

# Oxford City Council Business Plan 2021-2022 Update

## Priority 1: Enable an inclusive economy

Oxford needs a more inclusive economy in which wealth is distributed across our communities and where all citizens can share the benefits of growth.

Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<p><b>DELIVER</b></p> <p>1. Our Council-owned companies will have increased their profits to help maintain the services we provide, and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy our goods and services.</p>	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <li>A new schedule of standard amendments for all JCT 2016 build contracts, where the contractor carries out both design and build parts of a construction project, being entered into via the new Framework Agreement has been drawn up. These include an appendix containing the contractor's proposals for social value to be agreed by the company and a requirement to sign up to the Council's Living Wage policy for all employees employed under the build contract.</li> <li>We have consistently achieved well above the 35% and 45% targets for Small and medium-sized businesses (SME) and local procurement respectively, peaking at 66 and 76% in certain months.</li> <li>Secured funding for a Community Wealth Building Officer to work closely with procurement and social enterprises and community owned businesses through the Owned by Oxford Project, launched September 2021.</li> <li>The Oxford Inclusive Economy Partnership (OIEP) has agreed to establish a social value and procurement group of anchor institutions. Social value learning sessions have</li> </ul>

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<b>DELIVER</b>		<p>taken place with officers from Procurement, Regeneration and Economy and the chairs of the new OIEP group.</p> <ul style="list-style-type: none"> <li>• 36 new Oxford Living Wage Members have self-certified in 2021-22 and a campaign delivered for Living Wage Week in November 2021.</li> </ul>
	<ul style="list-style-type: none"> <li>• The Council and its wholly-owned housing company, Oxford City Housing Limited (OCHL), will use 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.</li> </ul>	<ul style="list-style-type: none"> <li>• OCHL and ODS have entered into several contracts to deliver new affordable homes, and to extend and refurbish existing Council-owned properties. 15 are on site or recently completed so far. Discussions are on-going between the two companies to identify future opportunities to work together.</li> </ul>
<p>2. Our staff will be more skilled and confident in delivering services our citizens want and our workforce will better reflect Oxford’s diverse population.</p>	<p>Implement the People Strategy:</p> <ul style="list-style-type: none"> <li>• Leadership framework for behaviours and competencies.</li> </ul>	<ul style="list-style-type: none"> <li>• There has been an ongoing programme of engagement with Council staff throughout 2021-22 to embed the People Strategy involving fortnightly Leadership Conversation sessions for managers and regular all staff Let’s Talk sessions.</li> <li>• One to one coaching was provided for senior leaders backed with a 360 feedback pilot.</li> <li>• We will shortly agree and deliver a leadership programme.</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>• 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>	<ul style="list-style-type: none"> <li>• A new employee engagement baseline was created with a survey of all employees and followed up with pulse employee surveys to track progress.</li> <li>• Leaders and their teams were supported to develop localised action plans to make organisational development improvements.</li>   <li>• There has been successful recruitment of an apprenticeship cohort (of those appointed, 55% were BAME, 91% were under the age of 30 and 55% were female).</li> <li>• An Equalities Steering Group has been set up.</li> <li>• Wellbeing intranet resources have been produced including: domestic abuse information and support; wellbeing success stories and tips; and there are weekly articles on wellbeing in Connected Council (the Council’s staff newsletter).</li> <li>• A Teams channel was launched focused on wellbeing issues, with almost 100 members.</li>   <li>• The Corporate Management Team (CMT) has agreed the outline operating model for the People Team to transform from:             <ul style="list-style-type: none"> <li>- Doing digital to being digital</li> <li>- Centre-driven to human-centred solutions</li> <li>- Compliance and control to trust and empowerment</li> <li>- Integrated systems to a platform for unified engagement</li> <li>- Minimal analytics to data-driven practices for decision-making and design</li> </ul> </li> </ul>

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<b>DELIVER</b>	<p>Deliver the Oxford City Council Workforce Equalities Action Plan year 2 actions, to include:</p> <ul style="list-style-type: none"> <li>• Increase representation of Black, Asian and Minority Ethnic (BAME) employees in the workplace.</li> <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> </ul>	<ul style="list-style-type: none"> <li>• At 31/12/21 our workforce profile showed 14.6% of staff reporting as BAME against a target of 13.5% for 31/03/22.</li> <li>• The Annual Workforce Equalities Report published at 31/03/21 shows that the proportion of women in senior roles had increased now making up 42% of roles at grade 11 plus compared to 35% the previous year.</li> <li>• Black and minority ethnic employees remain under-represented in management roles making up 6% of managers.</li> <li>• All of the pay gap reports have been published on the Council website and the gender pay gap has been published on the Government website.</li> <li>• Service planning process now includes required People Strategy changes, as well as service-based developments.</li> <li>• Recruitment policies and procedures have been reviewed.</li> </ul>

