

# Oxfordshire 2030 Delivery Plan

Delivering on our pledges  
to improve quality of life  
in the county



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Oxfordshire 2030 is a Sustainable Community Strategy. It sets out a long-term vision for Oxfordshire's future.

“By 2030 we want Oxfordshire to be recognised for its economic success, outstanding environment and quality of life; to be a place where everyone can realise their potential, contribute to and benefit from economic prosperity and where people are actively involved in their local communities.”

### **Our ambition is to:**

- Create a world class economy for Oxfordshire building particularly on the high tech sector.
- Have healthy and thriving communities. We want to sustain what is good about our city, towns and villages but also respond to the needs of the 21st century including the impact of demographic and lifestyle changes.
- Look after our environment and respond to the threat of climate change and the potential for more extreme weather conditions. The threat of flooding is a particular concern.
- Break the cycle of deprivation by addressing the regeneration needs of disadvantaged communities; reducing the gap between the best and worst off and supporting people to maximise their talents and raise their aspirations.

### **Our main strategic objectives are therefore:**

1. A world class economy
2. Healthy and thriving communities
3. The environment and climate change
4. Reducing inequalities and breaking the cycle of deprivation

### **We recognise that in relation to everything we do we must:**

- Reduce the gap between the best and worst off. We will do this by improving the outcomes for the worst-off and bringing them closer to the outcomes enjoyed by the best-off. This will mean targeting resources to the localities or communities experiencing the worst outcomes as we implement all our plans.
- Be sustainable. As we work to deliver our vision we must consider the social, economic and environmental impacts of our work, and ensure the resources and capacity needed to deliver change exist and are sustainable.

The strategy has the support all the key statutory agencies in the county as well as voluntary and business sectors' endorsement. The expectation of the Oxfordshire Partnership is that key agencies will reflect the vision and priorities in their own corporate plans and in their resource allocation so we ensure that we deliver the vision.

## **The Delivery Plan contains the following:**

- Three year targets that are in our Local Area Agreement (LAA) – an agreement between the Government and partners in Oxfordshire which reflects some of the highest priority key targets.
- Key targets which are important locally but not in the Local Area Agreement

We officially agreed our Local Area Agreement 2008-11 with Government in June 2008. At the original negotiation it was not possible to agree three year targets for all our chosen indicators. It was agreed that these gaps would be filled during the first year of the agreement through the review and refresh process. We are currently scoping the indicators that will be refreshed and are having regard to the current economic situation in doing so. This will in turn be reflected in the Oxfordshire 2030 Delivery Plan.

# Managing performance

## The governance and performance management framework for the Oxfordshire partnership is currently under review. The principles are as follows:

Progress in meeting targets and objectives is managed by the thematic partnerships responsible for that theme. Some targets cut across partnerships and in these cases agreements will be made about who shall be responsible for delivery.

Partnerships are responsible for developing action plans which show how we will achieve our targets. The detail of the targets is not reflected in this plan but will be available through the performance reports. We are also developing project and risk management principles.

LAA and Local targets are monitored by the Oxfordshire Public Service Board ([www.oxfordshirepartnership.org.uk](http://www.oxfordshirepartnership.org.uk)) who report to the Oxfordshire Partnership and to the public on progress. In addition the Oxfordshire Partnership will review quality of life indicators annually to ensure that action being taken is having a beneficial effect on the lives of local people. Local targets are managed by Local Strategic Partnerships in each district and district Local Strategic Partnerships also contribute to relevant countywide targets - please see the local distinctiveness section. We are all working together to achieve the shared vision for the future. This approach means that we can make best use of our resources, joining up where necessary, whilst ensuring very local issues are also tackled.

Local Area Agreement targets – agreed by the Oxfordshire Partnership and with the Government	<ul style="list-style-type: none"> <li>• Progress managed by thematic partnerships.</li> <li>• Progress monitored by the Public Service Board quarterly.</li> <li>• Six monthly reports to GOSE / Government</li> </ul>	Oxfordshire Partnership  produces  an annual review of  progress based  on quality of life indicators
Local targets – agreed by the Oxfordshire Partnership	<ul style="list-style-type: none"> <li>• Progress reported quarterly to the Public Service Board</li> </ul>	
District targets + contribution to countywide targets where relevant – agreed by District Local Strategic Partnerships	<ul style="list-style-type: none"> <li>• Progress monitored by District Local Strategic Partnerships</li> </ul>	

All performance reporting shall be available on the Oxfordshire Partnership website. ([www.oxfordshirepartnership.org.uk](http://www.oxfordshirepartnership.org.uk))

# Criteria for agreeing targets and actions in this plan

## Targets and actions in this Delivery Plan have been included because:

- They will deliver on the strategic objectives in Oxfordshire 2030.
- They can only be achieved through partnership working – not “business as usual” for the public sector or any organisation acting alone.
- They came out of the consultation events we held in 2007 to develop Oxfordshire 2030.
- They are targets agreed with the Government for the Local Area Agreement.
- They are targets agreed by the Oxfordshire Partnership as being Local targets.
- There is an emphasis on, or contribution to, preventing problems developing further in the future, for example, reducing childhood obesity to improve health and well-being later in life, or reducing the risks of flooding to housing and businesses.

There are many plans and strategies in the county. Strategic county-wide partnerships, for example, Oxfordshire Children and Young People’s Trust, have their own priorities and action plans. There are five district Local Strategic Partnerships – the Oxford Strategic Partnership, Cherwell Community Planning Partnership, West Oxfordshire Strategic Partnership, South Oxfordshire Partnership and the Vale Strategic Partnership. They each have their own challenges, priorities and action plans.

