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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 3 April 2023

Time: 6.30 pm

Venue Bodicote House, Bodicote, Banbury, Oxon OX15 4AA

Membership

**Councillor Barry Wood
(Chairman)**

Councillor Phil Chapman
Councillor Nicholas Mawer
Councillor Adam Nell
Councillor Eddie Reeves

Councillor Ian Corkin (Vice-Chairman)

Councillor Colin Clarke
Councillor Richard Mould
Councillor Lynn Pratt
Councillor Dan Sames

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest that they may have in any of the items under consideration at this meeting.

3. Petitions and Requests to Address the Meeting

The Chairman to report on any requests to submit petitions or to address the meeting.

4. Minutes (Pages 7 - 12)

To confirm as a correct record the Minutes of the meeting held on 6 March 2023.

5. Chairman's Announcements

To receive communications from the Chairman.

6. **Oxfordshire Net Zero Route Map & Action Plan** (Pages 13 - 110)

Report of Climate Action Manager

Purpose of report

To provide an overview of the “Oxfordshire Net Zero Route Map and Action Plan” which is attached at Appendix 1. The report sets out the context for the production of the Route Map and Action Plan, along with detail of the structure and key areas of activity, such as decarbonising buildings and transport across the district.

During recent years, Cherwell District Council has worked collaboratively on the climate change agenda with Oxfordshire County Council and other authorities in Oxfordshire leading to successful outcomes, such as the Park & Charge EV infrastructure in our car parks. This approach has led to investment in the district, whilst minimising the resource impact upon staff, e.g. to deal with procurement, project management etc. The Route Map and Action Plan focus on the areas of activity which can be enabled through joint working with our local authority partners.

Recommendations

The meeting is recommended:

- 1.1 Support the proposed Route Map and Action Plan which seeks to deliver the ambitions of the Pathways to a Zero Carbon Oxfordshire (PaZCO) 2021 report.

7. **Equalities, Diversity and Inclusion (EDI) Action Plans** (Pages 111 - 138)

Report of Assistant Director – Customer Focus

Purpose of report

To agree the action plans for delivering the council’s equality, diversity and inclusion (EDI) commitments for creating inclusive communities, services and an inclusive workforce, which are set out in its Equalities Framework, Including Everyone.

Recommendations

The meeting is recommended:

- 1.1 To approve the draft action plans for Inclusive Communities, Inclusive Services and Inclusive Workplaces.
- 1.2 To approve the addition to the Inclusive Communities plan of an action to “use our participation in the Oxfordshire Inclusive Economy Charter as a spur to further activities which promote equality, diversity and inclusion locally”.
- 1.3 To agree the recommendation from Overview and Scrutiny Committee to amend the Inclusive Communities to include an additional action to “*develop and agree a policy for supporting national events that further our corporate priorities and reflect the diversity of our communities*” and provide further clarification under commitment 1.03 that the review of our support to

refugees, asylum seekers and other vulnerable migrants would consider the impact on migrants “*of all nationalities*”.

- 1.4 To delegate authority to the Assistant Director for Customer Focus to make minor amendments to the agreed action plans in consultation with the Portfolio Holder for Corporate Services and the Chair of the Equality, Diversity and Inclusion working group.

8. Performance Outcomes Framework 2023-2024 (Pages 139 - 154)

Report of Assistant Director – Customer Focus

Purpose of report

To present the approach for measuring, monitoring, and reporting on the council's performance and progress towards its priorities and objectives for 2023/24.

Recommendations

The meeting is recommended:

- 1.1 To approve the proposed approach for measuring and monitoring the council's performance against achieving its desired outcomes for 2023/24.

9. Integrated Care Board 5-year Strategic Plan Update (Pages 155 - 202)

Report of Assistant Director Wellbeing and Housing

Purpose of report

To share the draft 5-year strategy of the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Partnership (ICP)

Recommendations

The meeting is recommended:

- 1.1 To endorse the 5 year strategic plan of the Integrated Care Partnership for Buckinghamshire, Oxfordshire and Berkshire West.
- 1.2 To welcome the opportunity to participate in the development of the Oxfordshire specific plan and the importance of the Health and Wellbeing Board in shaping that for residents' benefit.

10. Environmental, Social and Governance (ESG) Investment (Pages 203 - 208)

Report of Assistant Director of Finance (S151)

Purpose of report

To provide information to Executive on ESG in the context of Local Government and to allow for consideration of the motion referred by Council 19 December 2022 to the Executive.

Recommendations

The meeting is recommended to:

- 1.1 Note the Local Government context for the application of ESG principles and how the Council will respond to the motion relating to Environmental, Social and Governance (ESG) principles.
- 1.2 In response to proposal 1, to request officers to update the Executive on ESG audit requirements following the outcome of the Financial Reporting Council (FRC) and subsequent CIPFA requirements.
- 1.3 In response to proposal 2, to agree to continue to comply with the current Council approved Capital and Investment and Treasury Management Strategies until such time as there is more information available about defining ESG principles within a Capital and Investment or Treasury Management Strategy.
- 1.4 In response to proposal 3, to agree the Leader to initially write to the Pension Fund to understand how the pension fund invests in its assets and then act appropriately based on the information received.

11. Notification of Urgent Action - Insurance Award (Pages 209 - 214)

Report of Assistant Director of Finance (Section 151 Officer)

Purpose of report

To inform the Executive of the urgent decision that was taken by the Corporate Director Resources accept the outcome for the insurance tender and appoint the insurers for three years, with the option to extend for a further 2 years, so that the necessary insurances will be in place on 1 April 2023.

Recommendations

The meeting is recommended to:

- 1.1 To note the decision that was taken by the Corporate Director Resources on 13 March 2023 (Appendix 1).

12. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221534 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

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Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections democracy@cherwell-dc.gov.uk, 01295 221534

Yvonne Rees
Chief Executive

Published on Friday 24 March 2023

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 6 March 2023 at 6.30 pm

Present:

Councillor Barry Wood (Chairman), Leader of the Council and Portfolio Holder for Policy and Strategy
Councillor Ian Corkin (Vice-Chairman), Deputy Leader of the Council and Portfolio Holder for Regeneration and Economy
Councillor Phil Chapman, Portfolio Holder for Healthy Communities
Councillor Colin Clarke, Portfolio Holder for Planning
Councillor Nicholas Mawer, Portfolio Holder for Housing
Councillor Adam Nell, Portfolio Holder for Finance
Councillor Lynn Pratt, Portfolio Holder for Property
Councillor Eddie Reeves, Portfolio Holder for Safer Communities
Councillor Dan Sames, Portfolio Holder for Cleaner and Greener Communities

Apologies for absence:

Councillor Richard Mould, Portfolio Holder for Corporate Services

Officers:

Yvonne Rees, Chief Executive
Ian Boll, Corporate Director Communities
Stephen Hinds, Corporate Director Resources
Shiraz Sheikh, Assistant Director Law & Governance and Monitoring Officer
Nicola Riley, Assistant Director Wellbeing & Housing
Joanne Kaye, Head of Finance and Deputy S151 Officer
Celia Prado-Teeling, Performance Team Leader
Aaron Hetherington, Democratic and Elections Team Leader

Officers Attending Virtually:

Richard Webb, Assistant Director Regulatory Services & Community Safety
Shona Ware, Assistant Director Customer Focus

99 **Declarations of Interest**

There were no declarations of interest.

100 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

101 **Minutes**

The minutes of the meeting held on 6 February 2023 were agreed as a correct record and signed by the Chairman.

102 **Chairman's Announcements**

There were no Chairman's announcements.

103 **Monthly Performance, Risk and Finance Monitoring Report January 2023**

The Assistant Director of Finance and Assistant Director – Customer Focus submitted a report to update Executive on the council's performance, risk and financial positions for the period up to the end of January 2023.

Resolved

- (1) That the Performance, Risk and Finance Monitoring Report for January 2023 be noted.

Reasons

This report provides an update on progress made during January 20223, to deliver the council's priorities through reporting on its performance, risk and financial positions.

Alternative Options

This report summarises the council's performance, risk and financial positions up to the end of January, therefore there are no alternative options to consider. However, members may wish to request further information from officers or for inclusion.

104 **Reducing Food Insecurity in Cherwell**

The Assistant Director Wellbeing and Housing submitted a report to share the progress the council had already made across the district towards reducing food insecurity through a wide-ranging support package that had included a food voucher scheme and new community food grant programme. This was in addition to the work the council delivers in partnership, which included Winter Warmers, Play: Full and expanding the number of growing spaces across the district. The report also set out further steps the council could take such as contributing to the Good Food Oxfordshire Strategy.

On behalf of Executive, the Chairman thanked officers for the work undertaken to reduce food insecurity in the district.

Resolved

- (1) That the progress made over the last 7 months to reduce food insecurity across the district through coproducing projects, enabling community food network partners to make their offer more sustainable and accessible to residents experiencing difficulty in securing food be acknowledged.
- (2) That Cherwell District Councils input into a Food Strategy for the district; promoting partnerships with volunteer groups and charities, businesses and system partners to improve outcomes for residents be endorsed.
- (3) That the continuation of the Community Food Grant for 2023-2024 financial year at £20,000 be approved.

Resolved

The progress made to date in this area of work has to a great extent fulfilled the ambitions of the July 2022 Council Motion. Putting residents at the centre of the tasks enabled improvements in access, information, and delivery. Working with a range of partners is central to how Cherwell District Council enables and supports improvement in the outcomes of programmes. Results are cost effective and more sustainable. The working group recognise the interconnected nature of food insecurity, the cost-of- living crisis and health inequalities.

The Executive is invited to endorse the proposed approach to developing a Food Strategy for the District, articulating what the District Council can offer to enable the delivery of a local food strategy in conjunction with Good Food Oxfordshire. The Food Action Working Group (FAWG) will begin its work in Cherwell on 7 March. The Food Insecurity Working Group will provide oversight and consider the developing data to shape future action plans.

Alternative options

Option 1: Not to endorse the response to the Food Strategy developed by the Food Insecurity Working group – Rejected. This work has brought together a cross party group who have considered what the District Council could offer to enable partners and use its influence to best effect, to improve the food security of many local residents.

Option 2: Not to approve the continuation of the Community Food Grants – Rejected. The small-scale contribution of funds enables community groups to develop new offers and respond to local need.

Consultation on a New Public Spaces Protection Order for Banbury Town Centre

The Assistant Director Regulatory Services and Community Safety submitted a report which advised that the Public Spaces Protection Order (PSPO) for Banbury town centre had lapsed in December 2022. Following conversations with Thames Valley Police, proposals had been developed for a revised PSPO for Banbury. The report outlined the proposals and sought Executive agreement to commence a public consultation on introducing a new PSPO for Banbury town centre.

The proposed PSPO would contribute towards the delivery of the council objective to “work with partners to reduce crime and antisocial behaviour” within the Healthy, Resilient and Engaged Communities priority. A reduction in anti-social behaviour in the town centre would also contribute towards the Enterprising Economy with Strong and Vibrant Local Centres priority. Tackling anti-social behaviour was also consistently identified as a priority in residents surveys.

Resolved

- (1) That it be agreed that Cherwell District Council will commence a public consultation on the introduction of a new Public Space Protection Order (PSPO) for Banbury town centre covering the area shown in the annex to the Minutes (as set out in the Minute Book) and including the prohibitions as outlined in the annex to the Minutes (as set out in the Minute Book).

Reasons

Discussions with the Police and Banbury Town Council confirmed that there is support for a further PSPO for Banbury town centre. Limitations with the previous PSPO led to a decision not to seek to renew that Order. A new PSPO has been developed addressing those limitations and encompassing a wider geographic area to support the work of the Council and partners in tackling Anti-Social Behaviour.

In order to introduce a new PSPO for Banbury town centre it is necessary to undertake a public consultation on the proposals. Therefore, it is recommended that a consultation is undertaken on the proposed new PSPO, with the outcome of the consultation informing the proposals that are then further reviewed by the Executive before a final decision is made on any new PSPO for Banbury town centre.

Alternative options

Option 1: To not seek to introduce a new PSPO for Banbury town centre. Key stakeholders have indicated that they support the introduction of a new PSPO and therefore this option has been rejected.

Option 2: Re-issue the PSPO with no changes. Given that the previous PSPO has lapsed a public consultation would be required to reintroduce it. Since it is recognised that the previous PSPO could be improved, this option is option was rejected.

106 **Urgent Business**

There were no items of urgent business.

The meeting ended at 6.51 pm

Chairman:

Date:

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Cherwell District Council

Executive

3 April 2023

Oxfordshire Net Zero Route Map and Actions Plan

Report of Climate Action Manager

This report is public

Purpose of report

To provide an overview of the “Oxfordshire Net Zero Route Map and Action Plan” which is attached at Appendix 1. The report sets out the context for the production of the Route Map and Action Plan, along with detail of the structure and key areas of activity, such as decarbonising buildings and transport across the district.

During recent years, Cherwell District Council has worked collaboratively on the climate change agenda with Oxfordshire County Council and other authorities in Oxfordshire leading to successful outcomes, such as the Park & Charge EV infrastructure in our car parks. This approach has led to investment in the district, whilst minimising the resource impact upon staff, e.g. to deal with procurement, project management etc. The Route Map and Action Plan focus on the areas of activity which can be enabled through joint working with our local authority partners.

1.0 Recommendations

The meeting is recommended:

- 1.1 Support the proposed Route Map and Action Plan which seeks to deliver the ambitions of the Pathways to a Zero Carbon Oxfordshire (PaZCO) 2021 report.

2.0 Introduction

- 2.1 The Route Map and Action Plan is a high level document, which brings the work of the county’s local authorities together, with the ambition for Oxfordshire to become carbon net zero by 2050.
- 2.2 The various actions are compatible with our Climate Change Framework, in which we have pledged to work to support the district to become carbon net zero. Whilst there are not yet any indicative costs associated with the 2050 target, these will emerge as work streams begin and evidence is generated around the required finance, e.g. to increase the amount of Solar PV. The costs of meeting 2050, will be spread across the public sector, the private sector, central government and the public.

- 2.3 During the last few years, CDC has taken a very proactive role in responding to the climate emergency, both in supporting carbon reductions in its own emissions, whilst also supporting the district to do the same, e.g. through the Park & Charge scheme, resulting in EV charging points in our public car parks.
- 2.4 The Action Plan and Route Map builds on this recent work, giving additional focus to how we support the district in its journey to becoming net zero.
- 2.5 The initial work on producing the PaZCO was commissioned and agreed by the Future Oxfordshire Partnership (FOP) and Executive were briefed on this in June 2021. This Route Map and Action Plan builds on that, updates relevant evidence and sets out collaboratively developed actions that are ambitious, locally owned and aligned to existing initiatives. It will support Oxfordshire's local authorities and other key partners to develop an evidence-led approach to delivering a net zero Oxfordshire.
- 2.6 The Future Oxfordshire Partnership (FOP) will provide the governance and performance management arrangements for this work. This will enable joint oversight for all authorities thereby providing a level of assurance that each one will have the opportunity to influence outcomes.
- 2.7 The study sets out a Net Zero Route Map which represents a viable, recommended pathway to net zero in the context of the current policy and technological landscape. The Route Map provides a sense of the scale, timing and types of measures that need to be adopted to put Oxfordshire on a path to net zero by 2050 – or sooner. Modelling has been carried out on a sector-based approach to form sector-specific Route Maps and Actions, with a focus on several key areas. The Pathway Modelling has demonstrated that dramatic changes are required in each sector to reach a sufficient level of decarbonisation and achieve net zero.
- 2.8 Five high-level Route Maps have been produced to deconstruct the often-distant 2050 net zero target into clear and tangible intermediate goals aligned to milestones at 2025, 2030, 2040 and 2050. These include four sectoral Route Maps (based on the highest emitting sectors explored within the net zero pathway modelling) and one overarching decarbonisation Route Map which provides an overview of Oxfordshire's interim targets.
- 2.9 The Action Plan provides direction and specific steps on how key interim emission milestones can be achieved, thereby maintaining progress towards the wider net zero goal. It consists of a portfolio of 14 actions, ranging from actions that will deliver measurable results over the short-term to empower and demonstrate success, and others that will span across multi-year programmes.
- 2.10 The key focus of the Action Plan is to support accelerated measures towards decarbonisation, with a specific focus on the priorities for the next three to five years.

3.0 Report Details

Pathways and Data Analysis

- 3.1 The PaZCO report identified three potential *pathways* which the county could follow in its net zero journey. The most ambitious of these was adopted, entitled Oxfordshire Leading the Way. This, however, recognises there are factors outside of local authority control and, as the report demonstrates, businesses, policy makers and residents in Oxfordshire have a crucial role in supporting, developing and delivering the changes necessary to enable net zero.
- 3.2 The Action Plan indicates that the transport sector is responsible for 42% of the county's emissions, housing for 26% and businesses 27%.
- 3.3 Different types of energy supply are also discussed, e.g. hydrogen for space heating, which could account for 20% of supply by 2030, but with no increase likely beyond then. To meet the ambitious pathway, Oxfordshire's share of the UK's solar PV capacity reaches 6% by 2050 (currently c.3%). It is assumed that 25% of existing households would be retrofitted with solar PV by 2050.
- 3.4 Analysis is provided of the energy demand of the transport, domestic and business sectors through to 2050, with the growth of the business and transport sectors in particular, off-setting earlier reductions in energy demand.
- 3.5 The transport sector has been modelled to achieve the largest emissions reduction (99% against the base year), driven by reductions in demand, modal shift, and a 100% switch to electric and other ZEVs to decarbonise residual emissions. The remaining sectors also achieve deep reductions in emissions through a mixture of energy saving measures and fuel switching to electricity or low-carbon fuels.
- 3.6 Five-year cumulative carbon budgets are provided, which with the use of BECCS (Bioenergy, Carbon Capture and Storage), indicate that the county could reach *negative* carbon intensity by 2050, i.e. have gone beyond carbon net zero.
- 3.7 The report includes detailed analysis of net zero pathway modelling as well as the route maps based on the transport, domestic and business sectors.

Action Planning

- 3.8 The Action Plan provides a portfolio of actions. Some actions will deliver measurable results over the next 3-5 years to empower and demonstrate success. Others will be multi-year programmes supporting longer-term success, thereby helping to set Oxfordshire on the right trajectory to address the Route Map targets. Successful progress across the portfolio of actions will demonstrate that significant savings can be delivered through local action.
- 3.9 The success of the Action Plan will be underpinned by collaboration including from businesses, policy makers and residents. As a result, the actions have been informed by an extensive stakeholder engagement process
- 3.10 Fourteen actions have been identified - these actions build on existing activities to support the significant scale up of measures required to meet Oxfordshire's net zero commitments. Whilst ambitious, these short-term actions are embedded in realism to support successful delivery.

- 3.11 The actions cover: Building Decarbonisation; Net Zero Carbon Energy Systems Programme; Decarbonisation of Transport; Circular Economy; Nature Recovery and Carbon Sequestration.

Key Findings and Next Steps

- 3.12 Oxfordshire has championed noteworthy decarbonisation efforts over the last decade. However, even with this strong track record in emissions reductions, the scale of the challenge to achieve net zero carbon by 2050 at latest remains significant.
- 3.13 It is important to recognise that delivery of the priority actions set out in this programme will not meet the scale of change needed to deliver countywide decarbonisation, but will sit within a wider programme being delivered through strategies, policies, action plans, guidance documents and projects already operating across the county.

4.0 Conclusion and Reasons for Recommendations

- 4.1 This Action Plan and Pathway which aim to achieve a zero carbon Oxfordshire, is a detailed study of the work and actions needed to achieve the county-wide 2050 target. The actions are based on the most 'ambitious' pathway to achieve 2050, with an interim target of reducing our emissions by half by 2030. It has been written with Cherwell in mind, and there are many aspects that we will be responsible for delivering ourselves.
- 4.2 By working jointly with our local authority partners on this Route Map and Action Plan, we place ourselves in the strongest position possible to meet our climate change objectives.
- 4.3 Examples of areas of work where working collaboratively is particularly beneficial include regional retrofitting of homes, conserving and enhancing our natural capital and planning to meet future energy needs.
- 4.4 The entire body of work required to achieve the 2050 target is not contained within this study, although there is a wider programme of work already taking place, of which this study is a part.
- 4.5 The delivery of significant and high impact decarbonisation solutions is dependent on building and sustaining successful and productive co-working relationships across the public, private and third sectors. Oxfordshire is fortunate enough to have strong existing partnerships and collaborations on which to build.
- 4.6 Securing the appropriate funding to execute the priority actions is an integral part of Oxfordshire's net zero journey, with finance acting as either a key enabler or barrier to success. Whilst a fundamental component, finance is historically difficult to secure. It requires ongoing attention, critically taking forward the enabling action to identify innovative approaches to sit alongside conventional funding sources (including grants from national government and the allocation of local authority budgets).

- 4.7 An innovative approach to delivering the actions will be needed. This includes sourcing and accessing alternative funding opportunities, supporting and bringing inventive technology into the mainstream, and encouraging communities to adopt novel solutions to local problems.

5.0 Consultation

Not required

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: Not support the Pathway and Action Plan. This work supports our own ambitions around reducing greenhouse gas emissions and is an important body of evidence that can underpin our own action planning for carbon net zero.

Pursuing Option 1 however, would mean that CDC would not benefit from wider opportunities that are presented from joint working with other local authorities. Climate action is almost always more effective when taken collaboratively leading to joint benefits achieved at a greater scale.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no immediate financial commitments associated with this report. However, the report points out that there are likely to be financial implications identified as specific proposals are developed.
- 7.2 Prior to the Council committing to any specific scheme that it must ensure that a full business case has been carried out to understand the full lifetime costs of proposals (including the costs of borrowing) and any funding that may be available. Where there is a net additional budget requirement to the Council, schemes should not proceed until this has been identified.
- 7.3 Additionally the Council should also consider whether there are ways to comply through reductions in what it currently does as well as investing in new technologies to continue our processes in similar ways to those currently adopted.

Comments checked by:

Michael Furness, Assistant Director – Finance (S151 Officer),
Michael.furness@cherwell-dc.gov.uk, 01925 221845

Legal Implications

- 7.4 There are no immediate legal implications arising from this report.

Comments checked by:

Shahin Ismail, Interim Head of Legal Services,

Shahin.ismail@cherwell-dc.gov.uk

Risk Implications

- 7.5 There are no immediate risk implications associated directly with this report. Any arising risks will be managed through the project and service operational risk, and escalated to the Leadership Risk Register as and when necessary.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader
Celia.Prado-Teeling@Cherwell-DC.gov.uk, 01295 221556

Equalities and Inclusion Implications

- 7.6 There are no immediate equalities nor inclusion implications associated directly with this report. All council's proposals, changes and decisions are done taken careful consideration of our commitments to equalities and inclusion as set in our equalities framework, keeping those principles at the core of all we do.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader
Celia.Prado-Teeling@Cherwell-DC.gov.uk 01295 221556

Sustainability Implications

- 7.7 This report is entirely in line with the council's ambitions to become a net zero organisation whilst also supporting the district to become carbon net zero.

Comments checked by:

Ed Potter, Assistant Director, Environmental Services.
ed.potter@cherwell-dc.gov.uk 01295 221574

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

The work contributes to the Council's strategic priorities around supporting the council to become a carbon net zero organisation and the district to become carbon net zero too.

Lead Councillor

Councillor Dan Sames, Portfolio Holder for Cleaner and Greener Cherwell

Document Information**Appendix number and title**

- Appendix 1 – Oxfordshire Net Zero Route Map and Action Plan

Background papers

None

Report Author and contact details

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Oxfordshire Net Zero
Route Map & Action Plan

Final Report



CITY SCIENCE
delivering decarbonisation

Date issued: 05/12/2022
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Prepared by:

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Abbreviations

Abbreviation	Definition
BAU	Business As Usual
BECCS	Bio Energy with Carbon Capture and Storage
BEES	Building Energy Efficient Survey
CO ₂	Carbon Dioxide
DAC	Direct Air Capture
DNO	District Network Operator
FiT	Feed-in-Tariff
FOP	Future Oxfordshire Partnership
FES	Future Energy Scenarios
GGRs	Greenhouse Gas Removals
GHGs	Greenhouse Gases
HGVs	Heavy Goods Vehicle
LAEP	Local Area Energy Plan
LGVs	Light Goods Vehicle
LTCP	Local Transport and Connectivity Plan
OxIS	Oxfordshire Infrastructure Strategy
OxLEP	Oxfordshire Local Enterprise Partnership
OxonCC	Oxfordshire County Council
PaZCO	Pathways to a Net Zero Carbon Oxfordshire
PV	Photovoltaic
SATN	Strategic Active Travel Network
ZCOP	Zero Carbon Oxford Partnership
ZEVs	Zero Emission Vehicles

Key Report Definitions

- **Action Plan:** Converts the broader targets presented in the Route Map, into a specific set of actions that need to be adopted to meet these interim milestones. They can contain short-, medium- or long-term actions, but crucially they provide direction on how the targets can be broken down into tangible, deliverable steps.
- **Carbon Neutral:** Refers to the use of offsets (not specifically greenhouse gas removals) to balance out residual emissions.
- **Net Zero Pathway Modelling:** The approach that this report adopted to calculate the overarching and sectoral (road transport, energy supply, domestic, and industrial & commercial) carbon reductions needed by certain dates to reach net zero targets.
- **Net Zero:** Generally interpreted as reducing emissions as close to zero as possible, with any residual being removed from the atmosphere with greenhouse gas removals.
- **Route Map:** High-level visual tools that deconstruct, the often distant, 2050 net zero target into clear and tangible intermediate goals aligned to milestones at 2025, 2030, 2040 and 2050.
- **Scope 1 Emissions:** The emissions from the combustion of fuel from owned or controlled sources of an organisation, they are considered a direct source of emissions.
- **Scope 2 Emissions:** The emissions from the purchase of electricity, they are considered an indirect emission source as the emissions are a consequence of activities of the reporting organisation but occur at a source owned by another.

- **Scope 3 Emissions:** Scope 3 emissions are the result of activities from assets not owned or controlled by the reporting organisation. However, the activities of an organisation will indirectly impact value chains outside of its direct control. Therefore, they are the indirect emissions upstream/downstream of the organisation's activities.

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Executive Summary

Overview

Tackling climate change is an international priority – for governments, businesses, and citizens. There is widespread consensus to reduce carbon emissions at the international, national and local scale. The UK Government has committed to reach net zero by 2050, and in Oxfordshire, all districts and sectors have adopted targets that strive to achieve this sooner. Oxfordshire’s local authorities have committed to varying net zero target dates ranging from 2030 to 2050.

To support the objective of a net zero Oxfordshire, this project (commissioned by the Future Oxfordshire Partnership (FOP)) develops a Route Map and Action Plan the county that is intended to identify areas for joint actions that the Oxfordshire local authorities can take together to provide a catalyst for positive action across the region. Building on existing work, such as Pathways to a Net Zero Carbon Oxfordshire (PaZCO) and the Zero Carbon Oxford Partnership (ZCOP), this study updates relevant evidence and sets out collaboratively developed actions, that are ambitious, locally owned and aligned to existing initiatives. The study is owned by FOP and intended to support Oxfordshire’s local authorities and other key partners to develop an evidence-led approach to delivering a net zero Oxfordshire. A key component of delivery is the joint priority actions set out in the Action Plan.

Net Zero Pathway Modelling

The study sets out a Net Zero Route Map which represents a viable, recommended pathway to net zero in the context of the current policy and technological landscape. The Route Map provides a sense of the scale, timing and types of measures that need to be adopted to put Oxfordshire on a path to net zero by 2050 – or sooner (the county wide target, a number of the local authorities have earlier dates). Reducing Scope 1 and 2 emissions are the key focus of this report and the key priority for Oxfordshire over the next decade, and so are included within the modelling scope. Whilst outside of the scope of this work, we acknowledge that there is considerable interest across Oxfordshire in Scope 3 emissions, and that over time we expect increased focus on this area.

Modelling has been carried out on a sector-based approach to form sector-specific Route Maps and Actions, with a focus on the sectors below.



**ROAD
TRANSPORT**



**ENERGY
SUPPLY**



DOMESTIC



**INDUSTRIAL &
COMMERCIAL**

The Pathway Modelling has demonstrated that dramatic changes are required in each sector to reach a sufficient level of decarbonisation and achieve net zero with some of the key points highlighted below:

- **Energy Supply:** By 2030, Oxfordshire will need to quadruple its installed photovoltaic (PV) capacity to reach PaZCO’s ambitious target (achieving 6% of the national solar PV installed capacity by 2050). Cumulatively, the capacity of PV will need to increase 13 times against the 2020 base year, requiring a significant increase in PV installations on existing buildings (both commercial and domestic) and ground mounted arrays.

- **Transport:** In the 2020 base year, just under 4,000 Zero Emissions Vehicles (ZEVs) form part of the existing vehicle stock. By 2040, the pathway models that 100% of vehicles are switched to ZEVs (including Light Goods Vehicles (LGVs) and Heavy Goods Vehicles (HGVs)). This is equivalent to a 105-fold increase in the total number of ZEVs in Oxfordshire.
- **Domestic:** The domestic sector has two main challenges: addressing the energy efficiency and heating of both new builds and existing dwellings (so called “retrofit”). To contextualise the scale of the challenge, a total of 27,000 heat pumps were installed in the UK in 2019, however under the pathway, between 2041 and 2045, this rate of annual heat pump deployment will be required in Oxfordshire alone.
- **Industrial & Commercial:** The energy demand for 2050 in this sector is expected to be similar to that in 2020, as the growth of the sector offsets the reduction from energy efficiency measures. To achieve a 78% reduction in CO₂ emission by 2050 in industrial buildings, high carbon intensity fuels will need to be eradicated, the electricity grid decarbonised and buildings self-supplied by solar PV electricity. For commercial buildings to achieve a reduction of 87% in CO₂ emissions, electricity needs to constitute 82% of the sector’s energy demand with over half of this met by on-site solar PV.

Route Map

Five high-level Route Maps have been produced to deconstruct the often-distant 2050 net zero target into clear and tangible intermediate goals aligned to milestones at 2025, 2030, 2040 and 2050. These include four sectoral Route Maps (based on the highest emitting sectors explored within the net zero pathway modelling) and one overarching decarbonisation Route Map which provides an overview of Oxfordshire’s interim targets.

The emission reduction targets for each sector (the Route Maps) have been determined by five-yearly carbon budgets that start from 2021 and end in 2050. The carbon budgets are the maximum quantity of cumulative emissions which can be emitted within those five-year periods that will not exceed the projected pathway. They act as a useful tool to assess risk, set goals and continually monitor progress.

Joint Actions

The Route Maps articulate the overarching strategic vision. The Action Plan provides direction and specific steps on how key interim emission milestones can be achieved, thereby maintaining progress towards the wider net zero goal. Informed by an extensive stakeholder engagement process, the Action Plan consists of a portfolio of 14 actions, ranging from actions that will deliver measurable results over the short-term to empower and demonstrate success, and others that will span across multi-year programmes. These actions build on existing activities to support the significant scale up of measures required to meet Oxfordshire’s ambitious net zero commitments. Whilst ambitious these short-term actions are embedded in realism to support successful delivery.

Recommended approach

It is recommended that each action is assigned a convening lead to guide delivery, with delivery of the programme underpinned by ‘Sprint Groups’, which consist of relevant individuals and organisations that share a particular subject specialism to maximise efficiency in delivering solutions to specified decarbonisation problems, particularly through collaborative action. This approach mirrors that of ZCOP, thereby supporting consistency across the county. Key impact-based performance indicators should be embedded into the actions to continually track and monitor progress. Providing a clear progress monitoring framework will facilitate the sprint groups to manage their time effectively, remain focused, stay motivated and maximise the chances of success.

Conclusions & Next Steps

Oxfordshire has championed noteworthy decarbonisation efforts over the last decade. However, even with this strong track record, the size of the challenge remains significant and will require a considerable step change in activity. The two key priorities will be supporting collaboration across local authorities and drawing upon Oxfordshire's broader network of stakeholders, and expanding activities to sufficient scale.

The key focus of the Joint Action Plan is to support accelerated measures towards decarbonisation, with a specific focus on the priorities for the next three to five years. However, it is recognised that the Action Plan should be a living document. Throughout this study, barriers and uncertainties have been identified, suggesting that progress is unlikely to be uniform across all actions. Strong governance and regular monitoring of actions is therefore critical, with regular updates to the Action Plan, taking account of both programme successes and changes in the operating environment. We especially recommend frequent monitoring of actions through the mobilisation phase, to support the allocation of sufficient resources and capacity required for delivery.

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1 Introduction




Chapter at a Glance

This Chapter provides an overarching introduction to the Route Map and Action Plan including how this work builds upon current and previous climate action within Oxfordshire and outlining the report structure.

1.1.1 Tackling climate change is an international priority – for governments, businesses, and citizens. The UK Government has passed legislation which commits the UK to a target of net zero by 2050. This is essential to meet the Paris Agreement goal of limiting global temperature rise to well below 2°C (and preferably to 1.5°C) compared to pre-industrial levels. The UK Government’s approach is underpinned by the Net Zero Strategy (2021) alongside sector-specific strategies (e.g. Heat & Buildings Strategy (2021)). Furthermore, the BEIS Secretary of State has commissioned the Net Zero Review, which is an independent review of the government’s approach to delivering its net zero target, to ensure that it is pro-business and pro-growth. Despite recent progress, there remains key gaps and inconsistencies, presenting significant challenges for local authorities, including in Oxfordshire, such as:

- National known policy gaps with the government being required to update the Net Zero Strategy following a recent judicial review.
- Managing carbon impacts from strategic allocations (70,000 new homes in Adopted Local Plans to 2036).
- Addressing cross-boundary emission and scope ambiguities (e.g. M40).
- Accelerating net zero before 2050 in the context of national policy levers (e.g. building standards).
- Funding significant measures (e.g. domestic building retrofitting).

1.1.2 Local Government is responding to the climate emergency. At the time of writing, over 90% of local authorities across the UK have declared a climate emergency. Oxfordshire prides itself on leading the way, delivering pioneering decarbonisation projects. For instance, Oxford City Council launched the UK’s first Zero Emission Zone. Oxfordshire has established a clear consensus on the need for climate action. All of Oxfordshire’s local authorities have declared climate emergencies and have committed to delivering net zero by 2050 – or sooner. Details of their climate action plans and locality-wide targets are shown in Table 1-1. We acknowledge that each council also has an estate net zero target.

LA	Net Zero Target	Action Plan	LALogo
Oxfordshire County Council (OxonCC)	2050	2020 Climate Action Framework For A Thriving Oxfordshire (2020)	
Cherwell District Council (North Oxfordshire)	2030	Cherwell Climate Action Framework (2020)	
Oxford City Council	2040	Oxford 2040 Net Zero Action Plan (2021)	




South Oxfordshire District Council	2030	Climate Action Plan 2022-2024	
Vale of White Horse District Council	2045	Climate Action Plan 2022-2024	
West Oxfordshire District Council	2050	Climate Change Strategy for West Oxfordshire 2021 – 2025 (2021)	

Table 1-1: Summary of Decarbonisation Plans for Oxfordshire Local Authorities

1.1.3 The county has mobilised this consensus for change into tangible progress, drawing from an extensive low carbon ecosystem of resources to create innovative net zero solutions which alongside grid decarbonisation and other measures has resulted in CO₂ levels being reduced by 27% by 2018, compared to 2008 levels¹. This acts as a prime example of what can be accomplished at a local level with the right determination and provides optimal foundations for Oxfordshire to continue accelerating decarbonisation and deliver net zero before 2050.

1.2 Pathways to a Zero Carbon Oxfordshire

1.2.1 The PaZCO report published in 2021 was created by the University of Oxford's Environmental Change Institute alongside the sustainability organisation Bioregional and commissioned by the Oxfordshire Local Enterprise Partnership (OxLEP). It details how this momentum over the last decade could be sustained to achieve net zero emissions by 2050. Three potential pathways were presented and compared to a business as usual (BAU) scenario ("Steady Progression") which were:

- **Societal Transformation:** Led from the bottom up, with households adopting new technologies and practices and community groups corralling action.
- **Technological Transformation:** Relies on systemic change driven at the national level, including the deployment of hydrogen for heating and other technical solutions which require the least change to individual behaviour.
- **Oxfordshire Leading the Way:** Mirrors the widespread cultural and behavioural changes seen in Societal Transformation, and combines this with high deployment of new local electricity generation using solar photovoltaics.

1.2.2 Oxfordshire local authorities are committed to delivering net zero ahead of 2050. To enable this and address the key priorities set out in the PaZCO report, the Future Oxfordshire Partnership Environmental Advisory Group, consisting of OxonCC, the county's four District Councils and Oxford City Council, commissioned the development of a Net Zero Route Map and Action Plan based on the evidence in the Oxfordshire Leading the Way scenario. However, this recognises there are factors outside of local authority control, and, as this report will demonstrate, businesses, policy makers and residents in Oxfordshire have a crucial role in supporting, developing and delivering the changes necessary to enable net zero.

¹ 2008 base year for county wide emission reduction targets included to align with the Oxfordshire Energy Strategy and Pathways to a Net Zero Oxfordshire Report

- 1.2.3 The work supports FOP's Vision of achieving carbon neutrality and the guiding principles to embrace technological changes, support a prosperous and inclusive economy, and maximise the benefits of strong collaboration.
- 1.2.4 This report develops a Net Zero Route Map and Action Plan for the county, which runs alongside the work of Oxford City Council who commissioned a road map and action plan for Oxford City, that was published by the Zero Carbon Oxford Partnership (ZCOP) in July 2021. This work follows a similar structure to the ZCOP report, by identifying and modelling a pathway to county wide decarbonisation, and outlining priority actions required to deliver the net zero ambition. The key focus of both reports is collaborative action and a joint approach to accelerate decarbonisation and support delivery of a Net Zero Oxfordshire.
- 1.2.5 OxonCC and key stakeholders commit to working collaboratively with ZCOP to avoid duplication and to ensure the ZCOP's findings are applied to the pan-County Route Map and Action Plan. An important distinction between ZCOP's work and the countywide work is the extension to decarbonising rural communities – a community which requires a different approach to their urban counterparts, and which is often considered more difficult to decarbonise. For instance, there are fewer alternatives to the private car as the main transport mode. Furthermore, rural areas use of higher carbon forms of heating (such as oil and solid fuels) which have additional emission impacts. Through delivery of the countywide Action Plan it will support collaboration and efficiencies by the authorities working together to deliver the 14 unifying actions. A countywide approach will reduce the risk of conflicting messages, whilst also presenting opportunities to expand reach and impact, for instance through pooling resources and via joint funding bids.
- 1.2.6 The objective of the countywide work is to provide a springboard for action and a shared reference point for all Oxfordshire stakeholders, building on the existing detailed evidence developed by partners including through the PaZCO report. For consistency and clarity, we will use the following terms and classifications throughout this report:
- **Route Map:** High-level maps that articulate the overarching strategic vision to achieve a goal by a certain deadline, breaking it down into interim targets to reach by key milestones (2025, 2030, 2040 and 2050). In the context of decarbonisation, it outlines the trajectory of where emissions need to be at certain dates to achieve a wider net zero target.
 - **Joint Actions Plan:** Converts the broader targets presented in the Route Map, into a specific set of actions that need to be adopted to meet these interim milestones. They can contain short-, medium- or long-term actions, but crucially they provide direction on how the targets can be broken down into tangible, deliverable steps.

1.3 Report Structure

- 1.3.1 Chapter 2 sets out a net zero pathway for Oxfordshire (aligned to the original PaZCO and updated for the most recent strategies), which demonstrates the scale of measures required to achieve net zero. The modelling was developed for four key areas: road transport (hereby referred to as 'transport', housing, industrial & commercial and energy supply. Energy supply is then linked to the individual sectors based on their demand profiles. The base year emissions for each sector are analysed and projections for emissions under the net zero pathway are detailed.

- 1.3.2 In Chapter 3, Decarbonisation Route Maps outline the overarching net zero strategic vision to 2050. Informed by the net zero modelling process and stakeholder engagement, the strategic and four sector-specific decarbonisation Route Maps break down the process into 5-yearly emission milestones, visualising these targets across the years 2025, 2030, 2040, 2050 to clearly communicate the pace of activity and necessary technical steps needed to meet wider decarbonisation targets.
- 1.3.3 The Action Plan is set out in Chapter 4. The Action Plan prioritises 15 tangible, short-term actions necessary to accelerate the transition to net zero in Oxfordshire. The action development process was informed by extensive stakeholder engagement to ensure the actions compliment and build on current progress being made across the region and to ensure local ownership of the process.
- 1.3.4 Chapter 5 brings together the Route Map and Action Plan, highlighting key findings from their developmental process, risks and dependencies related to action execution, outlining recommended governance within Oxfordshire, and key asks for national government that will support wider decarbonisation delivery. Insight is additionally offered into how further actions can be layered in future years to ensure maximum impact to 2030 and beyond.

1.4 Next Steps

- 1.4.1 This Route Map and Action Plan has been developed and tailored specially for Oxfordshire local authorities to own and execute. The Action Plan sets out 15 priority actions for Oxfordshire to focus on, aiming to mobilise and drive decarbonisation efforts over the course of the next three years to five years. Establishing the relevant 'sprint groups' that will work collaboratively to address the highlighted actions is a logical next step to transform Oxfordshire's net zero ambitions into reality.

2 Net Zero Pathway Modelling

Chapter at a Glance

This Chapter details the baseline emissions and consumption by sector. It then introduces some of the key assumptions that have been made regarding energy supply in the pathway modelling, and finally delivers an analysis of the pathway implications for each sector in Oxfordshire.

2.1 Modelling Aims & Scope

- 2.1.1 The pathway modelling in this work provides a sense of the scale, timing and type of measures that need to be adopted to put Oxfordshire on a path to net zero by 2050 – or sooner. There are numerous routes to decarbonisation and, as a result, there are several potential pathways to consider. In addition, future technological innovations and policy changes are an area of great uncertainty, adding further complexity to the range of possible pathway scenarios. In this chapter, we explore one net zero route which represents what we consider is the most viable and recommended pathway in the context of the current policy and technological landscapes (the ‘Oxfordshire leading the way’ scenario).
- 2.1.2 We have applied the following definitions to this report.
- **Net Zero:** Generally interpreted as reducing emissions as close to zero as possible, with any residual being removed from the atmosphere with Greenhouse Gas Removals (GGRs). Net zero can refer both to all greenhouse gases (GHGs) or carbon dioxide (CO₂) alone.
 - **Carbon-neutral:** Refers to the use of offsets (not specifically GGRs) to balance out residual emissions.
- 2.1.3 In this work, the pathway modelling has considered CO₂ only. We define this pathway as net zero as it attempts to eradicate emissions as far as is reasonably possible, with any residual emissions being balanced out with GGRs.

Carbon Offsetting & Greenhouse Gas Removals

Carbon offsets and Greenhouse Gas Removals (GGRs) are methods to balance out residual emissions made elsewhere. For clarity, we use the term removals in reference to methods that physically extract emissions from the atmosphere. The term offsets may also be used for schemes that avoid the production of future emissions.

- **Avoided natural depletion:** prevention of the future destruction of natural systems that act to maintain atmospheric levels of greenhouse gases (e.g. avoided deforestation).
- **Avoided emissions:** reducing future emissions by replacement with a lower carbon alternative (e.g. replacing fossil fuel power generation with renewables)
- **Nature-based GGRs:** conserving or managing ecosystems to remove emissions from the atmosphere (e.g. afforestation).
- **Engineered GGRs:** activities that extract emissions from the atmosphere, can be via technological means (e.g. Direct Air Capture (DAC)).

Avoidance methods are less favourable because the emissions avoided are much harder to quantify compared to those which have been extracted from the atmosphere by removals. In addition, avoidance inherently refers to emissions that have not yet happened, further increasing the uncertainty on their effectiveness. As a result, it is generally accepted that net zero can only be achieved using GGRs to balance out any residual emissions.

GGRs pose a range of challenges. Technological solutions which physically extract emissions from the atmosphere are still in their infancy, they are expensive, and there is uncertainty as to their scalability. There are also significant uncertainties in nature-based solutions (e.g. tree planting) in terms of their additionality, performance over time and potential timelines for deployment (though some methods can provide additional sustainability benefits such as the biodiversity gain from afforestation).

The use of GGRs should therefore also be minimised as much as possible in any net zero pathway.

- 2.1.4 It is widely accepted that some emission sources will not be reduced to zero. There are several hard-to-decarbonise activities for which there are currently no clear technological alternatives. Such activities include the process emissions arising from the manufacture of cement and the use of fossil fuels in industry. Oxfordshire County has little direct contribution from these hard-to-decarbonise activities, however the county still plays a role in the demand for these activities. Oxfordshire's local authorities will continue to leverage innovation potential via stakeholder engagement and their innovation services such as iHub and the Sustainable Innovation Team, to drive innovation and maximise emission reductions in the hard-to-decarbonise sectors. However, whilst Oxfordshire can play a role in reducing demand, emissions from these areas are not expected to reach zero over the forecast period. In recognition of the difficulty in completely displacing all Scope 1 and 2 emissions in the county, the Pathway Modelling therefore focuses on reducing emissions to as close to zero as possible while appreciating that some negative emissions will be required to balance out residual emissions.
- 2.1.5 This study considers emissions from Scope 1 and Scope 2. Scope 1 emissions are the direct emissions from the combustion of fuel from owner or controlled sources. Scope 2 emissions are indirect emissions from purchased electricity.
- 2.1.6 Reducing Scope 1 and 2 emissions are the key focus of this report and the key priority for Oxfordshire over the next decade. Whilst outside of the scope of this work, we acknowledge that there is interest across Oxfordshire in Scope 3 emissions, and that over-time we expect an increased focus on this area. For instance, as transport and energy emissions in the county reduce over time, Scope 3 emission sources such as embodied carbon in materials, will likely form an ever-growing proportion of the county's total emissions. The sustainability of supply chains across the county will also become increasingly important in climate related decision making. Therefore, while emissions from Scope 3 (see below) have not been explicitly modelled, they have been considered within some of the action planning activities.

Scope 3 Emissions & Embodied Carbon

Scope 3 emissions are the result of activities from assets not owned or controlled by the reporting organisation. However, the activities of an organisation will indirectly impact value chains outside of its direct control. Scope 3 emissions sources are therefore the indirect emissions upstream and downstream of the organisation's activities. Examples include purchased goods and services, business travel and disposal of end-of-life products.

Embodied carbon refers to the GHG emissions associated with the manufacturing, transportation, use and disposal of building materials used in construction. Embodied carbon is therefore an upstream emissions consideration and is categorised as Scope 3.

2.1.7 The modelling has been carried out on a sector-based approach to form sector-specific Route Maps and Actions. The sectors modelled are listed below:

- Energy Supply
- Transport (Road)
- Domestic
- Industrial & Commercial

2.1.8 The institutional sector (public buildings) has been included in the analysis of base year emissions for completeness, but is not provided with a dedicated Route Map. Due to its similarity with the commercial sector, the institutional sectors pathway to decarbonisation and the actions required is covered by the Industrial and Commercial Route Map. It is also noted that Oxfordshire local authorities are already carrying out detailed analysis of their own estates and assets, including investment grade audits to support plans in this area.

2.1.9 Emissions from agriculture are included in the industrial category.

2.2 Development Process

2.2.1 The pathway modelling was developed via the following process:



Figure 2-1: Pathway Modelling Development Process

Development Stage	Activities
Review of Original PaZCO Model	The spreadsheet model from the original PaZCO was provided by OxonCC and reviewed by City Science.
Stakeholder Engagement with Original PaZCO Team	Meetings were held with the original PaZCO team to understand the background model in addition to opportunities and gaps for development.
Developed Draft Pathway Modelling	A modelling approach was developed for each of the four sectors (energy supply, transport, housing, industrial & commercial) and assumptions were made on energy supply (solar PV uptake, electricity grid decarbonisation, gas grid decarbonisation). For the full list of modelling assumptions, please refer to Appendix A.
Validation via Two Baseline Consultation Sessions	The Pathway Modelling including underlying assumptions and data were shared with the key stakeholders below) via Baseline Consultation Sessions. <ul style="list-style-type: none"> • University of Oxford • Oxford City Council (Carbon Reduction Team) • OxonCC’s Transport Team • OxonCC’s Innovation Hub (EV Integration Team)

	A baseline report was also produced and provided to OxonCC’s Climate and Transport teams for feedback.
Refinement Throughout Route Map Development	The Pathway Modelling was refined throughout the development of the Route Maps. Further details on this process can be found in Section 4.2.

