strategy that will, over time, provide high quality and appropriate housing to all our citizens.
- Managing economic development so as to maximise sustainable high value jobs in a low carbon economy.
- Building on existing partnerships that will, over time, effectively reduce disparities of opportunity and outcome in fields of health, education, and wealth creation in differing parts of Oxford.
- Developing innovative clean, green systems of transport which will link the opportunities of Oxford to the wider world.
- Strengthening high value tourism and conference markets which build on the academic, business, cultural and retailing strengths of the city to influence the nature of visits to the city.

6. Spatial Planning – The Local Development Framework and The Core Strategy

Oxford City Council is currently preparing the Oxford Local Development Framework (LDF), which will be a key means of achieving the objectives of the Sustainable Community Strategy (SCS). The LDF is a folder of planning documents that will replace the current Oxford Local Plan and County Structure Plan. As well as indicating which types of development are appropriate in which locations, the LDF will consider how land-use, design and movement should integrate with other strategies to improve our overall quality of life, including broader issues such as health, education and community safety. This is known as ‘spatial planning’.

Of particular relevance to the SCS is the LDF Core Strategy, which will set out the strategic planning framework for Oxford up to 2026. Government guidance stresses the importance of ensuring that the Core Strategy and the SCS are properly integrated, so that the Core Strategy can take forward and help to deliver the spatial aspects of the SCS.

If both strategies are to be effective, it is important that they complement one another, and that the Oxford Strategic Partnership works with the planners for the benefit of local communities. The Oxford SCS and the Core Strategy are therefore being prepared in close collaboration, and City Council planners report regularly to the Strategic Partnership on progress with the Core Strategy.

The emerging Core Strategy spatial vision has a clear commonality with the draft vision for the SCS, emphasising many of the same aspirations e.g. that Oxford will build on its unique heritage and its international reputation; that the city will be at the forefront of measures to tackle climate change; and that the role of Oxford as a sub-regional capital and service centre will be enhanced.

The Core Strategy Preferred Options document, published for consultation in March 2007, identified options for taking these and other common aspirations forward, reflecting the main themes in the draft SCS.

For instance, the emerging Core Strategy proposes to increase the supply of affordable housing in Oxford by raising the overall level of new housing, by achieving a high level of affordable housing from residential development and by requiring an appropriate contribution from commercial development. In relation to climate change, it sets out proposals to adopt strong planning policies on flood protection and on minimising the use of energy and natural resources in new developments.

The theme of health and social inclusion is addressed in the emerging Core Strategy in a number of ways, e.g. by promoting the provision of high quality convenient local health services, by prioritising new green spaces in areas with a significant current shortage, and by promoting regeneration in the most deprived areas of the city. The Core Strategy Preferred Options document also promotes sustainable tourism and emphasises the importance of new

developments contributing to the distinctive character of particular areas of Oxford.

As the Core Strategy moves forward to the final 'submission' version, these proposals will be refined and developed into a set of policies that will aim to take on board the vision and themes of the SCS.

There are some constraints on spatial planning in Oxford, including a shortage of available land, the city's tightly drawn administrative boundary, a number of important environmental designations and the division of services between different tiers of local government.

6. Flagship Issues

6.1 Affordable Housing

6.1.1 Affordable Housing Select Committee

Issues around house prices and supply of affordable housing in Oxford are well documented. The OSP realised that existing policies were well-intentioned but were based on the current constraints facing policy formers. The OSP felt, therefore, that there was a need to create a way of exploring the issue outside of traditional policy development. The Oxford Strategic Partnership has decided that it will hold an Independent Affordable Housing Select Committee that will look at the following question:

How do we increase the amount of truly affordable housing in Oxford?

The Select Committee will be chaired by Elizabeth Paris with a panel to support Elizabeth. After 20 years as an investment banker, Elizabeth has for the last five years focused on more local issues through Common Purpose, a number of local board positions and as an Associate Fellow at the Oxford University Said Business School.

The gathering of facts, views, ideas and solutions is the first step and this is taking place in the early part of 2008. All of this information will be put together and discussed in more depth by the Chair and Panel of the Select Committee.

As they consider this information they will meet with key people and discuss further some of the ideas and solutions.

A report of findings and recommendations will be published in Spring 2008.

These findings will form the basis for an action plan that will be overseen by the OSP.

To find out more about the Affordable Housing Select Committee visit our website at www.oxfordpartnership.org.uk where you will find updates and a copy of the report and recommendations when published.

Other actions that impact on affordable housing in Oxford City include:

6.1.2 Local Development Framework

The Local Development Framework (LDF) is of significant importance to the delivery of affordable housing in the city. The LDF can increase supply in three ways; firstly, by increasing the total amount of housing being delivered in Oxford; secondly, by increasing the proportion of affordable housing from qualifying sites; and thirdly, by reducing the threshold for sites that would be

expected to provide affordable housing. The impact on viability needs to be considered in making any changes to the proportion of affordable housing or to thresholds.

Within the LDF, the Core Strategy sets out the overall affordable housing target from new build developments (currently 50%), and also requires commercial developments to contribute in some cases. These issues are expanded upon in the Affordable Housing Supplementary Planning Document (SPD). This document gives information on the Council's expectations for affordable housing, including an in-depth look at calculating contributions from commercial development, and other factors such as the mix of dwellings to be provided. Together, these documents will help the Council to ensure that the affordable housing delivered in the city is of high quality and that it meets needs highlighted by the various background studies undertaken.