This Delivery Plan does not replace these. Its purpose is to align our objectives where relevant to the priorities in Oxfordshire 2030 in order to deliver better outcomes for everyone in the county and raise the profile and importance of acting together to get things done.

## **Strategic objective: World class economy**

Oxfordshire is an economically vibrant area. Compared with the rest of the UK unemployment is low and the economy is prosperous. We have a lot to be proud of: the highest level of research and development in western Europe; a concentration of high-wage, high-tech industry; and of course, world-renowned universities. But global economic conditions and competition mean we have to work even harder to secure a world class economy for the county.

### **We pledge to:**

- ✓ Collaborate across public, business and voluntary sectors to build on Oxfordshire's economic success.
- ✓ Create the conditions for everyone to have access to jobs.
- ✓ Ensure that educational attainment and skill levels are amongst the very best in the country so we provide a well qualified, motivated workforce to meet the needs of business.
- ✓ Grow the economy whilst achieving a sustainable balance between jobs, housing and the environment.
- ✓ Tackle traffic congestion across Oxfordshire, particularly on trunk roads and around market towns, Oxford city and other hot spots.
- ✓ Reduce the gap between the best and the worst off by targeting our work appropriately.

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>1. Collaborate across public, business and voluntary sectors to build on Oxfordshire's economic success</p>	<ul style="list-style-type: none"> <li>● Increase the GVA per head of Oxfordshire's population from its current position of 13th out of 131 NUTS3 (county) regions nationally to one of the top 10 in the NUTS3 league by 2010</li> <li>● Increase the economic impact of tourism, increasing the value of tourism activity for local businesses. The aim therefore is to increase the value of tourism activity that directly benefits local business in terms of direct business turnover from the 2006 baseline of £1,198,616,000 (from economic impact model data commissioned from Tourism South East)</li> <li>● Increase the promotion of cultural and sporting events within tourism and create 5 new festivals/ events with a national profile by 2012</li> </ul>	<ul style="list-style-type: none"> <li>● VAT registered businesses showing growth. NI 172</li> <li>● New business registration rate NI 171</li> <li>● Average earnings of employees in the area NI 166</li> <li>● Partners receive clear and timely intelligence about Oxfordshire's economy and the issues and opportunities facing it.</li> <li>● Strengthened town centre economies through retail, employment and tourism data on individual towns</li> </ul>	Oxfordshire Economic Partnership
<p>2. Create the conditions for everyone to have access to jobs</p>	<ul style="list-style-type: none"> <li>● Reduce the numbers of working age people on out of work benefits. (LAA target NI 152)</li> <li>● Increase the number of those joining Oxfordshire County Council apprenticeship schemes by 100% by December 2010 (2009 target is 50/2010 target is 100)</li> <li>● Increase numbers of Level 2 Health and Social Qualifications in the workforce. (PCT / Learning &amp; Skills Partnership to set target by Jan 09). Local target</li> </ul>	<ul style="list-style-type: none"> <li>● Oxfordshire's overall employment rate is above the average for the South East. NI 151</li> <li>● Job density (number of jobs filled to working age population) QoL 14</li> <li>● % of the working age population that is in employment QoL 11</li> <li>● Working age people have access to employment by public transport. NI176</li> </ul>	Oxfordshire Learning & Skills Partnership and Oxfordshire Economic Partnership



Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>3. Ensure that educational attainment and skill levels are well above the national average so we provide a well qualified, motivated workforce to meet the needs of the business</p>	<ul style="list-style-type: none"> <li>● Increase the numbers / percentage of all 16 to 18 year olds who are in education, training or employment. (LAA target NI 117)</li> <li>● Reduce the inequality gap in the achievement of a Level 3 qualification by the age of 19. (LAA target NI 81)</li> <li>● Mandatory educational attainment targets (LAA NIs 72, 73, 74, 75, 83, 87, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101)</li> <li>● Increase the percentage of the working age population qualified to at least Level 2 or higher. (LAA target NI 163)</li> <li>● Increase the percentage of the working age population qualified to at least Level 3 or higher. (LAA target NI 164)</li> </ul>	<ul style="list-style-type: none"> <li>● All young offenders and care leavers to be in education, training or employment.. NI 45</li> <li>● Increase the percentage of the working age population qualified to at least level 4 or higher. NI 165</li> <li>● Reduce skills gaps in the current workforce as reported by employers. NI 174</li> <li>● Ensure that attainment, and skills levels are well above the average so we provide a well qualified, motivated workforce to meet the needs of businesses and public sector employers</li> </ul>	<p>Oxfordshire Children's Trust</p> <p>Oxfordshire Learning &amp; Skills Partnership</p>
<p>4. Grow the economy whilst achieving a sustainable balance between jobs, housing and the environment</p>	<ul style="list-style-type: none"> <li>● Increase net additional homes provided. (LAA target NI 154)</li> <li>● Number of affordable homes delivered (gross) (LAA target 155)</li> </ul>	<ul style="list-style-type: none"> <li>● Ensure housing supply (including affordable housing) meets targets agreed in the South East Plan.</li> <li>● House price to income ratio QoL 41</li> </ul>	<p>Oxfordshire Housing Partnership</p>