Table 2-1: Summary of Pathway Modelling Development Process Activities

2.3 Baseline Emissions

2.3.1 The latest available data for use in the pathway modelling was 2020. However, 2020 experienced severe disruption caused by the COVID-19 pandemic, resulting in dramatic changes in transport and energy demands. For this reason, the 2020 baseline utilises 2019 (the most recent year unaffected by the pandemic) data to model the 2020 baseline:

- **Baseline Emissions Data Sources:** 2019 data obtained from the UK Local Authority and Regional Greenhouse Gas Emissions National Statistics (BEIS, 2021)
- **Baseline Energy Consumption Data:** 2019 data obtained from the Sub-national Electricity, Gas, Road Transport and Residual Fuels Consumption Statistics (BEIS, 2020), (BEIS, 2020), (BEIS, 2020), (BEIS, 2020).

2.3.2 A summary of the baseline that underpins the modelling is shown in Figure 2-2.

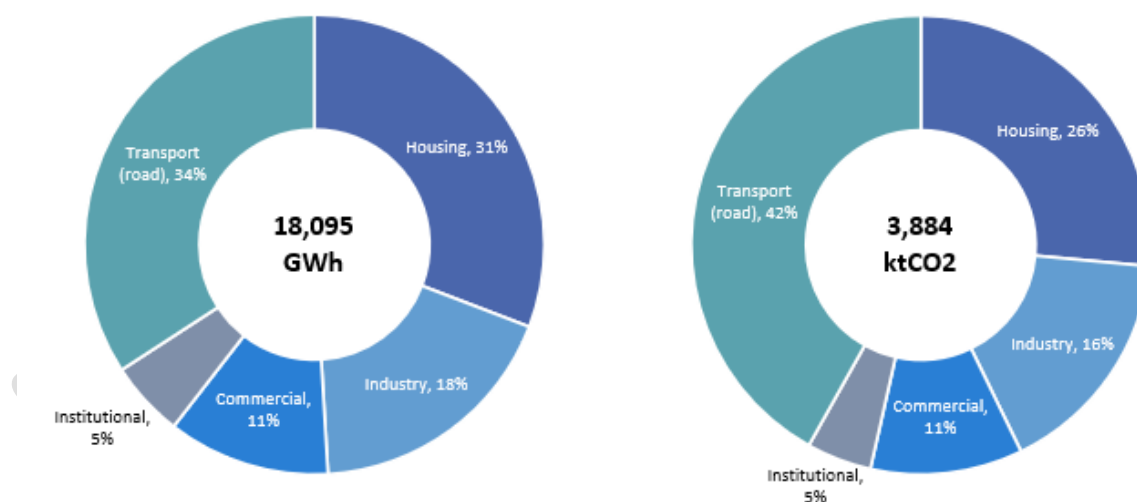


Figure 2-2: 2020 Baseline Energy Consumption (Left) and Emissions by Sector (Right)

2.3.3 Transport and domestic housing are the largest energy consuming sectors in Oxfordshire, each constituting about a third of the county’s energy demand. The institutional sector is the smallest, accounting for just 5% of the county’s energy demand. The proportional breakdown of emissions from each sector follows a similar pattern to the energy demands, however, the share of transport emissions is greater than its energy consumption proportion. This is due to its use of petroleum and diesel fuels which have a greater carbon intensity than natural gas and electricity.

2.3.4 Figure 2-3 shows the breakdown of energy consumption and carbon emissions in the base year by fuel type. Natural gas (which is delivered by the gas grid) is the fuel type with the highest consumption and is primarily used for space heating and hot water requirements in buildings. The transport fuels (diesel and petroleum) are the fuel types with the next largest consumption, with a combined share of 34% of the county’s total energy demand.

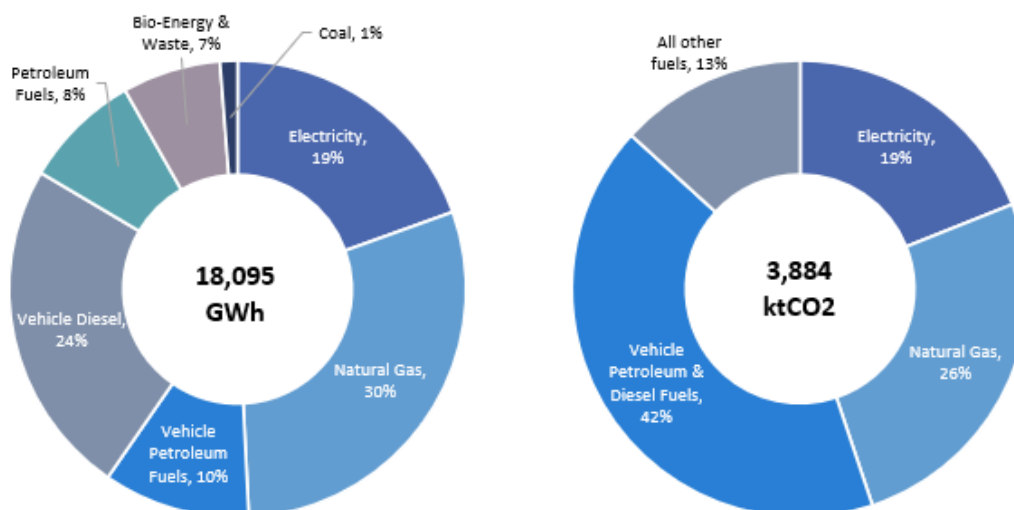


Figure 2-3: 2020 Baseline Energy Consumption (Left) and Emissions by Fuel Type (Right)

2.4 Energy Supply

- 2.4.1 This section outlines some of the key assumptions made on energy supply in the Pathway Modelling. The assumptions made on the development of energy supply influence the decisions made on the pathway towards decarbonisation in other sectors. For instance, the decision on whether hydrogen is the key decarbonisation solution for space heating is dependent whether the gas grid is expected to be repurposed for 100% conversion to hydrogen. Energy supply has therefore been outlined first, as the decisions made here set the basis for the net zero pathway in the other sectors. For the full list of modelling assumptions, please refer to Appendix A.
- 2.4.2 The overarching strategy towards decarbonisation in this pathway is to firstly reduce energy demand with energy efficiency measures, electrify heat and transport, and then to self-supply electricity with solar PV. Energy supply modelling mirrors the original PaZCO and explores different scenarios for the intensity of Oxfordshire's power grid that align to national forecasts. The energy supply modelling uses scenarios from the treasury's Green Book and a tailored "Oxfordshire Leading the Way" scenario based on the National Grid's Future Energy Scenarios to show the effect of different energy supply assumptions on the Route Map.

Hydrogen

- 2.4.3 In the pathway there is no assumption that the gas grid will be fully decarbonised with a 100% switch to hydrogen; therefore, hydrogen is not considered as a key enabler in decarbonising heating and transport. Instead, it has been assumed that the gas grid will reach 20% hydrogen by 2030, but there will be no further increase beyond this concentration level. The Clean Hydrogen Innovation Programme aims to speed up the deployment of clean hydrogen and could be an enabler for achieving 20% by 2030. Going beyond a 20% hydrogen concentration, domestic boilers and cooking hobs would have to be adapted, thereby enforcing significant disruption and cost to gas consumers (Energy Networks Association, 2022).

Electricity Grid Decarbonisation

- 2.4.4 The national electricity grid has undergone rapid decarbonisation over the past decade, and this is expected to continue. This work has used the Government's 2021 Green Book carbon

intensity projections (BEIS, 2021) which show a carbon intensity of 0.159 kg CO₂e/kWh in the base year, which then reduces rapidly to just 0.052 kg CO₂e/kWh by 2030. The use of other carbon intensity projections was explored, particularly those from the National Grid’s Future Energy Scenarios (FES), however, three out of the four scenarios under the FES, reach negative carbon intensity by 2050 due to the proliferation of Bioenergy with Carbon Capture and Storage (BECCS). This was deemed too optimistic; hence the Green Book projections were used instead. The FES carbon intensities were explored as a sensitivity and are discussed more in paragraph 2.5.10. The Green Book projection of the electricity grid decarbonisation is shown in Figure 2-4.

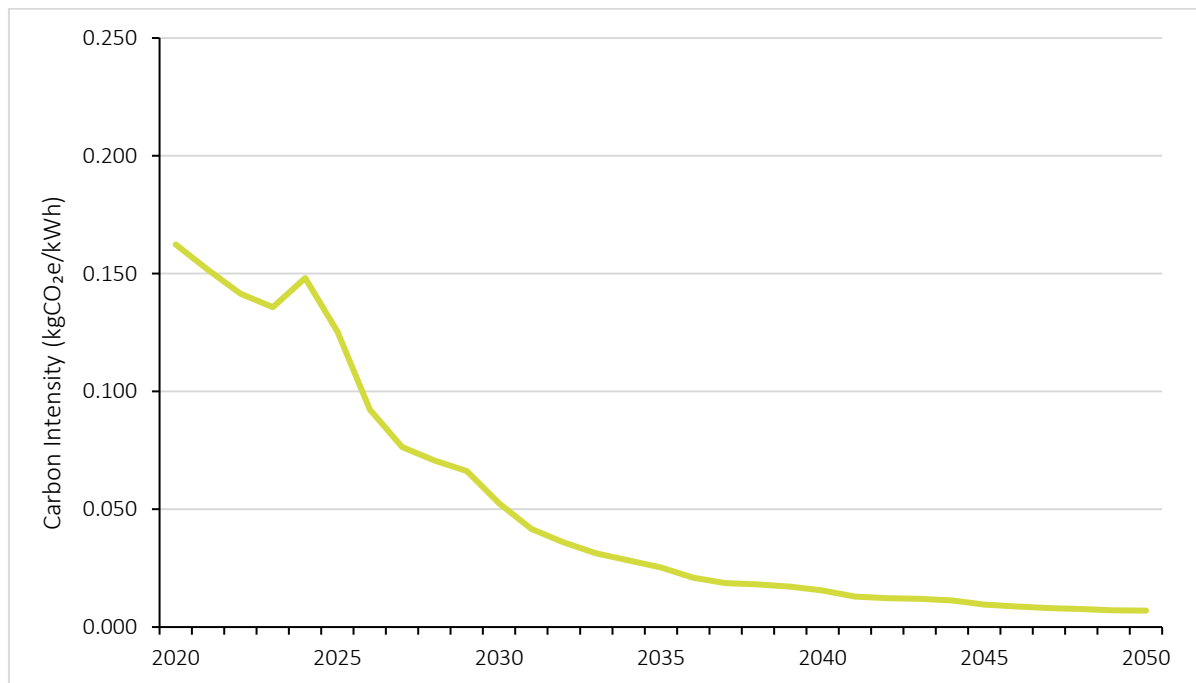


Figure 2-4: Green Book Electricity Grid Carbon Intensity Projection

Solar Photovoltaic Capacity

- 2.4.5 In line with the previous PaZCO work, under the “Oxfordshire Leading the Way” scenario, it has been assumed that Oxfordshire’s share of the UK’s solar PV capacity reaches 6% by 2050. The Pathway Modelling used National Grid’s FES 2021 projection of national solar PV uptake under their Leading the Way scenario. Oxfordshire’s proportion of this projection starts at 3% in the base year, rising linearly to 6% by 2050, which is equal to 5,314 MW of installed capacity. The modelling assumes that all PV has a capacity factor of 11.2%, resulting in a generation of 5,214 GWh in 2050.
- 2.4.6 It has been assumed that 50% of the PV capacity would be installed onsite within the domestic, industrial, commercial, and institutional sectors, and that all the onsite generation would be self-consumed (i.e. none exported to the grid). The remaining 50% capacity is assumed to be installed exclusively for delivering energy to the grid.
- 2.4.7 The amount of solar PV deployed on new build rooftops in the housing sector was driven by the Passivhaus energy efficiency standard applied to new builds (see more in paragraph 2.6.16), which stipulates a minimum amount of onsite renewable generation for each household. It was assumed that 25% of existing households would be retrofitted with solar PV by 2050. The capacity of PV installed across each of the industrial, commercial and

institutional sectors was determined by the county's overall 6% target (minus the household capacity) but then proportioned across the other sectors by their base year electricity consumption. The amount of PV capacity modelled for each of the sectors is detailed in Table 2-2.

Year	2020	2025	2030	2035	2040	2045	2050
Installed Solar PV Capacity (MWp)							
Housing	0	56	101	255	462	770	1,078
Industrial & Commercial	0	306	596	883	1,052	1,240	1,337
Institutional	0	55	108	160	190	224	242
Solar PV Generation (GWh)²							
Housing	0	55	100	251	454	756	1,058
Industrial & Commercial	0	301	584	867	1,033	1,217	1,312
Institutional	0	54	106	157	187	220	237

Table 2-2: Pathway Onsite Solar PV Capacity and Generation

2.5 Countywide Pathway Analysis

- 2.5.1 Figure 2-5 and Figure 2-6 show the combined energy demand and carbon emissions projections under the pathway out to 2050 for all sectors modelled.
- 2.5.2 Due to the adoption of energy saving measures and the increasing efficiencies of electrification, the total energy demand of the four sectors is reduced from 17,000 GWh in the base year, to 11,000 GWh by 2050 (a reduction of 33%, see Figure 2-5). The reduction in carbon emissions is more pronounced, starting at 3,700 kt CO₂ in the baseline, then reducing by 92% to 300 kt CO₂ by 2050.
- 2.5.3 For each sector, growth has been modelled to follow the trajectory of the expected growth in the housing sector. Hence, whilst aggressive energy efficiency measures have been put in place for the industrial and commercial sectors, only modest energy reductions are achieved in 2050 against the baseline (reductions of 8% and 2% respectively) as the growth of the sector offsets the reduction from energy efficiency measures. Within the transport sector, there is a growth of energy demand from 2040 onwards, driven by growing demands of the sector. More detail on the growth projections for each sector can be found the sectoral pathway sections below and in Appendix A Technical Assumptions.
- 2.5.4 Large energy reductions in the housing and transport sectors are achieved by 2050, which is driven by the efficiency gains from the electrification of heating via air source heat pumps, and through the decarbonisation of transport via battery powered vehicles and zero carbon technologies.

² A capacity factor of 11.2% was used to estimate solar PV generation given the installed capacity.

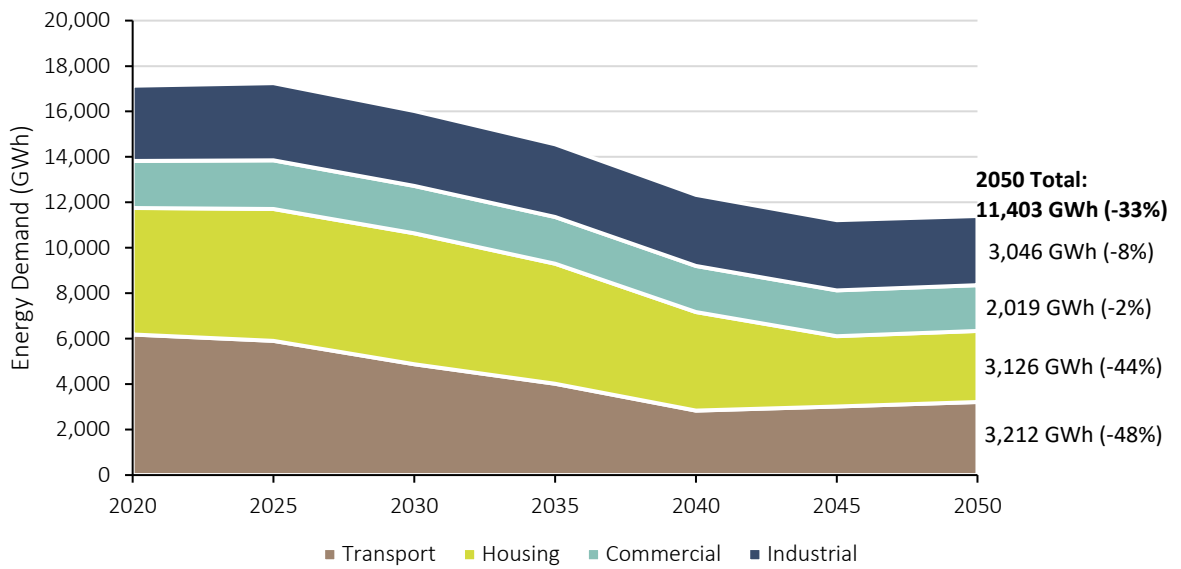


Figure 2-5: Pathway Energy Demands by Sector Projection

- 2.5.5 The combined carbon emissions of the four sectors are reduced significantly from 3,700 kt CO₂ in the base year to 300 kt CO₂ in 2050 (a reduction of 92%, see Figure 2-6). A small quantity of emissions remain in each sector in 2050 when Green Book assumptions are used for grid electricity (which has a small carbon intensity in 2050), and due to buildings still connected to the gas grid (it has been assumed that natural gas is still the dominant fuel delivered by the gas grid in 2050).
- 2.5.6 The transport sector has been modelled to achieve the largest emissions reduction (99% against the base year), driven by reductions in demand, modal shift, and a 100% switch to electric and other ZEVs to decarbonise residual emissions. The remaining sectors also achieve deep reductions in emissions through a mixture of energy saving measures and fuel switching to electricity or low-carbon fuels.

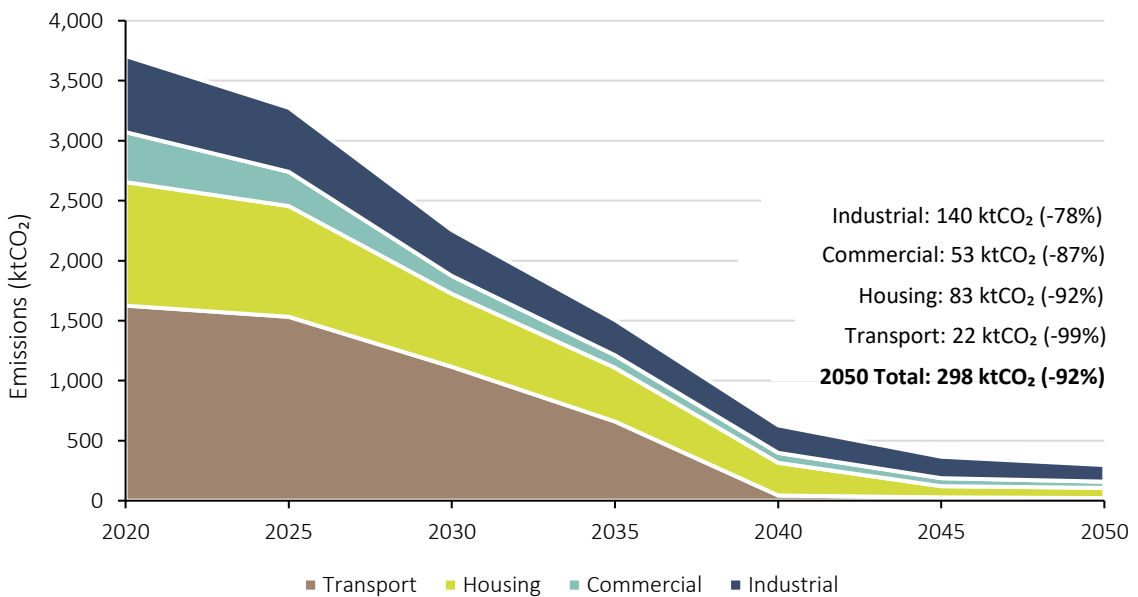


Figure 2-6: Projection of Pathway Carbon Emissions by Sector

2.5.7 Figure 2-7 breaks down the emissions reduction modelled by each sector by decade to 2050.

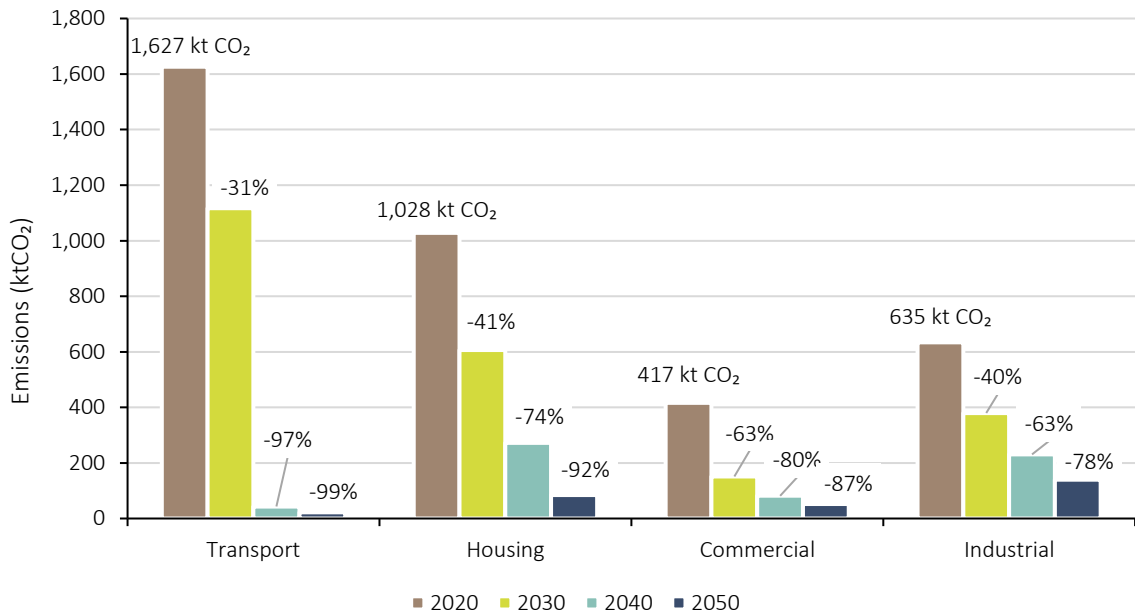


Figure 2-7: Pathway Carbon Emissions Reductions by Sector

Carbon Budgets

2.5.8 Given the combined projected emissions of all the four sectors, five-yearly carbon budgets have been determined starting from 2021 and ending in 2050. The carbon budgets are the maximum quantity of cumulative emissions which can be emitted within the five-year period that will not exceed the projected pathway. The carbon budgets have been displayed graphically in Figure 2-8.

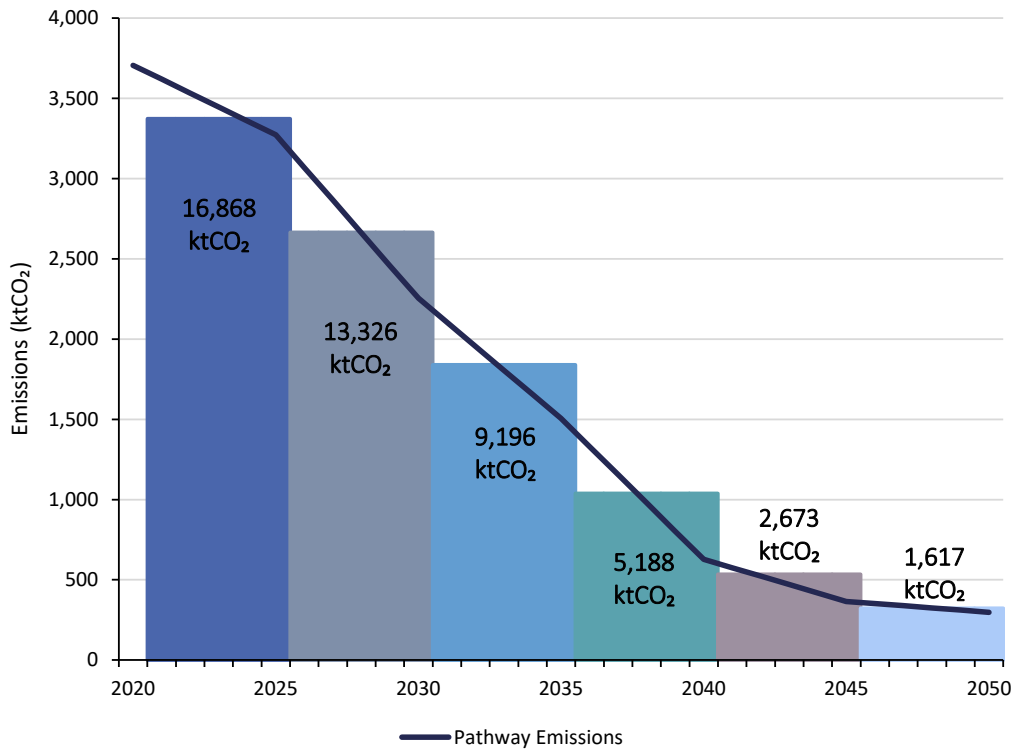


Figure 2-8: Pathway Five-Yearly Carbon Budgets

2.5.9 The five-yearly cumulative budgets and the average annual emissions allowable under each five-year period have been provided in Table 2-3. In the first five-year window, on average the annual emissions need to be reduced by 9% against the base year. To achieve the final budget between 2046 and 2050, the average annual emissions need to be reduced by 91%.

Budget Period	Five-Yearly Cumulative Budget	Budget Period	Five-Yearly Cumulative Budget
2021 - 2025 ³	16,868	3,374	9%
2026 - 2030	13,326	2,665	28%
2031 - 2035	9,196	1,839	50%
2036 - 2040	5,188	1,038	72%
2041 - 2045	2,673	535	86%
2046 - 2050	1,617	323	91%

Table 2-3: Five-Yearly Carbon Budgets

2.5.10 The pathway does not achieve full decarbonisation, instead 300 kt CO₂ of residual emissions remain in 2050. To achieve net zero, the use of GGRs to achieve negative emissions of this magnitude will be required. As discussed in paragraph 2.4.4 above, the use of alternative electricity grid emission projections was explored. Three out of four of the latest National Grid FES projections have a negative carbon intensity in 2050 due to electricity generation via BECCS. As a sensitivity, the pathway was remodelled using the Leading the Way FES projection, which has a carbon intensity of negative 0.043 kg CO₂/kWh in 2050. This projection brings the combined emissions of the four sectors to just below zero in 2050 (-16 kt CO₂), this projection of emissions is shown in Figure 2-9. The transport sector is the only sector that has net negative emissions (due to its 100% dependence on grid electricity in 2050). This sector alone balances out the net positive emissions from the other sectors.

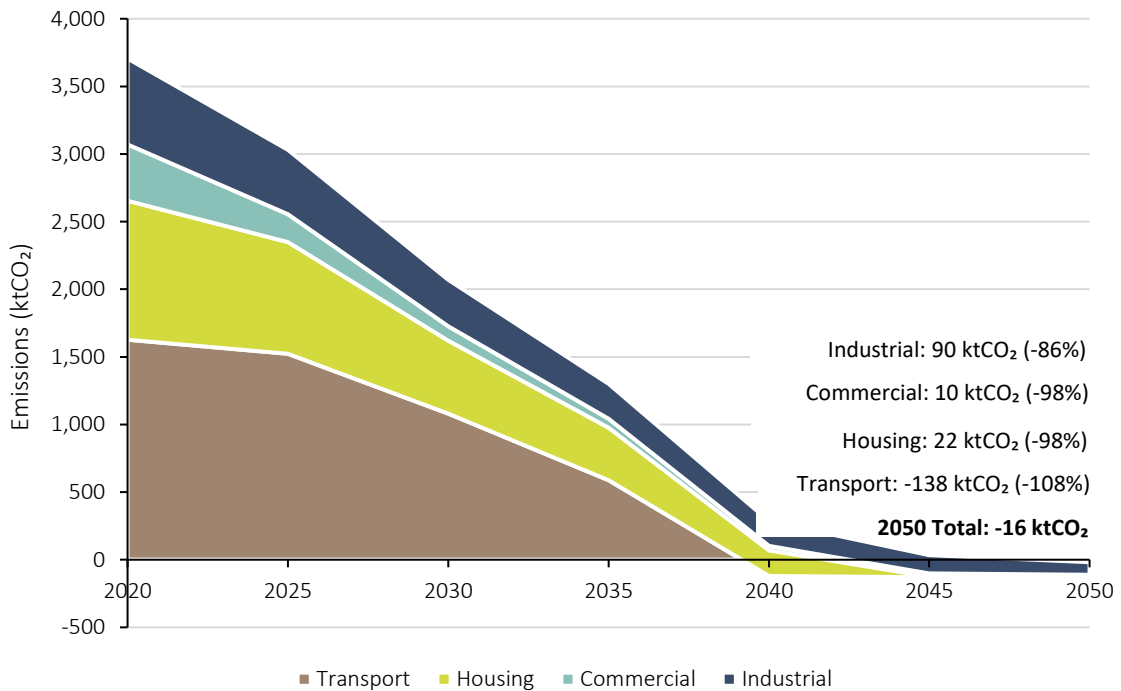


Figure 2-9: Pathway Carbon Emissions Projection under FES Leading the Way Electricity Carbon Intensity Projection

³ Note that the 2021 to 2025 carbon budget spans three years. The remaining carbon budgets span five years.

2.6 Sector Pathways

Transport (Road)

- 2.6.1 The focus of the transport analysis is road transport. Using 2019 road traffic statistics from the Department for Transport (DfT, 2019), we have estimated the number of trips starting and ending within Oxfordshire. In the base year 4,167 million vehicle miles were travelled for personal trips (private vehicles, buses, and active travel), and 1,108 million vehicles miles travelled by freight (LGVs and HGVs). Details of how our methodology aligns with Oxfordshire’s Local Transport and Connectivity Plan (LTCP) are outlined in Section 3.3.2.
- 2.6.2 The base year carbon emissions from transport in Oxfordshire (as determined from local authority emissions statistics) were determined to be 1,627 kt CO₂. Using the national breakdown of trip types from the 2019 National Travel Survey (DfT, 2019), the split of carbon emissions by purpose of journey has been estimated and is shown in Figure 2-10. Based on Origin-Destination matrices derived from mobile network data, it has been estimated that 49% emissions are from journeys through Oxfordshire, 22% originate in Oxfordshire, 21% terminate in Oxfordshire and 8% are internal (England's Economic Heartland, 2022).
- 2.6.3 Despite representing approximately 21% of the vehicle miles in Oxfordshire, freight is responsible for 37% of the carbon emissions in the base year. Freight has the highest carbon emissions per vehicle mile; over 4.5 times greater than that of passenger cars. Following freight, travel for leisure⁴ and commuting are the next biggest contributors towards emissions.

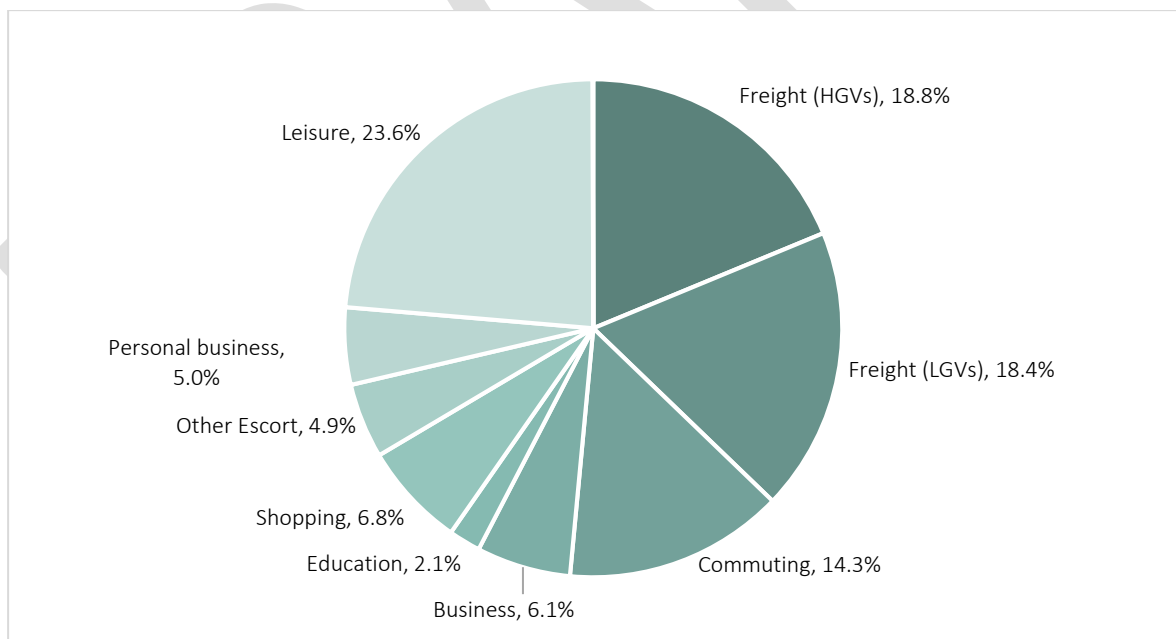


Figure 2-10: Oxfordshire Total Transport Carbon Emissions by Journey Purpose

- 2.6.4 The pathway model has disaggregated the sectoral emissions between personal trips, LGVs and HGVs. The personal trip miles include all the journey purposes detailed in Figure 2-10 above, excluding the LGV and HGV categories. The personal trip miles can either be avoided/reduced (through travelling less), shifted to other means of travel (such as active

⁴ Leisure travel includes: visiting friends at home and elsewhere, entertainment, sport, holiday and day trips.

travel or public transport) or satisfied by private vehicles whose emissions have been improved (such as electric vehicles).

- 2.6.5 Growth in the transport sector has been modelled to follow the trajectory of housing sector growth. As determined from the base year data, in 2019 the personal trip miles required per household was 14,000 miles. Using the assumed number of new households built each year (see Section 2.6.13 on the housing sector below), the number of total new personal trip miles required each year was scaled accordingly. For example, by 2050, when 138,000 new households have been built, the transport sector requires an extra 1,959 million personal trip miles above the base year requirement (this is prior to applying any demand reduction methods to reduce number of trips). The number of freight miles was increased with the same trajectory, following the percentage increase of personal trip miles each year. For instance, the number of personal trip miles increases by 10% in 2025 (compared to 2020), and the number of freight miles was also assumed to increase by 10% over the same period.
- 2.6.6 The strategy for decarbonising transport follows the transport hierarchy's principles of avoiding/reducing trips, shifting modes (e.g. personal vehicle miles to transition away from private vehicles towards public transport and active travel), and lastly a rapid switch to zero emissions technologies across all vehicles as shown in Figure 2-11.

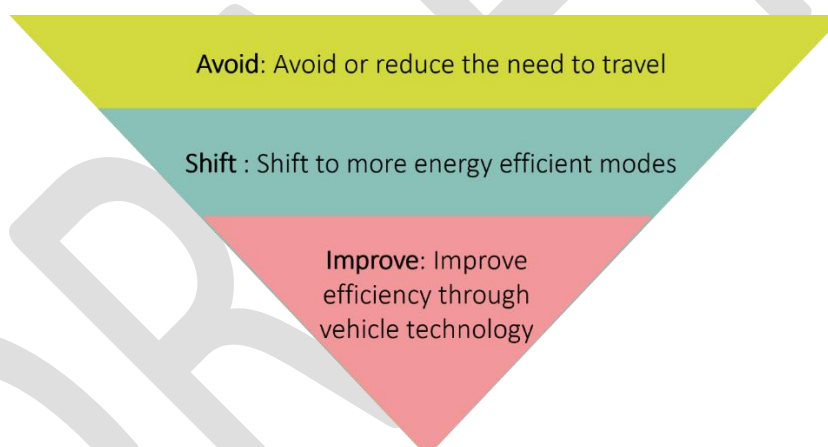


Figure 2-11: Transport Hierarchy

- 2.6.7 The emissions abatement ambition for the transport sector is greater than the other sectors modelled. As per the Oxfordshire LTCP (OxonCC, 2022), the ambition for transport is to achieve net zero by 2040, without any negative emissions (offsets or GGRs). This level of ambition is deemed achievable as the technological solutions are largely in place (with the exception of zero emission HGV solutions) and regulatory mechanisms (e.g. the phase out of fossil fuel cars and LGVs) have been announced to support the necessary shifts. Demand reduction and mode shift assumptions are also included to align to the LTCP.
- 2.6.8 A summary of the key model inputs for the transport sector has been detailed in Table 2-4. The pathway reaches its full ambition by 2040, any change beyond that year is due to continued growth of the sector.
- 2.6.9 In line with the transport hierarchy, the number of private vehicles miles is reduced firstly by a reduction in demand (25% reduction in vehicle miles by 2040), then secondly by a 10% mode shift of private vehicles (cars and motorcycle) miles to public transport (buses and coaches)

and active travel modes. The number of freight miles (both LGVs and HGVs) required is reduced by efficiency measures such as aerodynamics, and propulsion and operational efficiency.

2.6.10 It is assumed that private vehicles and LGVs will largely be decarbonised through electrification, while the technology pathway for public transport and HGVs is still uncertain. For both public transport and HGVs, it is assumed that 100% of the vehicle stock has zero tail-pipe emissions. The precise mix of electric versus hydrogen will have an impact on the energy supply needs. The energy supply pathway assumes a system-optimal generation mix based on current technologies. Hydrogen increases the overall energy requirement of the system, therefore it has been assumed that 100% of the vehicle stock is electric.

Year	2020	2025	2030	2035	2040	2045	2050
Demand Reduction							
Demand Reduction of Personal Trips vs. Baseline (% of Vehicle Miles)	0%	-10%	-20%	-25%	-25%	-25%	-25%
Mode Shift of Personal Trips vs. Baseline (% of Vehicle Miles)	0%	-5%	-10%	-10%	-10%	-10%	-10%
Freight Trip Efficiency	0%	5%	10%	10%	10%	10%	10%
Vehicle Stock Changes							
Private Vehicles (Cars & Motorcycles): Electric	3,777 (<1%)	25,000 (7%)	120,000 (36%)	200,000 (61%)	343,029 (100%)	359,369 (100%)	375,710 (100%)
Public Transport (Buses & Coaches): Zero Carbon	0 (0%)	200 (5%)	1,000 (19%)	2,000 (36%)	6,174 (100%)	6,751 (100%)	7,328 (100%)
LGVs: Electric	0 (0%)	2,500 (6%)	15,000 (35%)	35,000 (76%)	49,508 (100%)	53,158 (100%)	57,077 (100%)
HGVs: Zero Carbon	0 (0%)	200 (4%)	900 (19%)	2,800 (55%)	5,456 (100%)	5,858 (100%)	6,290 (100%)

Table 2-4: Transport Sector Key Pathway Inputs

2.6.11 As shown in Figure 2-12, in the base year the energy demands of transport, and consequently its source of emissions, are almost completely fulfilled by petroleum and diesel fuels. By 2040, with all vehicle stock having converted to ZEVs (including HGVs), all energy demands are satisfied by zero carbon sources. In the pathway, this has been modelled to be supplied by 100% grid electricity and green hydrogen, resulting in a small quantity of emissions in 2040 (43 kt CO₂), which is a 97% reduction against the base year.

2.6.12 Due to the demand reduction, mode shift and freight efficiencies implemented in the pathway, the proportion of energy demand between modes of travel change over time. In 2020, the use of private vehicles (cars and motorcycles) dominated the energy requirements of the sector, whereas in 2040 freight requires a larger proportion. More aggressive demand reduction in personal trip miles was modelled, hence this change over time. Public transport’s proportion of the sector’s energy demand increases over time with the introduction of mode shifting personal vehicle miles onto public transport and active travel.

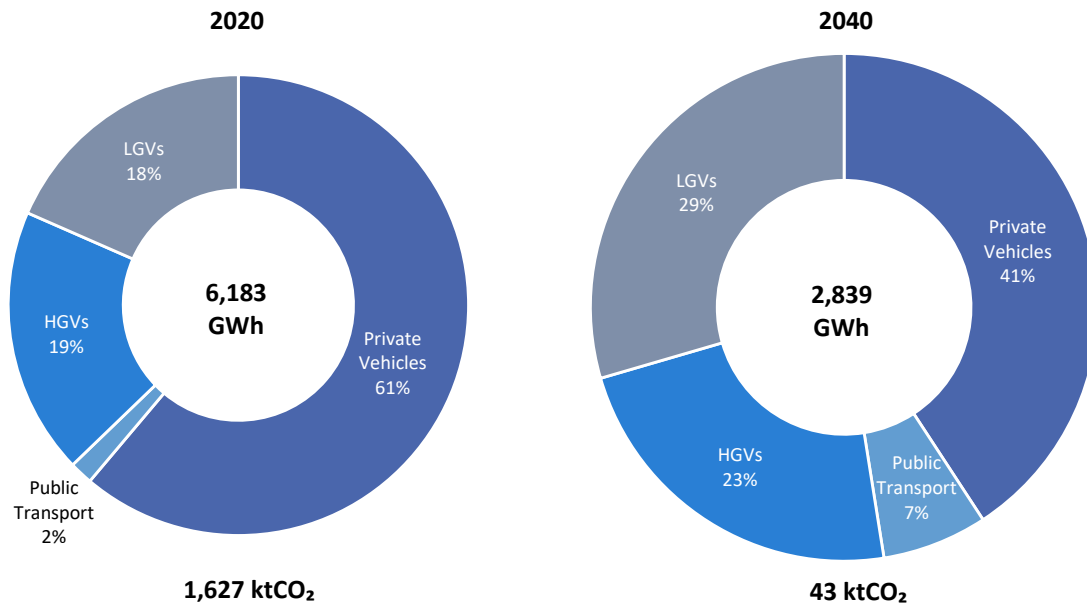


Figure 2-12: Transport Sector Pathway Energy Mix and Carbon Emissions in 2020 and 2040

Domestic

2.6.13 There were circa 300,000 homes in Oxfordshire in the base year, of which 17% were rated EPC A or B, 30% rated EPC C, and 53% rated EPC D or below (see Figure 2-13). The pathway has modelled a retrofit of all existing properties to bring them up to at least EPC B standard, meaning that 83% of the base year stock requires energy efficiency improvements.

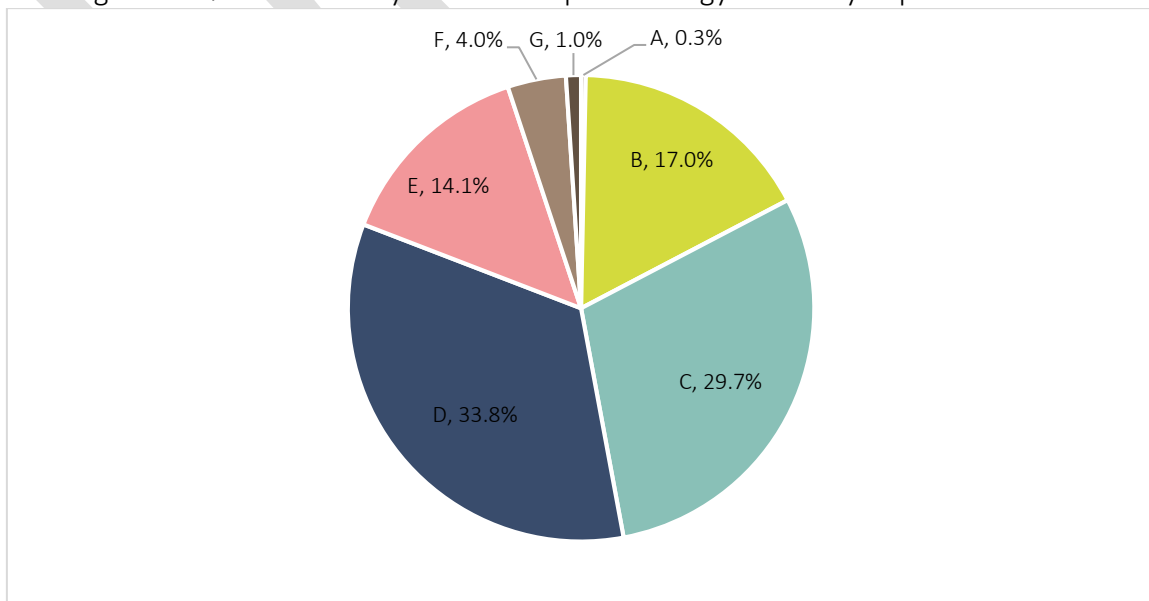


Figure 2-13: Oxfordshire 2020 Housing Stock by EPC Rating (Department for Levelling Up, Housing and Communities, 2022)

- 2.6.14 Oxfordshire’s continued housing growth is embedded into the modelling. From 2021 to 2050, the average number of new homes built each year has been modelled to be just over 4,600 which aligns with Oxfordshire’s six Local Plans. By 2050, the total number of homes reaches 438,000.
- 2.6.15 The overarching strategy for decarbonising this sector is to adopt stringent energy efficiency standards for any new builds (e.g. Passivhaus), to retrofit existing buildings to bring them up to EPC B or above, deploy solar PV on rooftops and to electrify heating via air source heat pumps (in both existing and new builds).
- 2.6.16 A summary of the key model inputs for the housing sector has been detailed in Table 2-5. From 2030 onwards, the target is for new builds to be built to Passivhaus Plus standards. This provides further tightening of standards beyond the Future Homes Standard (expected to be required from 2025), which is an ambitious target. Both the Passivhaus Plus and Premium standards stipulate on-site renewable generation targets (which have been modelled to be delivered by solar PV) (Passivhaus Trust). The Passivhaus Plus and Premium developments generate more electricity than they consume, therefore, new build properties from 2030 onwards are net exporters to the grid. The retrofit of solar PV to existing households has been modelled. The latest Feed-in-Tariff (FiT) data from 2019 showed that that approximately 3.4% of the households in Oxfordshire were claiming solar PV FiT and that the average size of PV installation in the county was 3.7kW (BEIS, 2019). The pathway has modelled an increasing number of existing households retrofitted with PV, reaching 25% of the existing (2020) housing stock by 2050. It was assumed that the average installed capacity of PV installations would remain at 3.7kW. Note that the household electricity demands do not include electric vehicle charging as this demand is accounted for in the transport sector.
- 2.6.17 The adoption of air source heat pumps is the key enabler of space heating and domestic hot water decarbonisation in the housing sector. As such, it has been modelled that by 2040, 80% of the existing and new build properties will be heated by heat pumps. Note that Oxfordshire is participating in two Heat Pump Ready projects in Oxford City and Cherwell District under the BEIS Heat Pump Ready programme.

Year	2020	2025	2030	2035	2040	2045	2050
New Builds							
Housing Standards for New Builds	Current Part L	Future Homes Standard	Passivhaus Plus	Passivhaus Plus	Passivhaus Premium	Passivhaus Premium	Passivhaus Premium
% New Developments with Heat Pumps	0%	20%	80%	80%	80%	80%	80%
Existing Properties							
Number of Existing Properties EPC B and Above	53,028 (18%)	54,000 (18%)	70,000 (23%)	150,000 (50%)	250,000 (83%)	300,806 (100%)	300,806 (100%)
Number of Heat Pumps (Existing Homes)	0	750 (<1%)	5,000 (2%)	35,000 (12%)	100,000 (33%)	240,000 (80%)	240,000 (80%)

Table 2-5: Housing Sector Key Pathway Inputs

2.6.18 The remaining properties not heated by electrically driven heat pumps in 2050 have been modelled to switch over to district heating or bioenergy, while a proportion of existing builds remain connected to the gas grid. A comparison of the energy supply mix in the base year and in 2050 has been provided in Figure 2-14.

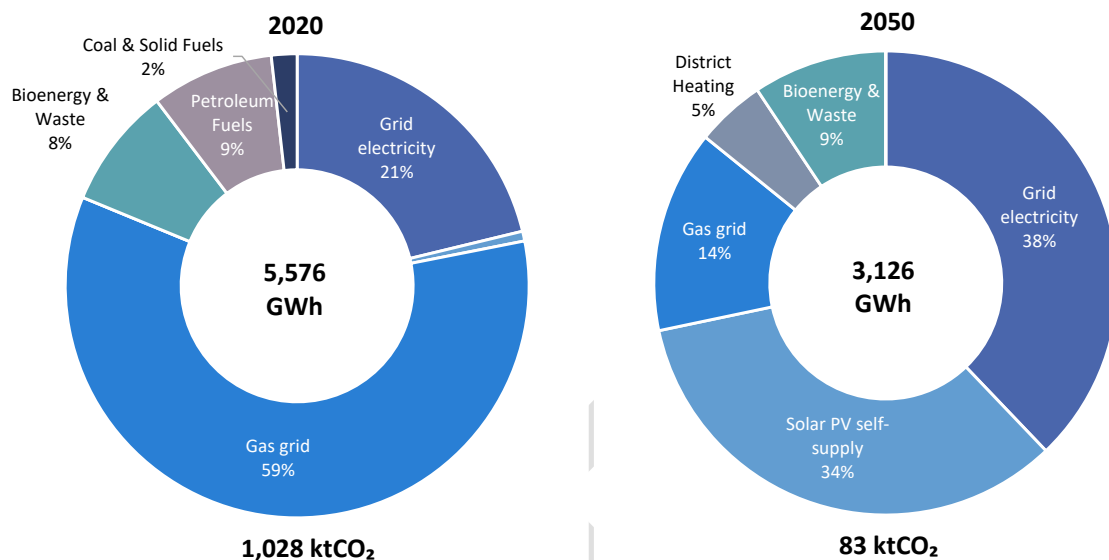


Figure 2-14: Housing Sector Pathway Energy Mix in 2020 and 2050

Industrial & Commercial

2.6.19 The industrial and commercial sector is presented as a single sector in this work, however, different modelling inputs were applied to industrial and commercial buildings and processes as it is recognised that the pathway towards decarbonisation across each of these will differ. For example, the heating requirements of commercial buildings (dominated by offices, retail and storage units) will differ to that in industrial buildings, which may require high temperature processes.