With respect to meeting housing need in the city, the Core Strategy states:

“In terms of housing, it will never be possible to meet demand, or even proven need, within Oxford given the scarcity of land and environmental constraints. Most new housing will continue to be built on brownfield land. However, given that average densities in Oxford are already amongst the highest in the South East and that there are serious concerns about the number of family homes being converted into flats, it is considered that scope is limited for further increases in densities outside the city centre. Priority will be given to more affordable housing, and to delivering a broader mix of housing type, size and tenures to promote balanced and stable communities.”

In view of the level of housing need and the likelihood that the potential for brownfield redevelopment will decline over the next 20 years, it will be necessary to bring forward some limited residential development on greenfield sites.”

6.1.3 Annual Monitoring Report

The Annual Monitoring Report is used to help the Council monitor the performance of adopted planning policies. For the year 06/07, 267 new affordable homes were built (compared to the target of 150, and 167 in the previous year), although this figure falls short of the estimated annual need. It is hoped that the Affordable Housing SPD and larger developments like those in the West End will help the Council continue to deliver affordable housing at rates above the target.

6.1.4 Oxford - South East Regional Homelessness Champion

Oxford City has been named one of the South East Regional Champions for Homelessness in recognition of the work the City Council has done to reduce homelessness in the city.

The Regional Champion Scheme enables local authorities to tackle homelessness more effectively by encouraging them to learn from the best performing councils.

The Council's Housing Needs Team will offer support and guidance to other councils to assist them in prevention and administration of homelessness.

The seven objectives are:

- To help and contribute to halving the number of households living in insecure temporary accommodation by 2010.
- To help to sustain the Government's rough sleeping target at two thirds below 1998 baseline figure
- To help to sustain the bed and breakfast target that by March 2004 no homeless family with children should have to live in a B&B hotel except in an emergency, and even then for no longer than six weeks
- To help to end the use of B&B for homeless 16/17 year olds, other than in an emergency
- To help improve the capacity of other local authorities and their partners to tackle and prevent homelessness
- To act as a means of further developing the skills and expertise of the regional champion authority
- To contribute to the development of regional strategies and targets for tackling and preventing homelessness.
- These objectives are being achieved through local authorities focusing on homelessness prevention and developing alternative housing options, including in the private rented sector.

This Regional Champions Programme will make a significant contribution to helping local authorities achieve these aims.

6.1.5 Draft South East Plan

Oxford is part of the South East region. There is a draft South East Plan currently under discussion for housing in the wider area. The draft Plan states that 7000 new houses should be developed in Oxford City during the 20 year period 2006 – 2026 (350 per year).

A panel of independent Inspectors, appointed by the planning inspectorate, examined the draft Plan between November 2006 and March 2007. The Panel's report recommended increasing the number of houses for development to 8000 over the same period (400 per year).

The Panel also recommended the development of a further 4000 houses in the South Oxford Strategic Development Area in the same 20 year period

The draft South East Plan and the Panel's report is still under consideration by the Secretary of State, Hazel Blears. The Secretary of State is due to publish Proposed Changes to the South East Plan in early 2008. There will

then be a 12 week period of consultation on the Secretary of States' Proposed Changes before the Plan is adopted later in the year.

How does addressing the issue of affordable housing improve the cross cutting theme of the economy of the city?

- Increased affordable housing will impact positively on the city's ability to attract skilled and non-skilled workers who previously could not afford to relocate to the city from other parts of the country
- Increased affordable housing will reduce homelessness and rough sleeping which has a wide impact on the city

Some facts about Housing Need in the City of Oxford

- Housing Need Survey 2004 says that there will be an annual need for 2,409 affordable housing units per year, for the 10 years from 2004. The estimated supply of affordable units per year is put at 652 (excluding new build), leaving a shortfall of 1,757 units per year. Currently between 150 and 200 affordable units are built each year, approximately 10% of the predicted shortfall.

Source: Housing Requirements Study, 2004 (Fordham Associates for Oxford City Council).

- At the end of April 2007, 568 households were residing in temporary accommodation provided by Oxford City Council in the city. Other districts and the asylum seeker service also use temp accommodation in Oxford.

Source: Oxford City Council Housing Information System Database.

- Oxford City Council's waiting list figures are approaching 5000 households (May 30th 2007)
 - 3939 on the general list (this includes 554 homeless households)
 - 156 Housing association tenants wanting transfers
 - 852 council tenants wanting transfers.
 - 2140 of these households have inactive applications, and have been informed that, unless their circumstances deteriorate significantly, they have little or no chance of being made an allocation of social housing in the city. Applications are prioritised on the basis of housing need, and, for example, a family housed in a private sector flat with the correct number of bedrooms and the usual facilities, would have insufficient priority for an allocation.

Source: Oxford City Council Housing Information System database

- Age profiles of applicants for social housing are broken down as follows (May 2007):

- 744 applicants coming from the 16 to 24 age group

- 2,730 applicants fall into the 25 to 44 age group
- 956 applicants aged 45 to 59 age group
- 517 applicants as over 60 years of age

Source: Oxford City Council Housing Information System database

- Waiting times are broken down as follows (May 2007):
 - 1,063 applicants have been waiting between one and two years for an offer
 - 430 have been waiting 3 to 4 years
 - 254 applicants have waited between 4 and 5 years
 - 982 have been waiting in excess of five years
 - A further 1,462 applicants have joined the register in the last 12 months

Source: Oxford City Council Housing Information System Database.