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<b>DELIVER</b>	<ul style="list-style-type: none"> <li>• Ensure valuing diversity is promoted.</li> </ul>	<ul style="list-style-type: none"> <li>• All five of the Council’s values, including Inclusion and Respect, are embedded in the People Strategy communications programme.</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>• Most of the activity listed for 2021 has been delivered as agreed. As at December 2021, just over 50% of all transactions are being carried out online.</li> <li>• The Change Programme has reviewed the customer experience model and agreed the investment required to enable this to be driven further across the business from end to end in each process where there is a customer interaction. This will also be articulated in each service plan as it applies to each service area.</li> </ul>
<b>PARTNER</b>	<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>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation on both the Oxford Economic Strategy and Implementation Plan, and the City Centre Action Plan were undertaken in late 2021/early 2022, and the findings are being assessed and amendments to the draft strategies made before final adoption and implementation.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>	<p>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.</p>	
	<ul style="list-style-type: none"> <li>• We will continue to support the survival and resilience of local businesses adversely affected by 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.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council’s COVID Grants and Rate Reliefs were fully allocated with £132 million provided to help impacted businesses and support the wider economy up to the end of December 2021. Further grants and reliefs are still being applied.</li> <li>• The Council secured an additional £991k to support the pivot away from financial support to business adaptation and development of resilient business models, whilst supporting some businesses suffering due to continued reduced foreign visitors.</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>• 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>• Support was provided to OxLEP to develop a package of support for Oxfordshire’s visitor economy, which is now backed by £1.7m of Government COVID recovery funding.</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 with local people to start, test, and grow their business ideas.</li> </ul>	<ul style="list-style-type: none"> <li>• The project is on-going. The first units secured and occupied have been announced in Oxford: 965 sq. m of space has been secured for activation from a target of 1,935, with 260 occupiers (and counting) seeking space.</li> </ul>
<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>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Construction is underway with the launch expected in spring 2022.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><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>	<p>operator to manage the space and provide support to tenants.</p>	
	<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> </ul>	<ul style="list-style-type: none"> <li>City and County officers and portfolio holders are now working through a Transport and Development Joint Steering Group to develop a new Central Oxfordshire Transport Strategy.</li> </ul>
	<ul style="list-style-type: none"> <li>We will work with partners to develop an integrated active travel network, including delivering cycle improvements at Boults Lane, Marston, Cuckoo Lane/Headington Hill and Boundary Brook/Donnington Rec, with a combined value of £1m, funded by the Growth Deal.</li> </ul>	<ul style="list-style-type: none"> <li>Planning applications are due in spring 2022, with construction following on if granted.</li> </ul>
	<ul style="list-style-type: none"> <li>We will support Network Rail's first stage of major investment in Oxford Station, to improve the western entrance, and facilitate increased</li> </ul>	<ul style="list-style-type: none"> <li>An initial £69m secured for Phase 2 of the Oxford Station improvements. A Transport and Works Act Order has been submitted. The Secretary of State has indicated he will hold an inquiry.</li> </ul>

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PARTNER	<p>connectivity, including East West Rail from late 2024.</p>	<ul style="list-style-type: none"> <li>• The City and County Councils and Network Rail have published the Oxfordshire Rail Corridor Study (ORCS) to guide investment in additional rail capacity and boost connectivity.</li> <li>• Network Rail has set out a proposed timetable for delivery of the Cowley Branch Line.</li> </ul>
	<ul style="list-style-type: none"> <li>• We will deliver the pilot phase of the Zero Emission Zone (ZEX) in the city centre, working with the County Council.</li> </ul>	<ul style="list-style-type: none"> <li>• The ZEX Pilot went live on 28 February 2022.</li> <li>• Plans are being developed for implementation of the full city centre ZEX and wider Connecting Oxford traffic management schemes in 2023-24.</li> </ul>
	<ul style="list-style-type: none"> <li>• Working with the County Council we will create more spaces for pedestrian access including the creation of Low Traffic Neighbourhoods (LTNs) where roads are calmed and rat runs removed, School Streets and deploy traffic filters.</li> </ul>	<ul style="list-style-type: none"> <li>• LTNs were implemented in areas of the east of Oxford. However, following concerns expressed by the bus companies over knock-on impacts with increased congestion of arterial routes, the City Council has asked Oxfordshire County Council to pause further implementation so this can happen in conjunction with the Connecting Oxford traffic management measures.</li> </ul>
INFLUENCE	<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>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• £132 million of grants and reliefs were provided to businesses up to end December 2021.</li> <li>• Rediscover Oxford and Oxford Christmas campaigns were run, involving partnerships with the Oxford Mail and Oxford Bus Company, to attract people back into Oxford's city centre.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">INFLUENCE</p>	<p>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.</p>	
	<ul style="list-style-type: none"> <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 and its management, public realm, transport and movement, sustainability, opportunities for new workspace and residential uses, and inclusive access for all our citizens.</li> </ul>	<ul style="list-style-type: none"> <li>The City Centre Action Plan consultation was undertaken in late December 2021 and the final document will be submitted to Cabinet for approval in March 2022.</li> </ul>
	<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</li> </ul>	<ul style="list-style-type: none"> <li>The Covered Market Leasing Strategy was adopted by Cabinet in June 2021.</li> <li>Masterplan work continues.</li> </ul>

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<b>INFLUENCE</b>  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.	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.	
	<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 across the key landowners and partners.</li> </ul>	<ul style="list-style-type: none"> <li>• The launch took place in July and a Strategic Board is now established.</li> <li>• An Investment Prospectus is being finalised.</li> </ul>
	<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> </ul>	<ul style="list-style-type: none"> <li>• Creation of the masterplan is underway. This will seek to resolve key issues including the scale of car parking and the number of bus stops.</li> </ul>
	<ul style="list-style-type: none"> <li>• We will begin work on an outline planning application for the Oxpens</li> </ul>	<ul style="list-style-type: none"> <li>• The Outline Planning Application programme is on track for submission in 2022.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>INFLUENCE</b></p>	<p>redevelopment, in partnership with Nuffield College.</p>	
	<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 support to create Living Wage Jobs.</li> </ul>	<ul style="list-style-type: none"> <li>• 36 additional Living Wage payers have self-certified in 2021-22.</li> <li>• All organisations receiving grants through Kickstart, Meanwhile, or COVID support are being approached to consider self-certifying.</li> </ul>
	<ul style="list-style-type: none"> <li>• ODS will establish closer alliances with appropriate partners to increase delivery of social value.</li> </ul>	<ul style="list-style-type: none"> <li>• ODS has published an update on its social impact at <a href="https://www.odsgroup.co.uk/About-ODS/Social-impact">https://www.odsgroup.co.uk/About-ODS/Social-impact</a>.</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>• 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 Kickstart work placement programme, which provides subsidised placements for 16-24 year olds, into local small and</li> </ul>	<ul style="list-style-type: none"> <li>• Kickstart has been delivered with 137 placements approved across 4 cohorts of businesses.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">INFLUENCE</p>	<p>medium size companies – targeted in the areas which have been hit the hardest by the pandemic.</p>	
	<ul style="list-style-type: none"> <li>• We will commence the Community Employment Support Programme, working with partners, including Aspire and Jobcentre 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>• Oxford North Community Employment Programme submitted and approved. Meetings with the development team, OxLEP, City and partners, will now commence to support delivery.</li> <li>• The Community Employment Support Programme was delivered as a pilot to April 2021 and then extended to October 2021. Next steps will then be revised with delivery partner Aspire, based on labour market needs. External funding has been sought from the Community Renewal Fund and Flexible Support Fund from the Department for Work and Pensions (DWP) as part of a wider package of measures.</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>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> </ul>	<ul style="list-style-type: none"> <li>A mid-term refresh of OCHL’s 10-year Business Plan was approved by its Board and noted by the Shared Joint Venture Group (SJVG) in July 2021. This increased the number of projects utilising stage payments by the Council to OCHL from 8 to 20 to reduce borrowing costs. Whilst this inevitably meant a fall in income generated from interest payments by OCHL to the Council, OCHL Directors have agreed that they have every intention of making up the reduced interest return to the Council by way of increasing the dividend if at all possible.</li> <li>The new OCHL Business Plan envisages increasing the quantum and range of development sites both within and outside of Oxford, to accelerate delivery of homes and to increase profitability, as well as considering new structures to enable new sources of funding and new joint ventures with commercial partners.</li> <li>A new, Modular Framework has been developed to provide cost certainty to OCHL as it moves its development programme towards being low and ultimately, zero carbon across the piece.</li> </ul>
	<ul style="list-style-type: none"> <li>Broaden ODS’ skill set and</li> </ul>	<ul style="list-style-type: none"> <li>ODS gained PAS 2030 accreditation and is now able to</li> </ul>