2.6.20 The number of rateable (those subject to business rates) properties in Oxfordshire as of March 2020 was 21,940 (Valuation Office Agency, 2020). As of June 2022, 13,509 non-domestic EPCs had been lodged in Oxfordshire, which implies that about 60% of the industrial and commercial building stock have an EPC (Department for Levelling Up, Housing and Communities, 2022). Expanding the coverage of non-domestic EPCs would help to gain a better understanding of the non-domestic building stock within the county.

2.6.21 Non-domestic EPC data is less revealing in terms of energy consumption breakdown and building fabric present than its domestic counterpart, but it is useful in that it provides the sub-sector with and an estimate of the floor area for each building. By assuming that the non-domestic EPC data is representative of the whole non-domestic building stock in Oxfordshire, a breakdown of the sub-sectors and their proportions of total building stock (assessed by floor area) has been provided in Figure 2-15. Using the average floor area per building determined from the non-domestic EPC data (719m²/building) and the total number of rateable properties in Oxfordshire, the total floor area of all industrial and commercial buildings was estimated to be 15,779,076m². Of this total floor area, 12% was attributed to industrial buildings, the remaining to commercial.

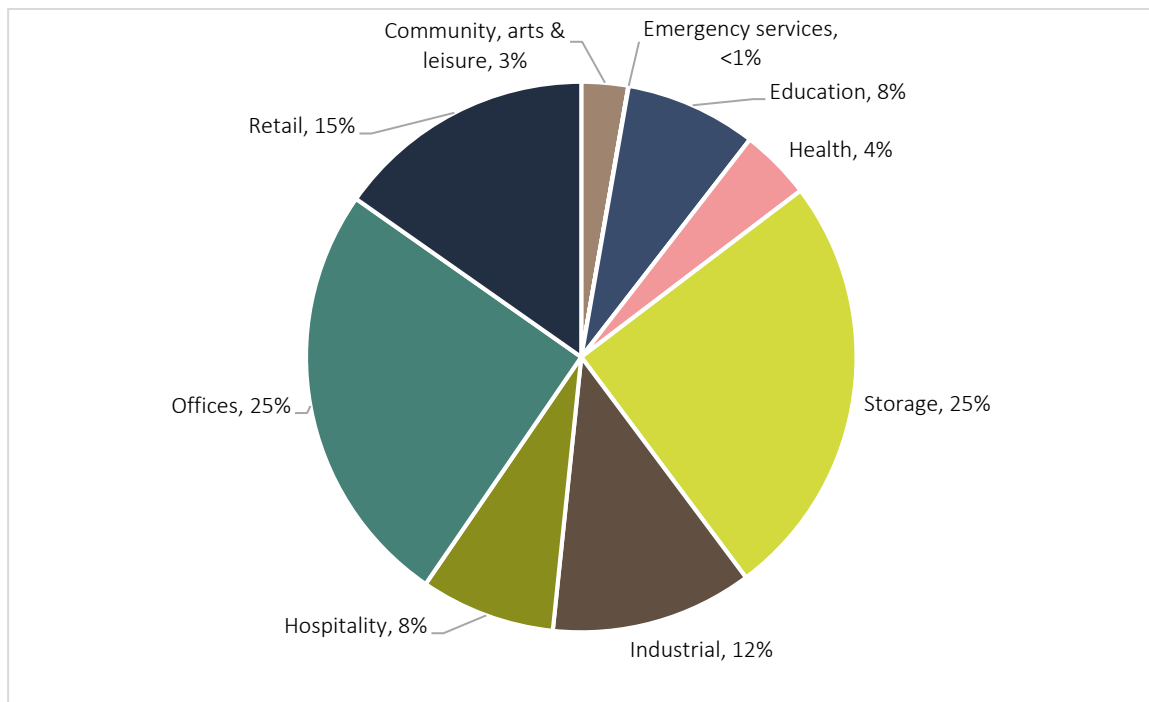


Figure 2-15: Industrial and Commercial Buildings in Oxfordshire by Floor Area (Department for Levelling Up, Housing and Communities, 2022)

- 2.6.22 Growth in this sector was modelled to follow the trajectory of the growth in the housing sector by assuming the number of new jobs created for each new household. The energy consumption of the industrial and commercial sectors was broken down by end use using average energy intensities of non-domestic sub-sectors obtained from the national non-domestic Building Energy Efficiency Survey (BEES) (BEIS, 2014-15). (See the Technical Appendix for more information.)
- 2.6.23 The overarching strategy for decarbonising commercial and industrial buildings has been to build new stock to a high energy efficiency standard, to retrofit a proportion of the existing stock over time to improve their energy efficiency, fuel switch the heating and hot water, and process loads over to lower carbon alternatives, then to install a substantial amount of solar PV onsite to offset the use of grid electricity.
- 2.6.24 It is recognised that there is a great variety of building types and energy demands within the industrial and commercial sector, therefore, the approach stipulated in this pathway may not reflect the best approach in all cases. The pathway presented here is the expected aggregate impact of the wide variety of measures which may be deployed across this sector. Beyond technological measures, effective management and organisational decision making will be key. One-off investment decisions and ongoing facilities management both have an important role in achieving net zero.
- 2.6.25 Decarbonising the heat demands within non-domestic buildings, particularly for high temperature process loads, will be challenging, hence the pathway is less ambitious in this respect when compared to the housing sector. The pathway recognises that reliance on fuels within the non-domestic sector (particularly in industrial settings) is likely to remain for some time. As detailed in 2.4.3 above, the pathway has not placed a reliance on green hydrogen becoming a widely available zero carbon fuel, hence no switching to hydrogen has been

modelled in the industrial and commercial sectors (though the gas grid changes in composition over time to 20% hydrogen by 2030). There are upstream (Scope 3) emissions associated with the production of hydrogen (particularly in the case of “grey” or “blue” hydrogen which is generated from natural gas), therefore any pathway with a heavy reliance on hydrogen as a fuel must consider its lifecycle impacts. The pathway has modelled a modest electrification of heating loads and a switch away from high carbon intensity fuels (petroleum, coal) towards lower carbon fuels (biomass, gas grid).

2.6.26 The key inputs applied to the pathway for the industrial sector are shown in Table 2-6 and the impact on the sector’s energy mix and carbon emission by 2050 is shown in Figure 2-16.

Year	2020	2025	2030	2035	2040	2045	2050
Energy Efficiency Improvements							
% Building Existing Stock Retrofitted (to achieve abatement potential)	-	0%	10%	20%	30%	40%	50%
% New Building Stock Achieving Full Abatement Potential	50%	100%	100%	100%	100%	100%	100%
Heating and Hot Water Fuel Mix							
Gas Grid	26%	26%	26%	26%	25%	25%	25%
Direct Electric	2%	6%	10%	14%	17%	20%	22%
Electricity – Heat Pumps (ASHP & GSHPs)	0%	5%	9%	13%	17%	20%	23%
Bioenergy & Waste	24%	25%	26%	26%	26%	26%	25%
Petroleum, Coal, Solid Fuels	48%	38%	29%	21%	14%	8%	4%
Process Load Fuel Mix							
Gas Grid	17%	17%	17%	17%	18%	18%	19%
Direct Electric	36%	38%	41%	43%	45%	47%	49%
Bioenergy & Waste	24%	26%	28%	30%	30%	31%	31%
Petroleum, Coal, Solid Fuels	24%	19%	14%	10%	7%	4%	2%
On-Site Solar PV Capacity							
Solar PV Installed Capacity (MWp)	0	117	227	337	402	474	511

Table 2-6: Industrial Sector Key Pathway Inputs

2.6.27 The energy demand of the industrial sector in 2050 is similar to that in 2020, as the growth of the sector offsets the reduction from energy efficiency measures. The carbon emissions, however, are substantially reduced. By 2050, they have been reduced by 78% to 140 kt CO₂. This is due to a near eradication of high carbon intensity fuels (petroleum, coal and solid fuels), the decarbonisation of the electricity grid, and the self-supply of solar PV electricity.

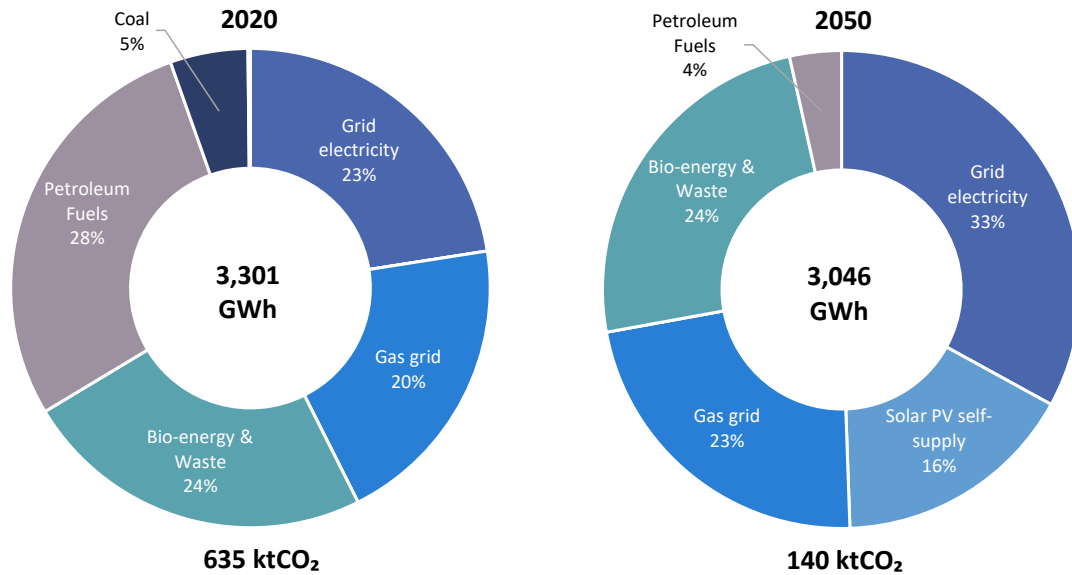


Figure 2-16: Industrial Sector Pathway Energy Mix in 2020 and 2050

2.6.28 The key inputs applied to the pathway for the commercial sector are shown in Table 2-7, the impact on the sector’s energy mix and carbon emission by 2050 is shown in Figure 2-17.

	Year	2020	2025	2030	2035	2040	2045	2050
Energy efficiency improvements								
% Building Existing Stock Retrofitted (to achieve abatement potential)		-	0%	10%	20%	30%	40%	50%
% New Building Stock Achieving Full Abatement Potential		50%	100%	100%	100%	100%	100%	100%
Heating and hot water fuel mix								
Gas Grid		79%	68%	56%	46%	36%	29%	22%
Direct Electric		19%	16%	14%	11%	9%	8%	6%
Electricity – Heat Pumps (ASHP & GSHPs)		0%	13%	27%	39%	50%	59%	67%
Bioenergy & Waste		0%	1%	2%	3%	3%	4%	5%
Petroleum, Coal, Solid Fuels		2%	2%	1%	1%	1%	0%	0%
Process load fuel mix								
Gas Grid		52%	46%	39%	33%	28%	24%	20%
Direct Electric		46%	53%	60%	66%	72%	76%	80%
Petroleum & Coal		1%	1%	1%	1%	0%	0%	0%
On-site solar PV Capacity								
Solar PV Installed Capacity (MWp)		0	189	368	546	650	767	827

Table 2-7: Commercial Sector Key Pathway Inputs

2.6.29 Like the change seen in the industrial sector pathway, the overall energy demand of the commercial sector in 2050 is similar to that in 2020. The growth of the sector offsets the increasing energy efficiency of the building stock. However, the carbon emissions have dramatically reduced by 87% in 2050 compared to the base year. Through switching most heating demands over to electricity (via heat pumps or direct electric), electricity constitutes 82% of the sector's energy demand in 2050. Approximately half of this electricity is met by on-site solar PV. The use of self-supplied PV and a decarbonised electricity grid leads to deep emissions reductions in this sector.

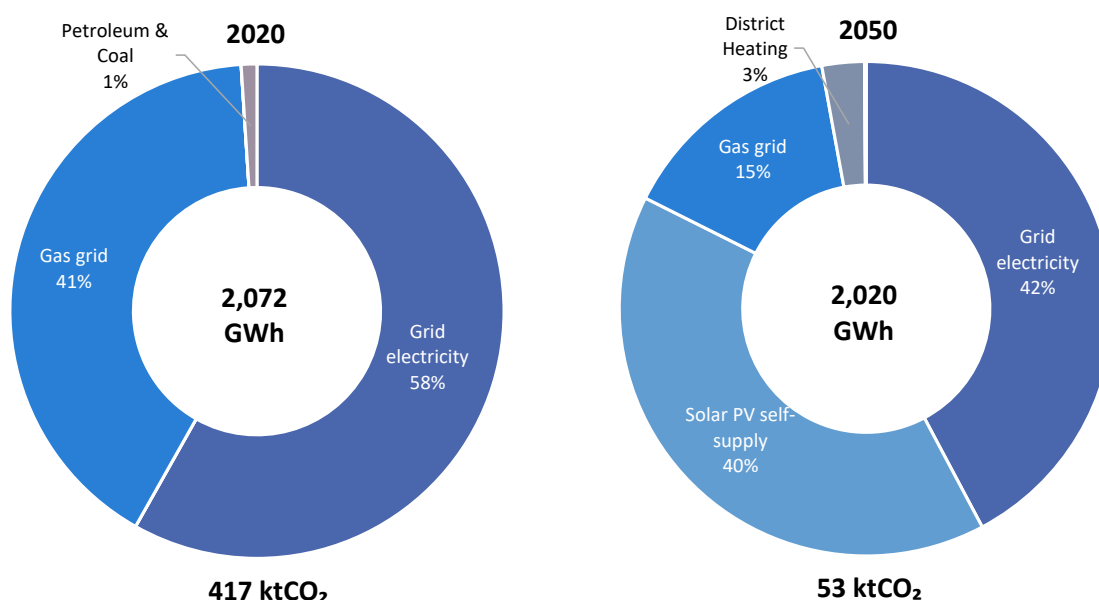


Figure 2-17: Commercial Sector Pathway Energy Mix in 2020 and 2050

2.7 Key Findings

2.7.1 The Pathway Modelling has demonstrated that dramatic changes are required in each sector to reach a sufficient level of decarbonisation required to achieve net zero. A summary of the key findings is outlined below.

Solar Capacity

2.7.2 The previous PaZCO work set out an ambitious target for Oxfordshire to account for 6% of the national solar PV installed capacity under the FES Leading the Way scenario. By 2050, this would require an installed capacity of 5,314 MWp in Oxfordshire (this is greater than the capacity in previous PaZCO work as a result of incorporating the latest FES projections). In 2019, Oxfordshire accounted for just under 3% of the national total at 389 MWp. The resulting scale-up required to meet the pathway goals has been demonstrated in Figure 2-18.

2.7.3 By 2030, Oxfordshire would have to quadruple its installed PV capacity, requiring an average annual deployment of 120 MWp from 2020 to 2030. To reach the 2050 goal, the capacity of PV in Oxfordshire would have to increase 13 times against the base year deployment, requiring an annual average deployment of 164 MWp across the 30-year period. This is a substantial deployment rate considering the total deployment in the base year is in the region

of 400 MWp. Delivery of this ambition will require a significant increase in PV installations on existing buildings (both commercial and domestic) and ground mounted arrays.

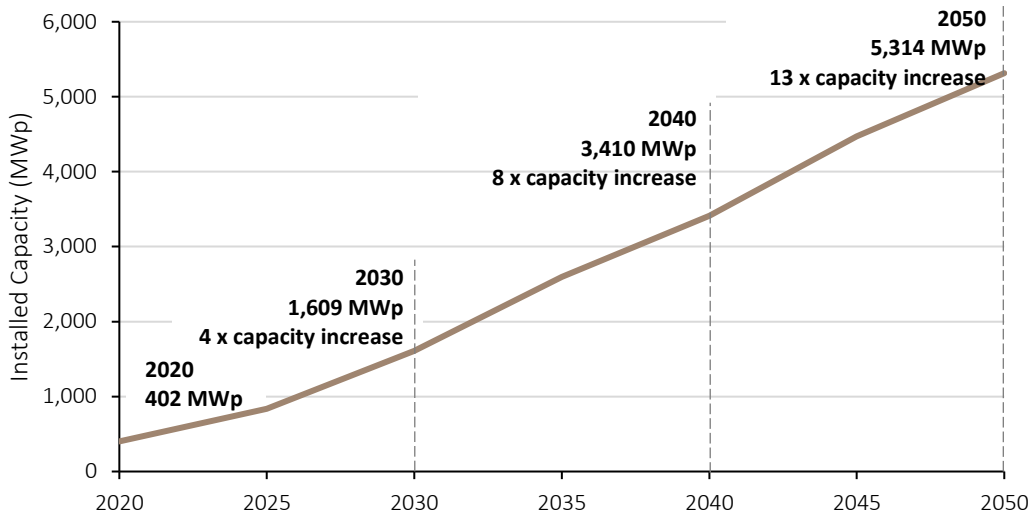


Figure 2-18: Pathway Installed PV Capacity in Oxfordshire

Electric & Zero Emission Vehicles

2.7.4 The scale-up of ZEVs required is arguably even more ambitious. In the base year, just under 4,000 ZEVs formed part of the existing vehicle stock. By 2040, the pathway had modelled 100% switch to ZEVs (including LGVs and HGVs). This is equivalent to a 105 times increase in the total number of ZEVs in Oxfordshire, requiring that just under 20,000 new ZEVs enter the stock each year over the 20 year period. This scale-up will be particularly challenging for HGVs, where battery technology has not advanced to a level where it is seen as a likely alternative to conventionally fuelled vehicles.

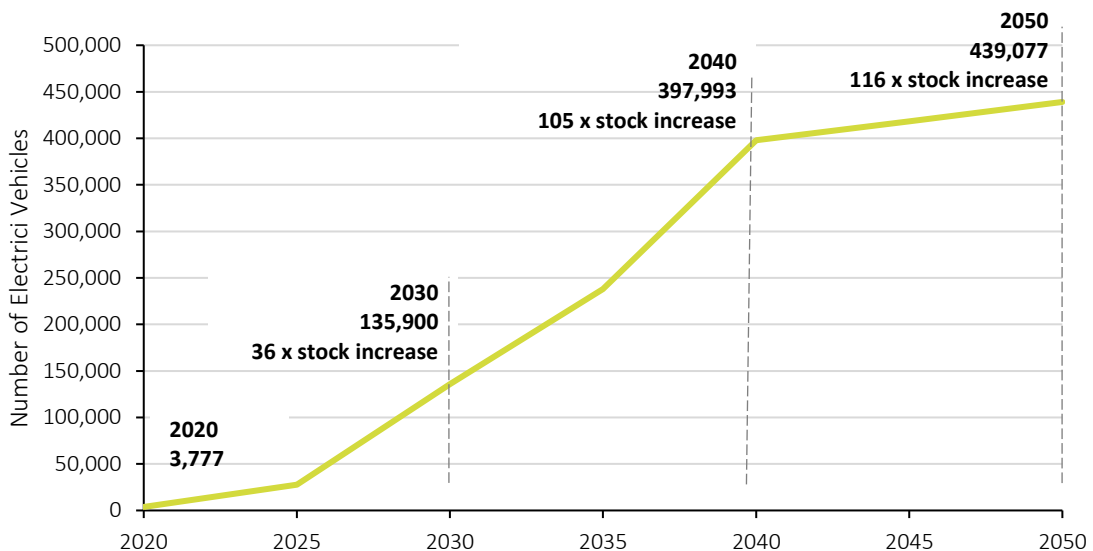


Figure 2-19: Pathway Number of ZEVs

Domestic Sector

2.7.5 The domestic sector has three key challenges:

- Ensuring new builds are built to a high energy efficiency standard (such as Passivhaus Plus).

- Retrofitting existing properties to improve their energy efficiency.
- Retrofitting heat pumps to existing properties.

Table 2-8 shows the scale-up required on these three ambitions.

2.7.6 Evaluating these ambitions against what has already been achieved nationally puts these Oxfordshire targets into perspective. In 2019, a total of 27,000 heat pumps were installed in the UK (Energy Saving Trust, 2021). Under the pathway between 2041 and 2045, this rate of annual heat pump deployment will be required in Oxfordshire alone. As of November 2020, there were a total of 1,300 Passivhaus accredited buildings in the UK (Homebuilding & Renovating, 2022). However, the pathway requires over 4,000 Passivhaus Plus properties to be built annually from 2030 onwards.

Year	2021 – 2025	2026 – 2030	2031 – 2035	2036 – 2040	2041 – 2045	2046 – 2050
Heat Pump Retrofits to Existing Properties						
Cumulative Heat Pump Retrofit	750	5,000	35,000	100,000	240,000	240,000
Annual Rate of Heat Pump Retrofit Required	150	850	6,000	13,000	28,000	0
Energy Efficiency Retrofits to Existing Properties						
Cumulative Energy Efficiency Retrofits	972	16,972	96,972	196,972	247,778	247,778
Annual Rate of Retrofit Required	194	3,200	16,000	20,000	10,161	0
Number of Passivhaus Housing Built						
Cumulative Passivhaus Housing Built	0	0	21,788	43,576	65,363	87,151
Annual Rate of Passivhaus Required	0	0	4,358	4,358	4,358	4,358

Table 2-8: Pathway Housing Energy Efficiency and Heat Pump Targets

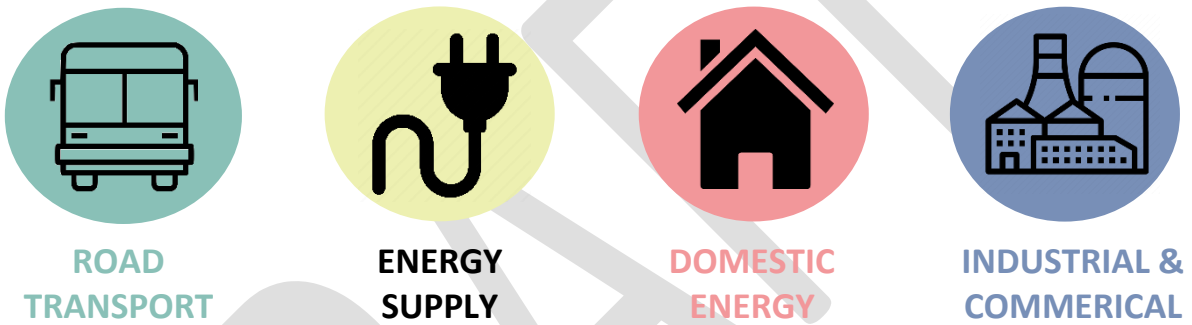
3 Net Zero Route Maps

Chapter at a Glance

This Chapter sets out a series of Route Maps to net zero for Oxfordshire across transport, energy supply, domestic energy and industrial & commercial sectors.

3.1 Purpose

- 3.1.1 2050 net zero targets can feel distant. However, by deconstructing goals into a clear trajectory of emissions, a clear and tangible pathway to success can be presented. A key output of this work is therefore five high-level Route Maps. The Route Maps include four sectoral Route Maps, (focused on the highest emitting sectors) and an overarching decarbonisation Route Map. The Route Maps provide an overview of Oxfordshire’s net zero vision to 2050, supported by clear interim targets.
- 3.1.2 The Route Maps are intended for a high-level audience with an aim to clearly communicate the pace of activity required across the four sectors:



- 3.1.3 The Route Maps provide key targets aligned to milestones at 2025, 2030, 2040 and 2050. The milestones support a monitoring framework that can be utilised to motivate, advance, and continually drive the reduction in CO₂ emissions in Oxfordshire. An important first step is successful delivery of the 15 tangible actions that are detailed in Chapter 4.

3.2 Development Process

- 3.2.1 The Route Maps were developed via the process shown in Figure 3-1.:

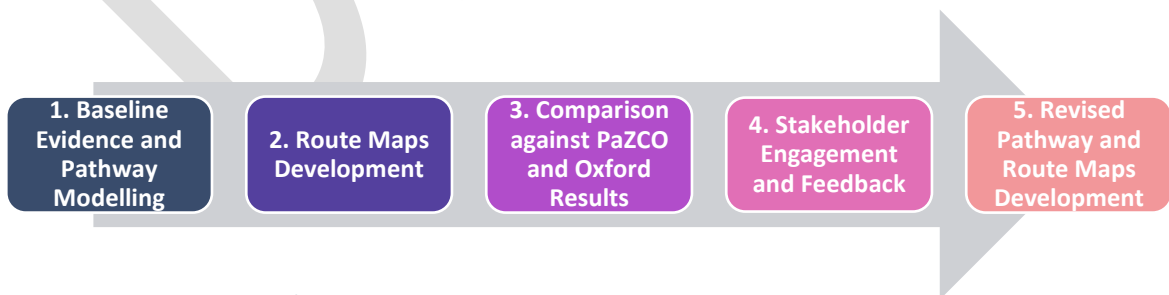


Figure 3-1: Route Map Development Process

Development Stage	Activities
Baseline Evidence & Pathway Modelling	The net zero targets/pathway requirements depicted in the Route Maps have been extracted from the Baseline Evidence and Pathway Modelling. This informed the development of the following quantified targets, deemed key for achieving net zero by 2050.

	<ul style="list-style-type: none"> • Overarching: Total emissions by each sector listed below. • Transport: Demand reduction, modal shift, increase in freight efficiency and the electrification of vehicles. • Energy Supply: Gas grid mix, solar PV. • Domestic Energy: EPC ratings, new build housing standards, heat pump deployment and the fuel mix. • Industrial & Commercial: Retrofit of building stock, electrification of processes and electrification of heating and hot water. <p>Chapter 2 discusses the Pathway Modelling methodology and results in detail and Appendix 1 explains the associated general and sectoral assumptions.</p>
Route Maps Development	Route Map development included drawing from national, regional and local strategic documents to summarise the wider activities, pathways and policy that are expected to support the transition to net zero.
Comparison Against PaZCO and Oxford Results	The initial Route Map targets were compared to aspirations and outputs of the original PaZCO report, the Zero Carbon Oxford Roadmap and Action Plan Report (Carbon Trust, 2021) and the Local Transport and Connectivity Plan (LTCP) to identify and address any inconsistencies.
Stakeholder Engagement and Feedback	The underlying assumptions and data and the draft Route Maps were shared with key stakeholders via a Baseline Report, Baseline Consultation Sessions, Thematic Workshops and Focus Groups and feedback incorporated.
Revised Pathway and Route Maps Development	Following stakeholder feedback, the Route Maps were revised to ensure they align with existing context, and are ambitious, yet feasible with the ability to meet the net zero by 2050 target.

Table 3-1: Summary of Route Map Development Process Activities

- i. Significant action is required to meet net zero targets, both at a national scale and within Oxfordshire. Ambitious challenges require ambitious solutions, and the Route Maps reflect Oxfordshire’s drive to decarbonise by 2050, detailing the emissions reductions necessary by certain milestones (2025, 2030, 2040) in order for the county to be net zero by the aspired date. The following sections provide the finalised five strategic Route Maps.

3.3 Alignment with Local Transport & Connectivity Plan Targets

3.3.1 Oxfordshire’s Local Transport and Connectivity Plan (LTCP) (OxonCC, 2022) specifies the following targets:

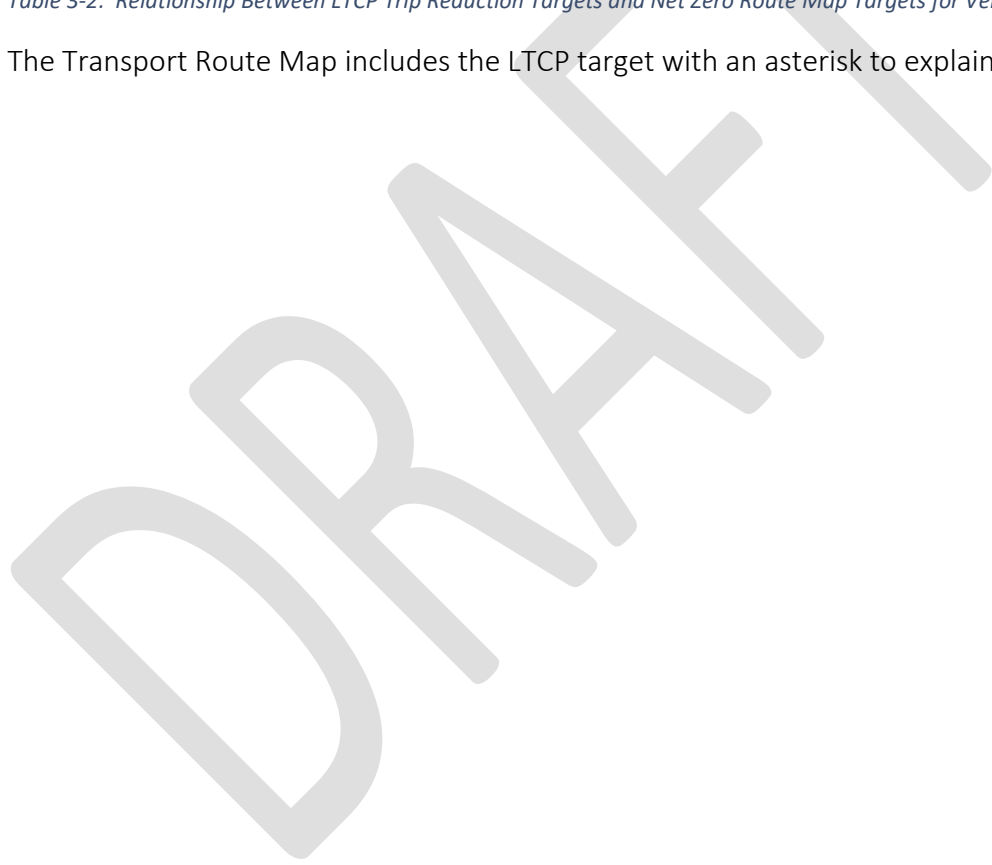
- A zero carbon transport network by 2040.
- Replace or remove 1 out of every 4 (25%) current car trips in Oxfordshire by 2030.
- Replace or remove 1 out of every 3 (33%) current car trips in Oxfordshire by 2040.
- Increase the number of cycle trips in Oxfordshire from 600,000 to 1 million cycle trips per week by 2030.
- Deliver a transport network that contributes to a climate positive future by 2050.

3.3.2 The Transport Route Map targets are aligned to the above LTCP targets, in particular delivering a zero carbon transport network by 2040. As this is a study in carbon emissions, we have added an additional conversion from the trip-based targets expressed in LTCP to vehicle mile impacts. This is because it is the total number of non-zero carbon vehicle miles that drive carbon emissions. For example, if the county achieves trip reduction targets but only addresses short-distance trips, this will generate a relatively small reduction in carbon emissions compared to scenarios where the full breadth of trip types are addressed. We have assumed that there will be a bias towards shorter-distance trips within the LTCP targets, but that longer-distance trips will also be targeted. Table 3-2 sets out how the LTCP targets have been expressed as vehicle mile reductions within the Route Maps.

Target Date	Trip Reduction Targets (LTCP)	Targeted Vehicle Miles Impacts (Net Zero Route Map)
2030	25% reduction in trips	20% reduction in miles
2040	33% reduction in trips	25% reduction in miles

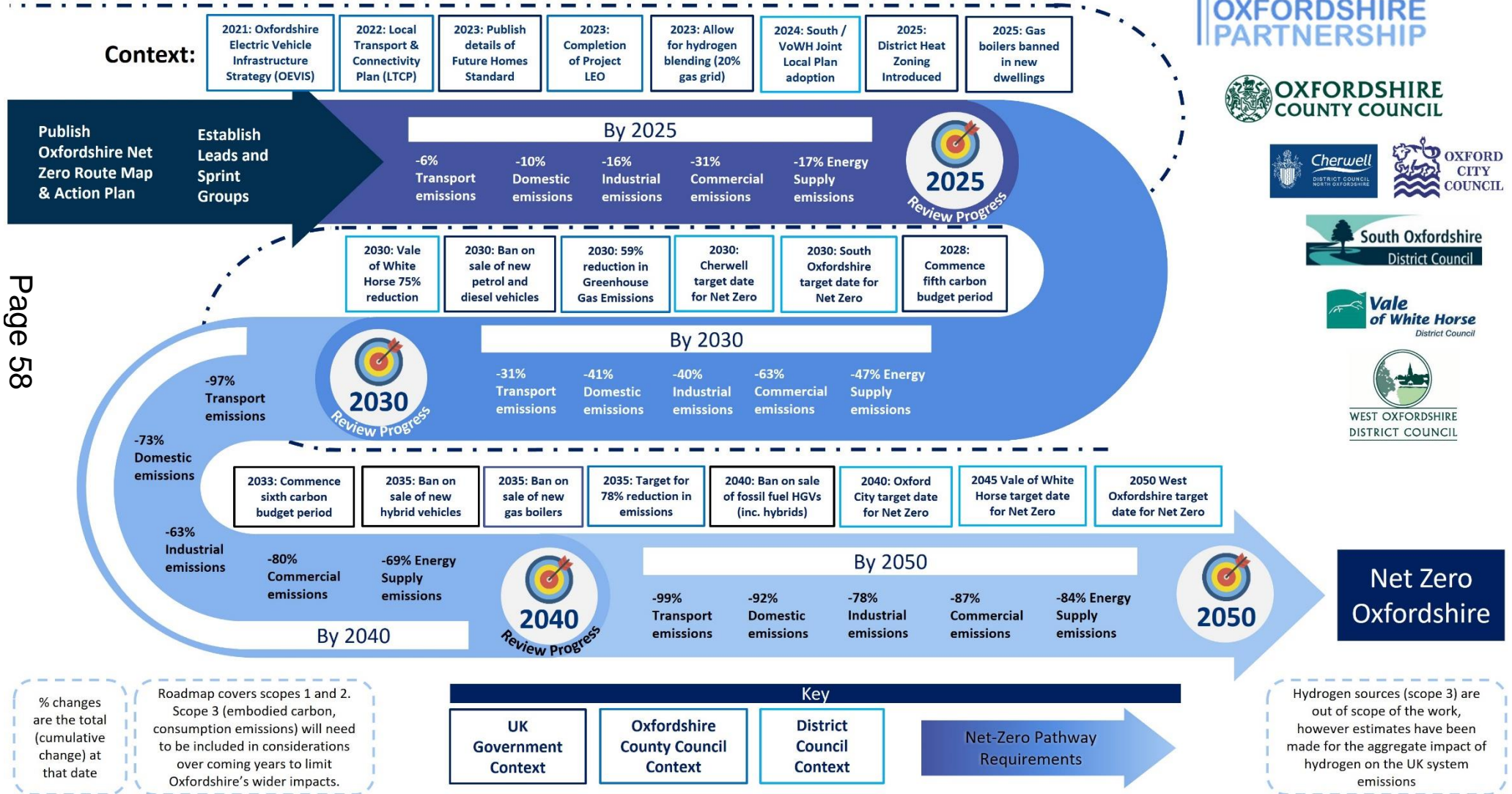
Table 3-2: Relationship Between LTCP Trip Reduction Targets and Net Zero Route Map Targets for Vehicle Miles

3.3.3 The Transport Route Map includes the LTCP target with an asterisk to explain the translation.



3.4 Overarching Route Map

Oxfordshire Net Zero Route Map: Overarching (All Sectors)



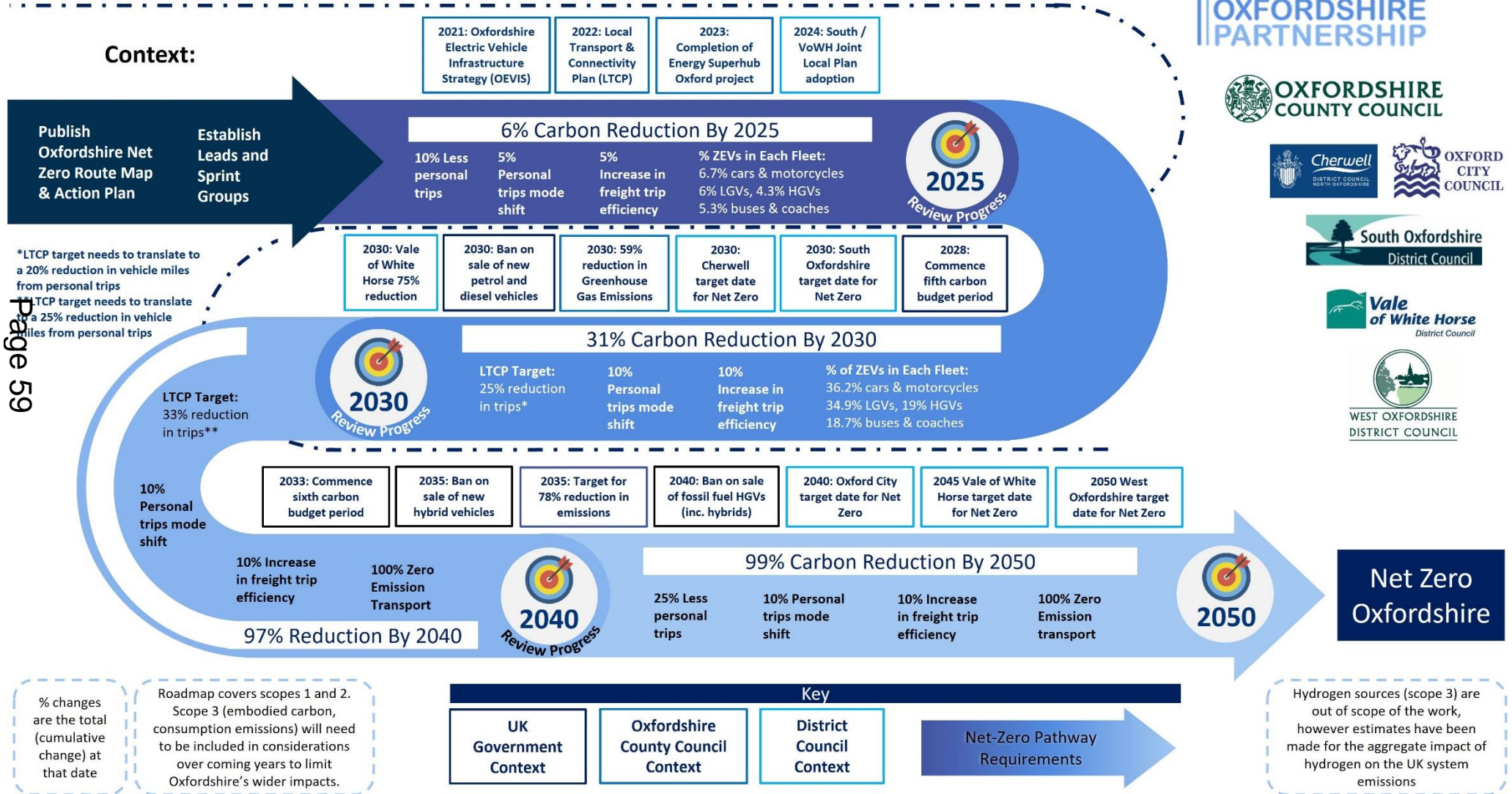
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Hydrogen sources (scope 3) are out of scope of the work, however estimates have been made for the aggregate impact of hydrogen on the UK system emissions

3.5 Transport Route Map

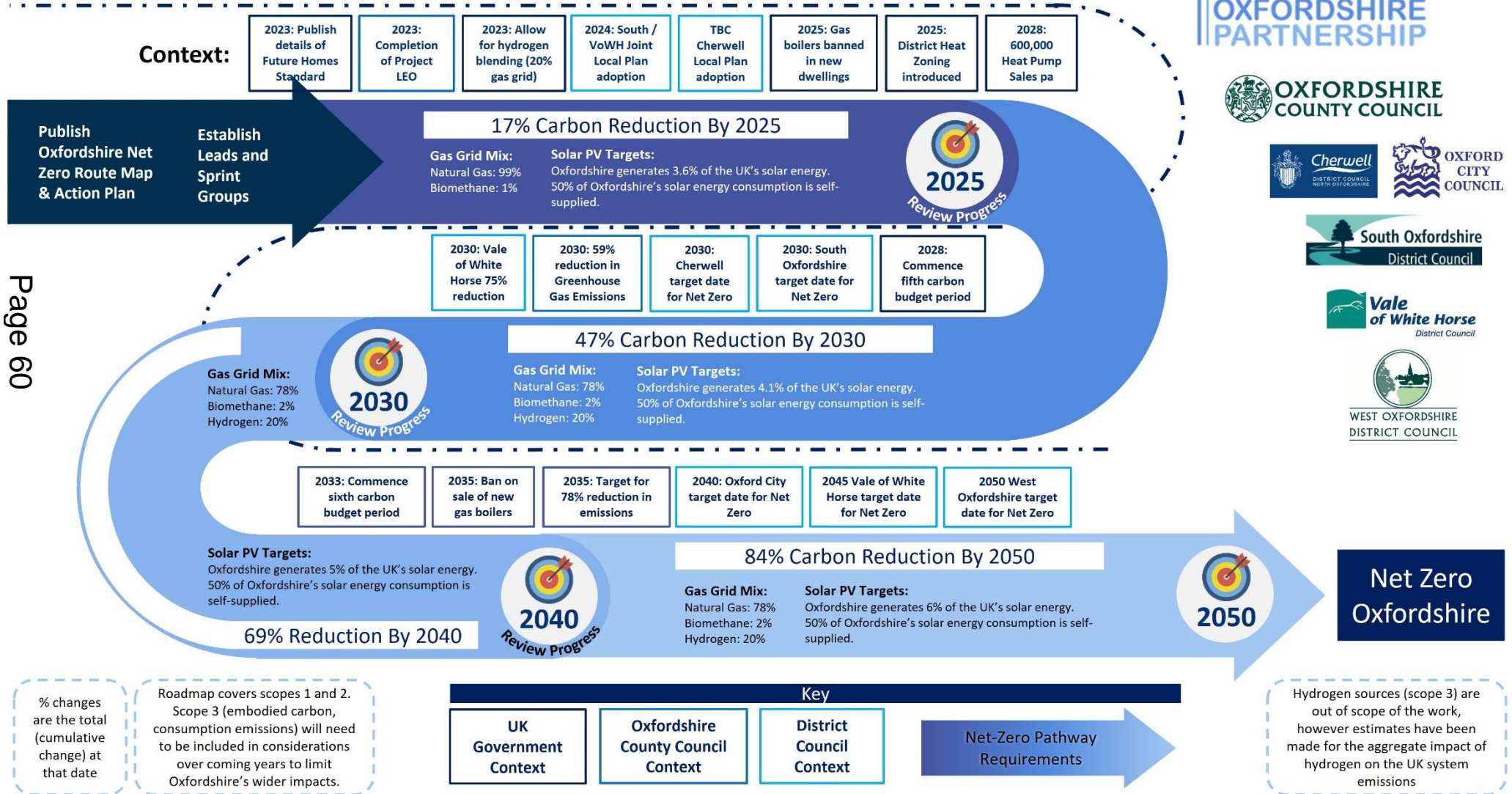
Oxfordshire Net Zero Route Map: Transport Sector

FUTURE OXFORDSHIRE PARTNERSHIP



3.6 Energy Supply Route Map

Oxfordshire Net Zero Route Map: Energy Supply Sector



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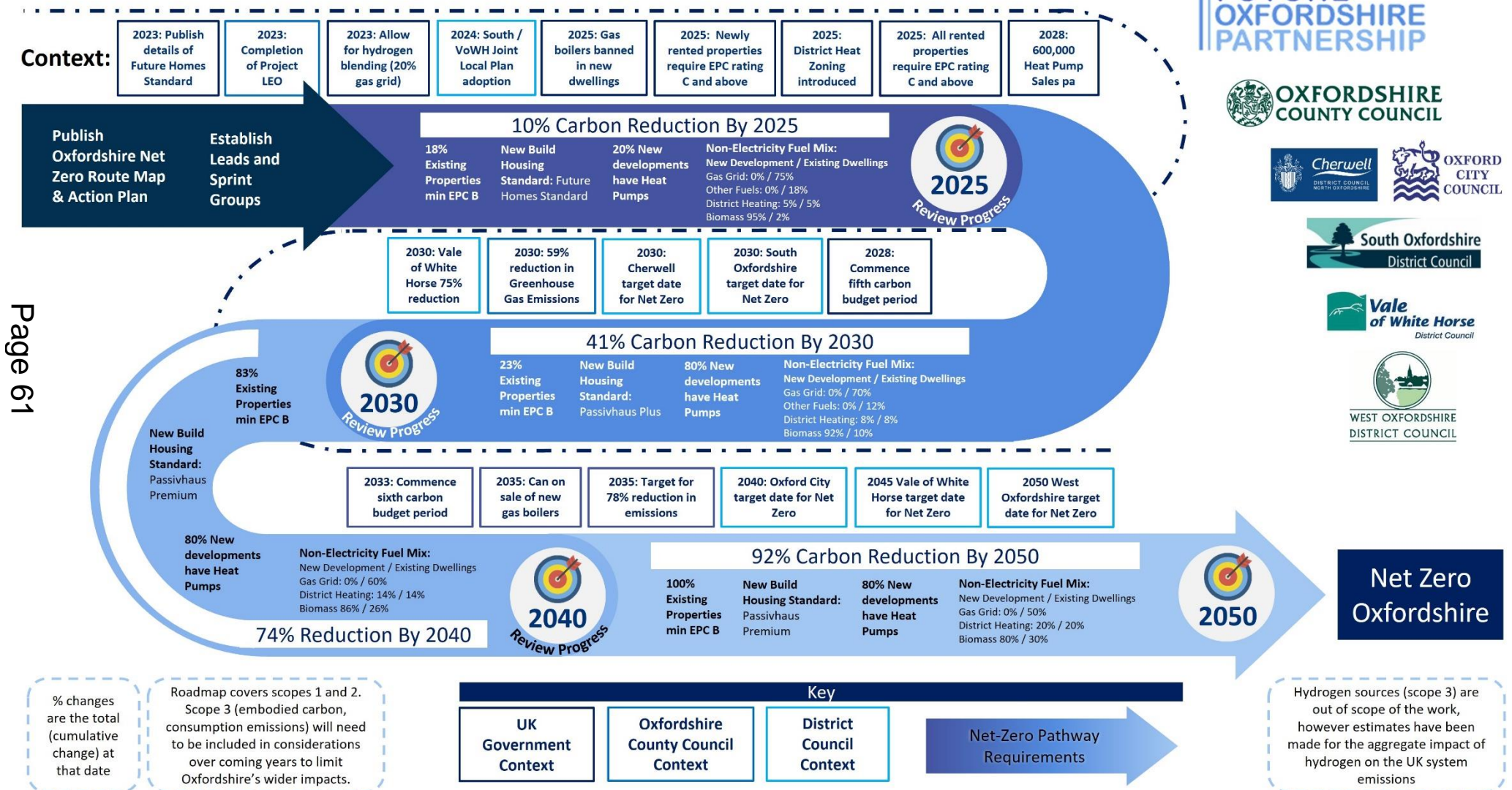
% changes are the total (cumulative change) at that date

Roadmap covers scopes 1 and 2. Scope 3 (embodied carbon, consumption emissions) will need to be included in considerations over coming years to limit Oxfordshire's wider impacts.