- Oxford City Council currently supports around 600 households in the private rented sector by way of provision of rent deposits as part of Oxford City Council's homelessness prevention work

Source: Oxford City Council Home Choice Scheme database.

- The private rented sector accounts for around 22 - 26% of all dwellings in the city - this is an extraordinarily high percentage, and prices are high, with research undertaken for the Oxfordshire Housing Market Assessment showing the median cost of a two bed property across the city being around £800 per calendar month

Sources: Rightmove and Tribal Consulting

- The percentage of private rented accommodation is high, over double the regional and national percentages – over 22% in Oxford compared with 10.9% in the South East, and 10.4% in England.
- A Countywide Housing Market Assessment has been undertaken, but results are not yet finalised. However, what is evident from the work done so far is that the majority of first time buyer households in the city are facing great difficulty in entering the property market, and that social and other forms of affordable housing are not keeping pace with demand.
- Figures from Catalyst Housing Association show the number of Government defined Key Workers (teachers, nurses, social workers, planners, occupational therapists etc) who have accessed affordable intermediate housing in the county between April 2006 and February 2007.
 - 29 key workers accessed affordable housing in Oxford City, compared with 14 in Cherwell, 12 in South Oxfordshire, 4 in West Oxfordshire and 6 in the Vale of White Horse District.
 - The number of key workers looking for an affordable property is 505 in Oxford City, 42 in Cherwell, 17 in South Oxfordshire, 11 in West Oxfordshire and 9 in the Vale of the White Horse.

Source: Catalyst Housing Association

- The average Oxford house now costs £276,309, or roughly ten times average income.

- The percentage of owner-occupiers is relatively low in the city – 56.1% compared with the South East (75.6 %) and England (69.9%).

6.2 Health and Social Inclusion

The Oxford Strategic Partnership supported the completion of an Oxford City Social Inclusion Audit in 2006.

A summary of the findings of the audit can be found on the OSP website at www.oxfordpartnership.org.uk.

It was agreed by the OSP that health and social inclusion would be a key issue for the city and so the OSP has created a Health and Social Inclusion Partnership Group that has set key actions and targets for the city and this group reports directly to the Partnership. The principle behind the work of this group is to increase community capacity as a basis for better outcomes. The group includes voluntary and community, statutory and business sectors.

More information about the Health and Social Inclusion Partnership Group can be found on the OSP website at www.oxfordpartnership.org.uk.

Some facts about deprivation in the City of Oxford

Relative to the rest of Oxfordshire, Oxford has high levels of deprivation. The Indices of Deprivation 2004 rank Oxford 144th out of 354, placing it amongst the 40% most deprived local authority areas in England. Of 85 areas in Oxford, ten are among the 20% most deprived in England, with one of these among the most deprived 10%.

Aims of the Health and Social Inclusion Partnership Group:

To work together to improve health and social inclusion in Oxford City by providing opportunities and improving services for the most disadvantaged and vulnerable in the population.

Objectives of the Health and Social Inclusion Partnership Group:

- To improve outcomes on health and social inclusion by planning, implementing, developing and sustaining a range of appropriate work.
- To monitor improvement in outcomes using a range of indicators.
- To further develop partnership working to improve health and social inclusion, including pooling of resources.
- To develop new work to address the current priorities as needed.
- To maintain and develop surveillance of emerging issues affecting health and social inclusion and use this knowledge to reassess priorities and further develop appropriate action.

The outcomes the Group seeks to achieve are listed below. Underpinning work to achieve these aims will include building capacity and self-esteem in the community to enable people to enjoy better outcomes. Much of this work will be done through the continued and valued contribution of the voluntary and community sector.

The Oxfordshire Public Health Strategy 2007-2011 sets out a framework for health improvement through partnership working in the whole county. This section of the Oxford City Sustainable Community Strategy will be appended

to that document to give detail of the local priorities and how they are to be addressed. The Oxfordshire Public Health Strategy is available on www.oxfordshirepartnership.org.uk

How does addressing the issues of health and social inclusion improve the cross cutting theme of the economy of the city?

- The economy depends on a healthy, well educated and motivated local workforce
- Rising household incomes support retail, leisure and cultural businesses locally
- Improving links and access to education, training and skills which will positively impact on the economy
- Improved health will reduce levels of sickness in employment

Outcomes and Indicators 2008 - 2012

Health Improvement		
Outcome	Potential Indicator	Current situation
<p>People will live longer</p> <p>The gap in life expectancy between groups will be reduced</p> <p>Fewer people will die from preventable diseases.</p> <p>More people will choose healthy lifestyle options</p> <p>Child poverty will be reduced</p> <p>Pre-school children will live healthier lives (conception to 5yrs)</p> <p>School age children will live healthier lives (age 5 – 18)</p>	<ul style="list-style-type: none"> • All-age, all-cause mortality • Differences in all-age, all-cause mortality by ward and ethnicity • Premature (under the age of 75) deaths from coronary heart disease and cancer • Participation in active leisure • Smoking prevalence, alcohol consumption, healthy eating. • Proportion of children in poverty • Smoking in pregnancy • Breastfeeding initiation • Support for families, including fathers • Accidental injury rates • Teenage pregnancy rates • Obesity rates for children 	<p>Life expectancy is increasing, and above the England average for males and females</p> <p>There is a life expectancy gap of 5.5 years between the highest and lowest life expectancy wards</p> <p>Premature deaths are decreasing, and below the England average</p> <p>20.5% of adults participate in regular active leisure, lower than the England average</p> <p>Binge drinking is higher than the England average and the death rate from smoking is similar to the average.</p> <p>Levels of healthy eating are above average.</p> <p>22% of children in Oxford live in households dependent on means-tested benefits</p> <p>Teenage conception rates are higher than average</p>