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>5. Tackle traffic congestion particularly on trunk roads and around market towns, Oxford city and other hotspots</p>	<ul style="list-style-type: none"> <li>● Increase access to services and facilities by public transport, walking and cycling. (LAA target NI 175)</li> <li>● Increase the percentage of school pupils who travel to school by walking, cycling, by bus or through car sharing (LAA target NI 198)</li> </ul>	<ul style="list-style-type: none"> <li>● More reliable journey times (reduced average journey time per mile during morning peak times) NI 167</li> <li>● Delivery of major strategic transport projects including improvements to M40 Junction 9 and 10/ East-West rail/ 'Access to Oxford' and Quadrant Strategic Transport package.</li> <li>● Implementation of localised transport packages/ improvements to deal with congestion hotspots throughout central Oxfordshire</li> </ul>	<p>Oxfordshire Children's Trust</p> <p><i>Partnership arrangements to be confirmed subject to the current review of governance</i></p>
<p>6. Reduce the gap between the best and the worst off by targeting our work appropriately</p>		<ul style="list-style-type: none"> <li>● Develop targets and objectives that improve the outcomes for the worst-off and bring them closer to the outcomes enjoyed by the best off</li> </ul>	<p>Oxfordshire Economic Partnership</p> <p>Oxfordshire Learning &amp; Skills Partnership</p> <p>Oxfordshire Children's Trust</p> <p>Oxfordshire Housing Partnership</p>

## **Strategic objective: Healthy and thriving communities**

People enjoy living in Oxfordshire. Surveys show us that over 90% of the people in Oxfordshire like living in their communities. We are fortunate to have a population that is generally healthier than elsewhere, with longer than average life expectancy. However, there are pockets where life expectancy is lower in parts of the county. Levels of crime are generally lower than average. We have a diverse population: as the most rural county in the south east of England, half our population lives in rural areas, but a quarter live in Oxford city with the remainder living in our bustling market towns. The profile of a 'typical' Oxfordshire resident is changing. There are now many more people over 85 living in the county and the number of people with learning disabilities living here has also increased. Our black and minority ethnic communities account for 5% of Oxfordshire's population overall and 13% in Oxford city. We want to ensure that everyone is safe from harm, able to live a healthy lifestyle and is valued in the community in which they live, work, grow up and grow old. We also want to ensure people have the ability to participate and contribute to their communities.

### **Healthy and thriving communities implies that:**

- \* Our towns, neighbourhoods and villages are communities with a heart, where local people work with each other and with service providers to improve their areas.
- \* We work together to support and protect all vulnerable groups including older people and those with disabilities.
- \* People are physically and mentally healthy and live longer.
- \* Oxfordshire is a place where people feel safe and welcomed. Our foundations are strong: there are concerns about anti-social behaviour but generally our city, towns and villages are safe and pleasant places in which to live.

### **We pledge to:**

- ✓ Work with local people including the voluntary, community and faith organisations and the military to sustain and build supportive, cohesive, resilient and well planned communities.
- ✓ Tackle crime and anti-social behaviour - particularly where the cause is the abuse of alcohol or other substance misuse.
- ✓ Work to prevent all forms of extremism that threaten the well-being of local people and communities.
- ✓ Support the people of Oxfordshire to achieve a healthy and positive old age, concentrating on the groups in greatest need.
- ✓ Ensure every child gets every opportunity for a good start in life.
- ✓ Improve support and opportunities for independent living.
- ✓ Promote healthy lifestyles including an increase in physical activity.
- ✓ Defend access to local services particularly in rural communities.
- ✓ Reduce the gap between the best and the worst off by targeting our work appropriately.

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>7. Work with local people including the voluntary, community and faith organisations and the military to sustain and build supportive, cohesive, resilient and well planned communities</p>	<ul style="list-style-type: none"> <li>● Increase participation in regular volunteering (LAA target NI 6)</li> <li>● Improve the overall/general satisfaction of residents with the local area (LAA target NI 5)</li> <li>● Increase the number of people who feel that they are treated fairly when using local services. (LAA target NI 140)</li> <li>● Increase the number of communities benefiting from involvement in local community planning to 8 -10 communities starting per annum and 20 already in development (April 09)</li> <li>● Increase the number of actions (identified as local priorities in community-led plans) are progressed within one year of publication to at least 50%. (April 09)</li> </ul>	<ul style="list-style-type: none"> <li>● Create an environment for a thriving voluntary, community and faith sector by supporting the VCS Delivery Plan and objectives. NI 7.</li> <li>● Areas in the most deprived 20% of wards nationally will show a consistent improvement in deprivation scores (measured by indices of multiple deprivation domain scores. Proxy indicators on mortality rates, crime, skills, housing, education, income, benefits uptake and employment)</li> </ul>	<p>Oxfordshire Voluntary Sector Development Partnership</p> <p>Local authorities plus town and parish councils</p>
<p>8. Tackle crime and anti-social behaviour</p>	<ul style="list-style-type: none"> <li>● Reduce hate crime in Oxfordshire (Actions to reduce hate crime commence November 2008. Baseline and target to be set June 2009). Links to NI1 and NI 140</li> <li>● Reduce the assault with injury crime rate. (LAA target NI 20)</li> <li>● Deal with local concerns about anti-social behaviour and crime. (LAA target NI 21)</li> <li>● Reduce repeat incidents of Domestic Violence. (LAA target NI 32)</li> <li>● Reduce first time entrants to the Youth Justice System aged 10 – 17. (LAA target NI 111)</li> <li>● Reduce the harm caused to young people under 18 caused by the use of illicit drug and alcohol use (LAA1/S&amp;SC)</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce the re-offending rates of priority and prolific offenders (NI 30)</li> </ul>	<p>Oxfordshire Safer Communities Partnership</p> <p>Town and parish councils (includes parish meetings)</p>