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<b>DELIVER</b>	<p>experience to enable it to partner with OCHL in delivering more complex housing schemes.</p>	<p>undertake retrofit solutions and provide building fabric insulation measures for new builds.</p>
	<ul style="list-style-type: none"> <li>Review the Council’s approach to the allocation of social housing, to ensure it reflects our values and priorities, supporting those most in housing need, relieving homelessness and rehousing rough sleepers.</li> </ul>	<ul style="list-style-type: none"> <li>A review of the Council’s approach to the assessment and allocation of social housing will complete in 2022. The review is considering changes needed in our policy and practice to ensure our approach supports the Council’s strategic goals, provides a great customer experience, and is efficient. If the review suggests changes to the Allocations Policy are needed these will be developed and taken forward next year.</li> </ul>
	<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>Feasibility study for Diamond Place progressed through 2021.</li> </ul>
<p>2. In regeneration projects such as Blackbird Leys, our new housing will be high quality with improved public spaces and</p>	<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> </ul>	<ul style="list-style-type: none"> <li>In November 2021 Cabinet granted authorisation to enter into a construction contract for the Community Centre refurbishment and new build housing scheme subject to the full tender submission being within the agreed budget and a legally compliant procurement process being followed.</li> </ul>
	<ul style="list-style-type: none"> <li>Work with development partner</li> </ul>	<ul style="list-style-type: none"> <li>The planning application is programmed to be submitted</li> </ul>

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<p><b>DELIVER</b></p> <p>served by good public transport and cycling and walking routes.</p>	<p>Catalyst Housing to seek planning permission for the regeneration of Blackbird Leys (including community centre, housing, public spaces).</p>	<p>in spring 2022.</p>
	<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> </ul>	<ul style="list-style-type: none"> <li>• The development of a new Housing, Homelessness and Rough Sleeping Strategy is now well underway. The Homelessness Review and strategy evidence base has been published, providing a strong foundation for the new strategy, followed by visioning consultation seeking public views on our draft vision and priorities. Using the consultation feedback, a new draft strategy and action plan is now being developed and will be consulted on in 2022.</li> </ul>
<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>• 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>• A corporate homelessness prevention group now oversees prevention work across the council working closely with Housing Needs transformation. As a result a number of new measures and changes to services are being rolled out across the council to maximise homelessness prevention. New initiatives are currently being developed and rolled out to deliver more tailored homelessness prevention support, including for those who have experienced domestic abuse, for those who need tenancy sustainment support alongside help with finding work, and assisting tenants with landlord mediation.</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>• Transform our Housing Needs service, to increase its focus on the prevention of homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>• Transformation of Housing Needs is well underway, with the prevention of homelessness a key principle of the change. 2021-22 has seen a wide ranging review of the service taking place looking at prevention and rapid rehousing, alongside the customer experience, with the learning from this now informing the early stages of implementation, picking up speed through 2022.</li> </ul>
	<ul style="list-style-type: none"> <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>	<ul style="list-style-type: none"> <li>• We are working with key statutory partners through the countywide homelessness work to better work together to prevent homelessness, such as new pilots led by children’s social care, and the DHSC-funded Oxfordshire Health and Housing Project to support with hospital discharges.</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 developer contributions) in order to influence quality and create the type of accommodation that residents need.</li> </ul>	<ul style="list-style-type: none"> <li>• Good progress has been made with 45 units of Section 106 (developer contributions) housing purchased from Abbey Homes on Sandford Road.</li> </ul>

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<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>Establish closer relationships, partnership working arrangements and enhanced support and advice for developers, housing associations and community-led groups to achieve a faster rate of delivery of new homes, including using innovative and latest practice.</li> </ul>	<ul style="list-style-type: none"> <li>Some progress has been made, with us working with a community-led housing group to explore them delivering homes at the Redbridge Paddock scheme.</li> </ul>
	<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> </ul>	<ul style="list-style-type: none"> <li>We issued a call for sites for landowners and developers to submit the details of any sites they are aware of for consideration in the Housing and Employment Land Availability Assessment (HELAA) and where appropriate for possible allocation in the new Local Plan. We have also attempted to proactively identify potential sites and contact landowners. We are using a newly agreed common methodology with the other districts of Oxfordshire for the HELAA.</li> </ul>
	<ul style="list-style-type: none"> <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</li> </ul>	<ul style="list-style-type: none"> <li>Work has begun on the Oxford Local Plan 2040. Consultation took place last year with an Early Stage Issues Consultation seeking the views of the community and stakeholders on the scope and broad content of the plan. The timetable for production of the Local Plan 2040 aims to align with that of the Oxfordshire Plan 2050 if possible and it will seek to implement the strategic</li> </ul>