Hydrogen sources (scope 3) are out of scope of the work, however estimates have been made for the aggregate impact of hydrogen on the UK system emissions

3.7 Domestic Energy Route Map

Oxfordshire Net Zero Route Map: Domestic Energy Sector



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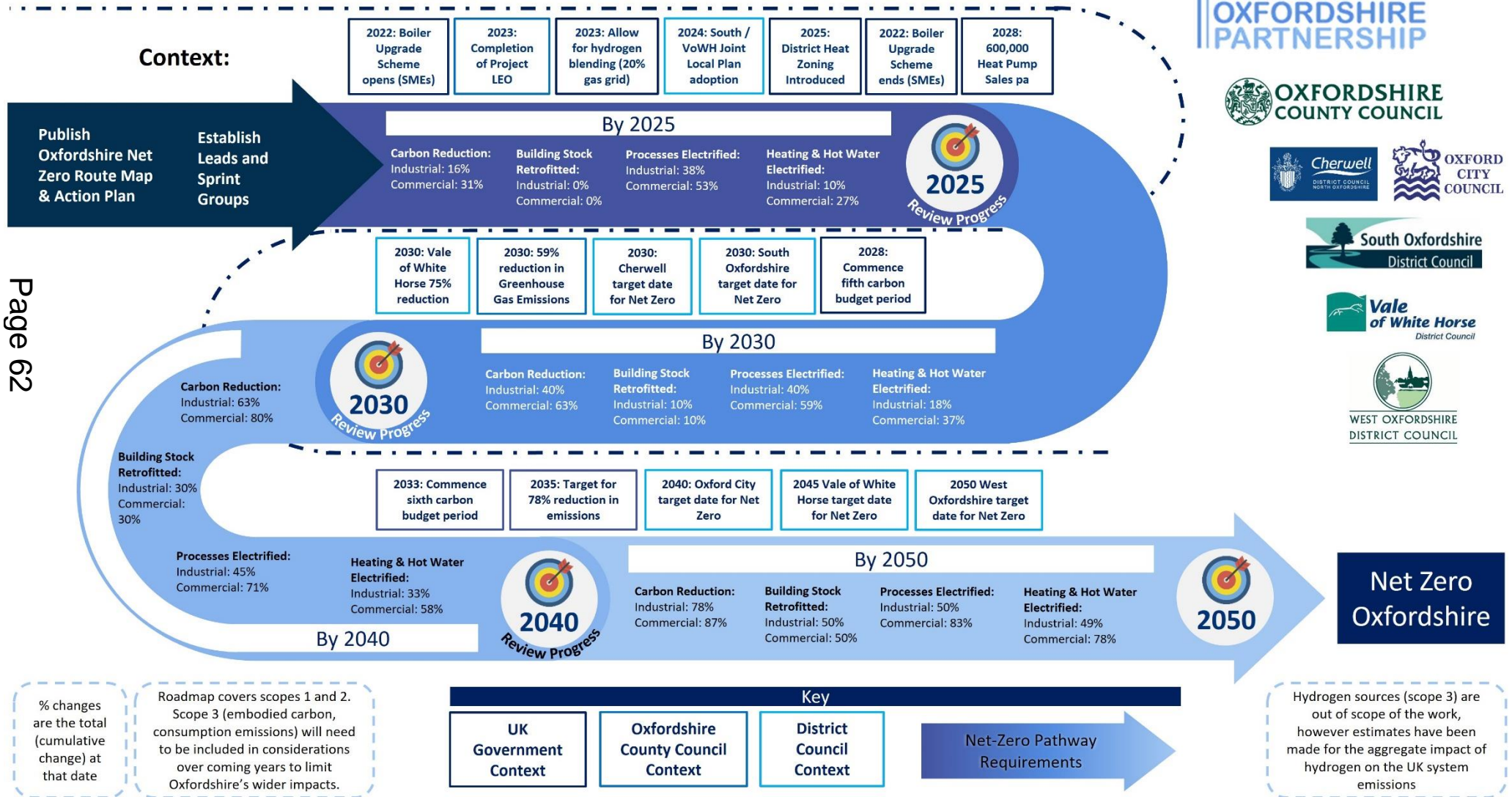
% changes are the total (cumulative change) at that date

Roadmap covers scopes 1 and 2. Scope 3 (embodied carbon, consumption emissions) will need to be included in considerations over coming years to limit Oxfordshire's wider impacts.

Hydrogen sources (scope 3) are out of scope of the work, however estimates have been made for the aggregate impact of hydrogen on the UK system emissions

3.8 Industrial & Commercial Route Map

Oxfordshire Net Zero Route Map: Industrial & Commercial Sectors



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% changes are the total (cumulative change) at that date

Roadmap covers scopes 1 and 2. Scope 3 (embodied carbon, consumption emissions) will need to be included in considerations over coming years to limit Oxfordshire's wider impacts.

Hydrogen sources (scope 3) are out of scope of the work, however estimates have been made for the aggregate impact of hydrogen on the UK system emissions

3.9 Next Steps

- 3.9.1 The Joint Action Plan which follows (Chapter 4) is directly informed by these strategic sectoral Net Zero Route Maps, outlining precise, achievable actions that work to deliver the specific sectoral decarbonisation requirements and contributing to the wider target of a net zero Oxfordshire.
- 3.9.2 A monitoring and evaluation table for the Route Maps is provided in Appendix B, providing an important mechanism to review and track progress.

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4 Joint Action Plan

Chapter at a Glance

This Chapter sets out the key short-term actions required to accelerate Oxfordshire's delivery of net zero emissions in the form of a Joint Action Plan.

4.1 Action Plan Purpose

- 4.1.1 The purpose of the Joint Action Plan is to provide direction, channelling the wider decarbonisation focus into a set of collective actions that can or need to be started over the short-term. The Joint Action Plan provides a portfolio of actions. Some actions will deliver measurable results over the next 3-5 years to empower and demonstrate success. Others will be multi-year programmes supporting longer-term success, thereby helping to set Oxfordshire on the right trajectory to address the Route Map targets. Successful progress across the portfolio of actions will demonstrate that significant savings can be delivered through local action.
- 4.1.2 The Joint Action Plan does not replace individual organisation's net zero strategy and workplans, or statutory documents such as Local Plans or Local Transport Plan but complements and supports their delivery. Collaboration on these workstreams aims to support effective use of member organisations' resources, avoid duplication of effort, help scale programmes to secure investment and provide clearer working structures to support knowledge transfer and sharing of information and best practice.

4.2 Action Development Process

- 4.2.1 Oxfordshire has successfully made significant reductions in carbon emissions over the last decade. A key starting point in developing the Action Plan was therefore to identify initiatives and projects that are already in motion, to ensure that the actions build on and compliment, existing work. The Route Map and modelling have evidenced that there is a need to substantially scale up of current activities, and therefore whilst we recognise existing projects, we must also acknowledge that they require significant expansion to meet the Route Maps ambitions.
- 4.2.2 The Action Plan has been developed to create a set of realistic and tailored steps that simultaneously build on and accelerate Oxfordshire's net zero transition. The Action Plan was informed by the updated Net Zero Pathway Modelling (Section 2) and the key sectoral milestones identified within the Route Maps (Section 3). The success of the Action Plan will be underpinned by collaboration including from businesses, policy makers and residents. As a result, the actions have been informed by an extensive stakeholder engagement process (see). Co-producing the actions in partnership with key stakeholders sought to ensure that

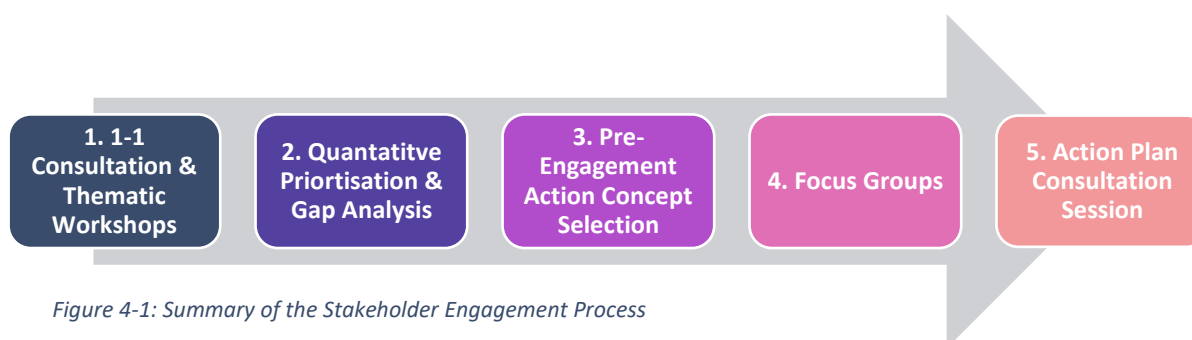


Figure 4-1: Summary of the Stakeholder Engagement Process

the final set of actions, whilst focused on those which can be led or significantly influenced by the Oxfordshire local authorities, build on local expertise and knowledge, and crucially that key stakeholder buy-in has been obtained. In addition to collaborative sessions undertaken by City Science, the draft Action Plan has been evolved and finalised by the Environmental Advisory Group officers representing each of the Oxfordshire Local Authorities. Continued buy-in and collaboration will be vital to driving the actions forward and maximising success.

Development Stage	Engagement Activities
<p>1-1 Consultations and Thematic Workshops</p>	<p>14 in-depth sessions were held with key stakeholders to gain an understanding of the ongoing low-carbon initiatives and activities within Oxfordshire’s local authorities and to identify any gaps.</p> <p>This process was followed by five thematic workshops, consisting of: Transport – Freight Transport – Rural Industrial & Commercial Retrofit/Domestic Finance</p> <p>The first four workshops explored the gaps and opportunities across the key carbon emitting sectors. The fifth workshop, which focused on funding recognised the fundamental importance of finance and funding to deliver the actions and to support the county with the net zero transition.</p>
<p>Quantitative Prioritisation and Gap Analysis</p>	<p>Suggested action outputs from the workshop sessions were documented, further categorised, sorted and similar actions aggregated.</p> <p>Each action with two or more votes from workshop participants was analysed using a multi-criteria assessment that took account of: expected carbon impact, cost, alignment with the route map and co-benefits.</p> <p>Gap analysis was undertaken to ensure the suite of actions taken forward to the prioritisation stage was sufficient to meaningfully respond to the Route Map ambitions across all areas.</p> <p>All actions were then prioritised through applying a priority score derived from the multi-criteria assessment and were subsequently ranked.</p>
<p>Pre-Engagement Action Selection</p>	<p>The action prioritisation stage and 1-1 consultations provided key themes which were used to inform the focus groups. The three top ranking actions identified were emailed to focus group attendees before the session, asking participants to vote on the top two priority actions that they would like to see discussed in further detail.</p>
<p>Focus Groups</p>	<p>Nine focus groups were held in total. The sessions supported the development of high level business cases for the two priority actions (as identified via the voting process outlined above). For each action, discussions focused on the relevant implementation steps, funding requirements, owners/champions and any risks and dependencies. During the wrap up of each session, feedback was obtained on which actions stakeholders would like to see in the Final Report.</p>

<p>Action Plan Consultation Session</p>	<p>The process concluded with an Action Plan Consultation session where a draft of the initial 15 priority actions (emerging from focus group discussions) were presented for further feedback and to finalise the set of actions to formally take forward into the Action Plan.</p> <p>Following stakeholder feedback, the actions were updated to ensure they build on existing activities (avoiding duplication), and are ambitious, yet feasible with the ability to execute meaningful change over the next three to five years.</p>
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Table 4-1: Further Detail of Stakeholder Engagement Activities




4.2.3 The section below outlines the priority actions. These actions build on existing activities to support the significant scale up of measures required to meet Oxfordshire’s net zero commitments. Whilst ambitious these short-term actions are embedded in realism to support successful delivery.

4.3 Action Plan

4.3.1 An overview of the joint actions is outlined in *Table 4-2*. It includes the sectoral emissions that the action supports. Due to the urgency of the climate emergency, we propose that all actions are mobilised over the next year. However, we recognise that some actions are more complex than others. We have therefore allocated each action with a time-frame as follows:

- **Short-term:** Actions which can be successfully implemented over the next 12 months.
- **Medium-term:** Actions which can be successfully implemented or scaled over the next 2-3 years.
- **Long-term:** Actions which can be successfully implemented or scaled over the next five years.

4.3.2 The Action Plan also includes a number of enabling actions (such as planning policies and finance) and some measures that go beyond Scope 1 and 2 – for example the actions to address consumption emissions. The inclusion of these actions reflects the priorities of key stakeholders and support a wider portfolio of carbon reductions. They also reflect a whole-system approach to decarbonisation which aligns with the PaZCO vision.

Sector	No.	Action
	1	Expand and scale-up retrofit delivery.
	2	Scale up programmes to address the retrofit skills gap.
	3	Develop a collective purchasing approach that supports the widespread deployment of rooftop solar on existing buildings.
	4	Develop an on-going Local Area Energy Planning (LAEP) function.
	5	Collaborate with town and parish councils to accelerate the roll out of publicly accessible EV charge points.
	6	Share knowledge in the preparation of Local Plans and development of net zero policies.






	7	Explore new funding mechanisms to support delivery of net zero actions.
	8	Develop a strategic active travel network.
	9	Develop a tailored and place-based transport demand management campaign.
	10	Identify and deliver low emissions freight charging and last mile delivery hubs at suitable sites across the county.
	11	Identify existing activities across Oxfordshire which contributes to the development of a circular economy including green skills, waste management, design and manufacture. Seek to build upon these to facilitate progress to a more circular economy.
	12	Explore opportunities to enhance carbon sequestration through land use change, including targeted habitat restoration and creation.
	13	Embed climate change into decision making across Oxfordshire’s local authorities.
	14	Embed net zero carbon and circular economy principles into procurement processes across Oxfordshire’s local authorities.

Table 4-2: Overview of the Action Plan

4.4 Action Implementation

4.4.1 A recommended Convening Lead is assigned to each action to guide delivery and provide active support, helping to secure buy-in from key stakeholders and the wider community. Delivery will be underpinned by ‘Sprint Groups’, which consist of relevant individuals and organisations that share a particular subject specialism to maximise efficiency in delivering solutions to specified decarbonisation problems, particularly through collaborative action. This approach mirrors that of ZCOP, thereby supporting consistency across the county. As the near-term actions are completed, the group will evolve existing actions or select and work up new actions, based on any changes in context. Once actions have been successfully delivered, the Sprint Group will disband, and a new working group will be established to drive forward new actions.

4.5 The Priority Actions

BUILDING DECARBONISATION PROGRAMME

Recommended Sponsor: Future Oxfordshire Partnership



Overview: The domestic sector currently accounts for 26% of countywide emissions, the industrial sector for 16% and commercial 11%. To meet the Route Map targets, the rate and scale of buildings retrofit needs to be significantly expanded across all sectors. The priority actions in this programme identify where joint working can enable this, drawing on experience from existing activities in this area. Whilst delivery at scale may be limited by the national policy and funding context, it is recognised that supply chain, finance and demand need to grow in pace with one another in this area, and there are local actions that can be taken to support this. Ensuring all new builds meet net zero carbon requirements is enabled through implementation of planning policies and guidance (Action 7 in Enabling Actions).

Route Map Alignment: By 2030 over 16,000 properties will need to be retrofitted to above EPC B standard to mitigate GHG emission from Oxfordshire's domestic sector. This equates to 54 properties per week from 2024. By 2040, air source heat pumps (identified as the key enabler of heat and domestic hot water decarbonisation) will be in use in 80% of existing properties and all new build properties. In commercial and industrial buildings, energy efficiency retrofits and high energy efficiency standards for new builds will save an estimated 40 kt CO₂/yr in the commercial sector and 79 kt CO₂/yr for the industrial sector. Whilst these savings are offset by growth of the sector, electrification of heating can still reduce emissions by 87% by 2050 compared to the base year, with the expectation that over half of the sector's energy demand in 2050 is met by on-site solar PV.

Current Barriers to Delivery:

- Lack of consistent funding support – particularly short-term funding.
- Shortage of skilled retrofit installers and vertical siloes within the retrofit supply chain making it difficult to deliver 'whole house retrofit'.
- Generating demand in households who are Able-to-Pay.
- Customer journey needs improvements, particularly around awareness and consideration of available services.
- Grid constraints challenging electrification of heat (see LAEP workstream).

Priority Actions (Detailed Below):

1. Take actions that address barriers to scale-up retrofit delivery.
2. Scale up programme to address the retrofit skills gap.
3. Develop a collective purchasing approach that supports the widespread deployment of rooftop solar on existing buildings.

Timescale: Medium Term Action		Theme: Retrofit
Action 1: Expand and scale-up retrofit delivery.		
Overview	Bring together expertise and experience gained from existing programmes (including Cosy Homes, the Sustainable Warmth and Home Upgrade Grant Schemes, Better Housing Better Health Programme, Energy Solutions Oxfordshire and activities led through the ZCOP programme) to coordinate existing activity on retrofit (across Unable-to-Pay and Able-to-Pay customer groups).	
Route Map Alignment	<p>By 2030 over 16,000 properties will need to be retrofitted to above EPC B standard (equivalent to 54 properties per week from 2024, and 30% of commercial and 20% of industrial building stocks retrofitted with best available technology).</p> <p>Retrofitting an average EPC D property to average EPC B standard could save 0.8 t CO₂/yr per property for those remaining on gas and 2.1 t CO₂/yr per property for those replacing gas heating for a heat pump. For 16,000 properties that would equate to 13 kt CO₂ and 33 kt CO₂ annually.</p>	
Convening Lead	Proposed: Oxfordshire County Council	
Collaboration	Collaboration between councils and key external partners pools shared experience to build on existing programmes and coordinate scaled up delivery of retrofit across all markets (e.g., low-income households, Able-to-Pay market, renters etc).	
Implementation	<ol style="list-style-type: none"> 1. Establish a working group to review and share existing evidence on barriers such as retrofit labour provision (skills gap and retrofit pipelines), research (Heat Pump Ready feasibility studies), and shared learning from innovation programmes 2. Promote delivery of existing capital programmes for homes in fuel poverty working with Districts and City Council to maximise the opportunity for local retrofit delivery, including working with referral bodies (e.g. voluntary sector) to boost engagement with hard to reach households. 3. Position Oxfordshire to bid for future funding for homes in fuel poverty. 4. Develop the offer for different customer groups, including able-to-pay and businesses, 5. Share expertise and learnings to enable retrofit in listed and historic buildings. 6. Seek funding streams to support SME energy efficiency measures replicating Community Renewal Funded workstream. 	
Co-benefits	<p>Address fuel poverty and therefore support better health.</p> <p>Minimise vulnerability to energy price rises.</p> <p>Provides assurance to installers resulting in an increase in training and employment opportunities.</p>	
Risks & Dependencies	<ul style="list-style-type: none"> • Capabilities of the supply chain. • Securing financing to deliver at the scale required. • The appeal of retrofit solutions to householders and businesses. • Reputational importance of quality installation. 	
KPIs	Number of homes retrofitted to EPC B or better	

Timescale: Medium Term Action		Theme: Retrofit
Action 2: Scale up programme to address the retrofit skills gap.		
Overview	Experience in the County of delivering homes retrofit across all sectors shows that capacity of supply chain is the most material barrier to scale. Retrofit and clean heat in new homes is a £1.5bn opportunity to 2030 in Oxfordshire. Building on existing activity) to establish a network of training courses will help increase the number of people with retrofit experience, bridge the current skills gap and ensure installers can meet the uplift in demand.	
Route Map Alignment	Availability of skilled installers will enable retrofit of over 16,000 housing properties to above EPC B standard by 2030.	
Convening Leads	Proposal: Oxfordshire Local Enterprise Partnership	
Collaboration	Collaborative working can support current activity to build on and extend existing local training opportunities by bringing together relevant scheme leads, employers and Further Education Colleges (including Oxfordshire's Inclusive Economy Partnership).	
Implementation	<ol style="list-style-type: none"> 1. Establish a working group to provide a forum to support the upscale of existing activity through training courses to cover the range of skills required for successful retrofit programmes. 2. Meet and engage with local suppliers to understand their needs, including supporting apprenticeship opportunities. 3. Define the skills gap and develop an Action Plan to address barriers and identify resourcing requirements. 4. Consider use of social value policies to require suppliers to contribute to green skills training and work experience opportunities. 	
Co-benefits	<p>Increase in employment opportunities.</p> <p>Increase in availability of apprenticeship schemes.</p> <p>Upskill the existing workforce.</p>	
Risks & Dependencies	A lack of long-term funding to support supply chain investment in staff and the resource constraints of Higher Education Colleges.	
KPIs	Number of apprenticeships offered and retention rates	

Timescale: Medium Term Action		Theme: Renewables
Action 3: Develop a collective purchasing approach that supports the widespread deployment of rooftop solar on existing buildings.		
Overview	Solar is identified as the county’s greatest low carbon energy generation resource. There is significant potential to expand local solar PV generation (often under permitted development rights) on existing commercial and domestic buildings to meet net zero targets. A collective purchasing approach across Oxfordshire will help reduce the costs and accelerate roll out of rooftop PV.	
Route Map Alignment	Increase Oxfordshire’s locally generated solar capacity on existing buildings, both commercial and domestic. Oxfordshire currently contributes 3% to the UK’s solar PV capacity. By 2050 the ambition is for Oxfordshire’s share to reach 6%. That equates to 1,609 MW of installed PV in 2030 and 5,314 MW in 2050.	
Convening Leads	Proposal: Oxford City Council	
Collaboration	Collaboration across Oxfordshire local authorities and key external stakeholders will build on existing programmes (e.g. ZCOP actions) and identify opportunities, prepare supporting infrastructure and achieve end-user buy in for this programme.	
Implementation	<ol style="list-style-type: none"> 1. Establish a working group to review and coordinate the development of a collective purchasing approach that can be applied across the county, considering potential to grow local supply chain. 2. Data developed through Project LEO may be used to inform numbers and locations for roll out of scheme (including potential for network connections). 3. Develop the collective purchasing approach and go to market. 	
Co-benefits	<ul style="list-style-type: none"> • Help to buffer householders from rapidly rising energy costs. • Provide confidence of the supply chain, resulting in investment in staff (e.g. training, recruitment). <p>Support resilience of the local energy network.</p>	
Risks & Dependencies	<ul style="list-style-type: none"> • Access to high quality data to inform decision making. • Supply chain issues (e.g. for PV components). • District network operator (DNO) connections approval process (which is highly regulated). <p>The importance of good customer experience, and the public acceptability/desirability of solar panels on homes.</p>	
KPIs	Number and size of roof top solar installations delivered through this programme	

NET ZERO CARBON ENERGY SYSTEMS PROGRAMME

Proposed Sponsor: Future Oxfordshire Partnership



Overview: Oxfordshire has achieved significant success in delivering innovative energy solutions, including two of three national smart local energy demonstrator projects (Project LEO and Energy Superhub Oxford). To achieve the net zero carbon targets, the county not only needs to reduce energy demand from our homes and businesses but also needs to significantly scale up local renewable generation. This is against a backdrop of significant local grid constraints which have limited renewables coming forward. Achieving this through a coordinated local area energy planning approach (drawing on the LEO energy data and mapping tools) with ongoing dialogue between network operators, local planning authorities and other key stakeholders will ensure development of cost-effective and appropriate place-based solutions.

Route Map Alignment: Installed solar PV capacity needs to quadruple by 2030 and increase 13 times compared to the base year to achieve the 2050 goal, requiring an annual average deployment of 164 MWp across the 30-year period. This is a substantial increase from current deployment rates of around 400 MWp, and will require scale up of PV installations on existing buildings (both commercial and domestic) as well as additional ground mounted arrays. Other actions, such as transition to heat pumps and installation of electric vehicle charging, will also require coordinated support for the electrical grid.

Priority Actions:

4. Develop a Local Area Energy Planning function for Oxfordshire.

Timescale: Medium Term Action

Theme: Cross Cutting

Action 4: Develop an on-going Local Area Energy Plan function for Oxfordshire.

Overview

A Local Area Energy Planning approach can provide a geospatial view of energy use, generation and network capacity across Oxfordshire. This will help identify the most appropriate place-based and cost-effective options to deliver net zero, optimising infrastructure investment plans to deliver a net zero carbon energy system which can support both the electrification of heat and transport and the upscale of renewable generation (including identification of suitable locations for deployment of larger, strategic scale renewable generation). The approach will also enable targeted demand reduction programmes (supporting the building decarbonisation Action 1 and deployment of rooftop solar at scale, Action 3).

This action is supported by Action 7 which encourages local authorities to share knowledge on the evidence needed to support the inclusion of strong net zero policies to enable the roll out of low carbon technologies and scale up of renewable generation in appropriate locations..

<p>Route Map Alignment</p>	<p>Addresses substation capacity to respond to the switch to increased electrification (for instance vehicles and heating of homes and commercial buildings).</p> <p>Supports Oxfordshire’s ambition to deliver 6% of the UK’s PV capacity (an increase from 3% at present), equating to 1,609 MW of installed PV in 2030 and 5,314 MW in 2050.</p> <p>Supports roll out of building retrofit.</p> <p>Optimises investment needed for delivery</p>
<p>Convening leads Collaboration</p>	<p>Proposal: Oxfordshire County Council</p> <p>Collaborative working between the councils, electricity and gas network operators, communities and key external stakeholders will support development of the most cost-effective programmes to achieve a net zero carbon energy system.</p> <p>Ongoing strategic dialogue between the DNOs, local authority planning and energy teams, and other key stakeholders will ensure a joined-up approach to identify and support necessary upgrades to local energy networks.</p>
<p>Implementation</p>	<ol style="list-style-type: none"> 1. Establish a working group (including County, District and City Councils and other key stakeholders) to develop a framework for a countywide local area energy planning approach that aligns with local planning functions and can inform delivery of energy system planning at a range of scales. 2. Use energy mapping capabilities to: baseline energy use and generation resources in Oxfordshire; identify optimum sites for deployment of ground mount solar PV, for example, in locations where there may be synergies between new developments, transport hubs, the roll out of EV charging infrastructure, affording opportunities for smart local energy systems. 3. Develop a costed plan for delivery of technical analysis to identify optimal energy system transition pathway and cost-effective projects/programmes. 4. Identify investment requirements (for inclusion in the Oxfordshire Infrastructure Strategy (OxIS), where appropriate) and funding streams to enable delivery. 5. Use the data and evidence from the LAEP approach to support a review of the Oxfordshire Energy Strategy.
<p>Co-benefits</p>	<p>Supports grid flexibility and optimises use of existing infrastructure.</p> <p>Enables transition to zero carbon vehicles, improving air quality.</p> <p>Supports transition to low carbon heating.</p> <p>Enables increased connection of renewable generation sources.</p>
<p>Risks & Dependencies</p>	<ul style="list-style-type: none"> • Builds on Project LEO and requires ongoing collaboration to implement successfully. • Links to the Oxfordshire Energy Strategy and will provide evidence to support refresh of the strategy. • Supports identification of investment needs in the OxIS.
<p>KPIs</p>	<p>To be determined</p>

DECARBONISATION OF TRANSPORT – EV INFRASTRUCTURE

Proposed Sponsor: Future Oxfordshire Partnership



Overview: The Local Transport and Connectivity Plan sets out the framework to achieve net zero emissions from the county’s road transport sector by 2040. The priority action below supports the uptake of electric vehicles across the county, in rural areas in particular, and is identified as an area where collaboration through the FOP will enhance delivery and draw on existing collaboration, to develop funding bids (for example City and County Council development of the LEVI bid. Further activity to support transport decarbonisation (Actions 9, 10 and 11) is included in the Action Plan as a programme of work led by LTCP governance structures.

Priority Actions:

5. Collaborate with town and parish councils to accelerate the roll out of publicly accessible electric vehicle charge points.

Timescale: Medium Term Action **Theme: Vehicle Electrification**

Action 6: Collaborate with town and parish councils to accelerate the roll out of publicly accessible electric vehicle charge points.

Overview	This action accelerates the roll out of EV charging infrastructure, supporting increased uptake of electric cars and small vans by improving access to charge points, particularly in rural areas where gaps in the charging network remain. The work will complement existing projects, such as the Park and Charge project, OxGul-e and DoorSTEP trials, and support delivery of the Oxfordshire Electric Vehicle Infrastructure Strategy.
Route Map Alignment	Activity supports the following Route Map targets for 2030: 120,000 electric cars and motorcycles registered within the county. 15,000 electric LGVs registered within the county.
Convening Leads	Proposal: Oxfordshire County Council
Collaboration	Collaboration across Oxfordshire local authorities and with key external stakeholders will support existing programmes to accelerate the roll out of EV charging points, particularly in rural areas. It also provides opportunity to explore community led approaches such as in the Plug in Suffolk project.
Implementation	<ol style="list-style-type: none"> 1. Accelerate delivery of the OVEIS through Working with town and parish councils to explore opportunities and review possible locations for publicly accessible charge point installation. 2. Liaise with DNOs to determine required network connections at an early stage. 3. Develop a costed delivery plan and identify funding streams to enable delivery. 4. Liaise with delivery partners to support the procurement process and facilitate ongoing knowledge sharing.

	5. Engage with work conducted by the Strategic Transport Body in this area including mapping and funding approaches.
Co-Benefit	Support social equity by providing charge point access for households without off street parking and commercial users without depots. If local companies deliver the charge points, it could support local jobs and upskilling. Support cleaner air.
Risks & Dependencies	<ul style="list-style-type: none"> • Unexpected legal issues (e.g. land ownership, access). • Electricity constraints (e.g. local substation capacity). • Availability and the capacity of community car parking.
KPIs	Number of publicly accessible charge point sockets delivered

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ENABLING ACTIONS

Proposed sponsor: Future Oxfordshire Partnership


Overview: Delivery of the buildings decarbonisation and net zero energy programmes will be supported by adoption of net zero policies and guidance, and by identifying and securing new, innovative and long- term funding streams.

Route Map Alignment: Enabling actions support delivery of priority actions.

Current Barriers to Delivery: National policy uncertainties and ‘stop-start’ funding programmes hinder consistency and pace of delivery.

Priority Actions (Detailed Below):

6. Develop shared guidance to inform preparation of net zero planning policies.
7. Explore new funding mechanisms to support delivery of net zero actions.



Timescale: Short Term Action		Theme: Cross Cutting
Action 7: Share knowledge in the preparation of Local Plans and development of net zero policies.		
Overview	<p>Local planning policy is an area where local authorities have influence on shaping the built environment. All Local Planning Authorities in Oxfordshire are currently preparing Local Plans with the ambition to set within policy the highest standards required to meet local and national carbon reduction targets.</p> <p>This action facilitates local authorities to share knowledge during the preparation of Local Plans, which supports and encourages the introduction of policies that align with net zero targets.</p>	
Route Map Alignment	<p>Adopt stringent energy efficiency policies for any new builds to ensure developments are built to Passivhaus Plus by 2030.</p> <p>Deploy solar PV on new builds.</p> <p>Electrify heating via heat pumps (80% of new builds by 2030).</p> <p>Scale up local renewable generation.</p>	
Convening Leads	<p>Proposal: Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council.</p>	
Collaboration	<p>Collaboration supports knowledge sharing in the preparation of local plans to align with authorities’ net zero targets.</p>	
Implementation	<ol style="list-style-type: none"> 1. Establish a working group to share knowledge in the preparation of local plans. 2. This action includes the identification of best practice for robust net zero policies and evidence bases. This includes methodologies to assess the carbon impact of Local Plans and approaches to establishing the right locations, potential allocations, and impacts of development and large-scale ground mounted strategic and community solar, as well as wind and other large-scale strategic renewable energy projects (where appropriate). The potential for local benefits from the delivery of ground mount solar schemes should also be considered. 	

	3. Following adoption of policies by local planning authorities, supplementary plans/ guidance could potentially support policy implementation.
Co-benefit	Clean energy and green and active travel improve air quality and health. Energy efficient buildings reduce energy costs, helping to address fuel poverty and supporting better health. Supports resilience of the local energy network.
Risks & Dependencies	Building consensus between local planning authorities. Resource challenges of planning and climate teams. Achieving buy-in from developers.
KPIs	Supplementary Planning Documents / design guide in place


Timescale: Medium Term Action		Theme: Cross Cutting
Action 8: Explore new funding mechanisms to support delivery of net zero actions.		
Overview	Securing the appropriate funding to deliver the outlined actions is integral to Oxfordshire’s net zero journey, with finance acting as either a key enabler or barrier to success. Alongside conventional funding sources (including grants from national government and the allocation of local authority budgets), more innovative approaches will need to be adopted (e.g. green bonds, development of inseting schemes), to realise the benefits of local investment and ownership of assets.	
Route Map Alignment	Securing finance enables all other priority actions.	
Convening Leads	To be determined	
Collaboration	Joint working to identify new funding mechanisms and improve responsiveness for funding bids.	
Implementation	<ol style="list-style-type: none"> 1. Convene a working group to review opportunities for new funding mechanisms to finance delivery of priority actions, for example green bonds and ‘insetting’ which could support the creation of private finance stream into Oxfordshire’s programmes. 2. Develop business cases to pilot the most promising models. 	
Co-benefit	To be determined	
Risks & Dependencies	<p>Many interventions are not financially viable in the open market without subsidy/tax.</p> <p>Traditional appraisal methods (e.g. WebTAG) do not recognise the true value and impact of reducing carbon, limiting the ability to fund certain infrastructure.</p> <p>Mitigation costs will rise: IPCC states that a 'do nothing' approach increases net climate change mitigation costs (e.g addressing increased flooding).</p> <p>Change requires revenue (for instance to support ongoing maintenance) as well as capital funding.</p> <p>Route Map delivery requires significant scale which needs to be firmly understood.</p> <p>Local authorities have numerous statutory responsibilities that need to be maintained. Largely unable to direct resources and funding away from these areas to decarbonisation.</p>	

	Limits on financial powers to borrow, invest and tax etc.
KPIs	To be determined

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NET ZERO TRANSPORT NETWORK

Proposed Sponsor: Oxfordshire County Council



Overview: In line with the Oxfordshire Local Transport and Connectivity Plan’s (LTCP) transport hierarchy, the number of private vehicles miles will be reduced firstly by a reduction in demand (25% reduction in vehicle miles by 2040), then secondly by a 10% mode shift from private vehicles (cars and motorcycle) miles to public transport (buses and coaches) and active travel modes. Freight carbon emissions (both LGVs and HGVs) will be reduced by efficiency measures such as aerodynamics, and propulsion while improvements to operational efficiency can reduce overall miles travelled.

As Highways Authority, Oxfordshire County Council’s will play a convening role in delivering a net zero transport network by 2040, as outlined in the LTCP and supporting strategies. Recognising that significant work is already underway in a variety of areas, the priority actions set out here identify where collective action can be used to best effect to support delivery of the LTCP ambition.

Route Map Alignment: As per the LTCP, the ambition for the transport sector is to achieve net zero by 2040, without any negative emissions (offsets or GGRs). This level of ambition is deemed achievable as the technological solutions are largely in place (with the exception of zero emission HGV solutions), and regulatory mechanisms (e.g. the phase out of fossil fuel cars and LGVs) have been announced to support the necessary shifts. Demand reduction and mode shift assumptions are also included to align to the LTCP. It is assumed that private vehicles and LGVs will largely be decarbonised through electrification, while the technology pathway for public transport and HGVs is still uncertain.

Priority Actions (Detailed Below):

8. Develop a Strategic Active Travel Network.
9. Develop tailored and place-based transport demand management campaigns.
10. Identify and deliver low emissions freight charging and last mile delivery hubs at suitable sites across the county.

Timescale: Long-Term Action		Theme: Modal Shift
Action 9: Develop a Strategic Active Travel Network.		
Overview	Develop a countywide approach to walking and cycling connectivity between main destinations or corridors and prioritise interventions to such routes. The Strategic Active Travel Network (SATN) will enhance the potential of inter-town routes, while also providing a strategic approach to walking and cycling in small and dispersed settlements in rural areas. It will be focused on facilitating regular journeys (such as commuting) while acknowledging that parts of the network can also be important leisure routes. The SATN will complement Local Cycling and Walking Infrastructure Plans (LCWIPs) that focus on increasing walking and cycling activity in and around large population centres, and ZCOP projects.	
Route Map Alignment	By 2030 the Route Map ambition is for a 10% mode shift of personal trips (from private vehicles to sustainable modes).	

Convening leads	Proposal: Oxfordshire County Council Active Travel Hub
Collaboration	Collaborative working between the Oxfordshire local authorities and key stakeholders will ensure the SATN is embedded within the implementation of the Local Transport and Connectivity Plan’s monitoring framework, through incorporating LTCP policies such as greenways, Traffic Management Plans, parking management, public transport. The SATN will inform Area and Corridor Travel Planning.
Implementation	<ol style="list-style-type: none"> 1. Bring together key stakeholders to review evidence and identify key opportunities/places that require active travel links, including any existing routes with gaps. This should include collaborative working with ZCOP to progress projects that align with LTCP targets. 2. Consider opportunities along canal routes, and where routes can be designed and managed to provide and improve habitats, biodiversity and landscapes. 3. Draw on existing frameworks, such as the LTCP, LCWIPs, and Oxfordshire Rights of Way Improvement Plan, to develop project proposals to deliver new greenways. This should include identifying any supporting mechanisms required (e.g. traffic management, resourcing requirements, potential funding sources and initial design options). 4. Engage/consult stakeholders to gain feedback and support and identify schemes to take forward to delivery (e.g. Slow Ways). 5. Embed action within emerging area and corridor travel plans (Part 2 of the LTCP).
Co-benefits	Public health benefits from a shift to active travel. Improving air quality. Supports more connected communities.
Risks & Dependencies	Ensuring joined-up thinking (e.g. across geographic boundaries District, City and County). Ability to access funding and securing political and public support. This action also needs to be supported by complimentary mechanisms (e.g. cycle training that addresses confidence and safety, and safe bike storage options).
KPIs	Total length of new footpaths and other rights of way delivered

Timescale: Long Term Action **Theme: Demand Reduction**

Action 10: Develop tailored and place-based transport demand management campaigns.

Overview	Reduce private car use by targeting places with appropriate demand reduction and mode shift messages. A countywide campaign provides a consistent message and presents potential cost saving benefits. The campaign should align with, and build on, similar campaigns already in place, for instance, the Oxfordshire Bus Marketing and Communications Campaign funded by Oxfordshire County Council, Go-Ahead and Stagecoach. The campaign should also promote
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	measures within school travel plans that seek to encourage walking, cycling and bus use.
Route Map Alignment	<p>By 2030 the Route Map ambition is for a: 20% reduction in vehicle miles from personal trips. 10% mode shift of personal trips (private vehicles to sustainable modes).</p> <p>Personal trips (private vehicle and public transport) accounted for 1,022 kt CO₂ in the base year (63% of road transport emissions). Reducing these personal trips by 20% would lead a carbon saving of circa 200 kt CO₂.</p>
Convening leads	Proposal: Oxfordshire County Council
Collaboration	The collaborative working in this action aims to identify and/or develop local data to produce localised travel planning. This will support tailored communications campaigns for local communities on what actions they can take to achieve the necessary trip reduction and modal shift.
Implementation	<ol style="list-style-type: none"> 1. Establish a working group between travel planners and communications. 2. Develop a place-based and persona-based approach using existing data and tools to map out current journeys and identify demand reduction and modal shift opportunities. 3. Develop tailored, active campaigns to target these opportunities; for example, including car sharing options as an alternative to private car ownership and promotion of e-bikes as an option for covering distances up to 10 miles. Engage with community groups (e.g. the CAG network) to develop place-specific campaigns for local communities. 4. Complement the campaign by developing active travel plans for anchor institutions in Oxfordshire, including updating School Travel Plans (public and private schools) and supporting development of plans for large businesses and their employees.
Co-benefits	<p>Public health benefits from a shift to active travel. Improve air quality. Reduce car dependency to reduce community severance. Increased bus patronage creates income to invest in improved services.</p>
Risks & Dependencies	<p>This action must be supported by complementary mechanisms including:</p> <ul style="list-style-type: none"> • Actively discouraging car use. • Active travel infrastructure improvements. • Investment and improvements in bus services. <p>As behaviour change will need to be sustained, appropriate messaging that acknowledges seasonality (e.g. cold/wet periods) should be considered.</p>
KPIs	Passenger journeys on local bus services (per annum)

Timescale: Medium Term Action		Theme: Freight Decarbonisation
Action 11: Identify and deliver low emissions freight charging and last mile delivery hubs at suitable sites across the county.		
Overview	<p>Identify and deliver sites for freight-only EV charging (initially focusing on LGV needs) and last mile delivery hubs to support the transition to zero emission freight. This action will build on ZCOP's work collaborating with major landlords to maximise land use opportunities, encouraging data sharing, and developing consistent procurement and implementation strategies. It will also consider the emerging Central Oxfordshire Travel Plan and Oxfordshire Freight and Logistics Strategy to ensure policy alignment.</p> <p>In addition, this action will identify infrastructure to future-proof HGV infrastructure requirements (for example hydrogen), and consider larger vehicle charging at future Transport Hubs.</p>	
Route Map Alignment	<p>By providing dedicated freight infrastructure this action will help accelerate the uptake of electric vans and efficient last mile deliveries. It aligns with the following Route Map targets for 2030:</p> <ul style="list-style-type: none"> 15,000 electric LGVs registered within the county. Improving freight trip efficiency by 10%. Each charge point could save circa 18 t CO₂/year (by offsetting use of conventionally fuelled goods vehicles with EVs) 	
Convening leads	<p>Proposal: Oxfordshire County Council</p>	
Collaboration	<p>Local authorities play an enabling role to deliver this action. We will require collaboration with the key stakeholder groups, including the freight sector, to identify charging locations to meet demand.</p>	
Implementation	<ol style="list-style-type: none"> 1. Bring together key stakeholders to act as a forum to support engagement with the freight industry and to understand their charge point and last mile delivery needs. 2. Use the data gathered to identify potential locations for hubs. 3. Engage with landowners (potentially via ZCOP) to secure suitable sites. 4. Develop a business case and secure funding for delivery. 5. Engage with DNOs at early stage to secure grid connections. 	
Co-benefits	<p>Supports cleaner air. Provide EV charging solutions for businesses who do not have depots.</p>	
Risks & Dependencies	<p>Competing pressures on land (e.g. housing) Electricity supply constraint Consumer demand (e.g. next day deliveries) Funding Technology uncertainty (e.g. HGVs) The attractiveness of this opportunity for landowners.</p>	
KPIs	<p>Number of freight charge points and consolidation centres delivered</p>	

CIRCULAR ECONOMY

Proposed Sponsor: Oxfordshire Resources & Waste Partnership

Overview: A more circular economy will result in reduced consumption, resources being kept in use for longer, goods being repairable and recyclable at end-of-life, and a reduction in waste. The circular economy will support green skills and job development, a consequential improvement in the local economy, resilience to market shocks and bring benefit to the community for members most at need.


Route Map Alignment: Circular economy initiatives will reduce embodied carbon emissions from reduced purchasing of new products.

Current Barriers to Delivery:

- Funding and resources.
- Decoupling growth from sustainability.

Priority Action (Detailed Below):

11. Identify existing activities across Oxfordshire which contribute to the development of a circular economy including green skills, waste management, design and manufacture. Seek to build upon these to facilitate progress to a more circular economy.



Timescale: Medium Term Action		Theme: Circular Economy
Action 11: Identify existing activities across Oxfordshire which contribute to the development of a circular economy including green skills, waste management, design and manufacture. Seek to build upon these to facilitate progress to a more circular economy.		
Overview	Oxfordshire is a forward thinking, sustainably-minded county. There is a lot of existing activity such as the CAG network of over 100 community-based groups working on grass roots environmental and sustainability projects. However, to develop a coherent response to the challenges, better linkages between existing activities need to be made. Partners can work together to identify, enhance and progress opportunities and to draw them together. An existing partnership focusing on waste reduction exists which could be engaged with a widened focus.	
Route Map Alignment	Ensure strong alignment with key themes outlined in PaZCO such as: Promoting collaboration. Circular Economy initiatives. Tackling Embodied Carbon. Reducing waste.	
Convening leads	Proposal: Oxfordshire County Council	
Collaboration	Engage with existing programmes, identify new opportunities, and build on the emerging Oxfordshire County Council’s Circular Economy Strategy.	
Implementation	<ol style="list-style-type: none"> 1. Convene a workshop for collaborators to identify existing activity. 2. Establish more, and raise the profile of, community repair and community share hubs. Continue development of the emerging Oxfordshire County Council Circular Economy Strategy. 3. Scope future opportunities for development and expansion of existing programmes. 4. Identify funding streams to enable delivery, if available. 5. Scope green skill development opportunities in Oxfordshire. 	

Co-benefits	Supports community cohesion. Reduced costs to households. Reduces consumption and carbon. Reduce waste disposal.
Risks & Dependencies	Must ensure delivery is inclusive to all, that the items are of good quality, that there is strong demand to reduce the need for storage, and that safety standards are adhered to. Must identify suitable venues to hold hubs.
KPIs	To be determined

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NATURE RECOVERY & CARBON SEQUESTRATION

Proposed Sponsor: Local Nature Partnership

Overview The Local Nature Partnership (LNP) brings together key stakeholders in the land use and biodiversity sector. Collaboration across the Oxfordshire local authorities (as members of the LNP) can support development of activities to enhance carbon sequestration.


Route Map Alignment: Land use has a crucial part to play in reaching net zero. Large amounts of carbon are stored in soils and vegetation globally, and land can be either a source or a sink of greenhouse gas emissions depending on how it is managed. Land Use, Land-Use Change & Forestry (LULUCF) acted as a net sink of emissions in Oxfordshire in 2019 with net negative emissions of -117 kt CO₂.

Current Barriers to Delivery:

- Land use tensions (e.g. avoiding loss of high grade farmland (grades 1, 2 and 3a)).
- Demand for alternative land uses such as development, bioenergy, large-scale renewables or others.

Priority Action (Detailed Below):

12. Explore opportunities to enhance carbon sequestration through land use change, including targeted habitat restoration and creation.



Timescale: Long Term Action		Theme: Nature Recovery	
Action 12: Explore opportunities to enhance carbon sequestration through land use change, including targeted habitat restoration and creation.			
Overview	Assessing the carbon sequestration potential of a range of habitat types, aids identification of suitable sites for habitat creation, restoration and protection projects which maximise co-benefits (e.g. flood risk management, air quality management, and creating green spaces for recreation).		
Route Map Alignment	This action supports carbon storage and strongly aligns with current climate initiatives outlined in PaZCO, such as building the Nature Recovery Network. The Route Map acknowledges that some emission sources are difficult to decarbonise. In these cases, this action can support locally based carbon off-setting or in-setting solutions.		
Convening leads	To be determined		
Collaboration	Local authorities will play an enabling role through their planning function and membership in the Local Nature Partnership. Wider collaboration, including with landowners and land managers will be key to developing a shared approach.		
Implementation	<ol style="list-style-type: none"> 1. Convene a working group to explore opportunities where collaboration can support habitat protection, recovery and creation to enhance carbon sequestration (alongside a range of other co-benefits), for example, through planning requirements. 2. Consider options and mechanisms to identify and monitor sites. 3. Identify funding sources and delivery partners to support the approach. 		
Co-benefits	<ul style="list-style-type: none"> • Carbon sequestration options provide a range of other benefits including biodiversity, natural flood management, air and water 		

	quality improvement, soil erosion protection and green spaces for recreation.
Risks & Dependencies	<ul style="list-style-type: none"> • Requires a co-ordinated strategic partnership to ensure the right approach at the right location, and one that also supports nature corridors. • At the national level, there is a lack of carbon standards for all habitats (e.g. standards only exist for woodland and peatland but not for meadows). • Private landowners face many competing pressures.
KPIs	To be determined

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COUNCIL-LED ACTIONS

Proposed sponsor: Each Local Authority

Overview: Each Local Authority in Oxfordshire is already putting in place delivery plans to meet their respective climate action targets. This provides an opportunity for shared learnings through already established forums of councils and other key stakeholders.

Route Map Alignment: Oxfordshire has established a clear consensus on the need for climate action. All of Oxfordshire’s local authorities have declared climate emergencies and have committed to carbon neutral council operations by 2030 (or 2025 at South Oxfordshire District Council) and have set area-wide goals of delivering net zero by 2050 or sooner.


Current Barriers to Delivery:

- Lack of consistent funding to support council-led climate action.
- Lack of corporate knowledge needed to embed climate action across organisations.
- Lack of protocols to embed climate action in decision making.

Priority Actions (Detailed Below):

13. Embed climate change into decision making across Oxfordshire’s local authorities.

14. Embed net zero carbon and circular economy principles into procurement processes across Oxfordshire’s local authorities.



Timescale: Medium Term Action		Theme: Cross Cutting
Action 13: Embed climate change into decision making across Oxfordshire’s Local Authorities.		
Overview	In line with their respective climate action declarations, each Oxfordshire local authority is currently putting in place processes and mechanisms to ensure carbon is factored into decision making. To achieve this, councils have set targets to upskill internal council staff and to ensure carbon impact is embedded into decision making, particularly for high carbon impact services and contracts.	
Route Map Alignment	Positioning net zero at the forefront of all decision making will facilitate the rate of change necessary to decarbonise, aligning with the following Route Map 2030 sectoral emissions reduction requirements: -31% in transport emissions -41% in domestic emissions -40% in industrial emissions -63% in commercial emissions -47% in energy supply emissions	
Convening leads	Each of Oxfordshire’s local authorities.	
Collaboration	Although actions will be individually led within respective councils, facilitating shared learning will lead to service improvements for all organisations and help identify joint working opportunities, and joint training opportunities where there is a shared skills gap.	
Implementation	<ol style="list-style-type: none"> 1. Councils develop their respective programmes to roll out training programmes for staff to improve carbon literacy and signpost to existing resources, including monitoring and reporting of progress. 2. Establish knowledge sharing function in current inter-council forums. 	