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
	<ul style="list-style-type: none"> <li>● Reduce crime rates including vehicle crime, burglary, theft, criminal damage, assault, woundings and robbery (LAA1/S&amp;SC)</li> <li>● Increase the number of drug users in effective treatment (LAA target NI 40)</li> </ul> <p><b>Targets to be set by Safer Communities Partnership date TBC</b></p> <ul style="list-style-type: none"> <li>● An increase in the number of young people engaged in organised activities</li> <li>● A decrease in the number of young people entering the criminal justice system</li> <li>● A reduction in the number of complaints of antisocial behaviour associated with public houses</li> <li>● Improve public perceptions around the levels of anti social behaviour and the behaviour of others (NI 17)</li> <li>● A reduction in alcohol related A&amp;E admissions</li> <li>● A reduction in the number of alcohol related assaults</li> <li>● A reduction in the level of alcohol related criminal damage</li> <li>● A reduction in the number of shops and pubs found to be prepared to sell alcohol to children</li> <li>● Reduce priority crime and fear of crime</li> <li>● Reduce harm caused by drug misuse to individuals, the family and wider community through increased numbers entering drug treatment programmes. Increase the number of offenders completing the programme and quantities of drugs seized</li> <li>● Reduce the rate of domestic violence</li> </ul>		

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>9. Work to prevent all forms of extremism that threaten the well-being of local people and communities</p>	<ul style="list-style-type: none"> <li>● Build resilience to violent extremism (NI 35)</li> </ul>		<p>Oxford Building Resilience Amongst Communities Delivery Group</p> <p>Town and parish councils</p> <p>Oxfordshire Partnership</p>
<p>10. Support the people of Oxfordshire to achieve a healthy and positive old age, concentrating on the groups in greatest need</p>	<ul style="list-style-type: none"> <li>● Increase the number of vulnerable people achieving independent living. (LAA target NI 141)</li> </ul>	<ul style="list-style-type: none"> <li>● Increase the percentage of over 65s who say that they receive the information, assistance and support they need to exercise choice and control in their lives. NI 139</li> <li>● Shift the emphasis to prevention and work together with the public to promote health and wellbeing and self care. (NI 137 Healthy life expectancy at age 65 – place survey)</li> <li>● Improve the range and availability of extra care housing or other support to enable older people to live at home – we will provide 840 units of extra care housing by 2013</li> </ul>	<p>Oxfordshire Health &amp; Well-being Partnership</p>

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>11. Ensure every child gets every opportunity for a good start in life</p>	<ul style="list-style-type: none"> <li>● Improve the stability of placements of looked after children: number of moves. (LAA target NI 62)</li> <li>● Increase young people's participation in positive activities. (LAA target NI 110)</li> <li>● Reduce the under 18 conception rate. (LAA target NI 112)</li> <li>● Increase the number of schools in the healthy schools programme (LAA1/CYP4)</li> <li>● Reduce the number of vulnerable homeless 16/17 year olds (LAA1/CYP7).</li> <li>● Reduce hospital admissions caused by unintentional and deliberate injuries to children and young people (LAA target NI 70)</li> <li>● Reduce obesity among primary school age children in year 6 (LAA target NI 56)</li> <li>● Increase the number of young people participating in the youth service (LAA1/CYP13, links to NI 110)</li> <li>● Reduce the number of half days missed by children looked after (LAA1/CYP14)</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce the percentage of a) children and b) over 60s that live in households that are income deprived.</li> <li>● Increase the number of care leavers who are living in suitable accommodation for their needs</li> </ul>	<p>Oxfordshire Children's Trust</p>
<p>12. Improve support and opportunities for independent living</p>	<ul style="list-style-type: none"> <li>● Increase the number of vulnerable people achieving independent living. (LAA target NI 141)</li> <li>● Reduce the delays in transferring people from hospital to home and other types of care (NI 131)</li> <li>● Increase the numbers of carers receiving needs assessment or review and a specific carer's service, or advice and information (LAA target NI 135)</li> </ul>	<ul style="list-style-type: none"> <li>● Increase the number of extra care housing units provided each year.</li> <li>● Increase the percentage of over 65s who say that they receive the information, assistance and support they need to exercise choice and control in their lives. NI 139</li> </ul>	<p>Oxfordshire Health &amp; Well-being Partnership</p>

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
	<ul style="list-style-type: none"> <li>● Reduce the number of households living in temporary accommodation. (LAA target NI 156)</li> <li>● Establish a common referral assessment process (LAA1/HCOP8)</li> </ul>	<ul style="list-style-type: none"> <li>● Achieve the 365 Alive fire safety scheme to reduce fatalities from household fires</li> <li>● Shift the emphasis to prevention and work together with the public to promote health and wellbeing and self care. (NI 137 Healthy life expectancy at age 65 – place survey)</li> <li>● Improve the range and availability of extra care housing or other support to enable older people to live at home – we will provide 840 units of extra care housing by 2013</li> </ul>	Oxfordshire Housing Partnership
13. Promote healthy lifestyles including the increase of physical activity	<ul style="list-style-type: none"> <li>● Reduce the gap in all-age all cause mortality between the worst and best 20% (LAA target NI 120)</li> <li>● Increase adult participation in sport. (LAA target NI 8)</li> <li>● Improve mental health and well-being in the adult population, especially among vulnerable groups and those living in areas with worse outcomes focusing in particular on employment and housing</li> </ul>	<ul style="list-style-type: none"> <li>● Increase healthy life expectancy at age 65. NI 137</li> <li>● Increase life expectancy at birth (QoL indicator 33)</li> <li>● Increase the number of people who quit smoking NI 123</li> <li>● Reduce the harm to health caused by harmful or hazardous consumption of alcohol (alcohol harm related hospital rates NI39)</li> <li>● Reduce obesity rates in the adult population</li> </ul>	Oxfordshire Health & Well-being Partnership



Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>14. Defend access to local services particularly in rural communities</p>	<ul style="list-style-type: none"> <li>Ensure that the impact of decisions made by public service providers that affect local and rural services is assessed through a customer impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of consistent customer / equality standards across public service providers</li> </ul>	<p>Partnership arrangements to be confirmed subject to the current review of governance</p>
<p>15. Reduce the gap between the best and the worst off by targeting our work appropriately</p>		<ul style="list-style-type: none"> <li>Develop targets and objectives that improve the outcomes for the worst-off and bring them closer to the outcomes enjoyed by the best off</li> </ul>	<p>Oxfordshire Voluntary Sector Development Partnership Local Authorities (including Town and Parish Councils) Oxfordshire Safer Communities Partnership Oxford Building Resilience Amongst Communities Delivery Group Oxfordshire Children's Trust Oxfordshire Health and Well-being Partnership Oxfordshire Housing Partnership</p>

## **Strategic objective: Environment and climate change**

Dreaming spires, rambling green spaces, buildings steeped in rich history: few could doubt that we enjoy an exceptional environment. We recognise our important role as custodians of the environment now and for future generations. Our challenge is to protect our areas of natural beauty while meeting the demands of a 21st century lifestyle and an expanding and ageing population. We recognise that the future of our environment is closely linked to the national and international response to the global challenge of climate change. We are committed to making our contribution.

Individuals, communities, the public sector and businesses will all need to play their part both in reducing carbon emissions and making our county as resilient as possible to the effects of climate change.

Our aspiration is to conserve and enhance our natural and built environment while balancing this against the needs of a thriving economy and the impact of climate change.

### **We pledge to:**

- ✓ Reduce carbon emissions and improve energy and water efficiency by public sector organisations, and encourage residents and businesses to do the same.
- ✓ Reduce waste and increase re-use and recycling by households and businesses.
- ✓ Minimise the effects and risk of flooding.
- ✓ Ensure new development is built to high environmental standards.
- ✓ Support individuals, communities and businesses, to respond to climate change and to improve efficiency in their use of energy and water.
- ✓ Keep Oxfordshire clean and green.
- ✓ Protect and enhance the biodiversity of the county.
- ✓ Reduce the gap between the best and the worst off by targeting our work appropriately.

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
16. Reduce carbon emissions and improve energy and water efficiency by public sector organisations, and encourage residents and businesses to do the same	<ul style="list-style-type: none"> <li>● Reduce CO<sub>2</sub> emissions caused by local authority activities (LAA target NI 185)</li> </ul>		Oxfordshire Environment Partnership
17. Reduce waste and increase re-use and recycling by households and businesses	<ul style="list-style-type: none"> <li>● Reduce the amount of residual household waste per head (LAA target NI 191)</li> <li>● Increase the amount of household waste recycled and composted (LAA target NI 192)</li> </ul>	<ul style="list-style-type: none"> <li>● At least 55% of household waste is recycled or composted by 2020. NI 192</li> </ul>	Oxfordshire Waste Partnership
18. Minimise the effects and risk of flooding	<ul style="list-style-type: none"> <li>● Develop plans that help Oxfordshire adapt to climate change (LAA target NI 188)</li> <li>● Carry out a minimum of 25% more drainage clearing focussed on areas vulnerable to flooding (action plan to be agreed in January 09 by the long term flooding issues group)</li> </ul> <p><b>Oxfordshire Environment Partnership to develop strategy and local targets (date TBC) which</b></p> <ul style="list-style-type: none"> <li>● Increases our preparedness and responsiveness to flooding including managing flooding events including improvements to joint emergency planning</li> <li>● Supports EA to implement all planned flooding alleviation schemes</li> </ul>	<ul style="list-style-type: none"> <li>● Improve our resilience to flood through flood risk management NI 189</li> </ul>	Oxfordshire Environment Partnership

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
	<ul style="list-style-type: none"> <li>Supports the district councils to ensure new developments reduce the risk and minimise the impact of flooding</li> <li>Ensures all flooding alleviation schemes planned by local authorities are implemented</li> <li>Ensure waste, minerals and highways plans include measures to reduce flood risks</li> </ul>		
19. Ensure new development is built to high environmental standards	<ul style="list-style-type: none"> <li>The district councils will ensure the delivery of new housing development to at least code level 3 in the Code for Sustainable Homes (which is expected to be a national requirement in building regulations by 2010)</li> <li>The district councils Local Development Frameworks, to be adopted by 2011, will include a range of policies and proposals to deliver higher environmental standards and to reflect the delivery of the minimum requirements in the Code for Sustainable Homes</li> </ul>	<p><b>All developments:</b></p> <ul style="list-style-type: none"> <li>Incorporate high standards of energy efficiency in design and construction in line with best practice</li> <li>Achieve high levels of water efficiency in line with current best practice</li> </ul>	Spatial Planning Partnership (to be agreed)
20. Support individuals, communities and businesses to respond to climate change and to improve efficiency in their use of energy and water	<p><b>Oxfordshire Environment Partnership to</b></p> <ul style="list-style-type: none"> <li>develop a programme and local targets (date TBC) which engage residents, communities and businesses in energy and water reduction. Measures: Per capita water consumption (Thames Water). Energy consumption measured through per capita CO<sub>2</sub> emissions (NI 186). Average annual domestic consumption of gas and electricity (kwh) (QoL 26)</li> </ul>	<ul style="list-style-type: none"> <li>50% reduction in CO<sub>2</sub> emissions from Oxfordshire on 1990 levels by 2030 (need to look further as gov't target 60% by 2050) per capita CO<sub>2</sub> emissions in the county. NI186</li> </ul>	Oxfordshire Environment Partnership Town and parish councils