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PARTNER	objectives within the context of national planning policy.	policies of the Oxfordshire Plan.
	<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>• Talks with all the districts have progressed well. Agreement has been reached with Cherwell, with homes delivered for Oxford’s unmet need to be allocated through the Oxford housing register directly. For South/ Vale and West agreements will likely see Oxford-connected people join these districts’ registers.</li> </ul>
5. Working with neighbouring authorities we will be implementing the agreed countywide approach to meeting housing needs.	<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>• The pandemic saw us deliver the Everybody In programme, and now with this scheme ending we have worked successfully with the sector to discharge those housed into long term housing, successfully decanting Canterbury House, and in the process of decanting the Youth Hostel Association (YHA).</li> <li>• We are now delivering the Rough Sleeping Accommodation Programme with the sector to improve access to private housing for rough sleepers, and in the process of delivering new Housing First units with support delivered by A2 Dominion.</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> </ul>	<ul style="list-style-type: none"> <li>• Officers have been feeding into the Housing, Homelessness and Rough Sleeping Strategy and are planning to develop a policy that will complement and align with the aims and objectives of the strategy. The policy will be developed on</li> </ul>

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<b>PARTNER</b>  6. Working with housing associations we will have delivered more move on accommodation for people in need.  7. Working with landlords we will have improved the quality and energy efficiency of privately rented homes in Oxford.	<ul style="list-style-type: none"> <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> </ul>	<p>a similar timetable to the Strategy in 2022.</p> <ul style="list-style-type: none"> <li>• The Scheme has been approved by Cabinet and the proposed designations submitted to the Government for a decision following extensive drafting and advice from the leading legal expert on licensing.</li> </ul>
	<ul style="list-style-type: none"> <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>• The Leader sent a letter to the Government calling for greater powers for councils to regulate short lets which has been picked up by both local and national media.</li> <li>• Work has taken place with Finance to identify over a hundred short lets in the city that have stopped paying Council Tax and are claiming business rate relief. These premises are being targeted for planning enforcement and a campaign is being planned with ODS to cease domestic waste collections and charge them for commercial waste collections.</li> <li>• A number of successful enforcement cases have been taken against short lets, with investigations underway where high intensity use can be identified.</li> </ul>
	<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>• The restart of the Houses of Multiple Occupation (HMO) Licensing Scheme has resulted in a renewed focus on Energy Performance Certificates (EPCs) for private rented sector (PRS) properties as a licensing requirement and the new powers are being used where required.</li> <li>• Over 600 HMOs have been relicensed since the scheme recommenced in June 2021.</li> </ul>

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<p><b>INFLUENCE</b></p> <p>8. New housing including new urban extensions will be built to create strong communities with good local amenities and sustainable transport links into the city. Sites valued by local people for leisure and recreation will be protected.</p>	<ul style="list-style-type: none"> <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>• Joint working principles have been agreed with South Oxfordshire and Vale of White Horse District Councils together with an agreement to commission consultancy support to bring together key infrastructure and properties for urban extensions, working with Oxfordshire County Council and land owners.</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.

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<b>DELIVER</b> 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.	<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> </ul>	<ul style="list-style-type: none"> <li>The Strategic Grants Review was conducted and in December 2021 Cabinet approved changes to the way in which community and voluntary sector grants are issued following its findings.</li> </ul>
	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <li>This is now being taken forward.</li> </ul>
	<ul style="list-style-type: none"> <li>Work strategically with other key stakeholders in the city to invest in locality-based commissioning and delivering shared outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>This is now being taken forward.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify opportunities for greater collaboration between the Council and Voluntary and Community Sector (VCS) stakeholders to deliver against local priorities and leverage</li> </ul>	<ul style="list-style-type: none"> <li>This was one of the key objectives from the Grants Review and is being built into the way we work with the VCS.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<b>DELIVER</b>	in further funding into the city.	
	<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> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>
	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <li>• The review of the Council’s leisure provision in Oxford is ongoing.</li> </ul>
	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <li>• Leisure centres have been reopened safely. The pandemic has meant that there has been an industry wide pressure on staffing and this has impacted Oxford in relation to both lifeguards and swimming teachers. We have been working with various bodies including national agencies such as Sport England, Local Government Association (LGA) and Chief Cultural and Leisure Officers Association (CLOA), as well as local agencies such as universities, colleges and schools (through Youth Ambition), job centres and other local partners to try and assist with this.</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with key stakeholders and partners to make parks, leisure centres and green spaces fully accessible.</li> </ul>	<ul style="list-style-type: none"> <li>• We are continuing our work with user groups, friends of parks, Leisure Partnership Board and the Green and Blue Spaces Network to continue to identify opportunities to increase accessibility.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>DELIVER</b></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> <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 (Council teams that support residents) model to increase our coverage and impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Individual frameworks have been developed with health and public health that have enabled data sharing to support a coordinated response to COVID.</li> <li>• The development of a strategic partnership framework has been delayed to enable the creation of a Business Intelligence Unit within the Council to act as the main interface for data and intelligence sharing with external stakeholders.</li> <li>• Each member of the Youth Ambition team has been embedded into the hubs model and has a particular area of hub focus as well as their own Youth Ambition lead area. For example we have one member who has a focus on ‘mental health’, one member on ‘work, skills, training’, one on ‘mentoring’ and one on ‘female participation’ as examples.</li> </ul>
	<ul style="list-style-type: none"> <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>• We have a Youth Ambition team member who has a responsibility for ‘mentoring’ and this has been set up. We have recruited two apprentices into the Youth Ambition team as an outcome.</li> <li>• We have been liaising with the County Council on how its newly proposed young people team can work closely with Youth Ambition to target resource effectively to meet</li> </ul>
<p>2. Children and young people’s resilience and confidence will have increased through the educational and recreational activities we offer.</p>		

Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<b>DELIVER</b>	<p>in tackling the issues that impact them, such as climate change and accessing green technologies and cultural and recreational activities.</p>	<p>widespread needs within the City. We hold a monthly Children and Young People Partnership meeting that also supports this.</p> <ul style="list-style-type: none"> <li>The impact of the pandemic has slowed more specific outcomes and engagement opportunities are lower.</li> </ul>
	<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>	<ul style="list-style-type: none"> <li>Work to develop a proposed bid for an Education Opportunity Area remains on hold due to ongoing significant impact of the pandemic creating resourcing pressure in both schools and the County Education Service.</li> <li>Work has started to look at the possibility of developing a case for 'micro opportunity areas' linked to the East Oxford Community Impact Zone (CIZ).</li> <li>We have focused on mental health with one of our Youth Workers having a focus for this area and also working with various secondary schools to target those identified as in need of support.</li> <li>We have worked in an agile, but safe way over the period of the pandemic and engaged with young people through various mechanisms including online, in-person and by phone.</li> </ul>
<p>3. As a good landlord, we will have worked</p>	<ul style="list-style-type: none"> <li>Develop a more integrated frontline locality-based service delivery offer involving 6 locality hub teams</li> </ul>	<ul style="list-style-type: none"> <li>The integration of Housing, Communities, Customer Services and Regulatory Services is underway with two distinct community hubs acting as themed pilots to</li> </ul>

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<p><b>DELIVER</b></p> <p>with our Council tenants and residents to strengthen local communities; and worked with other major landlords to improve the services they provide.</p>	<p>that brings together Housing, Community Services, Tenancy Management, 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>	<p>understand process, deliverables, outcomes and costs. Learning from these pilots is now being considered and will inform future service design. Closer working between Tenancy Management and Communities Services is taking place, complementing existing integrated working.</p>
	<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>	<ul style="list-style-type: none"> <li>• The Housing White Paper sets out a series of challenges and new work which will need to be resourced to deliver the ambitions of the Regulator for Social Housing, with a particular focus on resident engagement, consumer standards, building and fire safety. A project plan has been put together and work is underway.</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>• A tenant survey was completed in 2021 and provided important feedback from council tenants, which will now inform changes to our services. An external review will be taking place shortly that will provide recommendations for further service improvement. These will be linked to the Social Housing White Paper changes and come together as a unified programme of changes to be delivered into 2022-23.</li> </ul>
	<ul style="list-style-type: none"> <li>• Evaluate the impact of GO Active across the city.</li> </ul>	<ul style="list-style-type: none"> <li>• We have had the 6-monthly review and evaluation of the GO Active Move Together programme. This found the Move Together pathway is working well. The data collected on the platform and the consultations with stakeholders show the pathway is clearly reaching its intended audience.</li> <li>• A full evaluation will be ready during the 2022-23 financial year.</li> </ul>
<p>4. Our parks and public spaces will remain clean, safe, and well maintained, and will be accessible to more people to enjoy the health and wellbeing benefits they provide.</p>	<ul style="list-style-type: none"> <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</li> </ul>	<ul style="list-style-type: none"> <li>• This is being pushed back a year while the Thriving Communities Strategy is developed.</li> <li>• This has been delivered within Rose Hill Community Centre and the general subject is on the agenda with other community associations. However the priority in 2021-22 has been to focus resources to ensure we have</li> </ul>

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	<p>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.</p>	<p>opened back up safely.</p> <ul style="list-style-type: none"> <li>Community associations will be a target audience for the Zero Carbon Communities campaign we are running in 2022.</li> </ul>
	<ul style="list-style-type: none"> <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>An application for bathing water status for two stretches of the River Thames in Port Meadow was submitted to DEFRA. Government consultation and a decision on the application is awaited.</li> </ul>
<p><b>PARTNER</b></p> <p>5. Working with neighbouring councils and partners, we will prevent homelessness, move people in temporary accommodation more rapidly into secure housing, and ensure that no one has to sleep rough on the streets of Oxford.</p>	<ul style="list-style-type: none"> <li>Make progress with reforming the organisational arrangements in our Housing Needs service to better align services with policy and priorities, such as increased homelessness prevention and a housing-led approach to move-on.</li> </ul>	<ul style="list-style-type: none"> <li>Transformation of Housing Needs continues to progress well, informed by homelessness prevention and housing-led principles. 2021-22 has seen a wide body of work undertaken across the service reviewing policy and practice in areas such as prevention, access into the private rented sector, temporary accommodation and social housing allocations. The learning from these reviews is now being considered, with implementation of new approaches starting to get underway, accelerating as we go into 2022-23.</li> </ul>
	<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</li> </ul>	<ul style="list-style-type: none"> <li>The consultation for the Countywide Rough Sleeping Strategy was completed in the early part of 2021, and a final version has been adopted by partners. Commissioning arrangements have been agreed and carried out, resulting in a new Alliance of partners being</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><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>	<p>provision of accommodation-based services for rough sleepers and single homeless people.</p>	<p>appointed to start delivery of services across the county from April 2022.</p>
	<ul style="list-style-type: none"> <li>• Launch a Thriving Communities 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> </ul>	<ul style="list-style-type: none"> <li>• Work on the Thriving Communities Strategy is well underway. A framework is in place and engagement with key stakeholders has started with a schedule of meetings and focus groups planned for February 2022, with the strategy heading to Council in November 2022.</li> </ul>
	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <li>• We have been having monthly meetings with community associations to work through various key priorities including diversity and inclusivity.</li> </ul>
	<ul style="list-style-type: none"> <li>• Work closely with health partners to ensure the vaccination is accessible to and embraced by our most vulnerable residents.</li> </ul>	<ul style="list-style-type: none"> <li>• The Head of Service has sat on the Vaccination Board as representative for all of the districts and we have supported this locally by ensuring we have made strong local linkages to key community groups, organisations</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>		<p>such as Asylum Welcome and Refugee Resource and through our connections with faith groups.</p> <ul style="list-style-type: none"> <li>• A successful bid for Community Vaccination Champions funding is now underpinning a £480k programme of targeted activity across the city, working with system partners. This aims to increase take up among those groups that have been more vaccine hesitant.</li> </ul>
	<ul style="list-style-type: none"> <li>• Launch a small grants/capital receipts programme to encourage local community groups to apply for seed funding and get involved in shaping delivering locality-based projects.</li> </ul>	<ul style="list-style-type: none"> <li>• This forms part of the revised Community Grants programme.</li> </ul>
<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>• Maximise the community benefits from year two of the Women’s Tour of Britain in Oxfordshire.</li> </ul>	<ul style="list-style-type: none"> <li>• We worked locally with schools and relevant stakeholder groups to maximise the benefits of this. Our shaping of the event ensured that the race went through Cowley Road into the heart of our diverse communities to maximise local interest and opportunities.</li> </ul>
	<ul style="list-style-type: none"> <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</li> </ul>	<ul style="list-style-type: none"> <li>• We have supported the portfolio holder on the Active Travel in the City group. Targeted work has included walking buses.</li> <li>• This work is ongoing.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PARTNER</b></p>	<p>stakeholders and secure funding to a) develop adaptable bikes or b) purchase adaptable bikes for children with disabilities.</p>	
	<ul style="list-style-type: none"> <li>• Use campaigns to change behaviour such as #MovewithMayorMark to increase levels of physical activity.</li> </ul>	<ul style="list-style-type: none"> <li>• We have delivered a number of different campaigns and videos with the Move with Mayor Mark campaign; these have received very strong traction through our media and social media outlets.</li> </ul>
	<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>• This is ongoing <a href="https://www.oxford.gov.uk/activityhub">https://www.oxford.gov.uk/activityhub</a></li> </ul>
<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</p>	<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>• We have continued to work successfully with Thames Valley Police across the full range of community safety activities. Successful bids to the Safer Streets Fund have significantly increased CCTV quality and coverage in the city and is enabling partnership working on the Violence Against Women and Girls (VAWG) agenda. This is being bolstered by joint working in east Oxford where assaults have been identified as an issue and additional TVP resources have been allocated.</li> <li>• The Police and Crime Commissioner-funded Problem Solving Officer has worked with the Drugs Taskforce on the Clear, Hold, Build approach. Successful recruitment</li> </ul>

	Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
PARTNER	behaviour.		<p>into the Human Exploitation Co-ordinators role has taken place and a launch of a report carried out by Elmore into modern slavery is planned.</p> <ul style="list-style-type: none"> <li>• A Business Intelligence Unit is being established linking data analytical resource across all service areas.</li> </ul>
	9. Vulnerable people will continue to be safeguarded against harm.	<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> </ul>	<ul style="list-style-type: none"> <li>• The Council's Locality Hubs (Council teams that support residents), COVID Secure team and Single Point of Contact phone line have continued to provide immediate support for residents with needs during the pandemic.</li> </ul>
		<ul style="list-style-type: none"> <li>• Implement recommendations of the Adult Safeguarding Board review into Rough Sleeper deaths.</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations have been taken forward and make up a core part of the new countywide rough sleeping strategy, with improved partnership working across the sector in Oxfordshire, and a new alliance approach to commissioning.</li> </ul>
INFLUENCE	10.Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities.	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <li>• The Equality, Diversity and Inclusion (EDI) Strategy has been drafted following very extensive engagement with many stakeholders through a series of focus groups. It is expected to go to Cabinet in March 2022.</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>• Launch a Sense of Community Index to measure community cohesion and togetherness – securing a baseline measure for the City, which can then be tracked in subsequent years.</li> </ul>	<ul style="list-style-type: none"> <li>• This proposal is being reviewed as part of the workstreams supporting delivery of the Thriving Communities Strategy.</li> </ul>
	<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> </ul>	<ul style="list-style-type: none"> <li>• We have showcased through various different outlets the below:               <ul style="list-style-type: none"> <li>- October for Black History Month – <a href="https://rb.gy/riwgyi">https://rb.gy/riwgyi</a></li> <li>- South Asian Heritage Month - <a href="https://rb.gy/gdx8qx">https://rb.gy/gdx8qx</a></li> <li>- Windrush Day by flying the flag and a press notice to highlight it - <a href="https://rb.gy/bwemaq">https://rb.gy/bwemaq</a></li> <li>- ‘Unlock the Chains’ discussion surrounding the fears, frustrations, fatigue and anger as yet another Black life is taken by the system that is there to protect - <a href="https://rb.gy/suhibj">https://rb.gy/suhibj</a></li> <li>- Oxford Poetry Library and The Children’s Allotment are returning to Flo’s, The Place in The Park with their Many Voices Collection, a collection of children’s books featuring Black characters, written by Black writers, or which centre an anti-racist message - <a href="https://rb.gy/4kamrl">https://rb.gy/4kamrl</a></li> <li>- Volunteers’ Week – <a href="https://rb.gy/ojnmae">https://rb.gy/ojnmae</a> <a href="https://rb.gy/l1um3r">https://rb.gy/l1um3r</a> <a href="https://rb.gy/2fpnwd">https://rb.gy/2fpnwd</a></li> </ul> </li> </ul>

Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">INFLUENCE</p> <p>11.Citizens will</p>	<ul style="list-style-type: none"> <li>• Subject to COVID-19 restrictions, support a calendar of diverse and inclusive events across the City.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council’s innovative creation of Broad Meadow through the summer of 2021 meant over 100,000 people were able to use a large outdoor space which enabled numerous events to be safely held during the pandemic.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop insight and understanding within the Council regarding our approach to ‘intersectionality’ - where there are overlapping systems of disadvantage and disproportionate impact.</li> </ul>	<ul style="list-style-type: none"> <li>• This was considered in the creation of the Council’s draft Equality, Diversity and Inclusion (EDI) Strategy.</li> <li>• The creation of the Business Intelligence Unit and the analysis of the multiple data streams that will flow from the 2021 Census will enable a clearer understanding of intersectionality issues to be developed.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop community cohesion goals, which are shaped and planned by local communities themselves in localities.</li> </ul>	<ul style="list-style-type: none"> <li>• This will be considered within the workstreams supporting development of the Thriving Communities Strategy.</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>• The Anti-Racism Charter was reviewed during October-November 2021, with the involvement of various focus groups made up of different BAME communities. An action plan has been developed.</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>INFLUENCE</b></p> <p>increase their active engagement in civic and political life.</p>	<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> </ul>	<ul style="list-style-type: none"> <li>• This work has had to be put on hold for COVID safety reasons and due to the significant resourcing challenges and workforce pressures faced by all schools in the City.</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with both universities and students' unions to boost electoral registration using joint social media campaigns where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• There has been close working with both universities and their student union bodies throughout the pandemic both to ensure a collaborative approach on COVID management and to recruit many students into the support networks that have helped disadvantaged residents across the City. These established networks are being used to boost awareness around voter registration.</li> </ul>
	<ul style="list-style-type: none"> <li>• Subject to the COVID-19 situation with elections and schools' 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.</li> </ul>	<ul style="list-style-type: none"> <li>• This work has had to be put on hold for COVID safety reasons.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>INFLUENCE</b></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>	<ul style="list-style-type: none"> <li>• The Oxford Residents’ Panel continues to be an important sounding board for all Oxford City consultations.</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 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<b>DELIVER</b> 1. Oxford City Council will have reduced the carbon footprint from its own operations to zero.	<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> </ul>	<ul style="list-style-type: none"> <li>This action has been reversed with agreement from Cabinet. The funding has been used to create a “Net Zero Transition Fund” which will prioritise carbon reduction and insetting over offsetting and green gas.</li> </ul>
	<ul style="list-style-type: none"> <li>Implement the two decarbonisation grant schemes to reduce total energy usage by 1,500t CO<sub>2</sub> per year.</li> </ul>	<ul style="list-style-type: none"> <li>The £14m combined decarbonisation programme across Hinksey Outdoor Pool, Leys Pools and Leisure Centre, Ferry Leisure Centre and Barton Leisure Centre is well advanced and on course for completion across these sites between March and June 2022.</li> </ul>
	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <li>In addition to the £10.9m Public Sector Decarbonisation Scheme funding that is underpinning the works at our leisure centres, the Council has secured a further three rounds of funding to deliver heat decarbonisation plans.</li> <li>A £4m investment in the Ray Valley Solar Farm is expected to be confirmed in the next month, which will further reduce the Council’s carbon footprint, as well as delivering a financial return.</li> </ul>

Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<b>DELIVER</b>	<ul style="list-style-type: none"> <li>Reach 25% of fleet converted to electric power by 2023.</li> </ul>	<ul style="list-style-type: none"> <li>This remains on target as the electrification of the ODS fleet continues.</li> <li>Oxford’s first electric dustcart is in operation across the City.</li> </ul>
	<ul style="list-style-type: none"> <li>Align the Council’s work on Scope 3 emissions with development of a wider, consistent approach, across the City, to tackle these Scope 3 emissions through the Zero Carbon Oxford Partnership (ZCOP).</li> </ul>	<ul style="list-style-type: none"> <li>This work is now being taken forward within the ZCOP so the timing will be determined by it.</li> </ul>
<p>2. All new buildings by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon standards.</p>	<ul style="list-style-type: none"> <li>Revise the Asset Management Plan to align with Carbon Management Plan to achieve Net Zero Carbon Council by 2030.</li> </ul>	<ul style="list-style-type: none"> <li>An updated Asset Management Strategy was agreed by Cabinet in December. It committed that decisions made in future around operational land and buildings will fully integrate carbon management goals and targets. This will require looking at carbon management in entirely new ways than previously.</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>	<ul style="list-style-type: none"> <li>Planning applications are now being assessed according to the stricter standards set out in Policy RE1.</li> </ul>
<p>3. We will have a significant programme of</p>	<ul style="list-style-type: none"> <li>Commence programme of work to deliver target of 95% of our stock being Energy Performance</li> </ul>	<ul style="list-style-type: none"> <li>Good progress is being made to improve energy efficiency in the council stock, supported by significant investment from the City Council, backed by the commitment of £7m</li> </ul>

	Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<b>DELIVER</b>	energy efficiency improvements across of our existing council housing.	<p>Certificates (EPC) level C or above by 2028.</p> <ul style="list-style-type: none"> <li>Develop an investment plan with options for the retrofitting of energy efficiency measures or replacement of council housing, to reduce carbon emissions.</li> </ul>	<p>capital funding within the 4 year Medium Term Financial Plan period.</p> <ul style="list-style-type: none"> <li>£382k was secured from the Government’s LAD1b scheme to improve 240 homes, which is currently funding work such as loft and cavity wall insulation, external wall insulation and air source heat pumps.</li> <li>£1.4m has been bid under the Government’s Social Housing Decarbonisation Fund to support full retrofit of a further 125 council houses. We are currently awaiting the outcome of the bid.</li> </ul>
		<ul style="list-style-type: none"> <li>Engage Council tenants to maximise their involvement in decisions on retrofitting that affect their homes.</li> </ul>	<ul style="list-style-type: none"> <li>A retrofitting and decarbonisation communications and engagement campaign has been developed for Council tenants, launching later in the year.</li> <li>A bid for UK100 funding has been submitted to support public engagement on retrofitting.</li> </ul>
		<ul style="list-style-type: none"> <li>Pilot EWI (external wall insulation) retrofit and ground/air source heat pumps in council stock.</li> </ul>	<ul style="list-style-type: none"> <li>This is part of LAD1b scheme, as above.</li> </ul>
<b>PARTNER</b>	4. All new buildings by developers in Oxford will be significantly more energy	<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</li> </ul>	<ul style="list-style-type: none"> <li>Following the Council’s declaration of a Climate Emergency and as part of a gradual move towards zero carbon, the following targets and requirements have been implemented by OCHL: <ul style="list-style-type: none"> <li>- All homes to be electrically heated, reducing carbon</li> </ul> </li> </ul>

Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<p><b>PARTNER</b></p> <p>efficient – moving towards near-zero or zero carbon standards, with some examples of carbon-positive development.</p>	<p>existing Building Regulations.</p>	<p>emissions naturally as the electricity grid decarbonises</p> <ul style="list-style-type: none"> <li>- A new carbon reduction target has been set of 70% below 2013 Building Regulations – sites include Almonds Farm, Northfield Hostel, Lanham Way</li> <li>- Wherever feasible, Passive House build standard will be considered</li> <li>- Key to a future move to zero carbon is OCHL's new OSM Sustainable Framework, which will give superstructure costs for comparison by Board/ decision makers and will be in place by December 2021</li> <li>- The three standards within the Framework are: 40% carbon reduction from future 2021 Building Regulations (around 70% from current), Passive House and then the highest, Zero Carbon for operational energy (regulated and unregulated).</li> </ul>
	<ul style="list-style-type: none"> <li>• Complete pilot Net Zero Homes.</li> </ul>	<ul style="list-style-type: none"> <li>• 8 net zero carbon bungalows have been completed.</li> </ul>
<p>5. We will be promoting and enforcing the higher energy efficiency standards that will have been set nationally by</p>	<ul style="list-style-type: none"> <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>• The Council was successful in its consortium bid for LAD3 funding, having been awarded c.£1.9m for private sector householders with annual income of less than £30k and Energy Performance Certificates (EPC) of D or lower.</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase the number of enforcement actions taken under the Minimum Energy Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• COVID restrictions have impacted the ability of officers to undertake inspections but the restart of the Houses of Multiple Occupation (HMO) Licensing Scheme in June</li> </ul>

Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
<p><b>PARTNER</b></p> <p>the Government for residential and commercial landlords.</p>	<p>Standards (MEES) regulations in privately rented properties.</p>	<p>resulted in a renewal of focus on compliance with Energy Performance Certificates (EPC) requirements with over 600 new licences being issued.</p> <ul style="list-style-type: none"> <li>• A protocol for issuing civil penalties under MEES has been developed and the focus on identifying and pursuing F and G rated properties has continued.</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>• 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 establishing a target that meets current and anticipated demand.</li> <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</li> </ul>

Council Strategy 2020-2024 Outcome	Year 2 (2021-2022) Actions	Year 2 (2021-2022) Progress Update
PARTNER	for Oxfordshire.	
	<ul style="list-style-type: none"> <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>The ZEZ pilot launched on 28 February 2022.</li> </ul>
7. Air quality throughout the city will have improved.	<ul style="list-style-type: none"> <li>Implement and deliver the statutory Air Quality Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>City centre air quality has improved as a result of lower traffic levels during the pandemic.</li> <li>Delivery of Air Quality improvement projects including Clean Bus Technology Funding to finalise delivery of cleaner buses, and Air Quality Defra grant funding to:                             <ul style="list-style-type: none"> <li>assist Covered Market business in preparing for ZEZ (a new Covered Market electric cargo bike trial which is operating until June 2022 – involving partnership work with Pedal &amp; Post)</li> <li>deliver a citywide wood burning campaign, to launch in February 2022</li> <li>develop a new air quality website for Oxfordshire, in partnership with County and the other district councils.</li> </ul> </li> </ul>
8. Our streets, neighbourhoods and open spaces will be greener with more trees	<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>The Oxfordshire Local Nature Partnership is formed and will establish the nature recovery network.</li> </ul>
	<ul style="list-style-type: none"> <li>Explore policy development</li> </ul>	<ul style="list-style-type: none"> <li>There has not been capacity to take this forward in the</li> </ul>

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PARTNER	and other plants, and increased biodiversity.	that adopts a Natural Resource Management approach.	current year, however the recruitment of a new fulltime Biodiversity Officer at the end of 2021 should enable this work to be developed over the next year.
		<ul style="list-style-type: none"> <li>Develop an Urban Tree Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>The Urban Forest Strategy was developed and adopted by Cabinet in September 2021.</li> </ul>
		<ul style="list-style-type: none"> <li>Implement two more mini forests across the City.</li> </ul>	<ul style="list-style-type: none"> <li>Two 'Tiny Forests' were planted – one off Foxwell Drive in Headington and the other on Meadow Lane Nature Reserve.</li> </ul>
	9. The City will become more resilient to climate change including improved flood defences.	<ul style="list-style-type: none"> <li>Continue to support the Environment Agency's delivery of the Oxford Flood Alleviation Scheme (OFAS).</li> </ul>	<ul style="list-style-type: none"> <li>The Council continues to support the Environment Agency's development of Oxford Flood Alleviation Scheme (OFAS), with work ongoing to transfer parcels of Council land for this purpose.</li> </ul>
INFLUENCE	10. We will campaign for the Government to introduce more rigorous energy efficiency standards on new builds and bring forward the	<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> </ul>	<ul style="list-style-type: none"> <li>Zero Carbon Oxford Partnership (ZCOP) wrote to Government during COP26 which called for the following:                             <ul style="list-style-type: none"> <li>- Long term and reliable funding for energy efficiency building on learnings from the Green Homes Grant and the Public Sector Decarbonisation Scheme.</li> <li>- Rapid investment in public and active transport to support Oxford achieve a 25% reduction in road transport by 2030 and embed positive behaviour</li> </ul> </li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>INFLUENCE</b></p> <p>end of petrol and diesel vehicle sales.</p>		<p>changes seen during the pandemic.</p> <ul style="list-style-type: none"> <li>- Coordinated market mechanisms for local flexibility and network reinforcement to allow significant electrification of heat and transport, learning from innovative projects such as Local Energy Oxfordshire.</li> <li>• The focus of future lobbying will be developed with the ZCOP Steering Group and guided by the ZCOP roadmap.</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 COP26 meeting in Glasgow.</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>• The Council's Zero Carbon Communities campaign launched to coincide with COP26.</li> <li>• A Zero Carbon Communities approach is being built into the new Thriving Communities Strategy.</li> </ul>
<p>11. Citizens, businesses and other organisations in the City will be taking action to reduce carbon emissions and increase biodiversity.</p>		

# Glossary

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

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

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

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

**Energy Super Hub** – hybrid battery system

**EPCs** – Energy Performance

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

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

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

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

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

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

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

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

**MEES** – Minimum Energy Efficiency Standards

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

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

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

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

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

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

**OCHL** – Oxford City Housing Limited develops high

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

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

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

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

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

**SEND** – Special Education Needs and Disabilities

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

or project can make to the community they are operating within

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

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

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

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

than the amount taken away

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

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