	<ol style="list-style-type: none"> 3. Inform yearly service planning. 4. Once council programmes are established, consider bringing learnings to a forum to share knowledge with broader stakeholders (e.g. community organisations and SMEs) to assist them in the roll out of similar programmes.
Co-benefits	Demonstrates Oxfordshire’s local authorities are leading by example. Improves carbon literacy across all council staff.
Risks & Dependencies	<p>The mechanisms developed need to be simple, accessible and user friendly, otherwise there is a risk that they will not implemented.</p> <p>Given local authority resource constraints, if there are any cost increases there is a risk of push-back.</p> <p>Regional and cross-Council foci for joined-up working, communications, decision-making and collaboration will be crucial.</p> <p>Engaging with suitably qualified trainers and gaining their support and buy-in to extend the reach of the programme.</p> <p>Similarly, securing in-kind training or sponsorship from local businesses.</p> <p>Ensuring the knowledge is embedded and that high impact areas are prioritised.</p>
KPIs	% staff completing carbon awareness courses

Timescale: Long-Term Action **Theme: Cross Cutting**

Action 14: Embed net zero carbon and circular economy principles into procurement processes across Oxfordshire’s local authorities.

Overview	This action ensures that suppliers/contractors adhere to and contribute to councils’ net zero policies and targets.
Route Map Alignment	<p>Supports alignment with the following Route Map 2030 sectoral emissions reduction requirements:</p> <ul style="list-style-type: none"> -31% in transport emissions -41% in domestic emissions -40% in industrial emissions -63% in commercial emissions -47% in energy supply emissions <p>Circular economy initiatives will reduce embodied carbon emissions from reduced purchasing of new products.</p>
Convening Leads	Each of Oxfordshire’s local authorities.
Collaboration	Although actions will be individually led within respective councils, facilitating shared learning will lead to service improvements for all organisations and help identify joint working opportunities.
Implementation	<ol style="list-style-type: none"> 1. Councils develop their respective programmes to embed standards within procurement and contract requirements including monitoring and reporting. 2. Bring together representatives from procurement teams to form a working group to facilitate share learnings and where possible, use joint purchasing power to influence supply chain. 3. Establish a forum for other Oxfordshire Institutions to share knowledge and enable a scaled-up approach.

Co-benefits	<ul style="list-style-type: none"> • Demonstrates Oxfordshire’s local authorities are leading by example.
Risks & Dependencies	<ul style="list-style-type: none"> • The size and scale of local authorities means embedding change can take time. Due to resource constraints and political cycles, councils do not always have the luxury of making long-term procurement decisions. • It will require a significant cultural change to embed this action.
KPIs	% of suppliers meeting council’s net zero carbon and circular economy principles

5 Key Findings & Next Steps

Chapter at a Glance

This Chapter highlights key findings identified through the development of the Route Map and Action Plan, including the scale of the challenge, the significance of securing finance, ensuring collaboration and an innovative approach, and risk and dependencies.

5.1 Key Findings

Scale of the Challenge

- 5.1.1 Oxfordshire has championed noteworthy decarbonisation efforts over the last decade. However, even with this strong track record in emissions reductions, the scale of the challenge to achieve net zero carbon by 2050 at latest remains significant.
- 5.1.2 As noted earlier in the report, it is important to recognise that delivery of the priority actions set out in this programme will not meet the scale of change needed to deliver countywide decarbonisation, but will sit within a wider programme being delivered through strategies, policies, action plans, guidance documents and projects already operating across the county. For instance, countywide strategies such as the Local Transport and Connectivity Plan, Oxfordshire Infrastructure Strategy, individual authority’s climate action plans, and collaborative projects (such as Project LEO) which draw on the skills of business, academia, social enterprises and local authorities. Their successful delivery is both complemented by and dependent on a broad package of wider initiatives, as well as the co-operation and collaboration of governments, businesses and citizens.

Climate Adaptation

Climate adaption is the process of protecting a community from the effects of climate change, whilst simultaneously building a long-term resilience to the evolving environment. The process itself is open-ended and it can take many forms, but ultimately policies work to ensure that communities, or groups within these communities, can recover faster and quicker to climate related events that are likely to increase in frequency and may prove harmful. Climate change impacts will not be universally experienced, instead they will disproportionately affect those least able to respond and recover from changes in climate variability and the associated impacts. For example, Oxfordshire’s poorer residents will find it more difficult to recover from flood events or may be less able to afford air

conditioning or heating to cope throughout harsher seasons. As a result, Oxfordshire will need to employ adaptation measures to ensure that climate impacts are minimised, but importantly equitable, across the county. This will involve managing risks with a long-term perspective, as well as considering climate change alongside wide social, economic, political and environmental priorities, to create a more holistic, healthier and stronger community.

Whilst this issue is not directly covered within the Action Plan, it is complementary to its core focus: mitigation. Mitigation measures seek to prevent the environment from changing, whereas adaptation seeks to help people live in this changed environment. Despite appearing to be separate themes, implementing them both in tandem results in an optimal strategy whereby communities strive to limit their exposure to climate change impacts whilst ensuring that they are equipped to deal with these events if they occur. Crucially, adaptation has to be guided by local priorities, some local authorities might be more prone to flooding and therefore measures would centre on providing adequate flood defences, whereas other regions may have a higher index of deprivation and therefore the focus should be on monetary support. Regardless of the specific adaptation need, it is vital for Oxfordshire to stimulate adaptation conversations to ensure that communities are fully prepared for inevitable changes in the environment that climate change will uncover.

Collaboration

- 5.1.3 The scope of this report identifies actions which the Oxfordshire Local Authorities can take. However, we also recognise the need for wider action and the importance of building and sustaining successful and productive co-working relationships across the public, private and third sectors to enable delivery of significant and high impact decarbonisation solutions. Oxfordshire is fortunate enough to have strong existing partnerships and collaborations on which to build, and which are increasingly successful in securing innovation and infrastructure funding (e.g., ZCOP, Project LEO). These encompass the innovation and energy sectors as well as a widespread community voice, with over 100 CAGs managing a wide variety of projects at a local level. Tapping into this significant community power, pooling resources, and encouraging knowledge transfer will work to cumulatively increase each organisation's sphere of influence whilst acting as a vital tool to mobilise action at every scale across the county.

Financing

- 5.1.4 The Pathways to Zero Carbon Oxfordshire report sets out the scale of investment needed between now and 2030 to support the transition to net zero (table 5.1). Securing the appropriate funding to execute the priority actions set out above is an integral part of Oxfordshire's net zero journey, with finance acting as either a key enabler or barrier to success. Whilst a fundamental component, finance is historically difficult to secure. It requires ongoing attention; taking forward the enabling Priority Action 7 - to identify innovative approaches to sit alongside conventional funding sources (including grants from national government and the allocation of local authority budgets) – will be critical to support delivery of other actions where additional funding will be required.

	Investment 2021–2030	Notes
Transport		
Active travel	£100m	
Vehicle fleet decarbonisation	£240m	Majority of additional investment needed is focused on LGVs, HGVs and buses, as it is expected that the total cost of ownership for battery-electric passenger-cars equals or even undercuts current costs for conventional vehicles before 2030
Electric charging infrastructure	£150m	Includes public and private
Rail electrification	£125m	Based on 50% of the non-electrified ⁶⁰ multi-track line being electrified at an average cost per km of £1,750,000. ⁶¹
Buildings		
Housing retrofit and heat pumps	£1.5bn	Assumes that costs of (re-)training the workforce are met at national level as part of a strategic re-positioning of the economy to meet decarbonisation targets. Assume £25K per retrofit; £10K per HP. Majority of investment is private.
Business advice and engagement services	£50m	Assume a network of 100 decarbonisation consultants working with local businesses (upscaling OxFutures) @ £50K per consultant per year
Renewable energy		
Solar generation	£630m	Based on CAPEX installation costs of £750/kWp and OPEX of £7000/MW/year.
Grid infrastructure	£450m	Based on £30bn UK CAPEX network investment in CCC's balanced pathway, scaled by Oxfordshire's forecast demand contribution.
Battery Storage (supply side)	£100m	Based on CAPEX installation costs of £500/kWe and OPEX of £25000/MW/year.
Land use & natural ecosystems		
Strong planning policy	Low cost	Strengthen planning policy to protect carbon-rich habitats, encourage green roofs and rooftop solar, and mandate compact, walkable low carbon development. Green roofs expected to reduce building heating and cooling costs and walkable neighbourhoods expected to deliver healthcare savings.
Awareness raising to encourage low meat diets	Low cost	Expected to reduce healthcare costs
Tree planting	£113m	Planting 22,600 ha of tree and agroforestry cover by 2050 at £5000 per ha of cover. ⁵⁹
Plant 8,500 km of hedgerows	£44m	Based on estimate of £526/100m for 8,500 km of species-rich hedge including hedgerow trees. ⁶²
Habitat restoration	£31m	Estimated £800 per ha for 9000 of meadows and £8000 per ha for 3000 ha of wetlands

Table 5-3 *Estimated investment to support emission reductions by 2030 (PAZCO, 2021)*

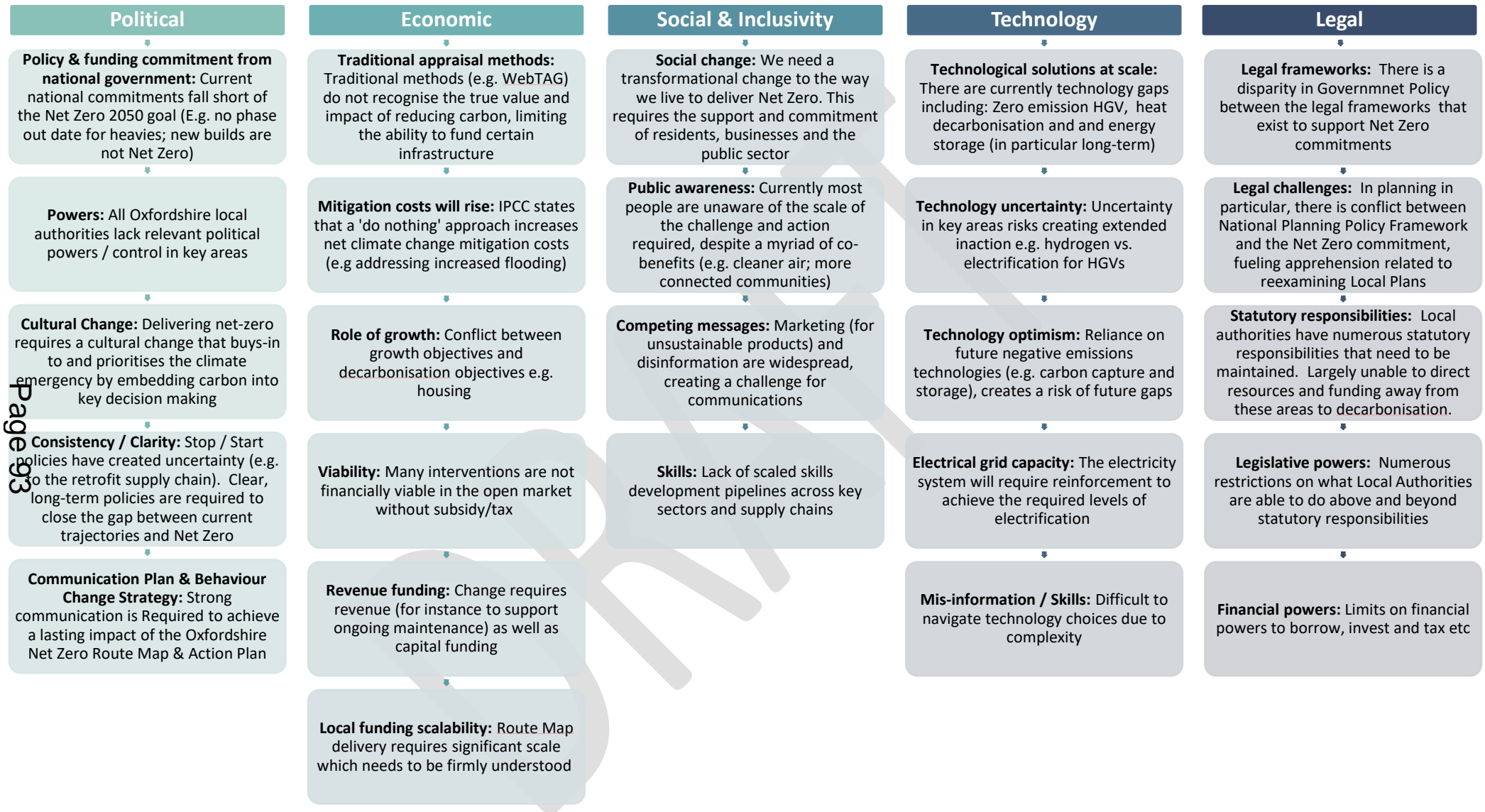
Innovation

5.1.5 An innovative approach to delivering the actions will be needed. The approach should limit dependencies on national funding and support secure sustainable, stand-alone programmes (such as for retrofit). It should also mitigate against external risks (such as national policy uncertainties), and ensure the required pace of delivery is maintained and insulated from 'stop-start' policies and funding which have been flagged as a key barrier. This includes sourcing and accessing alternative funding opportunities, supporting and bringing inventive technology into the mainstream, and encouraging communities to adopt novel solutions to local problems. Learning from others through applying and tailoring best practice case studies from across the UK and internationally can be yet another innovative avenue to accelerate the decarbonisation progress within Oxfordshire.

5.2 Risks & Dependencies

5.2.1 Successful delivery of the Route Map and Action Plan, and thereby Oxfordshire's vision to become a net zero County by 2050, is subject to a range of internal and external factors. The key risks are summarised below (Figure 4-2).

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Figure 4-2: Risks and Dependencies Across Key Areas

Mitigating Risks

- 5.2.2 During development of the Route Map and Action Plan we have mitigated risks by prioritising changes that can be made at a local level, thereby supporting resilience that is independent of political shifts at both a national and local scale. The Route Map and Action Plan targets also aim to strike a balance between realism and ambition, ensuring that progress is tangible and actionable within the three-to-five-year focus of this Report.

5.3 Governance

- 5.3.1 A strong governance process needs to be put in place to ensure accountability for delivery of the actions. We recommend this uses the existing partnership structures appropriate to each suite of actions and that a convening lead is identified for each action to lead from the front and coordinate the activities needed to deliver the change.

5.4 Monitoring and review

- 5.4.1 Progress against the emission reduction targets outlined in the Route Map (and summarised in Appendix B) and activities against all priority actions should be monitored and reported to the Future Oxfordshire Partnership via the Environmental Advisory Group at regular intervals; Action Plan progress will be reported utilising KPIs identified in the Route Map report (Appendix D). As the work packages evolve more detailed targets can be developed for each action.
- 5.4.2 Recognising that the FOP Strategic Vision includes achieving net zero carbon by 2040, it is suggested that the monitoring and review process can help identify areas where more ambitious targets may be developed as delivery progresses to enable net zero (in certain sectors) by the earlier date.
- 5.4.3 Reporting will be coordinated by the EAG officer group. We recommend that through the mobilisation phase, the status of all projects within the Action Plan should be reviewed by the EAG at least every six months.
- 5.4.4 The action plan focuses on the key activities needed over the next three to five years to accelerate Oxfordshire's transition to decarbonisation, particularly in relation to the key sectors. Achieving the "Oxfordshire leading the way" scenario will require collective action over the next 25-30 years to achieve net zero, and the route maps give insight on how further actions will be layered in future years to ensure maximum impact to 2030 and beyond. However, it is also recognised that the plan will be a flexible and living document. It will need to be reviewed and updated in response to changes in the policy and legislative climate, technological advancements, future opportunities and the results of annual monitoring.
- 5.4.5 We recommend that the trajectories (based on the sectoral route maps) are reviewed every three to five years to ensure they reflect recent activities, remain up to date and aligned with the latest baseline evidence (based on the same agreed methodology as set out in the Route Map and Action Plan). This review will also inform future priority actions.

Appendix A: Technical Assumptions

Energy Supply

The pathway placed a heavy reliance on the electricity grid decarbonising; two pathway carbon emissions projections were presented based on two different projections electricity grid carbon intensity. The carbon intensities of these two projections have been provided at the five-yearly intervals in Table A-1. The FES projection goes negative from 2035 onwards as it assumes power generation from BECCS.

Electricity Carbon Intensity Projection (kgCO ₂ /kWh)	2025	2030	2035	2040	2045	2050
Government Green Book	0.122	0.051	0.025	0.015	0.009	0.007
Future Energy Scenarios (FES) – Leading the Way	0.051	0.005	-0.018	-0.043	-0.043	-0.043

Table A-1: Electricity Grid Carbon Intensity Projections

The factors provided are the emissions at point of consumption of electricity, and therefore account for losses along the transmission and distribution networks. The Green Book projections provide emissions in CO₂ equivalent (not CO₂ alone); therefore, the use of these projections is a slight overestimate for our CO₂ modelling. However, CO₂ is the principal greenhouse gas in this emission source; the 2021 UK GHG Conversion factors report that CO₂ constitutes 99% of the CO₂ equivalent emissions in 2021 (BEIS, 2021).

The pathway did not assume that the gas grid would be fully decarbonised by a 100% switch to hydrogen. Instead, it assumed that the gas grid would have a take up of 20% hydrogen. Beyond this level of hydrogen concentration, domestic boilers and cookers would have to be adapted, leading to widespread disruption, hence increasing hydrogen concentration beyond this level is a barrier.

An increase in biomethane injection from Anaerobic Digestion (AD) to the grid has been assumed. The Didcot biomethane injection point currently contributes ~1% to the gas mix in Oxfordshire, and this could be expected to rise as population rises. The biomethane concentration in the gas grid starts at 1% in the base year (2020) then rises linearly from 2025 to 2% by 2030.

The assumed gas grid composition and the overall carbon intensity of the gas grid at each of the 5-year intervals are shown in Table A-2.

Assumed Gas Grid Composition	2020	2025	2030	2035	2040	2045
Natural gas	99%	99%	78%	78%	78%	78%
Biomethane (AD)	1%	1%	2%	2%	2%	2%
Hydrogen	0%	0%	20%	20%	20%	20%
Gas grid carbon intensity (kgCO ₂ /kWh)	0.188	0.182	0.143	0.143	0.143	0.143

Table A-2: Gas Grid Composition and Carbon Intensity Projection

The pathway has modelled that district heating networks will play a role in providing low-carbon heat for the domestic and commercial sectors. The majority of heat for district heating networks is currently supplied by natural gas (via central boilers or combined heat and power plants). As the heating plant is centralised, district heating offers increased flexibility to swap out current heating plant for renewable and low-carbon alternatives. Whilst this idea is attractive, it is expected that the gas grid will continue to supply much of district heating demands for quite some time. The fuel mix assumed for district heating networks has been provided in Table A-3.

Assumed District Heat Network Fuel Mix	2020	2025	2030	2035	2040	2045	2050
Natural gas	95%	95%	40%	40%	40%	40%	40%
Biomass	5%	5%	10%	10%	10%	10%	10%
Electricity via heat pumps (ASHP/GSHPs)	0%	0%	50%	50%	50%	50%	50%
District heat carbon intensity (kgCO ₂ /kWh)	0.174	0.174	0.074	0.070	0.066	0.066	0.066

Table A-3: District Heating Fuel Mix and Carbon Intensity Projection

Transport (Road)

The approach in modelling the transport sector was to split out the total vehicles miles travelled by all road vehicles into personal trips (private vehicles, public transport, and active travel) and by freight (LGVs and HGVs). The model inputs would then impact on each of the vehicle categories accordingly.

The base year number of miles travelled within Oxfordshire was determined from 2019 Road Traffic Statistics (DfT, 2019). This provides vehicle mileage for a number of vehicle categories (Cars & Taxis, LGVs, HGVs etc). To estimate the mileage by journey purpose (commuting, business, leisure etc), average trip statistics from the National Travel Survey (DfT, 2019) were used.

The number of vehicles in the base year was determined from 2020 Vehicle Registration Statistics (DfT, 2020), which provides the numbers of licenced vehicles split by vehicle category. Using the mileage determined from the Road Traffic Statistics, an average mileage travelled per vehicle could be determined (see Table A-4).

The number of vehicles miles travelled each year changes over time due to increases from growth (see paragraph 2.6.5) and decreases due to the demand reduction and mode shifting inputs. See Table A-5 for the full projection of vehicle miles required by each vehicles category.

Over time, an increasing number of EVs is modelled to displace the existing vehicle stock. The number of vehicles applied in the inputs are converted to a number of miles travelled using the averages detailed in Table A-4. The energy consumption of any new EV is then determined by an average energy consumption per mile travelled (also detailed in Table A-4).

	Average miles travelled per vehicle (miles)	EV Average energy consumption per mile (kWh/mile)
Private Vehicle (Car & Motorcycle)	9,922	0.34
Public Transport (Bus & Coach)	15,405	0.80
Freight (LGV)	21,150	2.00

Table A-4: Transport Vehicle Key Assumptions

Year	2020	2025	2030	2035	2040	2045	2050
Personal miles - baseline							
Annual Personal Trip Demand (vehicle miles) - existing	4,167,764,383	4,167,764,383	4,167,764,383	4,167,764,383	4,167,764,383	4,167,764,383	4,167,764,383
Annual Personal Trip Demand (vehicle miles) - new developments	-	418,207,981	730,580,515	1,037,872,129	1,345,163,743	1,652,455,357	1,959,746,971
Personal Trip miles – after demand reduction	4,167,764,383	3,750,987,945	3,334,211,506	3,125,823,287	3,125,823,287	3,125,823,287	3,125,823,287
Mode Share (Car & Motorcycle Share of Total Miles) - existing	95.8%	91.0%	86.2%	86.2%	86.2%	86.2%	86.2%
Mode Share (Bus & Coach Share of Total Miles) - existing	0.6%	1.2%	1.8%	1.8%	1.8%	1.8%	1.8%
Mode Share (Active Share of Total Miles) - existing	3.7%	7.9%	12.0%	12.0%	12.0%	12.0%	12.0%
Personal Miles (Car & Motorcycle) - existing	3,991,000,000	3,412,305,000	2,873,520,000	2,693,925,000	2,693,925,000	2,693,925,000	2,693,925,000
Personal Miles (Bus & Coach) - existing	23,000,000	44,068,311	59,943,663	56,197,184	56,197,184	56,197,184	56,197,184
Personal Miles (Active) - existing	153,764,383	294,614,634	400,747,843	375,701,103	375,701,103	375,701,103	375,701,103
Personal Miles (Car & Motorcycle) - new developments	-	264,799,466	411,187,923	547,630,201	709,771,725	871,913,249	1,034,054,773
Personal Miles (Bus & Coach) - new developments	-	14,519,427	22,546,167	30,027,540	38,918,049	47,808,558	56,699,066
Personal Miles (Active) - new developments	-	97,068,291	150,730,322	200,746,355	260,183,033	319,619,711	379,056,389
Personal Miles (Car & Motorcycle) - total	3,991,000,000	3,677,104,466	3,284,707,923	3,241,555,201	3,403,696,725	3,565,838,249	3,727,979,773
Personal Miles (Bus & Coach) - total	23,000,000	58,587,737	82,489,830	86,224,724	95,115,233	104,005,742	112,896,251
Personal Miles (Active) - total	153,764,383	391,682,925	551,478,165	576,447,458	635,884,136	695,320,814	754,757,492
Personal Miles (All) - total	4,167,764,383	4,127,375,128	3,918,675,918	3,904,227,384	4,134,696,094	4,365,164,805	4,595,633,516
Freight Miles							
Baseline-Annual Freight Trip Demand (vehicle miles)	1,108,162,461	1,219,359,338	1,310,749,909	1,407,392,238	1,511,160,060	1,622,578,742	1,742,212,386
Freight Miles After Efficiency Benefits	1,108,162,461	1,161,294,608	1,191,590,827	1,279,447,489	1,373,781,873	1,475,071,583	1,583,829,442
Annual HGV Miles	263,548,098	276,184,221	283,389,401	304,283,862	326,718,882	350,808,049	376,673,324

Annual LGV Miles	844,614,362	885,110,387	908,201,425	975,163,627	1,047,062,991	1,124,263,534	1,207,156,118
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Table A-5: Transport Vehicle Miles Projection

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The fleet mix projected under the pathway is shown in Table A-6. Following the base year, the total number of vehicles required for each vehicle category is determined by the vehicle miles projection (Table A-5) divided by the assumed average miles travelled by that vehicle category (Table A-4). It is assumed that any uptake of EVs displaces conventional vehicles present in the existing stock. The vehicles stock is 100% electric by 2040, the number of EVs continues to grow beyond this year due to growth of the sector.

Year	2020	2025	2030	2035	2040	2045	2050
Private Vehicles (Cars & Motorcycles)							
Cars & Motorcycles: Electric	3,777	25,000	120,000	200,000	343,029	359,369	375,710
Cars & Motorcycles: Hybrid ⁵	2,396	2,396	0	0	0	0	0
Cars & Motorcycles: Other ULEV Fuels*	338	338	0	0	0	0	0
Cars & Motorcycles: Conventional ICE	391,757	342,849	211,037	126,688	0	0	0
Total Cars and Motorcycles	398,268	370,583	331,037	326,688	343,029	359,369	375,710
Public Transport (Buses & Coaches)							
Buses & Coaches: Electric	0	200	1,000	2,000	6,174	6,751	7,328
Buses & Coaches: Conventional ICE	1,493	3,603	4,355	3,597	0	0	0
Total Buses & Coaches	1,493	3,803	5,355	5,597	6,174	6,751	7,328
Freight (LGVs)							
LGVs: Electric	0	2,500	15,000	35,000	49,508	53,158	57,077
LGVs: Conventional ICE	43,885	39,350	27,942	11,108	0	0	0
Total LGVs	43,885	41,850	42,942	46,108	49,508	53,158	57,077
Freight (HGVs)							
HGVs: Electric	0	200	900	2,800	5,456	5,858	6,290
HGVs: Conventional ICE	4,401	4,412	3,832	2,281	0	0	0
Total HGVs	4,401	4,612	4,732	5,081	5,456	5,858	6,290
All Vehicles							
Total Vehicles	457,202	430,003	393,221	392,629	413,321	434,292	455,561

Table A-6: Transport Pathway Fleet Mix

The energy demands and emissions split by fuel type for each year of the transport pathway projection have been detailed in Table A-7 and Table A-8.

Energy Demand (GWh)	2020	2025	2030	2035	2040	2045	2050
Petroleum and diesel fuels	6,183	5,754	4,087	2,353	0	0	0
Grid electricity ⁶	0	157	797	1,664	2,839	3,021	3,212
Total Energy Demand	6,183	5,911	4,884	4,017	2,839	3,021	3,212
<i>Reduction against baseline</i>		4%	21%	35%	54%	51%	48%

Table A-7: Transport Pathway Energy Demand by Fuel Type

Emissions (ktCO ₂)	2020	2025	2030	2035	2040	2045	2050
Petroleum and diesel fuels	1,627	1,514	1,075	619	0	0	0
Grid electricity ⁶	0	19	41	41	43	28	22
Total Emissions	1,627	1,533	1,117	661	43	29	22
<i>Reduction against baseline</i>		6%	31%	59%	97%	98%	99%

Table A-8: Transport Pathway Emissions by Fuel Type

⁵ Some hybrid and alternative fuelled vehicles were present in the base year data, these are displaced by EVs over time

⁶ Assumed 100% grid electricity, no direct supply of renewables

Housing

A complete list of model inputs used for the Housing sector projection are detailed in Table A-9.

Existing properties were decarbonised through a 100% energy efficiency retrofit to EPC B and via retrofitting 80% of the properties with heat pumps. As determined from base year Oxfordshire EPC data, the energy consumption of EPC B properties was modelled to be 11,492kWh/year for heating, and 2,813kWh/year for power demands. The fuel mix for non-heat pump heated buildings changes over time with a switch to biomass and district heating, though it has been modelled that some existing properties will remain connected to the gas grid.

New builds are built to ambitious energy efficiency standards (see Table A-9) and the vast majority are heated by heat pumps. Those not heated by heat pumps are heated by district heating networks and biomass. No new builds are connected to the gas grid from 2025 onwards to reflect the Government's 2025 gas boiler ban.

The retrofit of solar PV to existing households has been modelled. The latest Feed-in-Tariff (FiT) data from 2019 showed that that approximately 3.4% of the households in Oxfordshire were claiming solar PV FiT and that the average size of PV installation in the county was 3.7kW (BEIS, 2019). The pathway has modelled an increasing number of existing households retrofitted with PV, reaching 25% of the existing (2020) housing stock by 2050. It was assumed that the average installed capacity of PV installations would remain at 3.7kW.

Year	2020	2025	2030	2035	2040	2045	2050
Existing properties							
Number of Existing Properties EPC B and Above	53,028	54,000	70,000	150,000	250,000	300,806	300,806
% Existing Properties EPC B and Above	17.6%	18.0%	23.3%	49.9%	83.1%	100.0%	100.0%
Number of Heat Pumps (Existing Homes)	-	750	5,000	35,000	100,000	240,000	240,000
% Existing Properties with Heat Pumps	-	0%	2%	12%	33%	80%	80%
% of Existing Properties Retrofitted with Solar PV	3.4%	5.0%	7.5%	10.0%	15.0%	20.0%	25.0%
Non-electrically heated existing properties fuel mix							
Gas grid	76%	75%	70%	65%	60%	55%	50%
Petroleum, coal & solid fuels	13%	10%	7%	3%	0%	0%	0%
District heating	0%	5%	8%	11%	14%	17%	20%
Bioenergy & Waste	11%	10%	15%	21%	26%	28%	30%
New builds							

Housing Standards for New Builds	Current Part L	Future Homes Standard	Passivhaus Plus	Passivhaus Plus	Passivhaus Premium	Passivhaus Premium	Passivhaus Premium
% New Developments with Heat Pumps	0%	20%	80%	80%	80%	80%	80%
Non-electrically heated new build fuel mix							
Gas grid	70%	0%	0%	0%	0%	0%	0%
Petroleum, coal & solid fuels	0%	0%	0%	0%	0%	0%	0%
District heating	5%	5%	8%	11%	14%	17%	20%
Bioenergy & Waste	25%	95%	92%	89%	86%	83%	80%

Table A-9: Housing Sector Key Model Inputs

New builds have been modelled to meet stringent energy performance standards in the pathway, with all new builds built to Passivhaus Plus from 2030 onwards. The energy intensity assumptions of the new build standards are shown in Table A-10. An average floor area of 94.4m² (determined from Oxfordshire EPC data) was used to convert the intensities to an annual energy demand. Both Passivhaus standards stipulate a target for on-site renewable energy generation, this generation exceeds the heating and power demands, meaning that these households are net exporters to the grid.

Energy Efficiency Standard (kWh/m ² /yr)	Energy Intensities Heating	Other	On-site Generation	Total
Current Part L	60.0	37.3	0.0	97.3
Future Homes Standard	15.0	37.3	0.0	52.3
Passivhaus Plus	15.0	30.0	-60.0	-15.0
Passivhaus Premium	15.0	15.0	-120.0	-90.0

Table A-10: Housing Sector New Build Energy Intensities

The energy demands and emissions split by fuel type for each year of the housing pathway projection have been detailed in Table A-11 and Table A-12.

Energy Demand (GWh)	2020	2025	2030	2035	2040	2045	2050
Electricity	1,221	1,325	1,388	1,486	1,709	2,210	2,241
Gas grid	3,308	3,346	3,037	2,452	1,564	476	441
District heating	0	224	345	408	353	129	151
Bioenergy & Waste	471	478	709	818	710	273	292
Petroleum, coal & solid fuels	577	430	278	120	0	0	0
Total Energy Demand	5,576	5,803	5,756	5,285	4,337	3,089	3,126
<i>Reduction against baseline</i>		-4%	-3%	5%	22%	45%	44%
Electricity Mix							
Solar PV self-supply	38	55	100	251	454	756	1,058
Grid electricity demand	1,183	1,270	1,288	1,236	1,255	1,455	1,184

Table A-11: Housing Pathway Energy Demand by Fuel Type

Emissions (ktCO ₂)	2020	2025	2030	2035	2040	2045	2050
Grid electricity	256	156	66	31	19	14	8
Gas grid	621	608	435	351	224	68	63
District heating	0	39	28	32	27	10	11

Bioenergy & Waste	0	0	0	0	0	0	0
Petroleum, coal & solid fuels	151	113	73	31	0	0	0
Total Emissions	1,028	916	602	445	270	92	83
<i>Reduction against baseline</i>		11%	41%	57%	74%	91%	92%

Table A-12: Housing Pathway Emissions by Fuel Type

Industrial & Commercial

In contrast to the data on domestic buildings, the non-domestic building stock is less well documented and understood. Non-domestic EPC data provides some useful insight, its coverage of the building stock is reasonable, but the contents of the data are less insightful. According to the Valuation Office, the number of rateable properties in Oxfordshire as of March 2020 was 21,940. As of June 2022, 13,509 non-domestic EPCs had been lodged in Oxfordshire, which implies that about 60% of the industrial and commercial building stock has an EPC.

Non-domestic EPCs provide an indication of energy efficiency via an A to G scale similar to the domestic EPC, and they provide an estimate of primary energy usage (kWh/m²/year), but they do not provide a breakdown of energy by fuel type nor by end use (electricity, heating, hot water etc).

By assuming that the non-domestic EPC coverage is representative of the whole non-domestic building stock, we can make estimates of the split of energy between sub-sectors, end uses and fuel types. The national Building Energy Efficiency Survey (BEES) (BEIS, 2014-15) conducted in 2014-15 provides mean energy intensities (kWh/m²) for sub-sectors of non-domestic buildings, broken down by end use (heating, hot water, lighting, catering etc). Using these average energy intensities and the floor areas provided in the non-domestic EPC data, average energy intensities for electricity, heating and hot water, and process loads were developed for commercial buildings and industrial buildings.

Growth in this sector was modelled to follow the trajectory of the growth in the housing sector. Using an assumed number of new jobs per every new house built, and an amount of floor area required per job (determined by using base year floor area and employment data from the Office for National Statistics (ONS), 2020), a projected growth in the total floor area from the industrial and commercial sectors was determined.

The industrial sector has a total floor area of 1.8 million square meters in 2020, which rises to 2.8 million by 2050. The commercial buildings account for 13.9 million m² in 2020, rising to 21 million m² by 2050. For both sectors, it is recognised that some of the existing building stock will be demolished over time, and new builds will take their place. A demolition rate of 1% of floor area is applied each year in the pathway; where existing stock is demolished, new building stock of equivalent floor area takes its place.

Average energy intensities (kWh/m²) for non-heating electricity, heating and hot water, and process loads were developed for industrial and commercial buildings. These were determined by using the estimated total floor areas, the base year energy consumption and average energy intensities of sub-sectors and end uses from the national Building Energy Efficiency Survey (BEES) (BEIS, 2014-15).

The potential to reduce these energy intensities was informed by the BEES study which provided abatement factors for electricity and fuel consumption for sub-sectors of non-domestic buildings. These abatement factors were percentage energy reductions that could be achieved on electricity and fuel demands within each sub-sector. They represented the effect of replacing current equipment with the most efficient alternative; the abatement factors are therefore a total technical

potential. The abatement factors did not account for likelihood of equipment being replaced or whether take-up would be limited due to barriers or site-specific factors. To account for this, the abatement factors were arbitrarily reduced by 25% in an attempt to provide a more achievable abatement potential. The abatement potentials and the base year energy intensities applied to commercial and industrial buildings have been provided in Table A-13.

Energy Intensity (kWh/m ² /yr)	Commercial Energy Intensity (kWh/m ² /yr)	Commercial Abatement Potential (%)	Industrial Energy Intensity (kWh/m ² /yr)	Industrial Abatement Potential (%)
Electricity (non-heating)	67	24%	366	30%
Heating and hot water	53	31%	1,126	37%
Process loads (cooking, laundry, industrial processes)	21	31%	18	37%

Table A-13: Industrial and Commercial Base Year Energy Intensities and Abatement Potentials

The energy demands and emissions split by fuel type for each year of the industrial pathway projection have been detailed in Table A-14 and Table A-15.

Energy Demand (GWh)	2020	2025	2030	2035	2040	2045	2050
Electricity	744	917	1051	1181	1300	1407	1506
Gas grid	662	696	689	685	684	686	691
Bioenergy & Waste	785	817	800	786	777	772	742
Petroleum, coal & solid fuels	1110	966	751	548	375	229	107
Total Energy Demand	3,305	3,400	3,293	3,202	3,137	3,096	3,046
Reduction against baseline		-3%	0%	3%	5%	6%	8%
Electricity Mix							
Solar PV self-supply	0	115	223	331	394	465	501
Grid electricity demand	744	802	828	850	905	943	1,005

Table A-14: Industrial Pathway Energy Demand by Fuel Type

Emissions (ktCO ₂)	2020	2025	2030	2035	2040	2045	2050
Grid electricity	156	99	43	21	14	9	7
Gas grid	124	127	99	98	98	98	99
Bioenergy & Waste	0	0	0	0	0	0	0
Petroleum, coal & solid fuels	354	309	240	175	120	73	34
Total Emissions	635	534	381	294	232	180	140
Reduction against baseline		16%	40%	54%	64%	72%	78%

Table A-15: Industrial Pathway Emissions by Fuel Type

The energy demands and emissions split by fuel type for each year of the commercial pathway projection have been detailed in Table A-16 and Table A-17.

Energy Demand (GWh)	2020	2025	2030	2035	2040	2045	2050
Electricity	1203	1330	1396	1464	1531	1597	1664
Gas grid	844	777	658	544	447	366	297
District heating	0	10	21	31	41	49	56
Petroleum & Coal	21	19	15	11	7	5	2
Total Energy Demand	2,072	2,139	2,092	2,052	2,027	2,017	2,020
Reduction against baseline		-3%	-1%	1%	2%	3%	3%
Electricity Mix							
Solar PV self-supply	0	186	361	536	638	752	811

Energy Demand (GWh)	2020	2025	2030	2035	2040	2045	2050
Grid electricity demand	1,203	1,144	1,035	928	892	845	853

Table A-16: Commercial Pathway Energy Demand by Fuel Type

Emissions (ktCO ₂)	2020	2025	2030	2035	2040	2045	2050
Grid electricity	252	141	53	23	14	8	6
Gas grid	158	141	94	78	64	52	43
District heating	0	2	2	2	3	4	4
Petroleum & Coal	6	5	4	3	2	1	1
Total Emissions	417	289	154	107	83	65	53
<i>Reduction against baseline</i>		31%	63%	74%	80%	84%	87%

Table A-17: Commercial Pathway Emissions by Fuel Type

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Appendix B: Route Map Monitoring Table

Emissions (ktCO ₂)	2020	2022	2023	2024	2025	2026	2027	2028	2029	2030	2035	2040	2045	2050
Total Emissions	3,706	5%	7%	9%	12%	17%	23%	28%	34%	39%	59%	83%	90%	92%
Transport (road)	1,627	2%	3%	5%	6%	11%	16%	21%	26%	31%	59%	97%	98%	99%
Housing	1,028	4%	7%	9%	11%	17%	23%	29%	35%	41%	57%	74%	91%	92%
Commercial	417	12%	18%	24%	31%	37%	44%	50%	57%	63%	74%	80%	84%	87%
Industrial	635	6%	10%	13%	16%	21%	25%	30%	35%	40%	54%	63%	72%	78%

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Appendix C: Action Plan Monitoring Tables

Solar PV Installed Capacity (MWp)														
Year	2020	2022	2023	2024	2025	2026	2027	2028	2029	2030	2035	2040	2045	2050
Total Capacity	402	575	662	749	836	990	1,145	1,300	1,455	1,609	2,596	3,410	4,470	5,314
Grid Supply Capacity	402	408	412	415	418	495	573	650	727	805	1,298	1,705	2,235	2,657
On-Site Installed Capacity	0	167	251	334	418	495	573	650	727	805	1,298	1,705	2,235	2,657
On-Site Installed Capacity Breakdown by Sector														
Housing	0	22	34	45	56	65	74	83	92	101	255	462	770	1,078
Commercial	0	76	114	151	189	225	261	297	332	368	546	650	767	827
Industrial	0	47	70	94	117	139	161	183	205	227	337	402	474	511
Institutional	0	22	33	44	55	66	76	87	97	108	160	190	224	242

Table C-1: Solar PV Installed Capacity Action Plan Monitoring

Transport (road)														
Year	2020	2022	2023	2024	2025	2026	2027	2028	2029	2030	2035	2040	2045	2050
Demand Reduction														
Demand Reduction of Personal Trips vs. Baseline (% of Vehicle Miles)	0%	-4%	-6%	-8%	-10%	-12%	-14%	-16%	-18%	-20%	-25%	-25%	-25%	-25%
Mode Shift of Personal Trips vs. Baseline (% of Vehicle Miles)	0%	-2%	-3%	-4%	-5%	-6%	-7%	-8%	-9%	-10%	-10%	-10%	-10%	-10%
Freight Trip Efficiency	0%	2%	3%	4%	5%	6%	7%	8%	9%	10%	10%	10%	10%	10%
Vehicle Stock Changes														
Private Vehicles (Cars & Motorcycles): Electric	3,777	12,266	16,511	20,755	25,000	44,000	63,000	82,000	101,000	120,000	200,000	343,029	359,369	375,710
Public Transport (Buses & Coaches): Electric	0	80	120	160	200	360	520	680	840	1,000	2,000	6,174	6,751	7,328
LGVs: Electric	0	1,000	1,500	2,000	2,500	5,000	7,500	10,000	12,500	15,000	35,000	49,508	53,158	57,077
HGVs: Electric	0	80	120	160	200	340	480	620	760	900	2,800	5,456	5,858	6,290

Table C-2: Transport (Road) Sector Action Plan Monitoring

Housing														
Year	2020	2022	2023	2024	2025	2026	2027	2028	2029	2030	2035	2040	2045	2050
New Builds														
Housing Standards for New Builds	Current Part L	Current Part L	Current Part L	Current Part L	Future Homes Standard	Future Homes Standard	Future Homes Standard	Future Homes Standard	Future Homes Standard	Passivhaus Plus	Passivhaus Plus	Passivhaus Premium	Passivhaus Premium	Passivhaus Premium
% New Developments with Heat Pumps	0%	8%	12%	16%	20%	32%	44%	56%	68%	80%	80%	80%	80%	80%
Number of Heat Pumps Installed in New Homes (Cumulative)	0	0	0	0	1,308	2,541	3,516	4,398	5,140	7,529	24,959	42,389	59,819	77,250
Existing Properties														
Number of Existing Properties Retrofitted to EPC B and Above (Cumulative)	0	389	583	777	972	4,172	7,372	10,572	13,772	16,972	96,972	196,972	247,778	247,778
Number of Heat Pumps Retrofitted (Existing Homes)	0	300	450	600	750	1,600	2,450	3,300	4,150	5,000	35,000	100,000	240,000	240,000

Table C-3: Housing Sector Action Plan Monitoring

Industrial														
Year	2020	2022	2023	2024	2025	2026	2027	2028	2029	2030	2035	2040	2045	2050
Energy Efficiency Improvements														
% building existing stock retrofitted (to achieve abatement potential)	0%	0%	0%	0%	0%	2%	4%	6%	8%	10%	20%	30%	40%	50%

% new building stock achieving full abatement potential	50%	70%	80%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Heating and Hot Water Fuel Mix															
Gas grid	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%	25%	25%	25%
Direct electric	2%	4%	4%	5%	6%	7%	8%	8%	9%	10%	14%	17%	20%	22%	
Electricity – heat pumps (ASHP and GSHPs)	0%	2%	3%	4%	5%	6%	7%	7%	8%	9%	13%	17%	20%	23%	
Bioenergy & Waste	24%	24%	25%	25%	25%	25%	25%	26%	26%	26%	26%	26%	26%	25%	
Petroleum, coal, solid fuels	48%	44%	42%	40%	38%	36%	34%	33%	31%	29%	21%	14%	8%	4%	
Process Load Fuel Mix															
Gas grid	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	18%	18%	19%
Direct electric	36%	37%	37%	38%	38%	39%	39%	40%	40%	41%	43%	45%	47%	49%	
Bioenergy & Waste	24%	25%	25%	26%	26%	26%	27%	27%	28%	28%	30%	30%	31%	31%	
Petroleum, coal, solid fuels	24%	22%	21%	20%	19%	18%	17%	16%	15%	14%	10%	7%	4%	2%	

Table C-4: Industrial Sector Action Plan Monitoring

Commercial															
Year	2020	2022	2023	2024	2025	2026	2027	2028	2029	2030	2035	2040	2045	2050	
Energy Efficiency Improvements															
% building existing stock retrofitted (to achieve abatement potential)	0%	0%	0%	0%	0%	2%	4%	6%	8%	10%	20%	30%	40%	50%	
% new building stock achieving full abatement potential	50%	70%	80%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Heating and Hot Water Fuel Mix															
Gas grid	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%	25%	25%	25%
Direct electric	79%	75%	72%	70%	68%	66%	63%	61%	58%	56%	46%	36%	29%	22%	
Electricity – heat pumps (ASHP and GSHPs)	19%	18%	17%	17%	16%	16%	15%	15%	14%	14%	11%	9%	8%	6%	
Bioenergy & Waste	0%	5%	8%	10%	13%	16%	19%	21%	24%	27%	39%	50%	59%	67%	
Petroleum, coal, solid fuels	0%	0%	1%	1%	1%	1%	1%	2%	2%	2%	3%	3%	4%	5%	
Process Load Fuel Mix															
Gas grid	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	18%	18%	19%	
Direct electric	52%	50%	48%	47%	46%	45%	43%	42%	40%	39%	33%	28%	24%	20%	
Bioenergy & Waste	46%	49%	50%	52%	53%	54%	56%	57%	59%	60%	66%	72%	76%	80%	
Petroleum, coal, solid fuels	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	0%	0%	

Table C-5: Commercial Sector Action Plan Monitoring

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Cherwell District Council

Executive

3 April 2023

Equalities, Diversity and Inclusion (EDI) Action Plans

Report of Assistant Director – Customer Focus

This report is public

Purpose of report

To agree the action plans for delivering the council's equality, diversity and inclusion (EDI) commitments for creating inclusive communities, services and an inclusive workforce, which are set out in its Equalities Framework, Including Everyone.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the draft action plans for Inclusive Communities, Inclusive Services and Inclusive Workplaces.
- 1.2 To approve the addition to the Inclusive Communities plan of an action to "use our participation in the Oxfordshire Inclusive Economy Charter as a spur to further activities which promote equality, diversity and inclusion locally".
- 1.3 To agree the recommendation from Overview and Scrutiny Committee to amend the Inclusive Communities to include an additional action to "*develop and agree a policy for supporting national events that further our corporate priorities and reflect the diversity of our communities*" and provide further clarification under commitment 1.03 that the review of our support to refugees, asylum seekers and other vulnerable migrants would consider the impact on migrants "*of all nationalities*".
- 1.4 To delegate authority to the Assistant Director for Customer Focus to make minor amendments to the agreed action plans in consultation with the Portfolio Holder for Corporate Services and the Chair of the Equality, Diversity and Inclusion working group.

2.0 Introduction

- 2.1 The Equality Act 2010 requires all public bodies including councils to take extra steps to stop discrimination. This is known as the Public Sector Equality Duty.

2.2 The duty means having to consider equality as part of our daily business and sets out specific requirements for achieving this, which are to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,
- Advance equality of opportunity between people who share a protected characteristic and those who do not,
- Foster good relationships between people who share protected characteristics and those who do not,
- Set and publish equality objectives at least every four years and,
- Publish information at least annually, to show how we comply with the Equality Duty including information about employees and to people who are affected by our policies and procedures.

3.0 Report Details

3.1 In 2020, the council agreed an equalities framework, 'Including Everyone', which was co-produced with Oxfordshire County Council. This framework was to capture the councils' statutory obligations but also their commitments to going beyond what the law expects, to deliver inclusive communities, services and an inclusive workplace.

3.2 Earlier this year, the Executive agreed to refresh the action plan that underpinned the framework to reflect Cherwell as a standalone council and also the significant progress that has been made since it was developed.

3.3 The approach agreed and supported by the Overview and Scrutiny Committee was to develop an action plan for each commitment with a focus on ensuring the necessary foundations are in place to deliver them. The action plans would then provide the platform from which future plans could be developed, which focussed on delivering improvements.

3.4 The agreed approach also included setting up a joint councillor working group consisting of members from both the Overview and Scrutiny and Personnel Committees. This was to reflect the interdependencies between the commitments and in the spirit of being inclusive. The role of the group was to develop draft action plans for each commitment for consideration by the relevant committee. The intention was also for the group to continue meeting in the new municipal year, to oversee the implementation of these plans and help shape future improvement plans.

3.4 The members of the Group were Cllrs Chukwudi Okeke, Rebecca Biegel, Gemma Coton, Sandy Dallimore, David Hingley, Jason Slaymaker, and Amanda Watkins. At the first meeting, Cllr Hingley was elected as the Group's chair.