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
21. Keep Oxfordshire clean and green	<ul style="list-style-type: none"> <li>● Improve street and environmental cleanliness (reduce levels of graffiti, litter, detritus and fly posting) (LAA target NI 195)</li> <li>● Improved street and environmental cleanliness – reduce fly tipping. (LAA target NI 196)</li> </ul>		Waste Partnership Local authorities / Public Service Board Town and parish councils
22. Protect and enhance the biodiversity of the county	<p><b>Oxfordshire Environment Partnership to</b></p> <ul style="list-style-type: none"> <li>● Implement actions set out in Habitat action plans for Oxfordshire</li> <li>● Report annually on core/contextual biodiversity indicators as part of the annual monitoring report</li> <li>● Report annually on NA 197 (biodiversity) on local wildlife sites</li> </ul>	<ul style="list-style-type: none"> <li>● Maintain and enhance status of UK biodiversity action plan habitats/species in the county</li> <li>● Implement conservation target area and habitat action plan objectives and help accommodate to the consequences of climate change</li> </ul>	Oxfordshire Environment Partnership
23. Reduce the gap between the best and the worst off by targeting our work appropriately		Develop targets and objectives that improve the outcomes for the worst-off and bring them closer to the outcomes enjoyed by the best off	Oxfordshire Environment Partnership Oxfordshire Waste Partnership Oxfordshire Spatial Planning Partnership (to be agreed)

## Local distinctiveness

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Oxfordshire is a diverse county and, although we have identified a number of countywide priorities, there are geographical variations in terms of how important those priorities are for different parts of the county.

The five district Local Strategic Partnerships (LSPs) in Oxfordshire have all produced community strategies relevant to their local areas, which reflect their own ambitions, aims and objectives. These local ambitions have fed into and helped to identify the countywide priorities set out in this document.

This section sets out how the key issues within each district and a summary of their priorities for action. Local Strategic Partnerships will have an important role to play in implementing both the countywide and local priorities identified within this strategy.

District priorities	Local actions and targets
Reducing Inequalities and breaking the cycle of deprivation is a cross cutting theme	
<p><b>World class economy</b></p> <p>Make it easier for you to get where you need to go</p>	<ul style="list-style-type: none"> <li>● Complete transport studies and infrastructure needs assessment of the main urban areas and incorporate the results in the Local Development Framework</li> </ul>
<p>Support business success by fostering innovation and helping to recruit and retain skilled employees</p>	<ul style="list-style-type: none"> <li>● Create 6,200 additional jobs by 2011</li> <li>● Improving educational achievements</li> </ul>
<p>Improve local services and opportunities in rural areas</p>	<ul style="list-style-type: none"> <li>● Complete a review of planning policy through the local development framework</li> <li>● Establish improved support initiatives for existing rural services to assist ongoing viability</li> <li>● Encourage the creation of new services to rural areas to meet established demand and gaps in provision</li> </ul>
<p>Develop the unique characters of Banbury, Bicester and Kidlington and engender a sense of pride, belonging to the community and heritage</p>	<ul style="list-style-type: none"> <li>● By 2012 complete environmental enhancement schemes for Parsons Street, Banbury</li> </ul>
<p>Secure housing growth that meets the Government targets and the needs of the district through an appropriate mix of market and affordable housing</p>	<ul style="list-style-type: none"> <li>● Achieve an annual average rate of new homes constructed of 600, at least 100 of which are affordable</li> </ul>
<p><b>Healthy and thriving communities</b></p> <p>Help you feel safe in your home and community, working to reduce further very low levels of crime</p>	<ul style="list-style-type: none"> <li>● By 2012 reduce crime by 5% and achieve a perception of feeling safe in Cherwell by 80% of residents</li> </ul>

District priorities	Local actions and targets
<p>Make it easier for you to lead a healthy and active life</p>	<ul style="list-style-type: none"> <li>● Increase participation in active recreation by 1% per annum</li> <li>● Improve all age mortality rates in Banbury</li> </ul>
<p>Co-ordinate, improve and provide more diverse and accessible health provision and advice through improved education, partnership working, better local access and increased choice</p>	<ul style="list-style-type: none"> <li>● Ensure local health care and social service provision meet the needs of the local population particularly in relation to local accessibility</li> <li>● Continue determined efforts to retain the Horton Hospital's status as a District General Hospital</li> </ul>
<p><b>Environment and climate change</b></p> <p>Protect our environment, wildlife habitats and the countryside, by working with others</p>	<ul style="list-style-type: none"> <li>● Achieve a measurable improvement to biodiversity</li> </ul>
<p>Keep streets and open spaces clean and free from litter, graffiti and abandoned vehicles and well maintained</p>	<ul style="list-style-type: none"> <li>● By 2012 achieve 80% resident satisfaction with street and environmental cleanliness</li> </ul>
<p>Help you recycle so we can reduce the amount of landfill waste</p>	<ul style="list-style-type: none"> <li>● By 2012 recycle 55% of household waste</li> <li>● By 2012 reduce the amount of waste sent to landfill by 5,000 tonnes</li> </ul>

Find out more at [www.cherwell.gov.uk](http://www.cherwell.gov.uk)