Skills and Training		
Outcome	Potential Indicator	Current situation
<p>Foster a culture of learning and improve adult access to skills development opportunities at all levels, especially in Oxford's most deprived areas.</p> <p>A reduction in the number of vulnerable young people not in education, employment or training (NEET)</p>	<ul style="list-style-type: none"> • Number of adults accessing learning opportunities leading to employability skills. • Number of adults coming off benefits into employment through training and support, particularly in deprived communities • Number of adults accessing Level 2 skills (Train to Gain initiatives) • Number of adults accessing Level 3 skills (Train to Gain initiatives) • Reduction in the number of Young Offenders who are NEET • Reduction of number of care leavers who are NEET • Reduction in the number of teenage parents who are NEET • Reduction of young people with disabilities who are NEET 	<p>65% of working age adults have level 2 or higher qualifications, higher than the British but lower than the regional average</p>
Enterprise and Employment		
Outcome	Potential Indicator	Current situation
<p>More people will start up their own business</p> <p>Oxford businesses strengthened by better links to schools</p>	<ul style="list-style-type: none"> • Number of people setting up their own business in Oxford, especially in the most deprived communities • Number of businesses engaged with their local schools 	<p>Unemployment in Oxford is at 6.4%, which is higher than the GB average of 5.3%</p>

Some facts about Health, Education, Employment and Deprivation in the City of Oxford

Relative to the rest of Oxfordshire, Oxford has high levels of deprivation. The Indices of Deprivation 2004 rank Oxford 144th out of 354, placing it amongst the 40% most deprived local authority areas in England. Of 85 areas in Oxford, ten are among the 20% most deprived in England, with one of these among the most deprived 10%.

There are geographic and demographic pockets of high unemployment (including young Black Caribbean men). Oxford has just under 9,000 residents claiming benefits – the highest percentage among the county's districts. 22% of Oxford's under-16 year-olds are living in low-income households.

Oxford is, in general, a well-educated city with 35% of the population qualified to NVQ Level 4 or equivalent compared to a UK average of 27%. Yet, 12 of our areas are among the 10% of most deprived areas in England, in terms of education and skills. The entire Blackbird Leys ward is in this decile, with the highest rate of people with no qualifications in Oxford. At 45.5%, this greatly exceeds the England average of 28.9%. Other wards whose rates exceed those for England are Barton and Sandhills, Rose Hill and Iffley, Northfield Brook, Littlemore and Cowley.

Pupils at schools in Oxford have consistently attained lower results at GCSE than their counterparts who attend schools in Oxfordshire. In 2005, 40.9% of Oxford pupils gained 5 A*-C grades at GCSE – the rate in other districts varied from 49.5% to 63.4%.

In 2004, 7.5% of pupils at Oxford schools left with no GCSE passes. The rate in all other Oxfordshire districts was between 2.5% and 3.1%.

From Oxford Health Profile 2007

Oxford at a glance

- Oxford is a thriving city: 71% of the population are of working age.
- Life expectancy is increasing, and is above the England average for males and females. There are differences in life expectancy between income groups.
- 22% of children in Oxford live in households dependent on means-tested benefit and GCSE achievement is low compared to the England average.
- The level of statutorily homeless households is higher in Oxford than the England average.

- Teenage conception rates are high compared to the England average.
- Although the death rate from smoking in Oxford is similar to the England average, smoking still accounts for 175 deaths a year.
- The estimated number of adults who binge drink (over 1 in 5) is higher than the England average, and a high number of people are admitted to hospital for alcohol specific conditions (over 440 in 2005/06).
- The rate of reported violent crime is higher than the England average, with 3,500 reported incidents a year.

6.3 Climate Change

The Partnership has started to look at how it can add value in this area and has focussed attention on identifying five actions that can be included in the refreshed Sustainable Community Strategy; five actions that partner organisations should consider taking on climate change; and five actions that partner organisations should promote to their staff.

As part of this process, the OSP was a partner and sponsor of an event on Climate Change held in the Town Hall on 5th June 2007. The event “Climate Change Oxford – What you can do now” promoted actions that individuals and communities could take to tackle climate change. The OSP is committed to continuing to support events and actions that will highlight positive actions on climate change.

In June 2007, the following summary paper was accepted by the OSP

Climate change has always been a part of the Earth's natural processes – geological records show that our climate has indeed changed a great deal over time. It is now widely understood that human activities (predominantly the burning of fossil fuels) are accelerating rates of climate change beyond those of the norm due to the accumulation of greenhouse gases such as carbon dioxide in the atmosphere. Drastic changes in weather patterns with increasing average temperatures and extreme weather events such as flash floods and heat waves are increasingly likely. Weather models for the UK forecast 2°C average temperature increases before the end of this century with warmer, wetter winters, and hotter, drier summers being the norm in the near future.

However, there is still time to act. A window of opportunity exists in which we can all play a part and make real progress towards reducing the levels of greenhouse gases in the atmosphere and the rate of climate change that is happening now (and predicted for the future). We can also plan and prepare for unavoidable changes in the climate that will impact on us in Oxford.