3.5 Over the course of four meetings, the Group reviewed and refined drafts of the three action plans. Appendices 2, 3 and 4 reflect that work.

3.6 Given recent progress with the Oxford Inclusive Economy Charter, an additional action was added in March 2023 to reflect the potential contribution of this policy agenda to promoting our EDI objectives.

4.0 Conclusion and Reasons for Recommendations

4.1 The council is committed to going above and beyond our statutory responsibilities in creating inclusive communities and services and an inclusive workforce. To do this effectively we need to have the right resources and infrastructure in place to:

- capture the latest EDI data and trends
- use the data available to identify and address any barriers
- ensure EDI implications are identified and considered at the earliest opportunities through our service planning and decision making processes

4.2 The Inclusive Communities, Inclusive Services, and Inclusive Workplaces Action Plans provides a structure in which this can be delivered and a basis on which further more specific, substantive work on this topic can be delivered.

5.0 Consultation

5.1 The Overview and Scrutiny Committee discussed the draft Inclusive Communities and Services Action Plans at their meeting on 14 March and resolved to recommend their approval by the Executive Committee, subject to two changes being made to the Inclusive Communities Action Plan. The first was to include an action to *“develop and agree a policy for supporting national events that further our corporate priorities and reflect the diversity of our communities”*. The second, to provide further clarification under commitment 1.03 that the review of our support to refugees, asylum seekers and other vulnerable migrants would consider the impact on migrants *“of all nationalities”*. These changes are highlighted in the attached action plan.

5.2 The Personnel Committee discussed the Inclusive Workplaces Action Plan at their meeting on 15 March 2023. The Committee sought and received assurances on the inclusion of measures on age discrimination and on how the plans would impact applicants not from underrepresented groups.

6.0 Alternative Options and Reasons for Rejection

The following alternative options have been identified and rejected for the reasons as set out below.

6.1 Option One: To continue to deliver the original action plan. This option has been rejected as the council is now a standalone authority and therefore the action plan needs to reflect its single council status.

7.0 Implications

Financial and Resource Implications

- 7.1 The action plans can be delivered from within existing budgets and staffing resources. If their implementation gives rise to proposals that would require additional resources then these would be authorised separately.

Comments checked by:

Joanne Kaye, Head of Finance/Deputy S.151 Officer,
01295 221545, joanne.kaye@cherwell-dc.gov.uk

Legal Implications

- 7.2 The Council has a statutory duty under the Equality Act 2010 and the Public Sector Equality Duty (PSED) as outlined in the report.
- 7.3 Specific duties for the Council also include the requirement to develop and publish equality objectives and to annually publish actions under way or planned to meet the requirements of the PSED.

Comments checked by:

Shahin Ismail, Interim Head of Legal Services, shahin.ismail@cherwell-dc.gov.uk

Risk Implications

- 7.4 Risks associated with the delivery of the action plans will be monitored and managed through the relevant service's risk register and escalated to the leadership register as and when necessary.

Comments checked by:

Celia Prado-Teeling, Performance & Insight Team Leader,
01295 221556, Celia.Prado-Teeling@Cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.5 The council is already meeting its statutory responsibilities under the Equality Act 2010, so these actions plans will demonstrate how we plan to deliver our commitment to go above and beyond our legal obligations.

Comments checked by:

Celia Prado-Teeling, Performance & Insight Team Leader
01295 221556, Celia.Prado-Teeling@Cherwell-dc.gov.uk

Sustainability Implications

- 7.6 None

Comments checked by:

Jo Miskin, Climate Change Manager,
jo.miskin@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

N/A

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

All

Links to Corporate Plan and Policy Framework

Including Everyone Framework

Lead Councillor

Councillor Richard Mould, Portfolio Holder for Corporate Services

Document Information

Appendix number and title

- Appendix 1 – Including Everyone Framework
- Appendix 2 – Draft Inclusive Communities Services Action Plan
- Appendix 3 - Draft Inclusive Services Action Plan
- Appendix 4 – Draft Inclusive Workplace Action Plan
- Appendix 5 - Cherwell District Council's Pledges to the implementation of the Oxfordshire Inclusive Economy Partnership's (OIEP) Charter

Background papers

None

Report Author and contact details

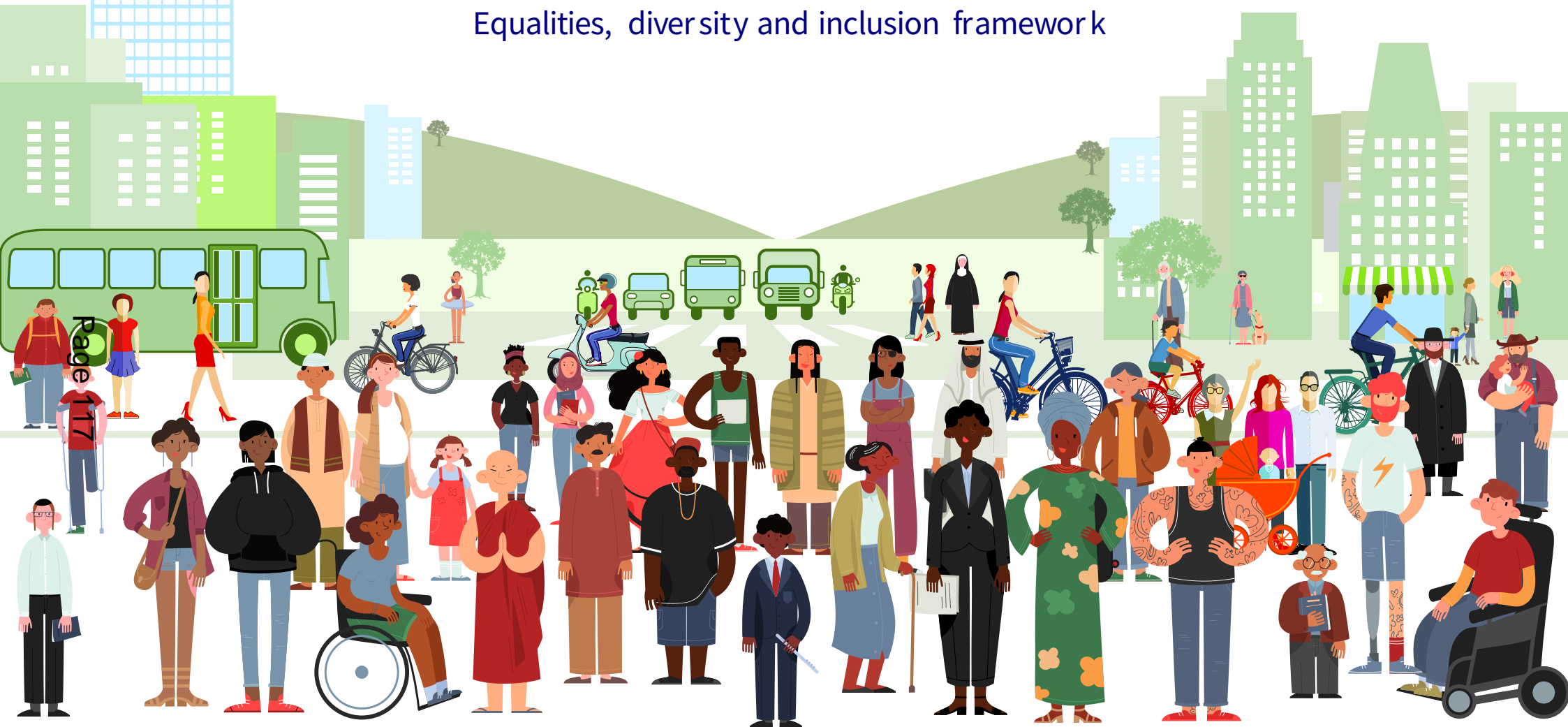
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Including Everyone

Appendix 1

Equalities, diversity and inclusion framework



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Including Everyone

There is enormous strength in diversity. Bringing people together from across a wide range of social and cultural experiences and backgrounds enables us to broaden our perspectives, enhance our understanding and enrich our way of life. It fosters an inclusive and supportive environment, which lends strength and vitality to communities and this enables individuals to meet their potential. In 2020 we introduced our Including Everyone Framework which outlines our approach to equalities, diversity and inclusion and sets out our vision to be leaders in our field; providing inclusive services, workplaces and communities, equitable access to services and equality of opportunity.

We have heard how painful exclusion can be for people and how negatively this can impact people's lives. We take our obligations and commitments to equalities, diversity and inclusion extremely seriously. We recognise the need to listen and learn as we tackle inequalities through our policies but most importantly through our concrete actions.

We are working hard to ensure our workplaces, services and communities are inclusive, so they are places where diversity is protected, honoured and celebrated. We know we don't have all the answers, but we keep listening to and learning from our staff and residents, so we can identify inequality and tackle disadvantage, recognising the need to redouble efforts to tackle racism and all forms of discrimination.

We keep developing this framework because to be able to have further understanding of what is important to our residents and members of staff and we will keep working to achieve those goals. How this is expressed for our communities, services and staff will differ according to their unique circumstances, and this will be reflected in an action plan for the organisation which will sit underneath this framework. These plans describe the local actions we will take to deliver on the goals and commitments outlined in this document; they are reviewed and updated annually, and are used to track and measure our progress.



Cllr Barry Wood
Leader of Cherwell
District Council

Our **Including** Everyone Framework

Leading the field in equality and diversity in our workplace, inclusive service delivery and tackling disadvantage in the communities we serve



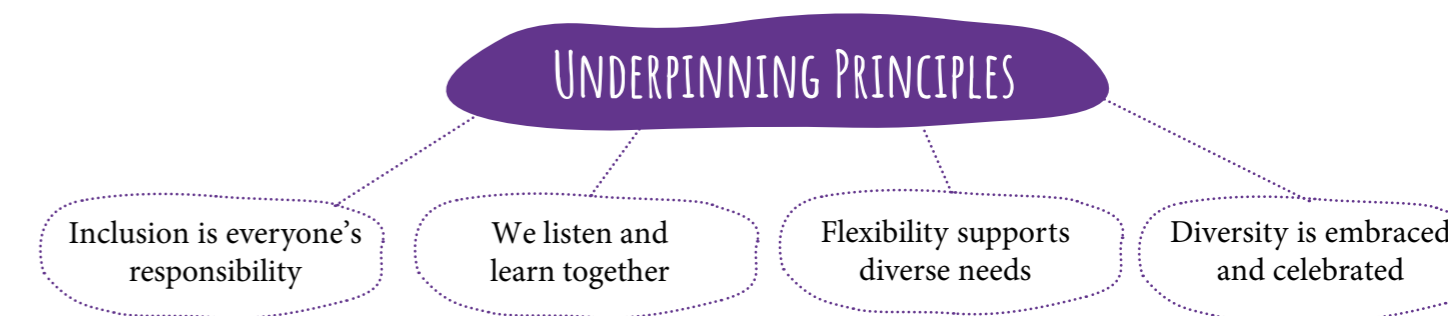
- We work with communities to help them thrive
- We work with partners to tackle disadvantage in our communities.



- Our information and buildings are accessible for all
- Our services use good data and engage with users to plan and meet their different needs.



- Our workforce is inclusive, reflecting the diversity of the communities we serve
- Our staff have the values, skills and knowledge to be inclusive.



Why Including Everyone is important

This Framework is important for us in honouring and protecting the diverse strengths of individuals and in building inclusive communities; we go beyond what the law expects of us to achieve this. The Equality Act (2010) states that public bodies, including Councils need to take extra steps to stop discrimination: this is known as the Public Sector Equality Duty. The Act defines discrimination as the less favourable treatment of a person, because of a protected characteristic, as compared to others who do not share that characteristic. The legislation also applies where there is a belief that the person who is disadvantaged has a particular protected characteristic, even if that is not the case.

The Public Sector Equality Duty means that we must consider equality as part of our daily business, in particular:

- We need to eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,
- We need to advance equality of opportunity between people who share a protected characteristic and those who do not,
- Foster good relations between people who share protected characteristics and those who do not,
- Set and publish equality objectives at least every four years and,
- Publish information, at least annually, to show how we comply with the Equality Duty including information about employees and to people who are affected by the public body's policies and procedures.

There are nine protected characteristics: age; disability (including invisible disabilities); gender reassignment; marriage and civil partnership; pregnancy and maternity; race including ethnic or national origins, colour or nationality; religion or belief; sex; sexual orientation.

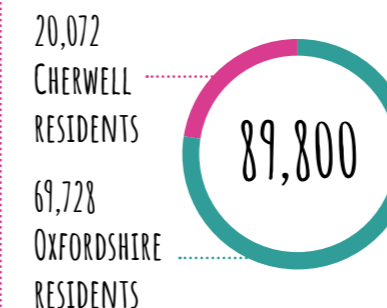
We go further than the protected characteristics in our decision-making process. To do this we consider the impact that our decisions have on people living with social deprivation, in rural communities, those leaving care, carers, and those in our armed forces community. For us inclusion applies to the 'communities' where we live and work, but also communities of shared understanding, such as faith, heritage and sexuality. We want to support every community to be the best it can and we work to remove or reduce obstacles which get in the way; this includes tackling unconscious bias which occurs when people favour others who look like them, share their values or experiences.



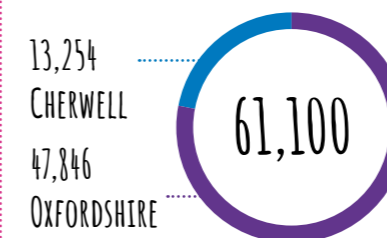
Not everyone is included

Data about the district tells us that the population we serve is relatively affluent; we also know that this level of data masks some stark inequalities within our communities which we find when we dig beneath the surface. The diversity in our communities is a strength and does not result in disadvantage by itself, but we know we need to tackle inequalities because not everyone has the same life opportunities. The following illustrates examples of some of the inequalities in our communities:

People live with a long term illness or disability in Oxfordshire (2011)



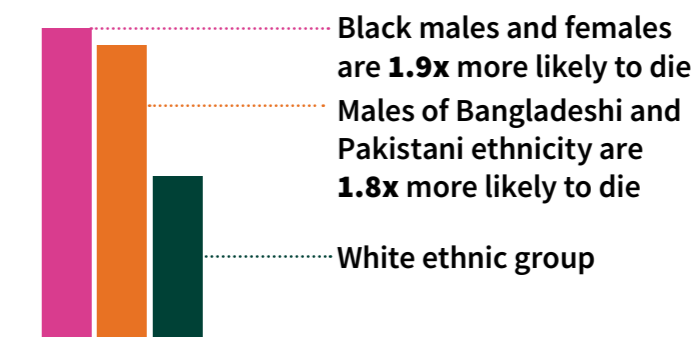
Unpaid carers in Oxfordshire (2011)



Research shows carers are more likely to report symptoms of mental ill-health, and struggle financially

Public Health England, information shows ethnic identity influences mental and physical health outcomes via multiple routes, such as experiences of discrimination and fear of negative incidents

Ethnic groups risk of death from COVID-19



Average pay for men in Oxfordshire

Average pay for men in Cherwell

Average pay for women in Oxfordshire

Men earn on average **£6,800** more than women in the Oxfordshire area. Men in the Cherwell area earn on average **£6,200** more

In 2020, **10%** of children across the county live in low income families; thats almost

12,000
CHILDREN LIVING IN POVERTY

Life expectancy between the most and least deprived wards in Oxfordshire is

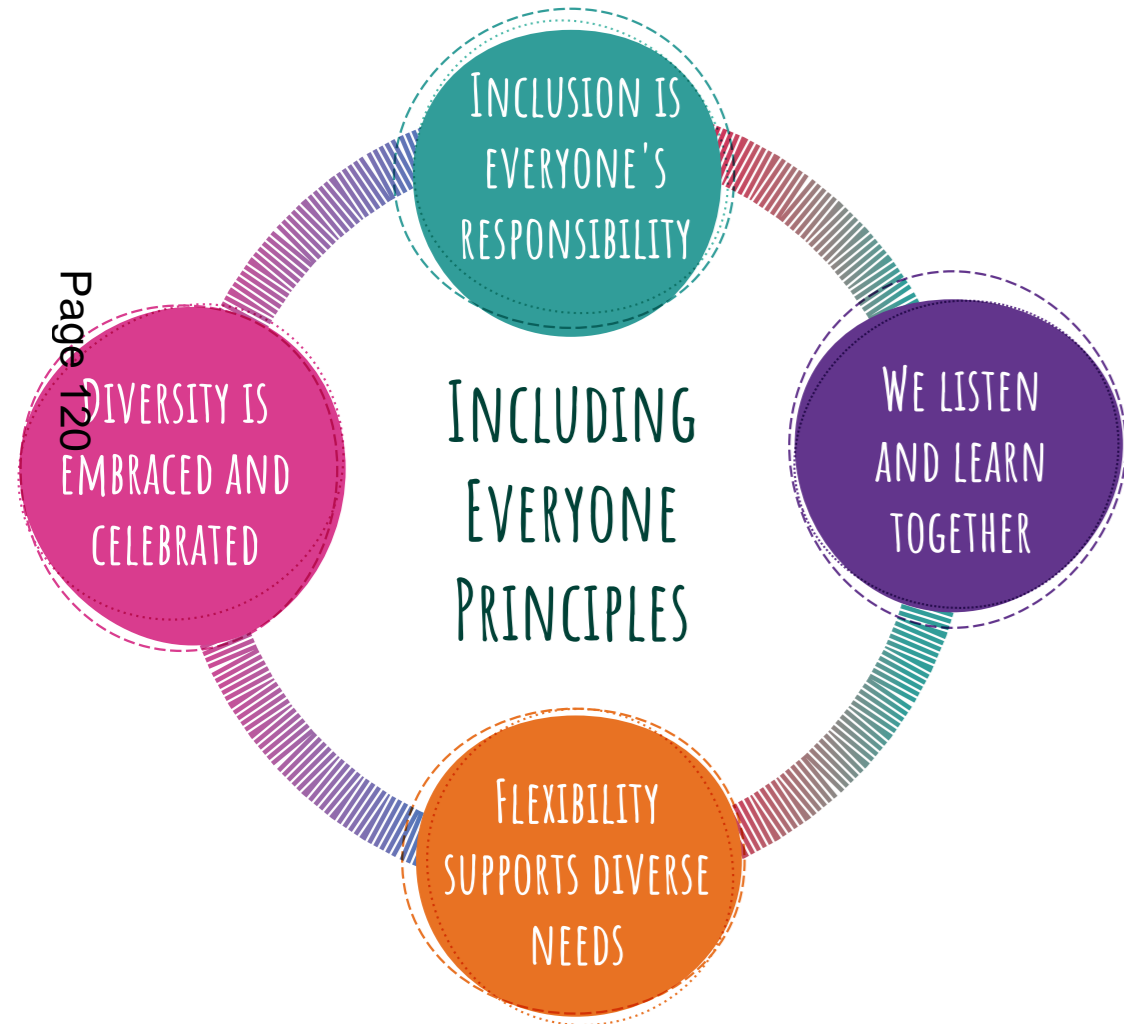
13.7 YEARS

In 2019, there were

6,464
PUPILS with learning difficulties in Oxfordshire schools

Principles

Our equality, diversity and inclusion Framework is underpinned by the following key principles:



Inclusion is everyone's responsibility. Including everyone means that we all need to work together, in the workplace and in communities to remove seen and unseen barriers to opportunities.

We listen and learn together. People have unique experiences and perspectives which can enrich our collective understanding, so by creating a culture of curiosity we can learn how to best focus our efforts.

Flexibility supports diverse needs. Recognising and responding well to diverse needs, ensures we deliver an inclusive communities, services and workplaces.

Diversity is embraced and celebrated. There is enormous strength in diversity; we celebrate this and embrace it in our learning, service delivery and community leadership.

We have three inter-connected strands that help us organise our work: inclusive communities, inclusive service delivery and inclusive workplaces. The following section sets out our goals and commitments against each strand. The goals will be tracked and measured in an annual action plan for each council, which sit underneath this framework.

INCLUSIVE COMMUNITIES

GOAL 1

We work with communities to help them thrive

COMMITMENTS

- Engage with, and support, local community groups and organisations
- Promote inclusive behaviour with residents and those using services
- Work directly with communities to identify inequality and tackle disadvantage.

GOAL 2

We work with partners to tackle disadvantage in our communities

COMMITMENTS

- Promote equality, diversity and inclusion through our supply chain and strategic partnerships
- Promote and encourage inclusive behaviour for future generations
- Work with all partner organisations to understand diverse needs and create inclusive communities.



INCLUSIVE SERVICE DELIVERY

GOAL 3

Our information and buildings are accessible for all

COMMITMENTS

- Ensure our information, website and digital services are accessible for all; including those digitally excluded
- Take action to make our buildings accessible to all residents and staff.

GOAL 4

Our services use good data and engage with users to plan and meet their diverse needs

COMMITMENTS

- Better understand those using services and their needs by collecting their information and feedback
- Engage residents, those using services users and community groups when planning and delivering services
- Plan and deliver services that promote inclusion.

INCLUSIVE WORKPLACE

GOAL 5

Our workforce is inclusive, reflecting the diversity of the communities we serve

COMMITMENTS

- Improve the diversity of our organisation at all levels to be representative of our communities
- Celebrate and promote diversity in our workforce
- Provide a supportive environment so all staff can reach their potential.

GOAL 6

Our staff have the values, skills and knowledge to be inclusive

COMMITMENTS

- Identify and tackle discrimination in all its forms
- Provide managers with the skills to support employees with different needs and plan inclusive services
- Train our staff to identify and avoid unconscious bias and deliver inclusive services.



Responsibility for delivering **Including** Everyone Framework

An underpinning principle of our Framework is that inclusion is everyone's responsibility; we need a collective effort to realise our vision. The following sets out the roles and responsibilities for delivering the Including Everyone Framework:



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Monitoring and reporting progress

The goals and commitments of our Including Everyone Framework are set every four years and are shared between Cherwell District Council and Oxfordshire County Council.

Sitting beneath this Framework will be an annual action plan for each organisation, that reflect the different ways in which

we are working to make our respective organisations, services and communities more inclusive. The action plans will have indicators to help us measure progress against our goals. Implementation will be overseen by the Inclusion Steering Group and reporting will align with business monitoring.

We will engage in the development of our action plans each year and will produce an annual report to outline our progress. We will seek feedback on how others see and experience our progress as part of the annual reporting process.

References and resources

- Oxfordshire Joint Strategy Needs Assessment
- 'Some are more equal than others: hidden inequalities in a prospering Oxfordshire' 2019/20 Director of Public Health Annual Report
- Equalities and Human Rights Commission
- Stonewall (LGBT+) specific information
- My Life, My Choice
- Age UK Oxfordshire
- Oxfordshire Youth
- Disability Rights UK




Alternative formats


If you require this document in an alternative format, ie easy read, large text, audio, Braille or a community language, please get in touch.

Contact us

 cherwell-dc.gov.uk/contact-us

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Inclusive Communities Action Plan					
Commitment	Desired outcome	Progress to date	Action	Lead officer	Timescale
EDI 1.01 Engage with, and support local community groups and organisations	Positive and effective working relationships in place with the community groups and organisations that are supporting our under-represented communities to understand and coproduce solutions to any barriers	We send the quarterly Community Link publication to all voluntary organisations and groups with information / advice / resources and good news stories to support them with their work in the community, supporting Cherwell residents.	Review existing relations with community groups and organisations to ensure they remain effective in being able to listen, learn and understand the barriers facing our underrepresented communities and, if applicable, identify which connections need building or renewing.	TBC	TBC – part of the transformation programme
		We provide ongoing support to voluntary groups across the district running CDC community facilities across 13 centres		Review the process for gathering equality data on the district to ensure we have an accurate picture of our underrepresented communities and identify any gaps which require filling. This will enable us to continually direct our resources where they are needed most.	
		We have organised the Cherwell Voluntary Organisations Forum, the Seniors Forum the Cherwell Young People, Play & Wellbeing Forum the and Connecting Community events across Cherwell			
		We have delivered Community Safety work from the Hill and the Sunshine centres to engage with the community as a whole. The team maintains regular contact with groups such as age concern, community action group, food banks and partner agencies			

<p>EDI 1.02 Promote inclusive behaviour with residents and service users</p>	<p>Visible leadership in demonstrating and promoting inclusivity</p>	<p>We agreed our equalities framework ‘Including Everyone’ at a public meeting in November 2020, which sets out our EDI principles and commitments and this is available on our website.</p>	<p>Raise awareness of the standards we expect from ourselves and others by publicising our EDI principles, commitments and policies.</p>	<p>Communications and Marketing Manager /Assistant Director of Human Resources</p>	<p>As part of the Q.2 comms plan 2023/24</p>
		<p>Our regulatory services follow set policies and procedures to help ensure that, as far as possible, complaints are dealt with consistently regardless of the identity of the complainant and respondent. Where a complaint appears to be grounded in prejudice against the respondent’s identity, this will be challenged by responding officers.</p> <p>We have delivered specific Sport & Physical Activity projects that focus on inequalities and groups for whom evidence shows access to physical activity is more difficult. These include the nationally recognised FAST / YouMove programme for families with children receiving free school meals, Move Together helping adults with Long Term Conditions to move more, specific work with the Banbury Mosque, and Youth Activators delivered in partnership with the Frank Wise special community school and Style Acre charity</p>	<p><i>Develop and agree a policy for supporting national events that further our corporate priorities and reflect the diversity of our communities</i></p>	<p><i>Communications and Marketing Manager /Assistant Director of Human Resources</i></p>	<p>Q.2 2023/24</p>

<p>EDI 1.03 Work directly with communities to identify inequality and tackle disadvantage</p>	<p>Visibility in taking a hands on approach to tackling issues of inequality</p>	<p>We have introduced community development workers for major new developments to help new and existing communities connect.</p>	<p>Following on from the Wellbeing Strategy, review our community development scheme to ensure it remains effective in creating community cohesion and tackling inequality and, if appropriate, identify potential improvements</p>	<p>TBC – part of transformation programme</p>	<p>Q.2 2023/24</p>
		<p>We have introduced arrangements to support our Syrian, Afghan and Ukrainian refugees.</p> <p>We have launched our Warm Welcome scheme of places people can go to stay warm if they are worried about the cost of heating their homes.</p> <p>We offer a range of grants and support to adapt homes to enable residents to remain in their home and more independent for as long as possible. We have launched The Brighter Futures in Banbury partnership to support our 3 most vulnerable wards (Neithrop, Ruscote & Grimsbury) in Banbury.</p> <p>The North Banbury & Grimsbury Network group is in place to work closely with local groups and organisations on joint initiatives in vulnerable communities.</p> <p>We held Winter Wishes & New Year Wishes events to engage and consult directly with residents each year to focus on aspirations for their community in the</p>	<p>Review our approach to supporting refugees, asylum seekers and other vulnerable migrants <i>of all nationalities</i> in the district in light of experience of Homes for Ukraine, Afghan Citizens Resettlement Scheme and similar programmes and, thereby, identify any lessons which can be constructively applied to our future activities in this area.</p>	<p>Resettlement Manager</p>	<p>Q.2 2023/24</p>

		<p>new year, this forms a local action plan for partners and residents to deliver together.</p> <p>We provided food vouchers to those in receipt of housing benefit to help them through the Cost of Living crisis. A contract is in place with Citizens Advice for them to administer an ongoing voucher scheme.</p>			
<p>EDI 1.04 Promote equality, diversity and inclusion through our supply chain and strategic partnerships</p>	<p>Contractors and suppliers actively contributing to and supporting our EDI and safeguarding principles and commitments in addition to fulfilling their statutory obligations</p>		<p>Review our commissioning, procurement and contract monitoring processes to identify any improvements needed for fulfilling our commitments.</p>	<p>Procurement lead</p>	<p>TBC as part of transformation programme</p>
			<p>Review the processes in place for considering the EDI implications partnership plans and projects to identify if there is scope for them to be strengthened</p>	<p>TBC</p>	<p>Q.3 2023/24</p>
			<p>Use our participation in the Oxfordshire Inclusive Economy Charter as a spur to further activities which promote equality, diversity and inclusion locally</p>	<p>Corporate Director - Communities</p>	<p>Q.3 2023/24</p>

Appendix 2

<p>EDI 1.05 Promote and encourage inclusive behaviour for future generations</p>	<p>Inclusivity becomes normalised i.e. it just happens with few if any prompts or reminders to be inclusive</p>		<p>Review our outreach to different community groups on EDI matters, including how to engage young people in the process, and identify areas where there is scope for improvement</p>	<p>Community Development and Healthy Communities Managers</p>	<p>End of Q.1 2023/24</p>
			<p>Conduct a listening exercise with elected members to ascertain if there are barriers to serving as an elected member</p>	<p>Performance and Insights Team Leader / Governance and Elections Manager</p>	<p>Part 1 in Q.1 2023/24 Part 2 in Q.3</p>
<p>EDI 1.06 Work with all partner organisations to understand diverse needs and create inclusive communities</p>	<p>Achieve a greater impact through sharing knowledge and resources</p>	<p>We are part of a partnership group called 'Brighter Futures in Banbury' that works specifically with wards with the highest levels of deprivation to co-produce solutions. This group reports into our LSP. We are an active member of the Oxfordshire System, which is currently focussing on the support it can provide Ukrainian refugees to feel part of their local communities.</p>	<p>Review the membership and effectiveness of our strategic partnerships and identify areas where they might require different resources, plans and processes in order to identify and tackle the issues and barriers affecting and concerning our communities</p>	<p>Healthy Communities Manager / Performance & Insight Team Leader / Community Safety Manager</p>	<p>Q.3 2023/24</p>

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Inclusive Services Action Plan

Commitment	Desired outcome	Progress to date	Action	Lead officer	Timescale
EDI 2.01 Ensure information, website and digital services are accessible to all incl. digitally excluded	Residents can access the services and support they need without having to seek help	We have replaced approximately 50 PDF/Word forms with new online forms.	Review all our digital services to identify any improvements needed to address any accessibility or inclusivity issues	Applications and Web Team Manager	TBC as part of transformation programme
		We have improved the online maps that support our 'report it' services.	Introduce a guide and training module for staff on writing clearly, in plain English and with the audience and accessibility rules in mind	Communications and Marketing Manager / Human Resources	Q.2 2023 / 24
		A live web chat function has been developed and signed-off. Training is underway and it is being phased-in. This provides an additional option to support users with online services and frees up caller capacity to help customer with low digital literacy. Work is now in progress on a new digital strategy that will take the council on a journey to fully embrace digital technologies such as artificial intelligence, machine learning and process automation.	Review our translation and alternative formats policy and its current application to identify any improvements needed	Communications and Marketing Manager / Customer Services Manager	Q.2 2023 / 24
EDI 2.02 Take action to make our buildings accessible to all residents and staff	Accessible council buildings now and in the future	We have installed lifts, step-free access routes, automatic doors and disabled parking spaces at our main office buildings	Include delivering this commitment as an objective in our emerging Property Strategy	Facilities Manager / Property Estates Officer	TBC – part of transformation work

EDI 2.03 Better understand those using services and their needs by collecting information and feedback	Existing services are meeting the needs of our users	We invite callers to the council to participate in a short customer satisfaction survey.	Agree an action plan for delivering improvements in the data we collect on customer contacts and how we use it to shape services and respond proactively to any emerging trends	Performance and Insights Team Leader / Customer Services Manager	TBC - part of transformation work
		We include monitoring information on many of the forms services provide for customers	Ensure there is an effective process in place for monitoring complaints associated with protected characteristics	Performance and Insights Team Leader / Customer Services Manager	Q.1 2023/24
EDI 2.04 Engage residents, those using services and community groups when planning services	Future services meet the needs of our users	We are developing a consultation and engagement strategy	The EDI working group to review the draft framework for this strategy	Performance and Insights team leader	Q.1 2023/24
EDI 2.05 Plan and deliver services that promote inclusion	Future services and policies are inclusive	Sign-off from the Equalities Lead is required before a decision is presented to Executive or Full Council	Ensure EDI is built into the service planning, decision and budget making processes in a meaningful way	Performance and Insights Team Leader	Q.4 2023/24
			Ensure staff and members have received up-to-date EDI training	Human Resources Business Partner	Q.4 2023/24

Inclusive Workplaces Action Plan					
Commitment	Desired outcome	Progress to date	Actions	Lead officer	Timescale
EDI 3.01 - Improve the diversity of our organisation at all levels to be representative of our communities	The demographics of each level of the council's workforce broadly mirror those of the District and the United Kingdom	Employees are able to record their sensitive data within the self-service area of our HR/Payroll system Statistics relating to our workforce demographic are reviewed on a quarterly basis and compared to the demographics of the District	Identify additional ways to recruit new staff and promote our job opportunities so that they are brought to the attention of all members of local communities	Assistant Director of HR (with support from the Communities Directorate)	Q.3 2023/24
			Ensure the recruitment process facilitates a diverse workforce	Assistant Director of HR	Q.3 2023/24
			Split out the workforce statistics used for the comparison with the demographics of the district by grade and department	Assistant Director of HR / Performance and Insight Team Leader	Q.3 2023/24
EDI 3.02 – Celebrate and promote diversity in our workforce	All staff can see people like them reflected in the council's communications	We have recently implemented Viva Engage which is a virtual platform that offers various groups that employees can access for causes or topics relevant or if interest to them. These groups can be for anything from useful IT tips and sharing photos of pets or more topically raising awareness of menopause	Promote Viva Engage as a means for employees to set up virtual social groups or employee networks for causes that are important to them. Invite employees to set up such groups and provide a commitment that the council will engage with them if requested	Assistant Director of HR	Q.3 2023/24

		We ensure internal communications acknowledge all religious holidays and national and international awareness days such as PRIDE month and national women's day	Continue to recognise, acknowledge and celebrate diversity via the Chief Executive's weekly updates and other similar channels	Communications and Marketing Manager	Ongoing
EDI 3.03 - Provide a supportive environment so all staff can reach their potential	Staff satisfaction is consistently high across all backgrounds and identities. They routinely go on to achieve both internal and external promotions	We have recently updated our exit interview process with the intention of capturing useful information around why employees leave, allowing us opportunity to aid retention	Use the Pulse survey (or a similar mechanism) to track over time and across demographics how supported members of staff perceive themselves to be	Assistant Director of HR / Performance and Insight Team Leader	Q.2 2023/24
		We always advertise our vacancies internally and where there is a skills gap, we will advertise externally	Develop and agree a comms plan for promoting the development opportunities we have on offer to our employees to aid their career progression	Assistant Director of HR / Communications and Marketing Manager	Q.2 2023/24
		We offer a wide range of training and development opportunities and capitalise on the apprenticeship levy and have a dedicated resource to facilitate, co-ordinate and promote this	Continue to ensure all vacancies are advertised internally	Assistant Director of HR	Ongoing
EDI 3.04 - Identify and tackle discrimination in all its forms	Efforts to tackle discrimination are robust, evidence-based and dynamic	<p>Employees complete mandatory e-learning on equality and diversity</p> <p>Our Employee Code of Conduct sets out expectations around the behaviours of our employees</p> <p>We have a grievance policy and procedure in place that provides employees with a mechanism to raise such issues</p>	Review the processes in place for investigating and taking necessary action in response to potential issues of discrimination being brought to HR's attention	Assistant Director of HR	Q.3 2023/24

<p>EDI 3.05 - Provide managers with the skills to support employees with different needs and plan inclusive services</p>	<p>All our clients and staff feel that the council treats them with respect and is responsive to their needs</p>	<p>Our Employee Code of Conduct sets out expectations around the behaviours of our employees</p>	<p>Use the Pulse survey (or similar mechanisms) to track employee’s perceptions on these issues over time</p>	<p>Assistant Director of HR / Performance and Insight Team Leader</p>	<p>Beginning in Q.2 2023/24</p>
		<p>As a Council we do our utmost to support any reasonable adjustments that employees may need due to health reasons or to support their work/life balance</p>	<p>Offer training to managers on how to ensure inclusivity within their teams and services</p>	<p>Assistant Director of HR</p>	<p>Q.4 2023/24</p>
<p>EDI 3.06 – Train our staff to identify and avoid unconscious bias and deliver inclusive services.</p>	<p>Our staff are proactive in questioning their own assumptions and looking for ways to make service delivery more inclusive.</p>	<p>We ensure all managers that conduct recruitment are appropriately trained. This training includes a focus on recognising unconscious bias.</p>	<p>Offer further training specifically on unconscious bias across the workforce</p>	<p>Assistant Director of HR / Learning and Development Manager</p>	<p>Q.3 2023/24</p>

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Cherwell District Council's Pledges to the implementation of the Oxfordshire Inclusive Economy Partnership's (OIEP) Charter

- CDC's Pledges will feature within the OIEP Delivery Plan (2023-24).
- OIEP will monitor progress on the plan throughout the year and, CDC will monitor the progress against its pledges through its Performance Management Framework

Support local and social economy.

- 1) As a supplier we pledge to support our employees to volunteer on local community projects.

Offer opportunities into work.

- 2) As an employer we pledge to commit to flexible job design (including job share, part time working, school-friendly hours and flexibility around other care commitments).
- 3) As an employer we pledge to be a Disability Confident Employer (levels 1 and 2) to create opportunities for people with health conditions and disabilities.
- 4) As an employer we pledge to embed a long-term culture across the business at all levels, to ensure all employees feel respected and valued, and to have a commitment to eliminating unlawful discrimination.
- 5) As an employer we pledge to be a learning organisation, sharing our successes on EDI strategy and practical action, and analysing setbacks to develop new ways of engagement and practical action.
- 6) As an employer we pledge that every member of our workforce has the opportunity to voice how they can and do add value to the organisation through their unique talents, experience and resources.
- 7) We pledge to support adults with few or no qualifications.
- 8) We pledge to support young people who have faced disadvantaged circumstances.
- 9) We pledge to support mothers and fathers into work after childbirth.

Recruit inclusively.

- 10) As an employer we pledge to ensure a user-friendly application process, using simple language and no jargon.

Sharing resources, skills and assets.

- 11) As an employer we pledge to work experience to a local school/college student.
- 12) As an employer we pledge to introduce an employee volunteering policy.

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Cherwell District Council

Executive

3 April 2023

Performance Outcomes Framework 2023 - 2024

Report of Assistant Director – Customer Focus

This report is public.

Purpose of report

To present the approach for measuring, monitoring, and reporting on the council's performance and progress towards its priorities and objectives for 2023/24.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the proposed approach for measuring and monitoring the council's performance against achieving its desired outcomes for 2023/24.

2.0 Introduction

- 2.1 Before the start of each new financial year the council agrees its priorities and objectives for the year ahead. This enables the council to align its resources effectively to support their delivery, as well as providing a clear direction of travel.
- 2.2 The council also needs to agree the approach it will take for measuring and monitoring its progress towards achieving its desired outcomes.
- 2.3 This report is split into three sections:
 - The council's 2023/24 priorities
 - 2023/24 performance measures and monitoring
 - Performance reporting

3.0 Report Details

Priorities for 2023/24

- 3.1 The council's desired outcomes for the year ahead are set out in three key documents, the Business Plan, the Annual Delivery Plan and the LGA Peer Review Action Plan.

Business Plan

3.2 This sets out the council's overarching vision, aims and ambitions over a period, usually 3-4 years. The current plan, attached in Appendix 1, is in its final year of implementation so work to develop a new one will begin in quarter one of 2023/24. The business plan priorities for 2023/24 remain as follows:

- Housing that meets your needs.
- Supporting environmental sustainability.
- An enterprising economy with strong and vibrant local centres.
- Healthy, resilient and engaged communities.

Annual Delivery Plan

3.3 As the name suggests this sets out the priorities and objectives for the year ahead so there is a clear direction of travel on an annual basis in supporting the delivery of the council's overarching Business Plan. The 2023/24 Annual Delivery Plan (ADP) was agreed by Full Council in November and identified ten strategic priorities for the new financial year, which are attached in Appendix 2. Work on the 2024/25 ADP will begin during the first half of the financial year to feed into the budget setting process.

LGA Peer Review Action Plan

3.4 This captures the eight recommendations from the recent LGA Peer Challenge review that took place at the end of 2022. All these recommendations are either underway or captured in an existing delivery plan (see Appendix 3).

Golden thread

3.5 The council's priorities and desired outcomes for 2023/24, which are set out in the above three documents will be cascaded down the organisation through service plans to individual performance objectives. This will ensure the necessary golden thread is in place to achieve success. The golden thread being how the council's vision and ambitions are aligned and woven into the fabric of its organisational hierarchy, so every employee understands how their work contributes to delivering better outcomes for Cherwell's communities.

Performance measures and monitoring for 2023/24

Business Plan

3.6 The council currently measures its performance against its four business plan priorities through 37 performance indicators, 13 of these are reported monthly, a further 19 quarterly, four are reported on a rolling three months' cycle and one is reported twice per year.

3.7 These indicators are reviewed annually to reflect the council's current position, however, with 2023/24 being the last year of the current Business Plan, a very light touch approach has been undertaken.

3.8 This has involved:

- Minor changes to the wording of some indicators to provide more accurate descriptions.
- Some changes to tolerance levels and targets to reflect current data and the environment we are operating in.

- Removing any duplication between the three plans.

3.9 The review has led to:

- 16 indicators continuing in their current form.
- 21 indicators being revised.

3.10 The full list of measures for the year ahead are set out in Appendix 1.

Annual Delivery Plan

3.11 Given the nature of the ADP's ten strategic priorities - major pieces of work for delivering in partnership wherever possible - they will take time to develop and implement. Therefore, the proposed approach for monitoring the council's progress towards these priorities is through setting quarterly milestones, which are set out in Appendix 2.

Peer Review Action Plan

3.12 The action plan agreed by Full Council included quarterly targets for delivering each action, therefore these will be monitored on a quarterly basis alongside the ADP priorities.

Performance reporting

3.12 Progress towards the council's priorities and objectives for 2023/24 will be reported as follows:

- Monthly measures will be reported to the Executive Committee as part of the monthly Performance, Risk and Finance report, in line with current practice.
- Quarterly measures will be shared with the Overview and Scrutiny Committee before being reported to the Executive Committee on a quarterly basis.

4.0 Conclusion and Reasons for Recommendations

4.1 This report sets out a suggested framework for measuring and monitoring the council's performance and progress towards achieving better outcomes for its communities. This framework will ensure there is a clear pathway to achieving success, hence the recommendation for approval of the proposed framework.

5.0 Consultation

5.1 The proposed framework was shared with the Overview and Scrutiny Committee at their meeting on 14 March and no concerns were raised on the suggested approach.

6.0 Alternative Options and Reasons for Rejection

6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Not to agree a performance management framework, but without one the council cannot monitor its progress towards its desired outcomes and therefore agree any corrective action that might be necessary to keep them on track. Therefore, the council would risk not delivering its desired outcomes for its communities. This option has therefore been rejected.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial or resources implications arising directly from this report. The financial implications of the Annual Delivery Plan and Business Plan were captured as part of the budget setting process and approved by Full Council on 27 February 2023.

Comments checked by:

Michael Furness, Assistant Director of Finance / Section 151, 01295 221845

Michael.Furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 There are no legal implications arising directly from this report.

Comments checked by:

Shiraz Sheikh, Assistant Director of Law and Governance, 01295 221651

Shiraz.Sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.3 Without a performance management framework the council risks not achieving its priorities and objectives for the year ahead and consequently not delivering better outcomes for its communities.

Comments checked by:

Shona Ware, Assistant Director of Customer Focus 01295 221652

Shona.ware@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 There would be no EDI implications from agreeing the proposed performance management framework. Delivering the council's priorities and objectives for 2023/24 should deliver better outcomes for all its communities.

Comments checked by:

Shona Ware, Assistant Director of Customer Focus 01295 221652

Shona.ware@cherwell-dc.gov.uk

Sustainability Implications

- 7.5 There are no direct sustainability implications as a consequence of this report.

Comments checked by:
Jo Miskin, Climate Action Manager, jo.miskin@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected:

All

Links to Corporate Plan and Policy Framework

<https://www.cherwell.gov.uk/info/189/performance/934/business-plan-2022-to-2023>

Lead Councillor

Councillor Richard Mould, Portfolio Holder for Corporate Services

Document Information

Appendix number and title

- Appendix 1 – Business Plan Measures
- Appendix 2 – Annual Delivery Plan 23_23 Strategic priorities
- Appendix 3 - LGA Peer Review Action Plan

Background papers

None

Reference information

[Annual Delivery Plan 2022/24](#)

Report Author and contact details.