District priorities	Local actions and targets
<p><b>World class economy</b></p> <p>Improved position in the retail hierarchy</p>	<ul style="list-style-type: none"> <li>● Developing the Northern Gateway site for employment uses</li> </ul>
<p>Affordable housing</p>	<ul style="list-style-type: none"> <li>● Regeneration of the West End of the city and implementation of the West End Cultural Strategy. Creating an estimated 1,000 new homes and 5,000 jobs</li> <li>● Ensure the development of 1,200 new and affordable homes in the city (NI 154 and 155)</li> </ul>
<p>Skills and employment</p>	<ul style="list-style-type: none"> <li>● % population qualified to level 2 and level 3 (tbc)</li> </ul>
<p><b>Healthy and thriving communities</b></p> <p>A thriving place to live and visit</p>	<ul style="list-style-type: none"> <li>● Ensure that 85% of people are satisfied with their neighbourhoods (NI5)</li> </ul>
<p>Improve life changes and life expectancy</p>	<ul style="list-style-type: none"> <li>● Raise the levels of adult participation in sport by 4% (NI 8)</li> <li>● Increase benefits take up by 20%</li> <li>● Reduce the age mortality gap between the best and worst areas within the city by % (tbc) (NI 120)</li> </ul>
<p>Reduce homelessness</p>	<ul style="list-style-type: none"> <li>● Aim to reduce the use of temporary accommodation for the homelessness to below 50 households (NI 156)</li> </ul>
<p>Reduce crime and the fear of crime</p>	<ul style="list-style-type: none"> <li>● Reduce the number of assaults with injury in domestic violence incidents, all alcohol related crime and violence</li> <li>● Reduce concerns about anti-social behaviour (N1 21)</li> </ul>
<p>Community cohesion</p>	<ul style="list-style-type: none"> <li>● Provide positive activities for young people in the most deprived areas of Oxford by investing £120,000 in free holiday activities for 5-19 year olds.</li> <li>● Increase number of people from different backgrounds who believe that they get on well together in their local area (NI 1)</li> </ul>

District priorities	Local actions and targets
<b>Environment and climate change</b>	
Pollution / mitigation	<ul style="list-style-type: none"> <li>● Reduce the Council's CO<sub>2</sub> emissions by 800 tonnes per annum (% reduction on 2005/06 levels (NI 185). (Getting Our House in Order – Carbon Management Strategy and Implementation plan maps a way to meeting our target of 25% reduction of CO<sub>2</sub> emissions by 2010/11 and 3% year on year beyond 2010/11</li> </ul>
Adaptation	<ul style="list-style-type: none"> <li>● Provide £100,000 of fuel poverty grants that will improve energy efficiency and the health and comfort of residents.</li> <li>● Develop a Climate Change Action Plan (aim for level 3 of NI 188 by 2010/11)</li> </ul>
Congestion	<ul style="list-style-type: none"> <li>● Access to services, transport/cycling/walking(NI 175)</li> </ul>
Reduce waste	<ul style="list-style-type: none"> <li>● Reduce domestic landfill by 45% (NI 191 and NI 192)</li> </ul>
Improved public realm	<ul style="list-style-type: none"> <li>● Improve the quality of our streets so that 90% reach the national quality standard (NI 195)</li> <li>● Achieve the Green Flag for 5 of our parks</li> </ul>

Find out more at [www.oxford.gov.uk](http://www.oxford.gov.uk)

District priorities	Local actions and targets
<b>World class economy</b>	<ul style="list-style-type: none"><li>● Improving the vitality of town centres and prospects for rural businesses</li><li>● Supporting the establishment of new small businesses to increase productivity</li></ul>
<b>Healthy and thriving communities</b>	<ul style="list-style-type: none"><li>● Increasing the supply of homes, including affordable homes</li><li>● Promoting healthy lifestyles</li><li>● Tackling antisocial behaviour</li></ul>
<b>Environment and climate change</b>	<ul style="list-style-type: none"><li>● Conserving environmental resources</li><li>● Maintaining and improving the quality of the natural environment and landscape</li></ul>

Find out more at [www.southoxon.gov.uk](http://www.southoxon.gov.uk)

District priorities	Local actions and targets
<p><b>World class economy</b></p>	<p><b>Maintenance of high and stable levels of economic growth and employment</b></p> <ul style="list-style-type: none"> <li>● Addressing economic needs</li> <li>● Building on our economic strengths</li> <li>● Maintaining and enhancing the health and vitality of the Vale’s market town centres</li> </ul>
<p><b>Healthy and thriving communities</b></p>	<p><b>Social progress which recognises the needs of everyone</b></p> <ul style="list-style-type: none"> <li>● Healthier communities</li> <li>● Improving quality of life for older people</li> <li>● Safer communities</li> <li>● Fostering a greater sense of community</li> <li>● A good understanding of local need</li> <li>● Involving young people</li> <li>● Helping those without cars to access jobs and services</li> <li>● Affordable homes</li> <li>● Good quality homes</li> <li>● Access to good quality green spaces, sport, cultural and leisure facilities</li> </ul>
<p><b>Environment and climate change</b></p>	<p><b>Effective protection of the environment and wise use of natural resources</b></p> <ul style="list-style-type: none"> <li>● A low carbon Vale</li> <li>● Living with extreme weather conditions</li> <li>● Using resources wisely</li> <li>● Reducing waste and increasing recycling</li> <li>● A high quality natural and historic environment</li> <li>● Protecting the natural environment</li> <li>● Enhancing the built heritage</li> </ul>

Find out more at [www.whitehorsedc.gov.uk](http://www.whitehorsedc.gov.uk)