The UK Climate Change Bill puts into statute the UK's targets to reduce carbon dioxide emissions through domestic and international action by 60% by 2050 and 26-32% by 2020, against a 1990 baseline. Notwithstanding this forthcoming legislation and the raft of other international legislation currently in the system or on the horizon where all partner organisations will be legally obliged to reduce carbon dioxide emissions, there is also a compelling case for reducing our current drain on natural resources through our current actions within Oxford.

Oxford is blessed with a wealth of climate change-focused knowledge, expertise and activity from all walks of life and arguably a higher proportion of pro-active residents than many areas of the UK that are all responding to the climate change challenge. Through a partnership approach in Oxford lead by the Oxford Strategic Partnership (OSP) via its Community Strategy, we can

minimise our impact on the environment collectively, and make an even bigger impact on slashing CO₂ emissions in the city and adapting to our changing environment more effectively.

Climate change is an overarching theme that links all aspects of the headline issues identified by OSP for focus in the community strategy such as:

1. Affordable Housing: *climate change mitigation measures will lower energy bills, healthier warmer homes will reduce CO₂ emissions; New housing programmes present an opportunity to implement the strictest environmental standards for any size of new build/improvements with onsite generation via renewable energy, cutting-edge energy efficiency measures and also better consideration of adaptation issues to handle hotter, drier summers and warmer, wetter winters.*

2. Health and Social Inclusion: *A focus on climate change can encourage greater uptake of national grants such as Warm front, of which many residents may not be aware. We can create potential employment opportunities from increased demand for local renewable resources (via renewable energy installations (e.g. biomass), locally sourced food etc)*

3. Public Realm: *Climate change measures can help us create a cleaner, greener city and introduce more attractions in the process such as visits to flagship projects; cleaning up open top tourist buses (e.g. banning idling of tourist bus engines); developing a climate change/sustainable energy visitor centre (with onsite generation and low carbon technology demonstrations)*

4. Climate change: *Through mitigation measures we can reduce CO₂ emissions for Oxford City - increase expertise already in situ and develop Oxford as centre of climate change excellence. Through adaptation we can plan and prepare better for the impacts of climate change.*

5. Effective Partnership: *A joint approach on Climate Change through the OSP can speed up the transformation of Oxford into a sustainable city – set the standard in the UK – if not globally - and also attract more investment in to the region E.g. through working in partnership on flagship climate change adaptation and mitigation initiatives such as large scale installation of renewable energy technologies, collectively buying green electricity, bulk purchasing RE/low carbon technologies/biofuels etc)*

What actions can be taken?

Actions that all partner organisations should consider taking

- *Carry out a robust assessment of its CO₂ emissions*
- *Set CO₂ emissions reduction targets and monitor reductions*
- *Draw up a climate change action plan and appoint a senior officer to lead implementation*
- *Food, Water and Waste – Source food locally, reduce and manage water consumption and reduce waste generation (reduce, reuse, recycle).*

- *Adaptation – consider adaptation issues and plan ahead for consequences; flood; drought; heat wave; infrastructure issues*

Actions that partner organisations should promote to their staff, customers, members, patients, students and or other contacts

- *Measure personal/household CO₂ emissions and set reduction targets – energy consumption; transport use etc*
- *Raise awareness of simple measures – don't use standby, switch off at the mains; switch off lights; get loft and cavity wall insulation if possible; purchase low energy appliances (A++) and efficient heating systems; signpost people to and distribute relevant information (e.g. Oxford is my World – Your Guide to Saving the Planet).*
- *Reduce, reuse and recycle – printing 2 sided, recycling; water savers in cisterns*
- *Car sharing schemes/Work travel plans – promote and encourage*
- *Adaptation – how is it going to impact on individuals and how can we plan ahead – flood (homes, travel to work); drought (water conservation, water recycling); heat wave (e.g. skin care advice)*

Who should lead on taking these actions?

The OSP can take the lead by putting its own house in order by addressing the headline issues above within our own organisations and proposing a city-wide strategy for tackling climate change.

What targets (numbers, times etc) can be set against the actions?

OSP could adopt the following targets that mirror some of those already set by Oxford City Council via its climate change action plan (e.g Reduce Council carbon dioxide emissions by at least 25% by 2010 – see www.oxford.gov/environment/city-climate.cfm) and go beyond those currently proposed by UK government. These could be to:

- *Reduce OSP partner overall CO₂ emissions by 25% by 2010 (on a 2005 baseline);*
- *Raise awareness and understanding of climate change in Oxford;*
- *Improve energy efficiency standards of new developments;*
- *Increase the uptake of low carbon systems among partner organisations, businesses and residents;*
- *Help transform Oxford into a sustainable city (reduce CO₂ emissions by 15% by 2010, based on 2005 emissions); and*
- *Develop a clear strategy for adaptation by 2008*

How does addressing the issues of climate change improve the cross cutting theme of the economy of the city?

- *Acting on climate change now will cost less than not acting as illustrated by the Stern Review*
- *Opportunities exist economically in being a model of good practice and centre of excellence relating to climate change*
- *Opportunities exist for the Universities to provide research centres and for*

high tech spin outs

- Acting on climate change can provide greater efficiencies and lower costs to business

6.4 The Quality of Public Realm for Residents and Visitors

Resident and visitor satisfaction levels with Oxford are strongly influenced by the quality of the public realm. Partners in the OSP influence this quality by long term work to shape the city.

Improving urban design standards and creating a vision for a design theme, as well as determining land use, are new roles for the planning authority together with partners.

Residents and visitors want a 'wow' factor in urban design which celebrates our heritage but also showcases the best in new urban building and public spaces.