Shona Ware, Assistant Director of Customer Focus 01295 221652
Shona.ware@cherwell-dc.gov.uk

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Business Plans indicators 2023 - 24

Housing that meets your needs			
Measure Name	Director/AD	Reported	Target
Number of Homeless Households living in Temporary Accommodation (TA)	Nicola Riley Yvonne Rees	Monthly	Target - up to 40 monthly / Tolerance 45 Amber 50 Red
Referrals for major disability adaptations (urgent or high need) processed & approved within 12 weeks	Nicola Riley Yvonne Rees	Quarterly	Target - 80% / Tolerances 69% Amber 59% Red
Homes improved through enforcement action	Nicola Riley Yvonne Rees	Monthly	Indicator no target
Number of affordable homes delivered	Nicola Riley Yvonne Rees	Quarterly	Target per quarter – 36/ Tolerances up to 30 Amber, less than 26 Red
Number of Housing Standards interventions	Nicola Riley Yvonne Rees	Monthly	Indicator no target
Average time taken to process Housing Benefit New Claims and council tax reduction	Michael Furness Stephen Hinds	Monthly	Target - 18 days monthly / Tolerances up to 31 days Amber, 36 days red (tolerance aligned to those set against this measure centrally)
Average time taken to process Housing Benefit Change Events and council tax reduction	Michael Furness Stephen Hinds	Monthly	Target - 8 days monthly / Tolerances 17 days Amber, 23 days Red (tolerance aligned to those set against this measure centrally)
% of Major Planning Applications determined to National Indicator	David Peckford Ian Boll	Quarterly	60% tolerances as per last year
% of Non-Major Planning Applications determined to National Indicator	David Peckford Ian Boll	Quarterly	70% tolerances as per last year
% of Major Applications overturned at appeal	David Peckford Ian Boll	Quarterly	10% tolerances as per last year
% of Non-Major Applications overturned at appeal	David Peckford Ian Boll	Quarterly	10% tolerances as per last year
Maintain 5 year land supply	David Peckford Ian Boll	Biannual (July and September)	Target 5 - 10% off target Amber, greater than 10% Red
Net Additional Housing Completions to meet Cherwell needs	David Peckford Ian Boll	Quarterly	Target - 285.5 / Tolerance 20% Amber 21% plus Red

An enterprising economy with strong & vibrant local centres			
Measure Name	Director/AD	Reported	Target
Deliver the CDC elements of Future Oxfordshire Partnership 'Homes from Infrastructure' workstream	Ian Boll Robert Jolley	Quarterly	Reports on progress of FOP proposed housing developments (NB reporting on milestone targets is not suitable, because CDC is not directly delivering.)
Develop and adopt the Business Vision 2050 Programme	Ian Boll Robert Jolley	Quarterly	Q1- Undertake stakeholder engagement and consultation process. Q2- Obtain corporate approval for Banbury Vision 2050 Q3- Appoint consultants to prepare Banbury Vision 2050 Delivery Plan Q4- Obtain corporate approval for and adopt Banbury Vision 2050 Delivery Plan
Transform Bicester Market Square through Public realm & Environmental Improvement Project	Ian Boll Robert Jolley	Quarterly	Q1- Obtain corporate approval for Business Plan Q2- Appoint design consultants and stakeholder engagement specialists. Q3- Undertake stakeholder engagement and consultation process. Q4- Obtain corporate approval of final designs
% of Council Tax collected, increase Council Tax Base	Michael Furness Stephen Hinds	Monthly	97% Target for end of year
% of Business Rates collected, increasing NNDR Base.	Michael Furness Stephen Hinds	Monthly	Target - 97% Tolerance / TBA Currently set to trigger amber if not exactly on target and red at 10% below target
% of Building Regulations Applications acknowledged to within 3 working days of deposit	David Peckford Ian Boll	Quarterly	Target - 80% / Tolerance 75% Amber, Red 72%
% of valid Full Plan Applications determined or checked within 25 working days of deposit	David Peckford Ian Boll	Quarterly	Target - 90% / Tolerance 85% amber 81% red

Supporting on Environmental Sustainability			
Measure Name	Director/AD	Reported	Target
Work with partners to deliver initiatives to improve air quality in the District	Ian Boll Richard Webb	Quarterly	Milestones to be added for relevant quarters of the year
Promote the green economy	Ed Potter Ian Boll	Quarterly	Milestones to be added for relevant quarters of the year
% Waste Recycled & Composted	Ed Potter Ian Boll	Rolling 3 month	Target - 55% / Tolerance 52% Amber - 49% Red
Tonnes of waste recycled	Ed Potter Ian Boll	Rolling 3 month	Indicator
Tonnes of waste composted	Ed Potter Ian Boll	Rolling 3 month	Indicator
Tonnes of residual household waste collected	Ed Potter Ian Boll	Rolling 3 month	Indicator
% of fleet miles in electric/0 carbon	Ed Potter Ian Boll	Monthly	To be confirmed
Number of garden waste subscriptions	Ed Potter Ian Boll	Monthly	Indicator from which future measures will be considered

Healthy, resilient, and engaged communities			
Measure Name	Director/AD	Reported	Target
Number of illegal Fly Tips	Ian Boll Richard Webb	Monthly	Indicator
Number of enforcement notices issued	Ian Boll Richard Webb	Monthly	Indicator
Support Community Safety and Reduce Anti-Social Behaviour	Ian Boll Richard Webb	Monthly	Milestones/targets to be added for relevant quarters
Improve Leisure & Community Facilities in line with agreed Capital Programme	Nicola Riley Yvonne Rees	Quarterly	Indicator
Support and Safeguard Vulnerable People	Nicola Riley Yvonne Rees	Quarterly	Indicator
Number of Visits/Usage of contracted & directly managed sports facilities	Nicola Riley Yvonne Rees	Monthly	April 104,161 May 111,054 June 105,558 July 109,753 Aug 109,999 Sept 114,677 Oct 115,030 Nov 123,714 Dec 87,840 Jan 136,700 Feb 109,603 Mar 120,577
Number of individuals registered for You Move	Nicola Riley Yvonne Rees	Quarterly	Target 200 by the end of year
Number of young people who participated in Youth Activator activities	Nicola Riley Yvonne Rees	Quarterly	Target 150 by the end of year
% of due high risk food inspections completed	Ian Boll Richard Webb	Quarterly	Target - 100% / Tolerance 90% Amber - 80% Red

Annual Delivery Priorities 2023 -2024

Priority	Director/AD	Actions/Milestones/Comments	Frequency
Prepare the Local Plan	David Peckford Ian Boll	Q2 - Consult on draft plan (Regulation 18) Subsequent local plan programme under review, milestones to be confirmed	Quarterly
Homelessness Strategy	Nicola Riley Richard Smith	Q1- Review existing strategy Q3 - Overview and Scrutiny consulted on draft new strategy Q4 - Executive consideration	Quarterly
Vibrant Economy Strategy	Ian Boll Robert Jolley	Reports on a range of both planned and ad-hoc activities as appropriate, including UKSPF, REPF, inward investment and business growth. Detail per quarter to be confirmed.	Quarterly
Climate Emergency Strategy	Ed Potter Ian Boll	Increase the percentage of our corporate fleet from 10% Electric Vehicles to 15% Electric Vehicles (see measure below) Reduce emissions from Thorpe Lane Depot, through the removal of gas and installation of Solar PV Devise a plan for the new Depot at Graven Hill, which will include several sustainability measures. Undertaken a Techno Feasibility Study for a Heat Network in Banbury Participate in county-side joint bid to support nature-based off setting.	Quarterly
Cost of Living Strategy	Nicola Riley Michael Furness Yvonne Rees	Q1- Review current cost of living support package Q2 - Review current cost of living support package Q3 - Review current cost of living support package Q4 - Review current cost of living support package	Quarterly
Investment in our communities	Nicola Riley Yvonne Rees	Q1 Launch Coronation grant scheme Q2 Support and deliver Play; Full, Holiday Hubs and Play days Q3 Hold Voluntary Organisations Forum Q4 Hold Brighter Futures in Banbury Annual reference Conference	Quarterly

Priority	Director/AD	Actions/Milestones/Comments	Frequency
Local Strategic Partnership	Kevin Larnar Nicola Riley Yvonne Rees	Q1 - Review existing partnership arrangements. Q2 - Consult on any proposed changes to the partnership. Q3 - Implement agreed changes	Quarterly
Everyone's Wellbeing Strategy	Nicola Riley Yvonne Rees	Q1 - Draft strategy Q2 - Consult stakeholders on draft strategy Q3 – Agree strategy. Q4 – Develop action plans with stakeholders	Quarterly
Team Cherwell	Shona Ware Mark Duff Claire Cox Yvonne Rees	Q1 - Staff engagement exercise and consultation on proposed values Q2 - Launch and embed values	Quarterly
Medium Term Financial Strategy	Michael Furness Stephen Hinds	Q1 – Agree transformation strategy. Q2 – Identity transformation opportunities Q3 – Consult on transformation proposals for 2024/25 budget. Q4 – Begin implementation	Quarterly

PEER REVIEW 2023

Action plan

The peer review team made eight recommendations for the council to consider following their visit in November.

All of these recommendations are either programmes of work or projects that are either already underway or captured in an existing delivery plan.

RECOMMENDATION	PROGRESS (AS AT Q4 -22/23)	FURTHER ACTIONS	TIMESCALE (COMPLETED)	OFFICER
<p>VISION</p> <p>The council needs a compelling vision and narrative for the district post decoupling and the role the council will play in delivering it.</p>	<ul style="list-style-type: none"> Approved an Annual Delivery Programme. Agreed 10 Strategic priorities for 23/24. 	<ul style="list-style-type: none"> <input type="checkbox"/> Agree and deliver a project plan for producing a new Business Plan for 2024 onwards <input type="checkbox"/> Embed the Annual Delivery Programme across the council so there is a clear and visible golden thread from corporate vision to everyday service delivery <input type="checkbox"/> Refresh the performance and risk management frameworks and embed them throughout the organisation <input type="checkbox"/> Refresh the climate strategy and associated actions plans and continue to embed them across the organisation demonstrating a robust pathway to achieving its net zero ambition. <input type="checkbox"/> Review and update the existing EDI action plans for delivering the council's commitments set out in its Equalities Framework 'Including Everyone' 	<p>Q4 22/23 Q1 23/24</p> <p>Q4 22/23 Q1 23/24</p> <p>Q4 22/23</p> <p>Q1 23/24 – ongoing</p> <p>Q4 22/23</p>	<p>AD Customer Focus</p> <p>AD Customer Focus</p> <p>AD Customer Focus</p> <p>CD Communities / AD Environment</p> <p>AD Customer Focus</p>
<p>SAVINGS</p> <p>A whole council approach is required to meet the savings needed in the future. Identify what it will do less of in the future and how this will impact on the size of the organisations</p>	<ul style="list-style-type: none"> Council wide transformation and prioritisation approach in development. Budget identified to deliver agreed transformation and prioritisation work. Recruiting a Transformation Programme Manager. 	<ul style="list-style-type: none"> <input type="checkbox"/> Agree and deliver a Transformation programme that aligns with the MTFS <input type="checkbox"/> Agree the 2024/25 budget process 	<p>Q1 23/24 agree plan Q3 23/24 draft proposal to at least meet 24/25 savings requirement.</p> <p>Q4 22/23</p>	<p>AD Customer Focus & AD Finance</p> <p>AD Finance</p>

RECOMMENDATION	PROGRESS (AS AT Q4 -22/23)	FURTHER ACTIONS	TIMESCALE (COMPLETED)	OFFICER
<p>PRIORITISATION</p> <p>The council needs to prioritise initiatives, which will have a positive impact on the budget, including a review of its assets</p>	<ul style="list-style-type: none"> This work has already been identified as part of the above transformation and prioritisation work. 	<ul style="list-style-type: none"> <input type="checkbox"/> As per previous action 	Q1 23/24 agree priorities	AD Customer Focus & AD Finance
<p>RESOURCES</p> <p>The council will need to resource and embed sufficient corporate, strategic and performance management capacity to plan, deliver and oversee your substantial transformation journey at pace and provide strategic oversight</p>	<ul style="list-style-type: none"> Budget identified to deliver transformation programme. Recruiting a Transformation Programme Manager – internal opportunity. 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish the team, resources and governance arrangements needed to deliver the desired outcomes of the Transformation and Prioritisation Programme. <input type="checkbox"/> Develop a plan and programme of activities to support staff through the Transformation and Prioritisation Programme. <input type="checkbox"/> Review our member development and induction programmes and develop an action plan for any improvements identified. <input type="checkbox"/> Develop the O&S function and ensure its properly resourced. 	<p>Q4 22/23 – ongoing</p> <p>Q4 22/23 – ongoing</p> <p>Q4 22/23 – Q123/24</p> <p>Completed - dedicated scrutiny officer appointed / further developments ongoing</p>	<p>CEO, MO, AD Customer Focus AD Finance</p> <p>AD HR</p> <p>AD Legal</p> <p>AD Legal</p>
<p>REGENERATION</p> <p>The council has significant regeneration ambitions and recognises the need to invest in its property portfolio. The council now needs this ambition to deliver significant financial returns alongside social and economic objectives.</p>	<ul style="list-style-type: none"> Restructuring the Growth and Economy service to place a greater focus on place- shaping and regeneration. Appointed two Programme Managers to lead regeneration programmes for Banbury and Bicester. Set aside budget (subject to full Council) to deliver the Banbury renewal programme and to develop Bicester's Market Square. Secured £1.8m UK Shared Prosperity Funding and Rural England Prosperity Funding to improve community facilities, business support and skills. 	<ul style="list-style-type: none"> <input type="checkbox"/> Communicate the council's vision for Banbury and Bicester, Adopt a Place shaping Strategy for Banbury (non-statutory masterplan) and clarify role in securing future stages. <input type="checkbox"/> Undertake a strategic asset review as part of the transformation and prioritisation programme to recognise the potential of the council's property portfolio in meeting its regeneration ambition <input type="checkbox"/> Create a prospectus for investment in Cherwell <input type="checkbox"/> Ensure planning service can administer continued sustainable growth. 	<p>Q4 22/23 – ongoing</p> <p>Q2 23/24</p> <p>Q1 23/24</p> <p>Q4 22/23 – ongoing</p>	<p>AD Growth and Economy</p> <p>AD Property</p> <p>CD Communities / AD Growth and Economy</p> <p>AD Planning</p>

RECOMMENDATION	PROGRESS (AS AT Q4 -22/23)	FURTHER ACTIONS	TIMESCALE (COMPLETED)	OFFICER
<p>COMMUNICATIONS</p> <p>Communication will be vital for the next part of the council's journey. Develop a communications and engagement strategy that covers both internal and external communications.</p>	<ul style="list-style-type: none"> Key objective for the communications team. Currently out to recruit to the permanent Communications and Marketing role, which will lead this work. 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop and agree a council wide Communications and Marketing Strategy 	Q1 23/24	AD -Customer Focus
<p>PARTNERSHIPS</p> <p>Continue to partner appropriately, this is part of your DNA. Being visible and leading where possible, benefits will accrue to the council because of its leadership of partnerships.</p>	<ul style="list-style-type: none"> Led the establishment of the PRP, which has received Government backing and positive national press coverage. Currently reviewing our role and the objectives of our strategic partnerships as part of a review of our Local Strategic Partnership to ensure they deliver better outcomes for Cherwell. 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete the review of the LSP and the council's strategic partnerships to ensure we continue to partner appropriately. <input type="checkbox"/> Agree an action plan for delivering any improvements 	Q1 23/24 Q1 23/24	AD Wellbeing AD Wellbeing
<p>INFRASTRUCTURE</p> <p>The council should leverage support from willing districts to align growth plans with Oxfordshire County Council and help secure infrastructure funding. Carefully consider how the council is perceived by Government, is Cherwell an attractive place to invest?</p>	<ul style="list-style-type: none"> The council is working closely with FOP / key partners on infrastructure delivery. The council is working with Homes England and Oxfordshire County Council to progress the Bicester Garden Town programme and the Banbury Vision 2050 regeneration work. The council is the interim lead and accountable body for the Oxford to Cambridge PRP. Therefore, it will continue to meet with government officials to access funding allocated and drive delivery as per the agreed work plan. 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a clear action plan for the next phase of the "infrastructure and place-shaping" relationship with Oxfordshire County Council <input type="checkbox"/> Reset critical officer and member relations with partners and the business community, including developers) and increase the visibility of other senior leaders across the organisation. 	Ongoing Ongoing	CEO/CD Communities CEO / Senior team

MONITORING ARRANGEMENTS

Each of the actions in this action plan will be added to the relevant section of the council's performance management framework, for reporting in the usual way.

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Cherwell District Council

Executive

3 April 2023

Integrated Care Board 5-year Strategic Plan Update

Report of Assistant Director Wellbeing and Housing

This report is public

Purpose of report

To share the draft 5-year strategy of the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Partnership (ICP).

1.0 Recommendations

The meeting is recommended:

- 1.1 To endorse the 5 year strategic plan of the Integrated Care Partnership for Buckinghamshire, Oxfordshire and Berkshire West.
- 1.2 To welcome the opportunity to participate in the development of the Oxfordshire specific plan and the importance of the Health and Wellbeing Board in shaping that for residents' benefit.

2.0 Introduction

- 2.1 This has been a year of significant change in the local Health system. From July 2022 new organisations and partnerships were created and the Oxfordshire Clinical Commissioning Group ("the CCG") ceased to exist.
- 2.2 The Integrated Care Board ("the ICB") was formulated. This is the new NHS body that receives funds from NHS England and plans and buys services for West Berkshire, Oxfordshire, Buckinghamshire ("BOB"). The Health and Care Act 2022 documented new statutory requirements for the ICB, one of which is to produce an Integrated Care Strategy at ("BOB") level, as explained in guidance published by the DHSC in July 2022.
- 2.3 The purpose of the strategy is to set the direction for the system, outlining how local authorities and the ICB, working with other partners, will meet the needs of our population and deliver more joined-up, preventative and person-centred care for people across the course of their lives.
- 2.4 The vision for the BOB ICB is:

Our vision is for everyone who lives in Buckinghamshire Oxfordshire and Berkshire West to have the best possible start in life, to live happier, healthier, longer lives, and to be able to access the right support when it is needed.

- 2.5. Beneath the ICB - The Integrated Care Partnerships (“the ICP”) are currently being developed. The ICPs are joint committees of the local authorities and the NHS, represented by the ICB, coming together with other partners to set the direction of travel to improve health and wellbeing for people living and working across the Berkshire, Oxfordshire and Buckinghamshire area at place level, i.e. each county will have an ICP.
- 2.6. The ICP will be responsible for the implementation of the Integrated Care Strategy.
- 2.7. The Oxfordshire ICP Director is Dan Leveson.
- 2.8. Oxford City Council and the four Oxfordshire Districts have one seat for a Chief Executive and one seat for a Leader of Council on the ICP. These will be taken up by Mark Stone, Chief Executive of South and Vale District Councils and Cllr David Roaune, Leader of the Council South Oxfordshire District Council. These seats will be subject to a rotation agreement.
- 2.9. There was concern expressed by Overview and Scrutiny committee in January 2023 that there had been insufficient consultation on the five-year strategy. This was reflected in our submission to the Integrated Care Board public consultation exercise.

3.0 Report Details

- 3.1. The strategy is proposing the following five key principles:
 - Preventing ill Health
 - Tackling Health Inequalities
 - Providing person centred care
 - Supporting local delivery
 - Improving join-up between our services
- 3.2. The strategy will be delivered through five key themes:
 - Promote and protect health
 - Start well
 - Live well
 - Age well
 - Improve quality and access to services
- 3.3. Eighteen priorities have been identified across the five themes.
- 3.4. The Board recognised that there were opportunities for further meaningful stakeholder engagement in the place-based strategy that would be specific for Oxfordshire at their meeting on 7March, when they agreed the 5-year strategy.
- 3.5. District Council officers have been approached by the Director of Public Health and the ICP Director for Oxfordshire to participate in shaping the engagement process.

4.0 Conclusion and Reasons for Recommendations

- 4.1 This is a significantly influential strategy that may impact on the development of the Local Plan and Healthy Place Shaping policies as well as the developing Wellbeing Strategy for Cherwell.

5.0 Consultation

No further consultation is needed on this plan but an involvement in the Oxfordshire place-based action plan with local Stakeholders and VCSE will be pursued robustly.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: Not endorse the future strategy of the BOB ICB. Rejected as there is a significant synergy with our own developing plans and past place-based plans that have shaped the direction of travel for our policies over the last 5 years.

7.0 Implications

Financial and Resource Implications

- 7.1 No additional resources have been identified as needed by this proposal. Cherwell's Commitment will however focus resources within the approved budget on supporting residents health and wellbeing which may result in partnership contributions to programmes of work, such as Move Together, You Move and Healthy Place shaping.

Comments checked by:

Michael Furness, Assistant Director of Finance (S151 Officer), 01295 221845,
michael.furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 There are no direct implications from endorsing the strategy as set out. The future governance of programmes of work will be monitored and data sharing scrutinised to ensure the impact of programmes is maximised for residents.

Comments checked by:

Shiraz Sheikh, Assistant Director Law & Governance and Monitoring Officer,
shiraz.sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.3 There are no inherent risks arising directly from endorsing the strategy. If any risk arises in the future, this will be managed through the service risk register and escalated to the Leadership risk register as and when deemed appropriate.

Comments checked by:
Celia Prado-Teeling, Performance & Insight Team Leader, Tel 01295 221556
Celia.Prado-Teeling@Cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 Endorsing this strategy will enable Cherwell District Council to advocate for health and wellbeing resources being delivered locally to meet identified needs and tackle inequality.

Comments checked by:
Celia Prado-Teeling, Performance & Insight Team Leader, Tel 01295 221556
Celia.Prado-Teeling@Cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

Healthy resilient and engaged communities.

Lead Councillor

Councillor Phil Chapman, Portfolio Holder for Healthy Communities

Document Information

Appendix number and title

- Appendix 1 - ICP Buckinghamshire, Oxfordshire and Berkshire West 5 year strategy

Background papers

None

Report Author and contact details

Nicola Riley, Assistant Director Wellbeing and Housing

Nicola.riley@cherwell-dc.gov.uk

Tel: 01295 221724



WOKINGHAM
BOROUGH COUNCIL



Buckinghamshire, Oxfordshire
and Berkshire West
Integrated Care Board



OXFORDSHIRE
COUNTY COUNCIL



Reading
Borough Council
Working better with you



Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Partnership

Integrated Care Strategy



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There is little doubt we are living through a time where pre-existing assumptions about health outcomes are being challenged. From the shock of the pandemic, to a cost of living crisis likely to widen health inequalities rather than reduce them, the task of setting a course for the years ahead is not easy.

We already know that the places and circumstances where people are born, grow up, live, and learn influence how happy and healthy they are, which makes it particularly difficult to set a strategy for a catchment area as large as ours. Many strategies cross over county boundaries, others do not.

The pandemic shone a bright light on the health inequalities in our societies. We always knew they existed, but we maybe don't talk about them enough. As always, the biggest impact was felt by less well-off communities and the same will apply to the economic conditions in the year ahead.

My own patch of Reading ranks as the third most unequal town or city nationally for wealth distribution. Looking at the wider area of Buckinghamshire, Oxfordshire and Berkshire West – which covers nearly 2 million individuals – life expectancy can vary between areas by up to a decade. And people in less affluent areas experience poor health 10-15 years earlier than their more affluent neighbours (the so-called 'healthy life expectancy gap').

The pandemic also taught us the importance of partnership. The work of one organisation can be quickly undermined if other bodies are pulling in a different direction. By identifying our shared priorities, and the actions that can support them, this strategy helps us work together towards a common goal – to give people the best possible start in life, for people to be happier and healthier and to ensure they have access to support when they need it.

Partner organisations and local communities know best what the challenges are in their own areas. It's why we have consulted widely on our proposed priorities and why we intend to continue this dialogue with people and organisations across our area. This strategy is the start of a journey which aims to ensure that the NHS and all partners direct limited resources so as to have the biggest positive impact on people's lives.



Cllr Jason Brock

Chair, Integrated Care Partnership
and Leader of Reading Borough Council



Our Integrated Care Partnership

Our Integrated Care Partnership (ICP) is a group of organisations who plan and provide health and care services for the people who live and work in the local authority areas of Buckinghamshire, Oxfordshire and Berkshire's three westerly local authority areas of West Berkshire, Reading and Wokingham (known as 'Berkshire West').

Members include local NHS organisations and GPs, local authorities, public health, Healthwatch, care providers, voluntary and community groups, as well as academic and research partners.

The purpose of this Strategy

As a Partnership we are committed to working together to improve health and wellbeing across our area. We want to ensure that children and young people have the best possible start in life and that everyone can live a happy and healthy life for as long as possible. We also want to ensure that people who live and work in Buckinghamshire, Oxfordshire and Berkshire West are able to access the right support when they need it.

This ambition applies to everyone in our area. However, we recognise that this is a bigger challenge for some people and we are committed to working together to reduce the inequalities in health experienced by many people in our area.

What are health inequalities?

Health inequalities are unfair and avoidable differences in health across the population, and between different groups within society. These include how long people are likely to live, the health conditions they may experience, and the care that is available to them.

Many different things lead to health inequalities. The conditions in which we are born, grow, live, work and age all impact on our health and wellbeing. People living in geographic areas where there are high levels of deprivation often have much poorer health and lower life expectancy than those living in wealthier areas.

Some groups and communities are also more likely to experience poorer health than the general population. The individuals in these groups often share specific characteristics including those protected by law such as sex, ethnicity or disability. For example, those from Black, Asian and minority ethnic communities and people who are neurodivergent or have a learning disability frequently suffer from significant health inequalities.

Other individuals experience challenges in accessing care, often because they are from socially excluded groups. For example, those experiencing homelessness or people with drug and alcohol dependencies.



Our Integrated Care Partnership

Improving services for everyone, preventing ill health and reducing health inequalities will require us to work together better and to work differently. We need to consider how resources are used, how we assess the impact of the decisions we make and look at new ways in which everyone can have equal access to appropriate services. We need to work more closely with our communities, listening to what they tell us and using their lived experience to guide our actions.

To do this we have agreed five areas of strategic priority where we expect to do more together, locally and across the health and care system, to improve health and wellbeing in a manner that is fair and inclusive. This strategy outlines these priorities and sets the direction for our health and care system.

This strategy builds on our current joint local health and wellbeing strategies. These have been developed between NHS, local authority and other partners at local authority level. We have worked with members of our partner organisations, the voluntary sector, and others to understand their areas of focus and ambitions.

We also asked local people and partner organisations to share their views on our draft priorities and we have used their feedback to shape this strategy. This is just the start of a dialogue which will continue as our work develops. Together we are confident we can make a real difference in Buckinghamshire, Oxfordshire and Berkshire West.

Our area

Situated in the heart of the Thames Valley, much of our area is rural with more densely populated areas around our towns and cities including, High Wycombe, Oxford and Reading.

Beyond our boundaries we have a mix of rural areas and large urban centres. Our location offers relatively quick access to London and strong transport links to other parts of England.





Our health and care system

















Our health and care system is made up of many organisations who all play a part in helping people to be as healthy as possible, for as much of their lives as possible. These include local councils, social care support, hospitals, emergency services, GP practices, dentists, mental health providers, care homes, and many voluntary, community and social enterprise organisations.

In addition to these organisations who directly provide health and care services, we have links with schools, universities, businesses and research partners working in health or care in our area.

There are well over 8,000 registered charities in our geography and there may be as many as 5,000 more informal community groups.

Most of the registered charities are very small and volunteer-run. As well as making a difference to the health and wellbeing of our population, these voluntary and community groups provide us with a strong link into our communities and a valuable insight into local needs.

Some of the people and organisations playing a part in the health and wellbeing of our population include:

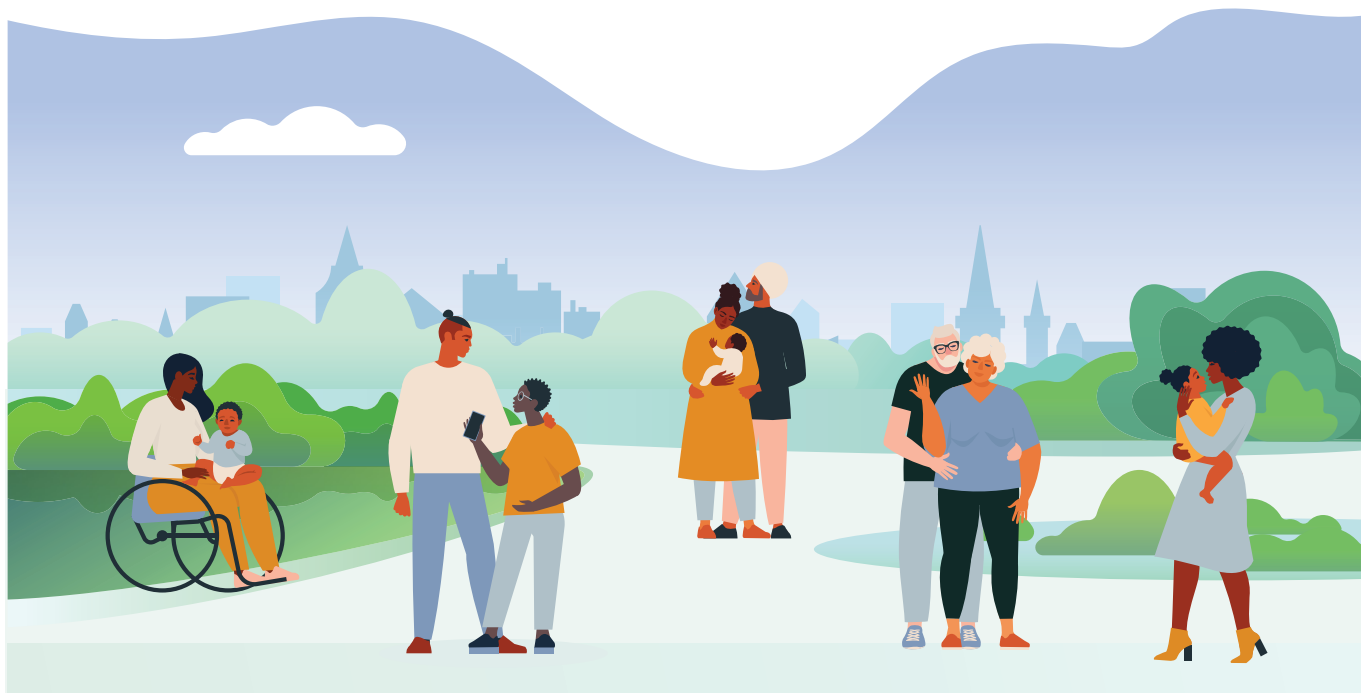
 Nearly 2 million people	 3 acute / integrated hospital trusts	 More than 250 care homes	 50 primary care networks (157 GP practices)
 2 mental health trusts	 182 dental practices	 Approx 68,000 staff in health and care	 Multiple community providers
 More than 800 schools	 5 Healthwatch organisations	 5 universities	 More than 8,000 voluntary organisations
 5 district councils	 1 ambulance trust	 Approx 260 pharmacies	 5 unitary / upper tier local authorities

Nearly two million people live in Buckinghamshire, Oxfordshire and Berkshire West.

The overall age profile of people living in our area is similar to the national average, with a slightly higher proportion of people aged under 18 and a slightly lower proportion of people aged over 65 years. Just over 1 in 5 people are under 18 years and just under 1 in 5 people are over 65 years of age.

This profile is likely to change over time. We anticipate a 5% growth in the overall size of the population by 2042 (an extra 89,000 people). This figure, however, masks significant changes for different age groups. The number of people aged over 65 is predicted to increase by 37% (increasing by 122,000 people) while the number of children and young people (those aged under 18 years) will reduce by 7% (26,000 people) over the same 20 year period.

According to the 2021 census, the ethnic profile for our combined area is very similar to the national average. However this masks individual differences at local authority level. People who responded that they were White British make up 73% of residents overall which is similar to the national average but this ranges from 53% in Reading to 85% in West Berkshire. People from many different ethnic groups live in our area including 3.5% of the population who describe themselves as Indian, 3.1% as Pakistani, 1.6% as Black African and 0.8% as Black Caribbean. These relative proportions vary between local authorities and ethnic diversity tends to be higher in our major towns and cities.





Living long lives in good health

People living in our area are generally healthier and live longer lives in good health than the national average. This is true for all our local authorities except for Reading where women do not live as long as the national average and men live as long as the national average.

Within each local authority, how long people live varies between wards by up to 10 years, with people living shorter lives in more deprived wards.

Across our local authorities, both men and women spend more years in good health than the national average apart from women in Reading who spend fewer years in good health. The gap in years spent in good health is even wider than the gap in how long people live. People in more deprived areas develop poor health 10-15 years earlier than people living in less deprived areas.

A good start in life

The early years are a crucial time for the health and wellbeing of children and their development with far reaching impacts throughout their school years and adult life. A mother's physical and mental health during pregnancy can affect the health and development of her baby before it is born. Children undergo rapid physical, mental and emotional development in the first five years of life and the circumstances in which they live and early life experiences have a profound effect on their development and subsequent mental and physical health as teenagers and adults.

The proportion of babies born at term who were a low birthweight was similar to the national average of 2.9% except in Oxfordshire where 2.3% of babies born at term were low birthweight.

A higher percentage of children in our area achieve a good level of development compared to the national average, except in Reading which is slightly lower. However, this average overlooks the experience of some of our most vulnerable children. Children in receipt of free school meals have lower levels of good development, especially in Oxfordshire and West Berkshire.

Young people aged 16-17 who are not in education, employment or training (NEET) are at increased risk of poor physical and mental health. In 2020, Buckinghamshire had a higher proportion of 16-17 years who were NEET than the national average, Reading had a similar percentage to the national average, while rates were lower in other parts of our area.

Healthy behaviours

The four main health behaviours – smoking, physical inactivity, an unhealthy diet and alcohol misuse - account for 40% of all years lived with ill health and disability. These behaviours are major risk factors for long-term conditions such as heart disease and cancer. People with all four unhealthy behaviours are four times more likely to die prematurely than people with no unhealthy behaviours and the risk increases with each behaviour.

13% of residents in our area smoke according to GP data but this varies significantly between our least and most deprived areas.

1 in 4 residents in Buckinghamshire and Oxfordshire and 1 in 5 residents in Berkshire West (Wokingham, Reading and West Berkshire) are estimated to drink alcohol at levels that increase their risk of health problems.

Around 3 in 10 children aged 10-11 years across our area are overweight or obese and around 6 in 10 adults are overweight or obese.

Around 1 in 5 adults do less than 30 minutes moderate intensity activity a week.

The circumstances in which people live affect their health behaviours and on average people living in more deprived circumstances tend to have lower levels of healthy behaviours.

Long term conditions

Levels of long term conditions such as heart disease or diabetes are generally lower than the national average. Long term conditions tend to increase with age and it is estimated that 3 in 5 people over 60 years have a long term condition. However, many long term conditions are preventable. For example, up to 70% of heart disease and stroke, up to 50% of type 2 diabetes and 38% of cancer cases could be prevented. Smoking causes 15% of all cancers and obesity and being overweight is the second most common cause of cancer in the UK.

People living in deprived areas develop more long-term conditions and at an earlier age than people living in less deprived areas.

Mental health and wellbeing

Good mental wellbeing supports people to get the most out of life. However mental health problems are common and can be worsened by adverse social and economic circumstances. Approximately 12% of adults across Buckinghamshire, Oxfordshire and Berkshire West have a recorded diagnosis of depression which is similar to the national average and 0.8% have a severe mental illness such as schizophrenia.





The places and circumstances in which people are born, grow up, live learn and work profoundly influence their health. Although the health of the population across Buckinghamshire, Oxfordshire and Berkshire West is generally better than or similar to the national average this masks many differences between different groups of people. These differences are often the result of the different social, economic and environmental conditions in which they live.

Deprivation

From birth to old age people living in more deprived circumstances tend to have worse physical or mental health.

Buckinghamshire, Oxfordshire, West Berkshire and Wokingham are in the 10 least deprived local authorities in the country. Reading is slightly less deprived than the national average. However, within each local authority, levels of deprivation vary - 3% of our population (57,000 people) live in an area that is one of the 20% of the most deprived areas in England.

The percentage of children living in poverty, and the percentage of households living in fuel poverty are all below the national average and unemployment levels are lower than the national average, except in Reading.

The proportion of people who are defined as homeless is below the national average, apart from Reading where rates are higher.

Recorded rates of domestic abuse and hospital admission rates due to violence are lower than the national average. However, we know there is significant under reporting of domestic abuse.

Poorer health outcomes for some groups

We know that some people living in deprived areas tend to have poorer health. There are several other groups that also tend to have poorer health.

People from different ethnic groups are at higher risk of some diseases. For example, people from Black and South Asian ethnic groups are at a higher risk of diabetes and cardiovascular disease (which causes heart disease and stroke). Mothers from Black and South Asian ethnic groups are at greater risk of complications and death during pregnancy and child birth.

Other groups with poorer health include people with a physical or learning disability, people suffering severe mental illness and those who are homeless.

These differences in health are due to a complex mix of societal, economic, environmental and biological factors. However, health problems can also be compounded by people's knowledge of, or ability to access services. Services may not be accessible or acceptable or appear welcoming to some groups of people. Some groups of people also report having worse experiences or poorer outcomes from services.

Inequalities are often multiple and overlapping – for example, a study by the Race and Health Observatory (June 2021) highlighted that people from Black and Minority Ethnic (BME) groups are disproportionately affected by socioeconomic deprivation – a key determinant of health status.

Our vision is for everyone who lives in Buckinghamshire, Oxfordshire and the Berkshire West area, to have the best possible start in life, to live happier, healthier lives for longer, and to be able to access the right support when they need it.

Five principles will guide everything we do:

Preventing ill-health

We will help people stay well and independent, enjoying better health for longer. We will help develop healthy places and thriving communities to protect and improve people's health.

Tackling health inequalities

We will seek to improve the physical and mental health of those at risk of the poorest health. This will include making sure people can access health and care services, whatever their background.

Providing person centred care

We will work together to provide help in a way that meets people's needs and helps them to make informed decisions and be involved in their own health and care.

Supporting local delivery

We will plan and design support and services with local people and provide support as close as possible to where people live, learn and work.

Improving the join up between our services

We will improve the way our services work together to ensure people get support when they need it and residents have a better experience of health and care services.

We have identified five priority areas.

Supporting our delivery

While these priorities will be the central focus of our work, we recognise that the success of this strategy will depend on a number of factors including:

- The **people** who work across our health and care system. This includes people in paid employment and also the large number of volunteers and informal carers across Buckinghamshire, Oxfordshire and Berkshire West.
- The **digital solutions, data and insights** available to those who work or volunteer in our area as well as how we use digital technology to move care closer to people's homes and to support people to self-manage their health conditions.
- Our ability to **respond to change and learn from best practice** to embrace new and innovative ways of working.

We also need to ensure that we provide strong leadership across our area whilst also empowering partnerships at a local level to deliver in their communities. Most of all, we know we need to engage with the people who live and work in our area: we need to listen to their voices and involve them in the plans we develop to deliver this strategy.

In the following sections we explain why we have selected each priority, what our areas of focus will be, and what we hope to achieve. These priorities build on the local health and wellbeing strategies already in place and on existing work that is being led by individual organisations in our area. By selecting these priorities, we have the opportunity to develop this work at a wider system level and to support local plans. Our priorities don't name all the important statutory work that is being led through other multi-agency arrangements, such as adult and child safeguarding, but we recognise the importance of continuing to work closely together to deliver the best possible local services for our people and communities.





Promoting and protecting health

Keeping people healthy and well

Although people in Buckinghamshire, Oxfordshire and Berkshire West are generally healthier than the national average, many people suffer poor health from conditions that could be prevented or delayed. Behaviours such as smoking, drinking too much alcohol, having an unhealthy diet, not being physically active or being overweight can lead to a wide range of conditions including diabetes, cancer, heart disease, stroke, lung disease and dementia.

The choices we make are shaped by our circumstances – the people we see around us, the places we live, and other influences such as the availability and pricing of unhealthy foods, alcohol or cigarettes. These factors directly affect the opportunities people have to live healthy lives across our area, including shaping their decisions about smoking, what to eat and the amount of alcohol

they drink. Indeed, our data shows stark differences in health outcomes for different population groups, including a variation in life expectancy of up to 10 years between the least and most deprived areas.

We need to support people to live healthier lives by improving the circumstances in which people live by taking action to tackle the social, economic and environmental factors that influence health. We also need to support people and communities to address behaviours that lead to many long term conditions. This includes training and supporting our staff to promote the adoption of healthier behaviours.

By working better together and focusing on prevention in everything we do, we can keep people healthy and well for longer.

Take action to address the factors that influence our health and wellbeing.

Why this matters:

The communities and environment we live in have a significant impact on our health and wellbeing. The world around us influences the choices we make and the quality and length of our lives. This includes decisions we make about how we live our lives from whether we smoke to what we eat or the amount of alcohol we drink.

For example, feeling safe in our local area, with safe places to play and exercise makes it easier to stay healthy and active. Similarly, safe travel routes to school, shops or work make it

easier to build physical activity into our day for example, by choosing to walk or cycle.

Our social connection to other people shapes how happy or lonely we feel, while secure employment is also important to our health and wellbeing. The rising cost of living may damage people’s health, especially those already experiencing financial hardship. National figures from 2020 found more than 1 in 7 households were affected by fuel poverty, with single parent households most likely to be fuel poor (1 in 4) and couples aged over 60 making the largest average reduction in fuel usage to avoid fuel poverty.



Promoting and protecting health

The price rises in 2022 and 2023 mean more households are struggling. It is harder to stay healthy and well if food and heating are unaffordable.

The quality of our housing and the air we breathe also has a direct impact on our health and wellbeing. Poor air quality, contaminated land and water pollution can lead to acute and chronic disease. Air pollution is responsible for a range of respiratory conditions, cardiovascular disease, cancers and birth defects.

We are committed to addressing the social, economic and environmental factors that influence our health, and to reducing inequalities. For this we need a place-based approach and coordinated action across local government, health care and voluntary sector organisations.

Organisations across Buckinghamshire, Oxfordshire and Berkshire West have also committed to reduce their carbon footprints. The NHS target is to achieve net zero by 2040. This will require significant changes to how we live and work but will ultimately improve and protect the health of the people who live or work across our area.

Our focus areas:

- Supporting the local economy and developing job opportunities and routes into employment for people who live in our area.
- Improving public and staff awareness of services tackling income, fuel and food insecurity, and helping staff to refer people to appropriate services.
- Helping our most vulnerable people and communities access information and local offers of help, including community food projects, benefits entitlements and debt advice.

- Ensuring safe and accessible options for exercise and active travel.
- Encouraging a public health approach to planning and development, to ensure our built environments support healthy lives.
- Ensuring schemes and services are in place so people are helped to live in warm homes.
- Working together to ensure people accessing social housing have safe, warm, damp and mould free homes.
- Ensuring that new housing developments adequately reflect the needs of older people and those with disabilities and are resilient to the impact of climate change.

What we want to achieve:

- The adoption of local planning principles that have health at the heart of the built environment.
- Greater community connectedness through a consideration of community in the structures and services we provide.
- A physical environment that supports people to live independently through thoughtful design.
- All our communities have access to green space within their locality.
- More sustainable road travel, particularly for staff members who use their cars often as part of their work.
- Reduced carbon emissions across all our providers to deliver the commitment each organisation has made to achieving net zero.

Reduce the proportion of people smoking across Buckinghamshire, Oxfordshire and Berkshire West.

Why this matters:

Smoking is one of the biggest causes of preventable disease and early death in our area, accounting for over 4,000 premature deaths each year. It is also the biggest factor behind the gap in life expectancy between people living in the most and least deprived areas, with decisions around smoking shaped by many of the factors considered in the previous section.

According to GP data, 13% of people in Buckinghamshire, Oxfordshire and Berkshire West smoke (154,000 people), but rates are higher in more deprived areas. An estimated 22% of people working in routine and manual occupations and 36% of people with a severe mental illness smoke.

Smoking and tobacco consumption rates are high in some ethnic minority communities and among immigrants from countries where tobacco regulations and cultural approaches to its use are different from UK.

1 in 6 Lesbian Gay Bisexual and Transgender people smoke every day, the prevalence being higher among younger LGBT people.

Smoking causes a very wide range of ill health from the earliest years to older age. For example, smoking while pregnant can harm the unborn baby and result in babies being born too early and having a low birthweight. Parental smoking harms children's health. Smoking also increases the risk of cancer, heart disease, stroke and lung disease and the need for social care occurs on average 10 years earlier in smokers.

Smoking is estimated to cost health and care organisations in Buckinghamshire, Oxfordshire and Berkshire West £94 million each year (£69 million for health and £25 million for social care).

Our focus areas:

- Working together in effective tobacco control partnerships at a place based/local authority level to help reduce the numbers of people smoking.
- Providing, or proactively referring, people to services to help them stop smoking.
- More people in deprived areas are referred to smoking cessation services by their primary care team.
- Co-producing culturally appropriate services, where necessary, to encourage people to give up smoking or tobacco consumption in other forms.
- Supporting more people in contact with the NHS to stop smoking. This includes helping people to stop smoking before planned operations to help their recovery, helping people admitted to hospital, pregnant women and their partners, and people with severe mental illness to stop smoking.



Promoting and protecting health

What we want to achieve:

- A reduction in the overall number of smokers in Buckinghamshire, Oxfordshire and Berkshire West, especially in our most deprived areas.
- Fewer young people will take up smoking.
- More people will stop smoking, especially in deprived areas.
- A reduction in conditions made worse by smoking, including fewer people developing cancer and lung disease.
- A reduction in the gap in life expectancy between the most and least deprived areas.

Increase the proportion of people who are a healthy weight and physically active, especially in our most deprived areas and in younger people.

Why this matters:

Across Buckinghamshire, Oxfordshire and Berkshire West, approximately 6 in 10 adults are overweight or obese and approximately 3 in 10 children aged 10-11 are overweight or obese.

Obesity increases the risk of many long-term conditions including cancer, diabetes, heart disease and dementia. Obese people die up to 10 years earlier than people with a healthy weight. Adults and children living in more deprived areas are more likely to be obese.

The risks of many illnesses could be reduced by increased physical activity. Indeed, 1 in 3 deaths are from illnesses where being physically active is an important protective factor against becoming ill. Approximately 1 in 5 adults are inactive.

Our focus areas:

- Working together in place based multi-agency partnerships to improve physical activity levels and support people to stay a healthy weight.
- Promoting active travel and increasing access to green spaces.

- Working together with school aged children to increase physical activity and promote healthy lives.
- Supporting changes that help people to eat healthily and improve access to affordable healthy food. This includes promoting healthy schools and hospitals, and healthy weight in hospital initiatives.
- Supporting more people to lose weight.

What we want to achieve:

- A reduction in the proportion of people who are overweight or obese.
- More children and young people will be physically active, especially in our most deprived areas.
- More children and young people will have access to healthy food and are a healthy weight, especially in our most deprived areas.
- More adults are physically active.
- More adults have access to healthy food and are a healthy weight.
- A reduction in the proportion of people who have type 2 diabetes.

Reduce the proportion of people drinking alcohol at levels that are harmful to their health and wellbeing.

Why this matters:

1 in 4 adults in Buckinghamshire and Oxfordshire and 1 in 5 adults in Reading, West Berkshire and Wokingham (Berkshire West) drink alcohol at levels that are harmful to their health and wellbeing. This is higher than the national average.

Alcohol is one of the most common causes of disability and of death in adults aged 15-49. Alcohol increases the risk of several cancers (including breast cancer), heart disease and stroke as well as liver damage.

Alcohol can lead to family breakdown and increases the risk of domestic violence and child abuse or neglect. It also increases the risk of accidents and violence.

7 out of 10 people with an alcohol disorder have mental health problems.

While drinking at levels that increase risk of harm is most common in the wealthiest fifth of the population, both alcohol-related admissions and alcohol-related deaths are most common in the most deprived areas nationally.

Our focus areas:

- Working together in effective multi-agency drug and alcohol partnerships at place level.
- Identifying and supporting more people to reduce their harmful drinking particularly in higher risk groups such as people living in more deprived areas, people with mental health conditions,

veterans of our armed forces, and ex-offenders.

- Hospitals and other care providers have clear pathways for identifying and supporting people who misuse alcohol.
- Developing more integrated help for people who have substance misuse and mental health problems.

What we want to achieve:

- A reduction in the proportion of people drinking alcohol at levels that are harmful to their health and wellbeing.
- An increase in the number of people receiving support to tackle their alcohol misuse.
- A reduction in conditions caused by alcohol including high blood pressure, cancer and liver disease.
- A reduction in the numbers of violent incidents, accidents and domestic violence triggered by alcohol and a reduction in children being taken into care because of parental alcohol abuse.
- A reduction in the number of people with mental illness who regularly drink at levels that increase the risks of harm.

Protect people from infectious disease by preventing infections in all our health and care settings and delivering national and local immunisation programmes.

Why this matters:

The prevention of infectious disease requires an integrated effort across health and social care and direct action by the people and communities affected. It is only this collective effort that can stem or prevent the acceleration of transmissible infection.

We need a shared understanding of the threats and the possible and probable infections. We need to be able to take preventative measures and intervene early. This will require an understanding of the different requirements affecting the varying populations and settings in which we live, work and learn.

Vaccinations are important to protect against ill health. However, since 2013 there has been a decline in the uptake of childhood vaccines in England and this has declined further since the Covid-19 pandemic. In Buckinghamshire, Oxfordshire and Berkshire West, we estimate only 8-25% of 15-16 year-old children have had all the recommended adolescent immunisations. There are also noticeable differences in the uptake of immunisations across our area, leaving some communities vulnerable to infectious diseases.

Our focus areas:

- Protecting more people by immunising them against serious diseases.

- Raising the public's awareness of anti-microbial (antibiotic) resistance and continuing to work with professionals to reduce it.
- Ensuring robust infection control measures amongst our staff and in all health and care settings.
- Developing linked data that gives early indication of local outbreak risks through closer working with the UK Health Security Agency that means effective prevention and earlier intervention.
- Stimulating local action to prioritise tackling blood born virus and reducing transmission through earlier diagnosis and treatment.
- Continuing to work together across our area to prepare robust responses to future pandemics and other environmental or public health emergencies.
- Using local public health expertise to understand global health activities to protect our populations.

What we want to achieve:

- A reduced number of adults and children catching or becoming ill from serious infectious diseases.
- A reduction in the inequality of vaccine uptake across our communities.

- A reduced impact of outbreaks and spread of disease by achieving herd immunity thresholds for a range of diseases such as measles.
- Stronger protection for those whose immune systems are compromised, are too young, or otherwise unable to receive certain live vaccinations.
- A population that is free from Hepatitis B and C, HIV, Tuberculosis and a halt in the rise in sexually transmitted infections.
- An intelligence platform which provides the evidence to address infectious diseases linked to health inequalities.
- A robust Public Health led Health Protection and Resilience Partnership to establish a gold standard system to protect our populations.



Helping all children and young people achieve the best start in life

The foundations for a person's future health and wellbeing are set in the early years of life. We need to give every child in Buckinghamshire, Oxfordshire and Berkshire West the best possible start. This begins with supporting mothers during and after their pregnancy and then working together to ensure children achieve their early development milestones so they are ready to get the most out of life, their education and future opportunities.

We want to promote communities and environments that support all children and young people to make healthier choices, and which will allow them to thrive and achieve. We want all children and young people to be able to access the care and support they need, when they need it, and we want that support to be available as early as possible, in places that make getting the support easy.

However, we know some of the circumstances children and families face make it less likely they will receive the support they need. We need to be ready to offer prompt support to those at greatest risk and to children and families who are starting to struggle. For example, we need to identify emerging mental health problems as early as possible and provide treatment before their condition worsens.

We also recognise that some children, young people and their families need additional support and we are committed to working together to provide joined up services to enable these children and young people to reach their full potential.

Improve early years outcomes for all children, particularly working with communities experiencing the poorest outcomes.

Why this matters:

The first five years of a child's life are crucial to their healthy development and these years can have a lasting impact on the rest of their life.

The best start for a child begins with a healthy pregnancy. The mental and physical wellbeing of the mother and their home environment is important for the baby's healthy development. Proactively supporting mothers during and after pregnancy, therefore, improves outcomes for both mothers and their children.

Some mothers and babies have a higher risk of complications during pregnancy and this includes women living in more deprived circumstances

and those from Black and Asian ethnic groups. This can result in poorer outcomes, including babies being born too early or with low birthweight. Although deaths in pregnancy are rare, national research has found that mothers from some minority ethnic groups are more likely to die during pregnancy than their White British counterparts.

The Covid-19 pandemic lockdowns have impacted on the development of many younger children, who lost time in school and nursery and missed out on many social and developmental opportunities. This has led to more children who are not as ready to learn at two years old and not ready for school at five years old.

Families have also told us that they sometimes experience difficulty finding the services they need and have to 're-tell their story' to different services and professionals. This is most often the case for disadvantaged and vulnerable families.