District priorities	Local actions and targets
<p><b>World class economy</b></p> <ul style="list-style-type: none"> <li>● Sustaining economically prosperous and vibrant towns and villages</li> </ul>	<ul style="list-style-type: none"> <li>● Increase participation in regular volunteering by local people</li> <li>● Increase in the number of communities developing community-led plans</li> <li>● Maintain and increase the number of retail businesses in the district's principal towns and villages</li> <li>● Increase the economic value of the Visitor Economy (tourism and wider hospitality) to West Oxfordshire</li> </ul>
<ul style="list-style-type: none"> <li>● Campaigning to improve the transport infrastructure including the provision of public transport</li> </ul>	<ul style="list-style-type: none"> <li>● NI 177 Bus journeys originating in the local area</li> <li>● NI 175 Access to services and facilities by public transport, walking and cycling</li> </ul>
<p><b>Healthy and thriving communities</b></p> <ul style="list-style-type: none"> <li>● Maintaining and improving the health and well-being of all residents in West Oxfordshire</li> <li>● Further reducing crime and nuisance and the fear of crime across the district to improve the quality of life in our neighbourhoods</li> <li>● Supporting individuals and young families who want to stay in the area that they grew up in</li> <li>● Addressing the specific challenges of living in rural West Oxfordshire in terms of access to services and facilities</li> <li>● Supporting and assisting young people to make the transition from childhood to adulthood</li> </ul>	<ul style="list-style-type: none"> <li>● N1 120 – reduce the gap in all age, all-cause mortality by 10% in 2011</li> <li>● N1 8 – increase in adult participation in sport by 4% by 2012</li> <li>● Maintain our position within the top quartile in terms of low levels of all crime per 1,000 population within the Thames Valley Force (March 08 baseline)</li> <li>● Maintain the current percentage of the population who are not afraid of crime during the day and night (baseline Neighbourhood engagement 07/08)</li> <li>● Contribution to achievement of the district council's target for provision of new affordable housing</li> <li>● Increase in the number of households purchasing under Homebuy or discount market housing schemes with the benefit of financial assistance</li> <li>● Reduction in the percentage of potentially homeless 16 and 17 year olds who actually become homeless</li> <li>● Increase in the number of joint initiatives that seek to improve rural access to services</li> <li>● NI 110 Young people's participation in positive activities</li> <li>● Conduct annual strata surveys of young people to understand issues they face</li> </ul>

District priorities	Local actions and targets
<ul style="list-style-type: none"> <li>Supporting the elderly to maintain their independence and health</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the number of individuals registered in primary care with acquired +65 mental health problems</li> <li>NI 139 – Increase the number of people over 65 who say that they receive the information assistance and support needed to exercise choice and control to live independently PSA17</li> </ul>
<p><b>Environment and climate change</b></p> <ul style="list-style-type: none"> <li>Keeping West Oxfordshire as a clean, beautiful place of high environmental quality whilst seeking to reduce the causes of and adverse impact of climate change</li> </ul>	<ul style="list-style-type: none"> <li>NI 195 Improved Street and Environmental Cleanliness – 96% of litter inspections to be grade B or above by 2012</li> <li>N1 196 Improved street and environmental cleanliness – reduce reported incidents of fly-tipping by 10% by 2012</li> <li>N1 188 Adapting to climate change – to achieve level 3 by 2010</li> </ul>

Find out more at [www.westoxon.gov.uk](http://www.westoxon.gov.uk)

# Plans and strategies

**The priorities will be delivered through a range of plans and targets which will be incorporated within partner's corporate plans. Contact District Local Strategic Partnerships for further information on local action plans/parish plans.**

## Countywide plans

Local Area Agreement  
Joint Strategic Needs Assessment  
Race Equality Scheme  
Comprehensive Equality Policy  
Disability Equality Scheme  
Oxfordshire Structure Plan  
South East Plan (central Oxfordshire sub region)  
Emergency Plan  
Local Transport Plan  
Economic Development Strategy for Oxfordshire  
Rural Framework  
Carbon Management Programme  
Joint Municipal Waste Strategy  
Oxfordshire Supporting People Strategy  
Public Health Strategy for Oxfordshire  
Commissioning Strategy for Older People  
Children and Young People's Plan  
Oxfordshire County Council Corporate Plan  
Oxfordshire Biodiversity Action Plan  
Oxfordshire Voluntary Sector Development Partnership

## Sub-regional plans

Structure Plan  
Minerals and Waste Local Plan

## Key regional plan

South East Plan  
Regional Housing Strategy  
Regional Economic Strategy  
Regional Transport Strategy

اشكال بديلة لهذا المنشور موجودة حسب الطلب. هذه تشمل لغات مختلفة و الطبعة البارزة وطريقة بريل و اشربة كاست و اقراص الحاسوب او البريد الالكتروني.  
Arabic

আপনি যদি অনুরোধ করেন তাহলে এই পুস্তিকাটি বিকল্প ছাঁদে, যেমন, অন্য কোনও ভাষায়, বড় হরফে, ব্রেইলে, অডিও-ক্যাসেটে, কমপিউটারের ডিস্কে বা ইমেলের মাধ্যমে পেতে পারেন।  
Bengali

“本刊物備有其他的格式可供索取。這些包括有其他語言版，大字版，盲人用版，錄音帶版，電腦磁碟版或電子郵件版。”  
Chinese

प्रार्थना करने पर यह प्रकाशन दूसरे रूपों में प्राप्त किया जा सकता है। जिस में सम्मिलित है, दूसरी भाषाओं में, बड़े छापे में, ब्रेअल, सुनने की टेप पर, कम्प्यूटर की डिस्क पर या ई-मेल द्वारा।  
Hindi

“ਇਹ ਪੁਸਤਕ ਬੇਨਤੀ ਕਰਨ ਤੇ ਹੋਰ ਰੂਪਾਂ ਵਿਚ ਵੀ ਉਪਲਬਧ ਹੈ। ਜਿਵੇਂ ਕਿ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਛਾਪੇ ਤੇ, ਬ੍ਰੇਲ ਵਿਚ, ਸੁਣਨ ਵਾਲੀ ਟੇਪ ਤੇ, ਕੰਪਿਊਟਰ ਡਿਸਕ ਜਾਂ ਈ ਮੇਲ ਤੇ।”  
Punjabi

”اس اشاعت کو متبادل اشكال میں درخواست کرنے پر حاصل کیا جاسکتا ہے۔ اس میں دوسری زبانیں، بڑا پرنٹ، بریل (جسے اندھے چھو کر پڑھ سکیں)، آڈیو کیسٹ، کمپیوٹر ڈسک یا ای میل شامل ہیں۔“  
Urdu

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Polish

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