Our public spaces need to be places where people feel safe and culture events and public art can be enjoyed. These spaces can be places which bring people together and inspire community cohesion as well as attracting visitors.

The public realm needs good design but then effective maintenance and management on a sustainable basis and behaviour by business or people who litter or damage our environment needs careful regulation through education, prevention and enforcement.

OX1 Ltd is our key partner in the City Centre and the West End is the key public space change project. But we need also to improve other retail areas, neighbourhoods and estates across the city.

The City Council is working in partnership with local communities through its Area Committees to improve the public realm. This includes initiatives such as local "spring cleans", environmental photo reporting on the web, junior wardens and local public art projects.

Business Improvement District

OX1 is seeking to take a dynamic role in improving the commercial strength of the city centre. It is proposing that a Business Improvement District (BID) structure can best deliver real improvements in customer experience, business diversity and new business opportunities.

The BID will create a mechanism for all businesses to contribute to improvements in the City centre through their business rates. This supplementary levy must be approved by the business community and will generate around £1m each year to deal with a range of issues that fall outside of mainstream activities. Issues to be addressed will include the clean, green and safe agenda ensuring that the benefits of an improved public realm are fully realised by local people and those visiting Oxford.

Additional projects will look at building grants, new seasonal events and some direct investment into key locations. The BID mechanism has a proven added-value that can be demonstrated in a number of other locations around the UK.

More information about OX1 Ltd and the BID can be found at www.ox1.uk.com.

The West End Regeneration – The West End Area Action Plan

Currently, the West End of Oxford is under-utilised and does not match Oxford's worldwide reputation, or live up to its potential as an urban quarter of the highest quality. However, the area is part of the centre of our historic city, and its renaissance is key to the overall long-term success of the city as a whole.

The renaissance of the West End is an exciting project with much potential. The vision is for the creation of a vibrant quarter of the city centre with a mix of uses and facilities, a good network of routes and connections and a distinctive sense of place.

Oxford City Council has prepared an Area Action Plan (AAP) to guide future development and change in the West End. AAPs focus on the implementation of policy in a specific area. They are an important way of ensuring development of an appropriate scale, mix and quality for key areas of opportunity.

In preparing the West End AAP, Issues and Options were developed with community involvement in early 2006 and these helped inform the Preferred Options, published for consultation in September 2006. This community involvement fed into the final version of the AAP, which was submitted to the Secretary of State in June 2007. The OSP has been kept informed of this process and has provided feedback at key stages.

Subject to the outcome of an independent examination, it is anticipated that the AAP will be adopted in autumn 2008. Further information and updates are available on the Oxford City Council website at www.oxford.gov.uk/planning/west-end-aap.cfm

Cultural Strategy

Oxford City's draft Cultural Strategy states the following

“Oxford is a city of international cultural interest. Its landscape, architecture and buildings, academic heritage and status as an international publishing centre lend it that distinction. There is also the enduring influence of the artists, writers, performers and thinkers who are associated with the city. The city attracted the designation “European Centre of Culture” in 2002, associated with the UK hosting of “European Capital of Culture” in 2008. At

the same time the city was identified by Arts Council England as one of three Centres of Cultural Leadership in the South East. Oxford is a cultural hub for the population of Oxfordshire and neighbouring areas, a primary location for national and regional cultural facilities and is significant as a regional centre for creative industries and for artists' higher education, sports and training.

Culture creates a sense of place, the unique blend of history, architecture, cultural activity and tradition that gives people a sense of identity and home. In recent years there has been growing recognition that a vibrant cultural life and active participation in culture and creativity is a necessary ingredient of sustainable communities."

The draft Strategy sets out the following objectives:

- a shared vision for cultural, creative and leisure opportunities across the city, exploring the kind of cultural life we aspire to, and why investment in our culture is important;
- ways in which cultural provision, support to the culture sector and access to cultural opportunities might be improved in Oxford, and;
- a genuinely partnership-based approach to sustaining, developing and improving the cultural life of the city and the region as a whole.

The Strategy is clear that this vision is for the whole of the city including local neighbourhoods and estates.

How does addressing the issue of the public realm improve the cross cutting theme of the economy of the city?

- Increases opportunities in the city for the creative and arts sectors
- The creation of new retail centre and cultural quarter in the West End will have a positive impact on the economy
- Increases opportunities and economic value of visitors and tourism to the economy of Oxford through the brand of Oxford

Some facts about public realm and related issues in Oxford

• Cleaner/Greener

During 2006/07, the council removed 437 Abandoned Vehicles from the public realm within Oxford - of these, 93.47% were removed within 24 hours of being legally entitled to do so.

During 2006/07, the council dealt with 2538 incidents of fly tipping- of these, 91.1% were removed within 3 calendar days,

During the first nine months of 2006/07, 723 abandoned shopping trolleys were recovered by the council, for the same period in 2007/08, following engagement with retailers, this had reduced to 467.

- **Parks – green flags**

During 2007/08, two of the city's parks, Cutteslowe and Hinksey were the first to achieve Green Flag status

- **Improving condition of Streets**

In March 2004, 75.5% of Oxford Streets achieved an acceptable standard of cleanliness, by March 2007, this had improved to 86%

In terms of graffiti, 95.34% of streets achieved an acceptable standard as at March 2007

In regards to fly posting, 96.67% of street were assessed as being at an acceptable standard as at March 2007.