Our focus areas:

- Offering support to women to ensure a healthy pregnancy with targeted actions focused on women from deprived communities and from minority ethnic groups who have historically experienced more problems during pregnancy and poorer outcomes.
- Supporting women experiencing mental health difficulties during pregnancy and after their baby is born.
- Improving the help we offer to pregnant women and their partners to stop smoking.
- Strengthening and simplifying the links between services for under-fives and making it easier for families to find and access the support they need without stigma.

- Working together to provide support to children under five to enable them to fulfil their full potential.

What we want to achieve:

- An increased proportion of mothers will have a healthy pregnancy, including those living in more deprived areas and those from targeted minority ethnic groups.
- Fewer babies will be born prematurely or with a low birthweight.
- Fewer mothers will smoke during pregnancy.
- The number of women who receive effective support for their mental health during pregnancy and after their baby is born will increase.
- The number of children achieving their early development milestones on the way to school readiness will increase, especially in our most deprived communities, so that they can get the greatest benefit from their education.

Improve emotional, mental health and wellbeing for children and young people.

Why this matters:

Mental health problems are a leading cause of disability in children and young people. Problems experienced as a child can have long-lasting effects. Indeed, half of those with lifelong mental illness experience symptoms by age 14.

The number of children suffering from mental health problems in our area has increased over

the past five years with more children admitted to hospital for mental health conditions, including more cases of self-harm.

Measures of positive mental wellbeing have also reduced. The pressures children have faced as a result of the Covid-19 pandemic have made this situation worse.

We need to help our children by identifying mental health problems as early as possible and providing treatment before their condition worsens. At the moment it takes too long for children and young people to access mental health and wellbeing services in our area.

We need to do more. We will work with the many active voluntary, community and social enterprise organisations who tell us that they could do more to help us support our children and young people.

Our focus areas:

- At every opportunity across our system (health, care and education), supporting children to get the right mental health and wellbeing advice at the right time at a place near to where they live and learn.
- Improving access to mental health support teams for more pupils, prioritising schools with higher numbers of students eligible

for free school meals, a higher proportion of students with special educational needs or high proportion of students who live in the most deprived neighbourhoods.

- Reducing the waiting times and improving the experience for children and young people accessing mental health services, particularly NHS Child and Adolescent Mental Health Services (CAMHS).

What we want to achieve:

- Better mental health for children living and learning in Buckinghamshire, Oxfordshire and Berkshire West, through earlier intervention and support.
- More children will have easier access to support when they need it, including reduced waiting times for formal mental health services.
- Reduced rates of hospital admissions for self-harm among people aged 10-24.

Improve the support for children and young people with special educational needs and disabilities, and for their families and carers.

Why this matters:

The number of children and young people who have special educational needs or disability (known as SEND) has been increasing since 2016 and there are currently 1.5 million in England. This includes children and young people with speech, language and communication needs, social emotional and mental health needs, moderate learning difficulties, autism spectrum disorder and other neurodevelopmental disorders or specific learning difficulties.

In Buckinghamshire, Oxfordshire and Berkshire West, we need to improve the identification of children and young people with SEND and ensure they get appropriate and timely support. This will help them to take as full and active part in their daily lives as they can and enable them to reach their full potential.

Effective support at the right time and in the right place can improve educational attainment, employment, social mobility and mental health, which in turn impacts on longer-term health and wellbeing. Timely support for the child or young person also helps to support the broader resilience of the family.

Our focus areas:

- Identifying children and young people with special educational needs and disability at the earliest opportunity and ensuring they, and their families, are able to access the right level of support.
- Providing support for these groups in a broad range of settings based on their presenting needs rather than whether they have a diagnosis.

- Giving children and young people with special educational needs and disabilities, and their families, opportunities to shape their support with their clinical and professional teams.

What we want to achieve:

- Children, young people and their families report that they know where and how to access available support and services and report positively on their experience.

Support young adults to move from child centred to adult services.

Why this matters:

Services designed for children are not appropriate for young adults as they get older. There comes a point where the young person's care needs to move from a team focused on supporting children to professionals who provide services for adults. This varies from individual to individual and usually happens between the ages of 16 and 25.

Young adults, particularly those with more complex needs, can find this change difficult. It is important the process is as clear and supportive as possible, meeting the young person's needs while building their resilience to look after their own health as much as possible.

We can work better together to support young adults through this transition, understanding the needs and wishes of the individual and their carer(s) to ensure the right support remains available.

Our focus areas:

- Building the confidence of young adults, their independence and resilience as they transition so that they and their families and carers are actively involved in the changes to their support.
- Working together across our services to provide more holistic support, recognising the needs of the individual and supporting them through the move to adult services.

What we want to achieve:

- An increased number of young adults contribute to the development of a personalised plan that addresses their specific needs as they move to adult health or social care services.
- An increased number of young adults meet and actively engage with the adult services team that will be working with them after their transition.
- Sustained and personalised support for individuals in preparation for, during and after the transition phase to adult services.



Supporting people and communities to live healthy and happier lives

We want every adult in Buckinghamshire, Oxfordshire and Berkshire West to have the opportunity to live a healthy life. Under our priority of promoting and protecting health we have already explained how we will tackle factors that influence people's health and how we will support individuals to make healthy changes to their lifestyle.

To support people to live healthier and happier lives we plan to supplement this with targeted preventative work around health conditions that affect large numbers of people across our area. In this strategy we are prioritising cancer, cardiovascular disease and all aspects of adult mental health. We want to do more to support those who are at greatest risk of developing these or most likely to suffer inequality in access, experience or outcomes.

While supporting those most at risk of developing these conditions, we also need to offer extra support to the people in our communities who we know currently have poorer health outcomes overall, including people with learning or physical disabilities.

We also want to help people to understand how they can stay healthy and support them to look after themselves.

Improve mental health by improving access to and experience of relevant services, especially for those at higher risk of poor mental health.

Why this matters:

Mental illness is common – every week around 1 in 6 adults will experience a common mental health disorder such as anxiety.

Mental health problems are the biggest single cause of disability in the UK, and suicide is one of the leading causes of death in England in people aged between 20 and 64 in England.

People with a severe mental illness (schizophrenia, bipolar disorder, and major depressive disorder) have more than a 50% higher risk of having cardiovascular disease

and an 85% higher chance of dying from cardiovascular disease.

Mental health problems can affect anyone, but some groups are at higher risk of poor mental health than others due to social and environmental factors. People living in the most deprived areas in England are twice as likely to be in contact with mental health services as those in the least deprived. Emergency mental health admissions are also higher in our more deprived areas.

People from some groups in society find it harder to access mental health services and have a poorer experience of services when they do. This includes people from certain ethnic minority groups.

We expect the cost-of-living increase to have a significant impact on the mental wellbeing of people who live in our area and we know the risk of deaths by suicide increases in times of economic crisis. People living in the most deprived areas, and with known risk factors for poorer mental health, are most likely to be most vulnerable to the health consequences of the cost-of-living crisis.

To effectively improve mental health we recognise that we need to consider all the factors that influence an individual's wellbeing rather than trying to focus on just one aspect of their life.

Our focus areas:

- Joining up support for people with mental health problems including access to employment support, health care, psychological support and services led by the voluntary community and social enterprise sector.
- Listening to ethnic minority groups on how to best provide mental health support relevant for their communities.
- Providing services that are culturally sensitive that improve access, experience and outcomes for people from ethnic minorities at highest risk of deteriorating mental health.

- Ensuring that people living in our more deprived areas have better access to a wider range of support and information to improve their mental health at an early stage.
- Improving the physical health of people with severe mental illness by increasing the number of people with severe mental illness who stop smoking and increasing the uptake of regular physical health checks, with appropriate advice and treatment.
- Ensuring mental health treatment and support is tailored to individuals' needs to ensure improved accessibility for all people, including people who are neuro diverse.
- Providing better community-based support for adults and older adults with mental illness.

What we want to achieve:

- Improved mental health of everyone who lives in Buckinghamshire, Oxfordshire and Berkshire West, with particular improvements for those at highest risk of poor mental health.
- Improved mental health of people from ethnic minorities and those living in our more deprived areas.
- Improved access to, experience of and outcomes from services that support mental health.

Reduce the number of people developing cardiovascular disease (heart disease and stroke) by reducing the risk factors, particularly for groups at higher risk.

Why this matters:

Cardiovascular disease is one of the most common causes of death in Buckinghamshire, Oxfordshire and Berkshire West and a major contributor to the gap in life expectancy between people living in our most and our least deprived areas.

Certain groups of people are more likely to develop and die from cardiovascular disease. This includes people living in more deprived areas, people from Black and South Asian communities and people with serious mental illnesses such as schizophrenia.

Other groups, particularly women, are less likely to get cardiovascular disease but their signs and symptoms are sometimes different to men. This means their symptoms are often overlooked. For example, research has found that communication campaigns tend to focus on men and, as a result, women are less likely to recognise symptoms and may be slower getting help.

Up to 70% - 80% of cardiovascular disease is preventable and we know what works to help prevent it, including behaviours we can change. These behaviours include smoking, drinking too much alcohol, lack of physical activity, unhealthy eating and being overweight, having high blood pressure, diabetes or high cholesterol. We need to ensure that people at higher risk can access the support they need to reduce their risks.

Many people who have diabetes or high blood pressure have not yet been identified and so people are not receiving the support and treatment they need to prevent cardiovascular disease.

Our focus areas:

- Identifying more people with risk factors and supporting them to take action.
- Increasing the number of people receiving NHS Health Checks that detect cardiovascular risk factors, especially in deprived areas and in people at higher risk of heart disease and stroke.
- Increasing the number of people with high blood pressure we detect and supporting them to keep this under control.
- Increasing the numbers of people helped to stop smoking.
- Targeting communications campaigns to those who may not understand their specific signs and symptoms of cardiovascular disease, including women.
- Undertaking community engagement, using a tailored approach to improve people's health in communities at higher risk of heart disease with a particular focus on Black and South Asian groups.
- Increasing our capacity and infrastructure for cardiovascular support in the most deprived areas to improve access to, and experience of, services and to improve health outcomes.



- Ensuring people are supported to increase their physical activity and achieve a healthy weight and diet, as these are key factors in cardiovascular health.
- Helping people understand how to stay healthy and know where to access the support to do it.
- Increasing our capacity and infrastructure for cardiovascular support in the most deprived areas to improve access to, and experience of, services and to improve health outcomes
- Ensuring people are supported to increase their physical activity and achieve a healthy weight and diet, as these are key factors in cardiovascular health.
- Helping people understand how to stay healthy and know where to access the support to do it.

What we want to achieve:

- Fewer people will develop heart disease, stroke and vascular dementia particularly in the communities at higher risk.
- More people will know their blood pressure and be supported to manage it effectively, via lifestyle changes or clinical treatment.
- The gap in life expectancy between people living in deprived areas and the rest of the population will narrow as cardiovascular disease is a major driver of that gap.
- The gap in life expectancy between people living with severe mental illness and the rest of the population will narrow as cardiovascular disease is a major driver of that gap.
- The death rates from cardiovascular disease in Black and South Asian groups will reduce towards the levels experienced in the rest of the population.

Increase cancer screening and early diagnosis rates with a particular focus on addressing inequalities in access and outcomes

Why this matters:

The number of people being diagnosed with cancer is increasing. However, only half of these cancers are diagnosed in the early stages when there is a greater chance of successful treatment. Although there is variation across different types of cancer, early detection rates are lower in more deprived areas.

There are three national screening programmes which are important in detecting cancer early and starting treatment sooner.

These are for breast, bowel and cervical cancer.

Screening rates across Buckinghamshire, Oxfordshire and Berkshire West vary depending on the area, the GP practice people are registered with, and population characteristics such as ethnicity and level of deprivation. There is lower uptake amongst people with severe mental illness and those with a learning disability.

Cervical and breast screening uptake has declined over the last five years. National data shows some ethnic minority groups are less likely to attend cervical screening. We are currently analysing our data to understand the uptake of cervical screening from ethnic minorities in Buckinghamshire, Oxfordshire and Berkshire West.

Overall cancer screening uptake is also lower in people with learning disabilities compared to those without a learning disability. Nationally, it is recognised that cancer screening rates are also lower in people with severe mental illness and among Trans people.

We already have projects that target work with specific communities to increase screening and early detection rates but we know we need to do more. We plan to support community-based teams, who know and understand their local communities best, to spread the importance of cancer awareness and screening and to increase uptake rates.

Our focus areas:

- Improving understanding of, and accessibility to, all screening services for those from diverse communities and backgrounds through better community engagement and ensuring services are culturally competent.
- Using the data we have available to improve identification and support for communities that have low uptake of screening and detection services.

- Increasing uptake of screening where rates are low. This includes:
 - increasing uptake of cervical screening in younger women and people with a cervix
 - increasing the uptake of cervical screening in women from ethnic minority groups who are less likely to attend cervical screening compared to White British women
 - ensuring discussion of screening is embedded into the health check for those with learning disabilities and severe mental illness
 - recognising the screening needs of different people will vary and therefore make reasonable adjustments to ensure screening and detection services are tailored and accessible to all people.

What we want to achieve:

- Deliver the national ambition of ensuring 75% of cancers are diagnosed early (at stage 1 or stage 2) by 2028.
- Reduce the variation and inequality in cancer screening, access and uptake.



Staying healthy and independent for longer

People often require more support as they move through life and their health and care needs become more complex. We know there is more we can do to improve the services these people receive. Although we don't see this as age specific, most people who fall into this category will be older. This matters because our population is ageing. For example, approximately a quarter of people who live in Buckinghamshire, Oxfordshire and Berkshire West are aged over 60, and this number will grow by around 11% over the next five years.

As people get older, they generally need more support both in their communities and from health and care services. Some receive support from social care or voluntary and community groups, while friends and family also frequently act as essential carers. Environmental adaptations and physical aids can also be used to provide invaluable assistance to enable people to remain independent.

It is often possible to anticipate changes in a person's needs as they age or move through life and there are advantages in making proactive plans about potential care and support needs. This is something we need to do more. Working in partnership with the individual, their family and carers, we can ensure plans are personalised and maximise the person's independence.

By working more effectively together we can enable people to stay healthy and independent in their homes and communities for as long as possible.

Support people to remain healthy, independent, and connected within their communities.

Why this matters:

Positive relationships and social interactions contribute to our quality of life and wellbeing in many ways. Staying physically active enables people to get out and about to meet friends, enjoy a wide range of activities and access services and shops as well as maintaining health and independence.

Isolation and loneliness increase the risk of poor health, including increasing the risk of anxiety and depression. Six per cent of people aged 75 and over say they often or always feel lonely. People with a limiting long-term illness or disability are more likely to say they often feel lonely.

Other social and environmental factors can also directly affect people's resilience. These can include help from informal support networks such as family and communities, appropriate housing, the ability to eat well and stay warm. A rapid change in social situation can lead to poorer health and the need for more formal care. This deterioration could often be avoided if the right support is available.

Working together to help people to stay active and connected within their communities, will help them be healthier and independent for longer and reduce social isolation and loneliness.



Our focus areas:

- Working with our communities and residents to co-design support and services to encourage activity and positive community connections.
- GPs, community connector/social prescribers, community services, social care and the voluntary community social enterprise sector will work together to increase opportunities for people to connect socially with others and remain physically active.
- Ensuring health and care staff are more aware of opportunities available in the local community so they can direct people to appropriate activities.

- Considering opportunities for assistive technology and telecare to help more people stay independent for longer.
- Supporting people to access relevant technologies and increase their digital skills and confidence so they can remain virtually connected.

What we want to achieve:

- People will be supported to maintain social contact and will be more aware of opportunities to connect with others in the community.
- Older people will be empowered to manage their health, making healthy life choices and remaining physically active.

Provide personalised and joined up care for people as their care needs increase and become more complex.

Why this matters:

We want people to remain as healthy and independent for as long as possible and be able to access the right support to manage their health and care needs when they need it. However, some people will require more support as they age or their care needs become more complex.

An increasing number of people are developing long-term health conditions such as arthritis, heart disease, mental illness or dementia and may recover less quickly from illness or health and social setbacks.

We want to ensure that everyone's care and support is well planned and is developed in partnership with the person, their family and carers. This means joining up the work of health, social care and the voluntary and

community sector. This will be underpinned by personalised care and support plans that are visible to all professionals involved in the person's care.

Our focus areas:

- Helping people learn about their condition(s), providing advice and support so they are empowered to better manage their condition(s) and improve their wellbeing.
- Identifying people who are likely to need care and support earlier, irrespective of whether that support is likely to come from health or social care or their own unpaid carers.



- Ensuring that more people have personalised care and support plans, with appropriate support from multi-disciplinary teams.
- Ensuring people's care plans are accessible to all relevant health and social care professionals so they can provide effective and coordinated care.

What we want to achieve:

- Earlier identification and support for people with more complex, long term care and support needs.
- People with complex health and care needs, including long term conditions, are less impacted by poor mental health.
- A reduction in the number of people admitted to hospital or care home placements who could have stayed at home with more appropriate support.

Improve support for carers.

Why this matters:

Around 3 in 5 people will be unpaid carers at some point in their lives. In 2011, there were nearly 27,000 unpaid carers across the Buckinghamshire, Oxfordshire and Berkshire West area and this number is likely to have increased since then.

Unpaid carers perform vital work to keep people safe and well. In doing this they also significantly reduce the demand for formal health and care services. However, many carers do not get the support they need to help them with their caring role and to help them look after their own health and wellbeing. Indeed, carers have reported that they are finding it harder to access adequate advice and support, and satisfaction with carer support services is declining.

Being a carer can have a significant impact on an individual's physical and mental health.

Many carers are juggling employment, education and other commitments alongside their caring responsibilities, with some facing significant financial difficulties.

People of all ages fulfil the role of carers, including children and young people of school age. Nationally nearly half of carers are more than 55 years old and nearly a third of carers are disabled themselves. In 2018, Carers UK reported that people providing high levels of care are twice as likely to be permanently sick or disabled. 7 out of 10 carers said they had suffered mental ill health as a result of caring, and 6 out of 10 said they had suffered physical ill health as a result of caring. 8 in 10 people say they have felt lonely or socially isolated.

We need to do more to ensure that carers of all ages can access relevant support and advice to allow them to continue in their caring role whilst looking after their own health and wellbeing.

Our focus areas:

- Identifying all carers in our area and sharing this information appropriately between health, social care and other professionals.
- Improving the support available to carers of all ages, recognising that the support offered to young carers may be different to support for adults.
- Helping carers access support, including ways to look after their own health and wellbeing, so they can continue to provide care in the way that they wish to.
- Changing the way we work to empower carers to be an active participant in shaping the personalised care and support plans that are developed for the people they care for.
- Working across our system to share best practice and promote a consistent level of support for all carers.

What we want to achieve:

- Carers experience a consistent level of seamless support, including better access to support in a crisis.
- The health and wellbeing of all carers is improved.





Improving quality and access to services

Accessing the right care in the best place

As a Partnership we are committed to adopting a proactive and preventative approach with a strong emphasis on keeping people healthy and preventing ill-health. However, we know this shift towards prevention must sit alongside an equally important focus on improving our current services and taking action to make sure these services are accessible to everyone who needs them.

Across the country, accessing support and services is sometimes difficult or slow. In a national survey conducted in 2021, respondents said that the two most important priorities for the NHS were making it easier to get a GP appointment and improving waiting times for planned operations. These priorities are echoed across Buckinghamshire, Oxfordshire and Berkshire West. We also hear concerns about access to social care, dental, pharmacy and optometry services and about the challenges of accessing services from rural areas, particularly given the limited public transport in many parts of our area.

We want to do more to improve the support we offer to people at all stages of life, right through to the support and care we provide for people who are dying. An increasing number of people are using our services, including more people in need of support at the end of life. We aim to strengthen our partnership approach and provide the best support to meet people's different needs.

We are committed to providing the highest quality support to everyone. There are some groups within our communities whose access to, and experience of, services and outcomes is worse than others. This includes some minority ethnic groups, people with learning or physical disabilities and people who are often excluded (e.g. sex workers, people who are homeless or part of the gypsy, Roma and traveller communities). We are committed to addressing these disparities.

Our final strategic priority therefore focuses on services for people at every stage in life - both improving these services and making sure that everyone, irrespective of their personal characteristics or their personal circumstances, can access the support they need at the right time.

Develop strong integrated neighbourhood teams so that people's needs can be met in local communities.

Why this matters:

Primary care, as the first point of contact into health and care services, has an essential role to play in preventing ill health and tackling health inequalities. However, many of these services in our area are struggling.

Public satisfaction with GP services is falling.

GPs are reporting it is harder to balance caring for people with non-urgent, longer term care needs with the increasing pressure from more people who want urgent, same day support. Although more people are living with long term conditions, pressures on our teams mean it is harder for people to build relationships and understanding with those involved in their care.

All our GP practices have joined a Primary Care Network with other practices. These networks are bringing together a wider range of professionals to work collaboratively to provide high quality support to people when they need it.

GPs often see patients who could be seen by another member of the locally based team such as community, district and practice nurses, pharmacists, social workers, dentists, opticians, and health coaches. We are committed to helping more people access these services and professionals, to be supported to manage their health where possible and get faster support from a more appropriate professional when needed, reducing the burden on GPs.

In some parts of the country there are examples of non-health and care services, such as Citizens Advice, employment advisors, or money and debt specialists sharing space with clinical teams to provide support for people in other aspects of their lives that can directly impact their health or wellbeing. This is something we want to explore for our area.

Our focus areas:

- Ensuring people understand the alternative options to care and support in their community and are supported to use them.
- Integrating health, care and voluntary services at neighbourhood level.
- Strengthening the networks and joint working between professionals in our communities so people find it easier to get the right support when they need it.
- Ensuring there is greater continuity of care for those that need it, particularly those with long term conditions.

What we want to achieve:

- More people access the right support and care when they need it.
- People are more satisfied with the care they receive from primary care professionals in the community.
- Inequalities in access to GP services are reduced across Buckinghamshire, Oxfordshire and Berkshire West.

Reduce and eliminate long waits for our planned services, and address variation in access across the system.

Why this matters:

Faster treatment generally results in more positive outcomes while delays can lead to worse outcomes. Unfortunately, there are long waits to access some of our services.

Waiting times for some diagnostic and specialist services are particularly high, with some people waiting more than a year and a half. Many of these waiting times increased during the Covid-19 pandemic and continue to increase as the number of referrals is still growing.

Waiting times vary across Buckinghamshire, Oxfordshire and Berkshire West because the demand for services and the capacity of our specialist services is different. By working better together across our entire system we plan to make better use of capacity and provide a faster service to patients. We will further improve services by involving people in decisions about their care.

It is widely recognised that inequalities linked with deprivation and certain personal characteristics can impact the length of time people wait for care. These inequalities will be targeted and addressed across our system.

Our focus areas:

- Working across the Buckinghamshire, Oxfordshire and Berkshire West system to make the best use of all capacity. This should lead to earlier diagnosis by specialities and a quicker start to treatment.

- Helping more people be actively involved in decision making about their care through the whole care pathway.
- Embracing the use of technology to develop innovative models of support.
- Helping people prepare to ensure they get the best outcomes from surgery or planned treatment and avoid complications. This could include support to stop smoking, optimising physical fitness by increasing physical activity or losing weight, preparing for life after surgery e.g. learning how to use walking aids before hip surgery to aid post-op recovery.

What we want to achieve:

- Reduced waiting times for patients to access diagnostic and specialist care services.
- More people have the specialist support and care at the right time, in line with national targets.
- Improved patient experience and confidence in their local health system.



Improving quality and access to services

Support the consistent development of our urgent care services to reduce demand and support timely access.

Why this matters:

Urgent and emergency care services are under pressure across England. We see this when we try to get same-day GP appointments, face long waits for an ambulance and when we wait in A&E. These delays result in a poor experience for people trying to access services and increase the risk of less positive outcomes.

Trends in Buckinghamshire, Oxfordshire and Berkshire West mirror this national picture. More people are using urgent and emergency care services which means there are times when people do not get the support they want, when they need it. We are committed to improving this.

Our focus areas:

- Providing high quality urgent care services in community settings that complement our hospital services so only the people most in need go to hospital.

- Assessing people's needs and making it easier for them to get the right support in the right place.
- Providing people at highest risk of using unplanned, urgent or emergency care with the support to stay at home.
- When people are ready to leave hospital, our teams, including social care, will provide joined up support that meets their needs, closer to their home communities.

What we want to achieve:

- People's experience of accessing urgent or emergency care is improved and they find it easier to get the right support at the right time.
- Preventable unplanned emergency admissions are reduced in our hospitals.
- The time people spend in hospital is reduced.

Improve access and experience of palliative and end of life services to enable people of all ages to die well.

Why this matters:

Death and dying is inevitable and affects everyone – the living, the dying and the bereaved. It is not a response to a particular illness or condition and is not confined to a particular age, stage in life, group or section of society.

In Buckinghamshire, Oxfordshire and Berkshire West there is a rising need for palliative and

end of life services. For many people care at the end of life is not coordinated well enough, which causes unnecessary distress. In our area, we have a significantly worse performance than the England national average for percentage of deaths with three or more emergency admissions in the last year of life.

To deliver support and meet the needs of people of all ages who are living with dying, death and bereavement, we must have cohesive partnerships from across the health and social care sector, including statutory and voluntary organisations. This has to be underpinned by people with personal and professional experience, who share a common vision to improve end of life care through collaborative action between organisations at local level.

Our focus areas:

- Viewing each person as an individual and supporting all people with palliative and end of life care needs to receive the personalised care they need irrespective of time of day, age of individual, background, and care setting.
- Ensuring there is fair access to care.
- Focusing and maximising comfort and wellbeing, including mental health needs, for everyone with palliative and end of life care needs.
- Coordinating and providing high quality care and support to patients and their families through trained and educated staff across all providers within our area and ensuring that all staff are prepared to care.
- Improving and raising community awareness of death and dying, to enable 'compassionate communities' to grow, and providing robust pre and post bereavement services for all.
- Updating our population-based needs assessment for palliative and end of life care services in partnership with Health and Wellbeing Boards.

- Identifying people with palliative and end of life care needs early to allow proactive planning, to minimise risk of crisis and unnecessary hospital admission.
- Ensuring the voice of people with lived experience is within everything we do.

What we want to achieve:

- A system which provides cross-organisational working to enable right care, right place, right time and support a person to die well in their preferred place of care and death.
- Improved access, experience and outcomes across Buckinghamshire, Oxfordshire and Berkshire West for all ages, recognising the importance of children's services and the transitional interface with adult palliative care services.
- Improved access to 24/7 advice and guidance for people with palliative and end of life care needs, their families and their carers.
- Patients with palliative and end of life care needs have access to the most appropriate funding stream tailored to their needs.
- Our communities support and empower people approaching dying, leading to a change in society's perception on death and dying.



Working in partnership across our system will provide significant opportunities to change the ways we think and work. However, we know that there are significant challenges ahead as we plan the delivery of this Integrated Care Strategy. There are well publicised pressures on our resources, both staff and money, and we need to be clear about how the ambitions of this strategy will be delivered and measured.

Our approach to delivery.

Strong leadership

The Integrated Care Partnership is new and we recognise it will take time to see some of the benefits of collaborative ways of working, including moving activity from being responsive to being proactive and focused on prevention.

Our Partnership is committed to providing the strong leadership that will support this change. Delivery of this strategy will be helped by the requirement that some partners – for example NHS organisations and local authorities – are required to ‘have regard’ for this strategy when drawing up their own organisational plans.

We will develop clear delivery plans which will build on the principle of prevention. We will work in partnership to understand more about how people need and use our services and the support available to them. Locally and across our system we will take actions that focus on proactively supporting people earlier and reducing demand.

Our delivery plans will include a small number of carefully considered measures. These plans will link with relevant funding – including opportunities to pool and share our resources – and will allow us to plan and phase our work to ensure our ambitions can be achieved. Clear measures for each priority will allow us to regularly monitor and evaluate the impact this strategy is having.

We will publish our delivery plans as they are developed and will share information on our progress.

Taking a 'place-based' approach

When drawing up our plans for delivery, we anticipate that many priorities in this strategy will be delivered through our three 'places' (Buckinghamshire, Oxfordshire and Berkshire West), and include collaboration with our Health and Wellbeing Boards, local networks and organisations, and local people. This will build on the huge amounts of work that is already happening at this level, and in local neighbourhoods and communities.

The development of the Integrated Care Partnership has also created an opportunity to take action 'at scale', joining up services and using limited resources more effectively. Some of our priorities will benefit from a system-wide approach, others will be most effectively implemented at a more local level.

Working with our communities

Our vision and priorities are focused on improving the health and wellbeing of everyone in our area. To do this, we know we need to work closely with the people who live and work in our area, listen to their voices and involve them in our planning.

We started a process of engagement by asking people for their thoughts on our emerging priorities and on the first draft of this strategy. However, we recognise this dialogue needs to continue and our engagement needs to move beyond simply asking people for their views.

We need to form a genuine partnership between the public and our broad community of providers. It is the people who live and work in our communities who can provide us with the best insight into what needs to change and the best ways to deliver those changes. Most of our engagement will be at 'place' level. Local areas will use and develop their own methodologies for embedding the voice of residents in their decision making. At system level we will be held to account by a Joint Health and Overview Scrutiny Committee representing the voices of people from across Buckinghamshire, Oxfordshire and Berkshire West.

We also need to empower individuals and communities to manage and promote their own health and wellbeing.

In doing this, we need to ensure that everyone is included. We are committed to finding new and creative ways to engage with, and empower, people from every part of our community so that no group or individual is left out.

Supporting our delivery.

As well as rethinking our approach to delivery, we recognise that the success of this strategy will largely rely both on the people who provide support and care across our system and on adopting new and innovative ways of working, including how we use digital technology and data.

Our People

The people who provide care and support to our population are vital to the delivery of this strategy. This includes people in paid employment and also the large number of volunteers and informal carers across Buckinghamshire, Oxfordshire and Berkshire West. Every day these staff and volunteers provide excellent care, offer direct support to individuals, and take action to tackle the underlying causes of ill-health.

However, many are finding this increasingly difficult. Our growing and ageing population is placing more and more demands on health and care services at the same time we are battling unprecedented challenges from the Covid-19 pandemic and the cost of living crisis. Changes in our population and how we deliver services also means we need to rethink the staff roles we have and ensure we have the right people in the right jobs.

Over the last few years, our staff and volunteers have demonstrated exceptional resilience but we know we need to do more to support them. Across our area there are many good examples of initiatives to promote staff wellbeing and there is a lot we can do to spread this best practice across organisations. We also need to tackle the things that add pressure on our workforce. This includes

recruiting people to fill all the roles we need across the whole health and social care system. It also includes making sure people want to stay. We are committed to working together to ensure a positive working environment and to working collaboratively to offer more opportunities for personal and career development.

Our focus areas:

- Ensuring all the people working in our system, paid or voluntary, are supported and feel valued.
- Pooling our knowledge and our experience of how to make a positive difference to the working environment for our staff and volunteers.
- Continuing to offer a range of health and wellbeing at work initiatives, sharing best practice between organisations across our area.
- Developing collaborative programmes to improve recruitment and retention and to increase overall staff capacity.
- Joining up our education and training, and develop a shared approach to career development across health and care.
- Doing more to ensure our staff are representative of the communities they serve whilst promoting inclusion and ensuring a genuine sense of belonging.

Digital, data and technology

Providing useful digital, data and technology solutions will be essential to deliver our priorities.

We are already supporting organisations make the most of technology and data. We need to ensure the information and data held by these organisations is shared appropriately and safely. This will strengthen system-wide pathways, allow for a fuller integration of teams and will lead to a much better experience for staff and people receiving support or care.

For example, electronic records and our ongoing work to fully implement a single shared care record will improve the breadth and depth of the information available to our clinical and care teams.

Technology is already allowing us to move care closer to people's communities and homes. It is creating more opportunities for people to self-manage their conditions using apps and initiatives such as wearable monitoring devices.

Better use of the information and data we have will allow a shared understanding of need and allow us take proactive and targeted action where this data identifies people or population groups suffering health inequalities. It will also identify opportunities to tackle individual health conditions by focusing on those most at risk.

Strong systems and processes will, however, only be valuable if people can use them. Developing the right digital skills of staff, volunteers and service users is vital. We also recognise that many people in our communities, including some particularly vulnerable individuals and groups, will need support to use digital solutions or help to access digital technology.

Our focus areas:

- Supporting health and care providers in our system to reach a minimum level of digital maturity.
- Delivering a single Shared Care Record for care settings across the ICS area.
- Delivering technology solutions which enable our workforce to collaborate efficiently while supporting work/life balance, and which provide greater resilience and security around access to clinical and administrative data.
- Supporting people to receive virtual care in, or close to, their home whenever appropriate and providing more access to digital care.
- Supporting those working or volunteering in our area to feel confident in their use of digital solutions.
- Improving the digital literacy of our citizens, especially in deprived areas, whilst also tackling the other factors causing digital exclusion.
- Using population health data to drive decision making. This will include:
 - building a stronger community of analysts to improve our analytical functions
 - using data from across our providers to identify individuals or groups of people with similar characteristics and needs
 - moving from being reactive to proactive by empowering our staff to develop and implement targeted interventions
 - using data to identify health inequalities, and some of their possible causes, to tailor care towards a more person-centred, holistic approach.



Continuous Improvement

In this strategy we have described how we will work together to improve the health and wellbeing of our population. We have given detailed examples of the type of work we plan to do to deliver our five priorities. However, we recognise that we need to be prepared to change. We need to learn from what works and what doesn't work.

Learning from our service users and staff

We have committed to developing a culture of shared learning to ensure continuous improvement in the care and services we provide. Listening and acting on what our staff and the people who use our services tell us will be important to this. We need to embed this across all partner organisations, from leaders to the people delivering our frontline services.

Our focus areas:

- Sharing and implementing best practice across our area.
- Developing a culture of learning with a focus on improvement across all partner organisations and at all levels, from leaders to those delivering our frontline services.
- Working with people who have lived experience of health conditions and services to proactively identify the improvements we need to make and co-developing those improvements.
- Strengthening public, patient and service user involvement in identifying our priorities and designing service improvements.

Maximising local research and innovation activity

We also need to embrace new innovations and technologies so that our care and services are always evolving in line with evidence and best practice. We will do this by working more closely with the wealth of world class academic, research and innovation institutions on our doorstep.

The development of the Integrated Care Partnership provides us with an exciting opportunity to draw upon and shape the direction of these potential partners. By identifying need and agreeing clear shared priorities we can seek to coordinate and focus activity that can directly address the needs of our population.

Our focus areas:

- Aligning the focus areas for research and innovation with the needs of our populations and the services they access.
- Providing opportunities for our staff to develop the skills to be more involved in quality improvement, research, evaluation and innovation.
- Addressing inequity of access to innovation and improvement and poor outcomes by some of our communities.
- Better utilising data, intelligence and available evidence to support research and innovation and quality improvements to our care and services.
- Work collaboratively with research networks and institutions within the ICS to deliver research programmes for the benefit of our populations.

For more information on the integrated Care Strategy or the work of the Integrated Care Partnership please contact: engagement.bobics@nhs.net



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Cherwell District Council

Executive

3 April 2023

Environmental, Social and Governance Principles

Report of Assistant Director of Finance (S151)

This report is public

Purpose of report

To provide information to Executive on ESG in the context of Local Government and to allow for consideration of the motion referred by Council 19 December 2022 to the Executive.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the Local Government context for the application of ESG principles and how the Council will respond to the motion relating to Environmental, Social and Governance (ESG) principles.
- 1.2 In response to proposal 1, to request officers to update the Executive on ESG audit requirements following the outcome of the Financial Reporting Council (FRC) and subsequent CIPFA requirements.
- 1.3 In response to proposal 2, to agree to continue to comply with the current Council approved Capital and Investment and Treasury Management Strategies until such time as there is more information available about defining ESG principles within a Capital and Investment or Treasury Management Strategy.
- 1.4 In response to proposal 3, to agree the Leader to initially write to the Pension Fund to understand how the pension fund invests in its assets and then act appropriately based on the information received.

2.0 Introduction

2.1 The motion submitted to Council to debate at its meeting 19 December 2022 read:

“Environmental, Social and Governance (ESG) principles have become ever more important in recent years due to the focus of organisations such as ours on issues surrounding climate change and ethical values.

ESG audits are commonplace in many organisations and apply a set of standards measuring their impact on society and the environment as well as how transparent and accountable they are.

This council holds significant sums on deposit with numerous investment bodies, including banks, other local authorities and the Oxfordshire pension fund. We also have some internal investments, particularly associated with commercial property and property investment.”

2.2 The Council therefore requested that the Executive consider the following proposals:

1. Holding transparent annual audits of all our investments to be measured against ESG principles which will be published alongside the annual accounts.
2. To divest as soon as practicable from any investment that runs contrary to ESG principles and any other standards set by the council, particularly with respect to any funds connected with fossil fuels, unfair labour practices or exploitation of workers.
3. To urge the Oxfordshire Pension Fund to further divest from fossil fuel investments at the earliest opportunity with a firm timetable for complete divestment from such funds by 2030.

3.0 Report Details

What is ESG?

- 3.1 ESG is a widely accepted measure of sustainability that organisations can use to map out their journey to becoming more sustainable and understand how the transition to a more sustainable economy will impact them. It is also the framework against which an organisation’s sustainability credentials, and long-term viability, will be assessed by its most important stakeholders. Like sustainability, the individual elements of E, S and G are interlinked and reflect both the internal changes that organisations can make to positively impact the world, as well as the external factors that may negatively impact them as an organisation.
- 3.2 Environmental: this reflects matters that are focussed on the planet, not just climate change. It also includes energy efficiencies and how to hit net zero, carbon footprints, greenhouse gas emissions, deforestation, biodiversity, waste and other environmentally sensitive issues.
- 3.3 Social: Split into internal social factors of the organisation such as employee rights, fair pay, anti-corruption, grievance procedures, innovation and research & development and External factors, such as social violations, exposure to child and adult trafficking, customer satisfaction, animal rights.
- 3.4 Governance: Is the foundation to realising and incorporating the “E” and “S” into an organisation and how it communicates its credentials. It is also related to corporate governance, such as board and management structures, internal controls, policies

& standards, auditing, compliance, remuneration, risk management and the disclosures that form an organisation's ESG strategy.

ESG and audit

- 3.5 The National Audit Office Code of Audit Practice applicable to audits of 2020/21 onwards sets out what auditors of local government are required to do to fulfil their statutory responsibilities under the Local Audit and Accountability Act 2014. There is not currently any requirement to audit ESG in local government.
- 3.6 In Jan 2023 the Financial Reporting Council (FRC) published a Statement of Intent in relation to ESG reporting (<https://www.frc.org.uk/getattachment/28eee408-ea7f-4a9e-af5f-f144ec2804c1/ESG-Statement-of-Intent-Whats-Next-January-2023.pdf>). The FRC's purpose is to serve the public interest by setting high standards of corporate governance, reporting, audit and actuarial work and by holding to account those responsible for delivering them.
- 3.7 The purpose of their paper is to build on previous work and conversations with market participants to set out areas in which such challenges must be addressed if they are to ensure entities act and report in a way that meets the ambitious demands of many stakeholders. The FRC has set 2023 for focussing on key areas of ESG reporting. Where the FRC lead for the private sector, CIPFA will follow for the public sector.
- 3.8 Officers will monitor the outcomes of the FRC work and any additional reporting guidance issued by CIPFA and incorporate best practice into the Council's Statement of Accounts where appropriate.

ESG and Investments

- 3.9 In February 2021, CIPFA consulted on including ESG principles in the Treasury Management Code of Practice. Following consultation, CIPFA "...will not at this juncture include a separate TMP for ESG. However, we will incorporate ESG issues as a consideration within TMP1 [Risk]. This would place ESG alongside the other risks facing local authority treasury management, rather than potentially being seen to give it precedence. This will ensure robust due diligence procedures are designed, implemented and monitored to the same professional level subject to the relevant treasury activity for each individual authority."
- 3.10 In the resulting 2021 edition of the Code TMP1 now includes the following guidance:
"The organisation's credit and counterparty policies should set out its policy and practices relating to environmental, social and governance (ESG) investment considerations. This is a developing area, and it is not implied that the organisation's ESG policy will currently include ESG scoring or other real-time ESG criteria at individual investment level."
(Treasury management in the public services – Code of practice and cross-sectoral guidance notes, p.18)
- 3.11 Section 1.13 of the Cross-sectoral guidance notes advises:
"Environmental, social and governance (ESG) issues are increasingly significant for investors and investment managers. This is better developed in equity and bond

markets than for short-term cash deposits, and there is a diversity of market approaches to ESG classification and analysis. This means that a consistent and developed approach to ESG for public service organisations is currently difficult. Organisations are therefore recommended to consider their credit and counterparty policies in light of ESG information and develop their own ESG investment policies and treasury management practices consistent with their organisation's own relevant policies, such as environmental and climate change policies. It is not expected that the organisation's ESG policy will currently include ESG scoring or other real-time ESG criteria at individual investment level".
(Treasury management in the public services – Code of practice and cross-sectoral guidance notes, p.50)

- 3.12 Officers are in the process of updating the Council's TMPs and TMP1 will be drafted giving regard to the guidance in the code of practice. The revised TMPs will be approved once all of the information is available.

ESG and the Oxfordshire Local Government Pension Fund

- 3.13 Council employees are eligible to be members of the Oxfordshire LG Pension Fund. The Fund had investments of £2.3 billion as at 31 March 2022. The Fund has published its ESG Policy on page 9 of its Investment Strategy Statement (https://www.oxfordshire.gov.uk/sites/default/files/file/pensions/Investment_Strategy_Statement.pdf). Within it, the Fund state that they recognise that they will hold investments in companies with varying ESG quality but that they intend to use their influence to work with companies in which they have invested to bring about improvements to their ESG quality.
- 3.14 The Fund also state in the ESG Policy that the Brunel Partnership they are part of will, through its investing scale, allow for improved implementation of responsible investment and stewardship.
- 3.15 Officers will draft a letter for the Leader of the Council to send to the Fund encouraging the application of ESG principles in their investment strategy.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The report sets out ESG in the context of Local Government and the proposed actions in response to the motion received by Council and referred to the Executive.

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

- 6.1 No alternative options have been identified and rejected.

7.0 Implications

Financial and Resource Implications

7.1 There are no financial implications arising directly from this report.

Comments checked by:

Michael Furness, Assistant Director of Finance (Section 151 Officer), 01295 221845, Michael.Furness@cherwell-dc.gov.uk

Legal Implications

7.2 There are no legal implications arising directly from this report.

Comments checked by:

Shiraz Sheikh, Assistant Director – Law & Governance, 01295 221651
Shiraz.sheikh@cherwell-dc.gov.uk

Risk Implications

7.3 There are not risk implications arising directly from this report.

Comments checked by:

Shona Ware, Assistant Director – Customer Focus, 01295 221652
Shona.Ware@cherwell-dc.gov.uk

Equalities and Inclusion Implications

7.4 There are no equalities implications arising directly from this report.

Comments checked by:

Shona Ware, Assistant Director – Customer Focus, 01295 221652
Shona.Ware@cherwell-dc.gov.uk

Sustainability Implications

7.5 There are no sustainability implications arising directly from this report.

Comments checked by:

Jo Miskin, Climate Action Manager, 01295 221748,
Jo.Miskin@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision **No**

Financial Threshold Met: **No**

Community Impact Threshold Met: **No**

Wards Affected

None

Links to Corporate Plan and Policy Framework

None

Lead Councillor

Councillor Adam Nell, Portfolio Holder for Finance

Document Information**Appendix number and title**

None

Background papers

None

Report Author and contact details

Joanne Kaye, Head of Finance (Deputy Section 151 Officer),

Joanne.Kaye@cherwell-dc.gov.uk 01295 221545

Cherwell District Council

Executive

3 April 2023

Notification of Urgent Action – Insurance Award

Report of Assistant Director of Finance (Section 151 Officer)

This report is public

Purpose of report

To inform the Executive of the urgent decision that was taken by the Corporate Director Resources accept the outcome for the insurance tender and appoint the insurers for three years, with the option to extend for a further 2 years, so that the necessary insurances will be in place on 1 April 2023.

1.0 Recommendations

The meeting is recommended to:

- 1.1 To note the decision that was taken by the Corporate Director Resources on 13 March 2023 (Appendix 1).

2.0 Introduction

- 2.1 The Council last went out to market for insurance in 2018 in conjunction with South Northamptonshire Council. The contract awarded was for 3 years with the option to extend for another 2 years. The option to extend for 2 year was taken.
- 2.2 The purpose of going out to tender was to appoint insurance providers who would deliver the best value for money.

3.0 Report Details

- 3.1 The urgent decision notice is attached at Appendix 1.
- 3.2 The tender was done through the YPO (Yorkshire Purchasing Organisation) Insurance Dynamic Purchasing Scheme Ref 000978 process was followed. The invitation to tender was placed on 16 December 2022 with a closing date of 6 February 2023.

- 3.3 The Council has worked closely with Marsh Limited, the Council appointed insurance broker, throughout this tender process. The evaluation of the tender was done using Marsh's adjudication format.
- 3.4 The tender has come in within budget expectations. The tender has been based on a contract period of 3 years with the option to extend for another 2 years.
- 3.5 The total contract value over the 5-year period is estimated to be £2,056,625. The contract value is estimated as what we insure, and the levels of cover we have in place, are not fixed for the entire contract term. The Council will go through a renewal process every year to review its needs and negotiate any necessary amendments to the policies with the insurer. The insurer is also entitled to increase the insurance costs in line with market trends on an annual basis if necessary. Marsh's knowledge of the insurance market is invaluable during these annual reviews. The Council may also choose to go out to tender again in 3 years.

4.0 Conclusion and Reasons for Recommendations

- 4.1 In line with the Constitution, this report is informing Executive of the decision which were taken by the Corporate Director Resources to ensure that the Council has insurance in place on 1 April 2023.

5.0 Consultation

None in relation to this report. In relation to the taking of the urgent action, the Leader of the Council, Portfolio Holder for Finance and Vice-Chairman of the Overview and Scrutiny Committee were consulted and supporting the taking of urgent action

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: Not to note the report. This is not recommended as the urgent action has been taken and it is a constitutional requirement for it to be reported to Executive.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly this report.

Comments checked by:

Joanne Kaye, Strategic Finance Business Partner (Deputy Section 151 Officer)
01295 221545, joanne.kaye@cherwell-dc.gov.uk

Legal Implications

- 7.2 The procurement has been carried out using a framework in accordance with the Public Contracts Regulations 2015. The standstill period will be observed prior to the award. The contracts will need to be completed with the successful tenderers.

Comments checked by:

Shiraz Sheikh, Assistant Director Law & Governance | Monitoring Officer
01295 221651, shiraz.sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.3 There are no risk implications arising directly from this report.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader
01295 221556, celia.prado-teeling@cherwell-dc.gov.uk

Equalities Implications

- 7.4 There are no equalities implications arising directly from this report.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader
01295 221556, celia.prado-teeling@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision:

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All.

Links to Corporate Plan and Policy Framework

N/A

Lead Councillor

Councillor Adam Nell, Portfolio Holder for Finance

Document Information

Appendix number and title

- Appendix 1 – Urgent Decision Notice

Background papers

None

Report Author and contact details

Janet du Preez – Finance Business Partner – Treasury and Insurance
01295 221606, janet.du-preez@cherwell-dc.gov.uk



Urgent Executive Decision Taken by Corporate Director Resources

Published on 14 March 2023

Decision: Insurance Tender Award

Decision taker: Corporate Director Resources

Decision Date: 13 March 2023

Is decision subject to Call-in? No, the Vice-Chairman of the Overview and Scrutiny Committee (in the absence of the Chairman of the Committee) has agreed to waive call-in

Deadline for Call-in:

Is decision exempt? The decision is public. The annex to the decision is exempt by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972.

Is decision urgent? Yes

Summary

Following a robust tender process, to appoint insurance providers starting 1 April 2023 for a period of 3 years with the option to extend for another 2 years.

Decision

Resolved

- (1) That the insurers identified as successful in each lot, as detailed in the exempt annex to the decision, be agreed and notified accordingly.

Reasons for Decision

The decision is urgent to ensure that the Council has its risks adequately insured from 1 April 2023, the insurers identified as successful in each lot should be notified on 13 March to allow for the 10-day standstill period and the necessary administration to put the contracts in place.

The urgent decision will be reported to the April 2023 Executive meeting in accordance with Constitution requirements.

Alternative Options Considered

The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To award to other insurance providers. This is not recommended as a robust tender evaluation process has been followed.

Option 2: To go out to tender again, although this would leave the Council open to significant risk as it would be without insurance from 1 April 2023.

Conflicts of Interest Declared and Dispensations Granted by Head of Paid Service

None

Attachments

Exempt annex (not published) – Insurance tender award

Yvonne Rees
Chief Executive