Some facts about Visitors to the City of Oxford

- Oxford is the sixth most visited city in the UK (excluding London) by international visitors and is the tourism gateway to the rest of Oxfordshire.
- 7.918 million day visitors per year (6.461 million in 2001)
- 915,000 staying visitors per year (736,000 in 2001)
- Over 8.83 million visitors per year (7.1 million in 2001)
- Of overseas visitors, 3 main countries of origin were US (16% day visitors and 19% staying), Australia (17% day and 11% staying) and Germany (8% day and 9% staying) (Oxford City Visitor Survey 2005)
- £736.464 million of income is generated by tourism for local Oxford businesses (£409.6 million in 2001) with £568.312 million spent by all visitors on their trip

All data is from the Economic Impact Study for Oxford City 2005 (April 2007) unless stated.

6.5 Safer, Stronger more Cohesive City

6.5.1 A Safer and Stronger City

Community safety has always been a high priority for Oxford residents. This has been recognised by the Oxford Strategic Partnership's vision for Oxford: *"Making Oxford a healthier, greener, more cohesive and safer place"*.

The Oxford Strategic Partnership's delivery mechanism for Community Safety since 1998 has been the Oxford Safer Communities Partnership (OSCP). OSCP was set up under the auspices of the Crime and Disorder Act 1998 to tackle Oxford's community safety priorities. The Partnership's aim is to work together within Oxford City to reduce crime and disorder and make our communities safer and stronger.

Due to the success of the work of the OSCP, the OSP will continue to support OSCP in this area. This will allow the OSP to focus on issues where value could be added by OSP's involvement.

The OSCP's current partners are:

- Oxford City Council
- Oxford Local Police Area
- Oxfordshire County Council
- Oxfordshire Primary Care Trust
- Thames Valley Probation Service
- Oxfordshire Youth Offending Service
- Thames Valley Police Authority
- Crown Prosecution Service
- Oxfordshire Drug and Alcohol Action Team
- Oxfordshire Fire and Rescue Service
- Government Office for the South East

The work of OSCP goes much further than the Steering Group partners. Other organisations may be represented on the OSCP sub-groups: groups set-up to work solely on a particular priority within the strategy, or may be the organisation running a project supported by OSCP.

Progress

Since the advent of OSCP, successes include:

- A reduction of burglary and car crime by more than 65%
- A reduction in robbery of 10%

Perception of anti-social behaviour in Oxford comparing 2004 and 2007:

- Abandoned cars or burnt out vehicles fell from 18% to 10%
- Vandalism, graffiti or other deliberate damage fell from 36% to 34%
- People using or dealing drugs fell from 33% to 30%

The following anti-social behaviours still need further work so that public perception of them improves:

- People being drunk or rowdy in public places
- Noisy neighbours or loud parties

In April 2008, OSCP will be working to a new three year Community Safety Plan. The priorities within the plan have been identified through a joint Strategic Assessment developed by Thames Valley Police, in partnership with OSCP and the other Community Safety Partnerships in Oxfordshire.

OSCP's priorities from 2008 will be:

- Burglary of people's homes, car crime and robbery
- Anti-social behaviour that affects our communities
- Violent crime included alcohol-related crime, domestic and sexual violence
- Support the work to improve community cohesion in the city.
- Tackling fear of crime through improved public information, thereby reducing the gap between reality and perception.

OSCP will achieve this through a number of interventions including:

- The development of Neighbourhood Policing in Oxford – a rich mix of dedicated neighbourhood policing teams within 22 neighbourhoods and 12 Neighbourhood Action Groups
- Addressing the offending of our most prolific offending through our IRIS programme for adult offenders and our youth scheme.
- Supporting our most vulnerable young people away from crime and anti-social behaviour by providing positive activities for young people.
- Tackling the harm caused by drug and alcohol misuse by improving the effectiveness of treatments provided and implementing new services to tackle alcohol misuse that compliment our NightSafe scheme to tackle alcohol-related anti-social behaviour.
- Development of domestic and sexual violence services including the provision of independent advisors, specialist courts, perpetrator programmes and extension of our domestic violence Champions Network.

OSCP's targets will include:

- Ensuring there is no significant increase in the levels of burglary and autocrime (from our lowest recorded result for ten years during 2007/8). Despite reducing burglary and car crime by over 65%, these offences remain a significant concern for our communities.
- Improving the satisfaction of our communities in the way councils and the police tackle anti-social behaviour.
- Implementing the Government guidance on tackling sexual violence in Oxford
- Reducing the level of assault with injury against victims of domestic violence and alcohol related violence

Some Facts about Community Safety, Crime and Disorder in Oxford City

- Oxford has the highest concentration of late night entertainment venues in Oxfordshire
- In 2006/07 Oxford accounted for just over one half (52%) of all domestic burglary in Oxfordshire
- In 2006/07 Oxford accounted for just over one third (36%) of all car crime in Oxfordshire
- In 2006/07 Oxford accounted for just about two thirds (67%) of all robberies in Oxfordshire
- A third of all chaotic drug mis-users in Oxfordshire reside in Oxford City

For more details on Oxford's Safer Communities Partnership log onto www.saferoxford.org.uk

6.5.2 A More Cohesive City

Our vision for Oxford City for next 20-30 years is that of **open communities...** thriving and prosperous places where people from all different backgrounds are treated equally, and where everyone matters – whether old or young, settled or new, black or white. They are local places where all groups feel that they are treated fairly, and that they have a responsibility to others that transcends the differences between them. Places where people are not fearful of meeting their neighbours, and where they don't see individual differences as a barrier to the success of the whole community.

The city where shared spaces – parks, community centres and estates – are a reflection of what binds people together. Where people have been inspired to get out and work together to solve problems – regenerating their physical spaces, or bringing young people together for shared activities that have resulted in a strong civic spirit.

The city where people are confident about change and the benefits it brings, who are not threatened by others, and who are able to welcome newcomers and offer them the support they need. Where people themselves are the catalysts for change in their local communities – working to bridge the gaps between groups, and to mediate through tensions and conflicts. Where people recognise that while there will always be difference, it need not always be divisive.

Aim 1

We will create opportunities for people to learn about each other and join together in neighbourhood and cultural activities

- Develop neighbourhood management and build on Neighbourhood Teams (NAGs, Area Committees)
- Use council grants to facilitate new initiatives promoting local participation and interaction (Cohesion and Environment themes)
- To achieve widespread participation in the Council's arts, leisure and cultural activities (links to Culture strategy)

Aim 2

We will promote openness, trust and dialogue encouraging positive connections between people and communities, fostering and sustaining respect for each other.

- Prevention work through tension monitoring and the adoption of a contingency plan
- Improving the relationship and positive understanding with the local media regarding cohesion issues
- Support minority groups including asylum seeker and refugee groups to identify key issues and concerns
- Initiate campaigns such as 1. "Myth Busting" - challenging known myths, reports and perceptions 2. Celebrating the uniqueness of people living in Oxford

Aim 3

We will reduce the levels of inequality between and within communities.

- Reduce levels of health inequalities in the city
- Increase the number of children who enjoy and achieve stretching educational standards
- Build respect in communities and reduce anti social behaviour
- Increase the proportion of working age people who are economically active

Aim 4

We will enable citizens and communities to participate in community life in a way that generates confidence and trust in local engagement opportunities.

- Develop new approaches to community engagement
- Improve people's perceptions of how they can influence local decisions
- Involve local businesses & third sector organisations in promoting cohesion
- Training for staff and councillors about our local social, economic & cohesion issues

Aim 5

Promoting an environment in which violent extremism is challenged and not tolerated. We will work with communities to build resilience towards these issues:

- Equipping young people with the tools they need to resist violent extremists (e.g. opportunities to openly debate issues)
- Improving the capacity of communities to challenge extremism
- Improving how public services engages and communicates with local communities

How does addressing the issues of stronger, safer more cohesive city improve the cross cutting theme of the economy of the city?

- Safer communities drive business decisions and bring new business to the city
- Stronger and cohesive communities are more able to be enterprising and self supporting
- Safer communities reduce costs to businesses through less theft and vandalism
- Safer communities reduce costs to public services (e.g. through less anti social behaviour)

7. On-going work of the Oxford Strategic Partnership

The OSP will focus on the flagship themes outlined in this Strategy, however, the OSP will also be considering any other issues where it feels it can add value over the coming years.

More information about the work of the OSP and the discussions it is having can be obtained from the OSP website at www.oxfordpartnership.org.uk.

Papers for all meetings are published on the website and members of the public are welcome to attend meetings and hear the discussions that take place.

If you would like to know more about the OSP or think there is an issue that the OSP should be considering then please contact us:

By email: info@oxfordpartnership.org.uk

By mail: Oxford Strategic Partnership
c/o Oxford Town Hall
St Aldate's
Oxford
OX1 1Bx

By Telephone: 01865 252317

Appendix One - About the Oxford Strategic Partnership

Membership of Oxford Strategic Partnership

- Peter Couchman (Chair), Group General Manager, Midcounties Cooperative
- Joe Barclay, Regional Liaison Director, University of Oxford
- Alison Baxter, Chief Executive, Oxfordshire Community and Voluntary Action
- Debbie Dance, Director, Oxford Preservation Trust
- Peter Sloman, Chief Executive, Oxford City Council
- Cllr John Goddard, Leader, Oxford City Council
- Ross Hurley, Senior Area Manager, SEEDA (South East England Development Agency)
- Rex Knight, Deputy Vice-Chancellor, Oxford Brookes University
- Sarah Maxfield, Chief Executive, Oxford Inspires
- Cllr Keith Mitchell, Leader, Oxfordshire County Council
- Di Morrish, Locality Manager, GOSE (Government Office South East)
- Oliver O'Dell, Chief Executive, OX1 (Oxford City Centre Management Company)
- Brendan O'Dowda, Oxford Area Commander, Thames Valley Police
- Jackie Wilderspin, Head of Partnerships and Health Inequalities, Oxfordshire Primary Care Trust

Role of OSP Members:

- To act as champions for the future of the city and its communities and for the delivery of Community Strategy objectives.
- To promote open and accountable partnership working with a city-wide perspective.
- To have an inclusive outlook for all citizens, residents, and workers, especially those traditionally marginalised.
- To understand the principles of sustainability, and the need to balance environmental, social and economic concerns to achieve long-term improvements in quality of life.
- To represent and promote the wider interests of the city at a regional, national, and international level.
- To exert influence across a range of organisations and sectors to shape resource planning and provide more integrated services in partnership with the community.
- To provide a co-ordinated route for channelling new funding and development opportunities into the city.

The aims of this Partnership are:

- To develop a bold vision for the future of Oxford, developing its environmental, economic, and social life, and contributing to a positive and sustainable future.

- To improve quality of life in Oxford, actively supporting and learning from the needs and aspirations of our diverse local communities. We will add value across the city, promoting participation and a sense of belonging.
- To develop a framework that encourages closer partnership working between local agencies and delivers more responsive services and improvements across the city.