

OXFORDSHIRE PARTNERSHIP

PARTNERSHIP UPDATE REPORT

Purpose

1. This report provides an update on the Oxfordshire-wide partnerships which are critical in progressing key countywide priorities
 - Oxfordshire Local Enterprise Partnership (Business led)
 - Oxfordshire Spatial Planning and Infrastructure Partnership
 - Oxfordshire Environment and Waste Partnership
 - Oxfordshire Health and Wellbeing Board - this report includes information about the three supporting partnership boards:
 - Oxfordshire Health improvement Board
 - Oxfordshire Adult Health and Social Care Boards
 - Oxfordshire Children and Young People Board
 - Oxfordshire Public Information Network (PIN)
 - Oxfordshire Safer Communities Partnership
 - Oxfordshire Stronger Communities Alliance
2. Several of the Partnerships have experienced considerable changes as a result of national policy changes e.g. the formation of the local Health and Wellbeing Board and election of new key partnership roles such as the Police and Crime Commissioner (due to be elected in November 2012).
3. In relation to the Health and wellbeing board three partnerships are now in place (Health Improvement, Adult Health and Social Care, Children and Young People) to support the work of the board through focusing on specific priorities identified in the Joint Health and Wellbeing Strategy for Oxfordshire. The Public Involvement Network (PIN) has also been established to ensure that the opinions and experiences of people in Oxfordshire underpin the work of the Health and Wellbeing Board and the supporting Partnership Boards.
4. Each partnership report addresses the following points:
 - The current focus for the Partnership;
 - The Partnership's key achievements in the last year;
 - The aims for the Partnership in the year ahead ;
 - The key challenges for the Partnership and how these will be addressed going forward.
5. Details of the current/future work undertaken by these Partnerships are shown in Annex A to this report.

Military

6. The Military Partnership is not part of the Oxfordshire Partnership; however, it is worth noting a summary of the positive progress made by this partnership in the past year.
7. We have made considerable progress in our Armed Forces Military Liaison work and we are seen as an area of best practice. The Oxfordshire Military Partnership continues to be an effective relationship that delivers results. Productive partnership working has delivered real improvements to the lives of military personnel and their families; including improved access to health services, school places and identifying employment opportunities for service leavers. In addition, a total of £347,521 in funding has been secured for local communities through nine successful bids to the Community Covenant grant scheme (which is run by the Ministry of Defence). The bids have included:
 - Funding a number of activity days which brought together over 4000 people from both the military and local communities at each of the bases
 - A £130,000 RAF themed playground in Carterton aimed at integrating children from the local community through play
 - A £45,000 refurbishment of a local church which will act as a religious and community building for both the military and civilian communities. This also functions as the station church for RAF Benson.

Annex A: Partnership Update September 2012

Partnership Name	Oxfordshire Local Enterprise Partnership (LEP)
Date of completion	July 2012
Chairman	Adrian Shooter CBE
The current focus for the Partnership	
<p>The Oxfordshire Local Enterprise Partnership is focused on the creation of sustainable, high-value private sector job creation through:</p> <ul style="list-style-type: none"> • Improving the skills of Oxfordshire’s workforce and those people about to enter the workforce • Increasing inward investment in Oxfordshire • Developing the business support services for Oxfordshire’s businesses • Enabling improved access to finance • Improving infrastructure for growth and jobs • Getting the county connected to fast broadband access and improved mobile phone coverage 	
The Partnership’s key achievements in the last year	
<ul style="list-style-type: none"> • A new Executive Board and Chairman are in place along with new governance and working arrangements to ensure transparency in allocating funding, such as the Growing Places Fund (a fund of £8.4M to unlock stalled infrastructure projects that will contribute to the creation of new private sector jobs in Oxfordshire). • The Oxfordshire Skills Board has made the skills need analysis available to all schools, colleges and training providers and there is evidence that this is being used to inform school curriculum planning. • The growth of Invest in Oxfordshire, a local service to provide confidential help to businesses seeking to locate in Oxfordshire, continues apace. In 2011/2012, out of the 31 companies who approached Invest in Oxfordshire, five landed with the creation of a number of new jobs. • The Enterprise Partnership, with Oxfordshire County Council, entered the Enterprising Places competition run by the Department of Business, Innovation and Skills. A video, Enterprising Oxfordshire, highlights the free business support available in the county from Oxfordshire Business Enterprises, Frederick’s Oxfordshire and Oxfordshire Business Mentors. • A meeting with banks was held on 19 June and a follow up meeting will take place in August to develop an action plan to widen access to finance for SMEs. • The Enterprise Partnership received a total of £8.4M Growing Places Fund to allocate to stalled infrastructure projects. The bidding process was launched on 21 May. Seven Full Business Cases for proposals were received on 13 	

July. The Executive Board will make a decision on which proposals to fund at its meeting on 14 August.

The aims for the Partnership in the year ahead

- Allocation of the Growing Places Fund enables stalled infrastructure projects that will contribute to the creation of new jobs to go ahead.
- Submit a successful bid to the Regional Growth Fund for the proposed Service Leavers Business Support project
- An increased number of companies seeking advice about locating to Oxfordshire via the Invest in Oxfordshire service
- An increased number of learners in Oxfordshire making choices about learning that will help them get a job in Oxfordshire, by attending events such as CareersFest, WorldSkills UK, Teen Tech, and through support for schools
- Through the Skills for Science Vale UK project, increase the number of learners being aware of the opportunities presented by new companies moving into the Oxfordshire Science Vale Enterprise Zone
- Businesses in Oxfordshire know where to go to access the business support they need including an improved Business Support Hub (an online free signposting service for businesses seeking a wide range of support) and signposting to relevant networking events
- An increased number of businesses engaging with the potential of new technologies to transform their business models.
- Provision of free face-to-face business start-up advice on a sustainable business model, through the procurement of a new company to manage the service.
- An increased number of businesses investing in training, particularly in the high tech manufacturing sector.

The key challenges for the Partnership and how these will be addressed going forward.

The key challenge for the Enterprise Partnership is increasing its capacity to influence a wide range of players on the national and local scene so that it fulfils its overall aim to increase the number of private sector jobs in the county.

To address this issue the following actions have been taken:

- Executive Board members have been assigned to a specific area of work on which they lead strategically, pulling in expertise as appropriate to develop and deliver projects aligned to the Business Plan.
- Responding to local and national consultations, including the DfT devolving local major transport schemes and the Oxfordshire Local Investment Plan
- Developing the Enterprise Partnership Forum to include CEO's and MD's of Oxfordshire's key companies and public sector & academic organisations
- Engaging and lobbying Oxfordshire MPs on specific issues where barriers exist to the creation of new private sector jobs.

Partnership Name	Strategic Planning and Infrastructure Partnership (SPIP)
Date of completion	August 2012
Chairman	Cllr A Ducker (South Oxfordshire District Council)
The current focus for the Partnership	
<ul style="list-style-type: none"> • The partnership provides a forum to work jointly with partners on matters of collective interest and to seek agreement on local priorities and targets in relation to planning, housing, economic development and infrastructure provision. • The focus of the partnership is on taking forward work related to infrastructure planning and delivery, building on the Local Investment Plan that was prepared by the Partnership. • Affordable housing programme: understanding the implications of changes to the provision of affordable housing including the introduction of the affordable rent scheme and changes to housing benefit. 	
The Partnership's key achievements in the last year	
<ul style="list-style-type: none"> • Developed and agreed a draft joint Local Investment Plan (LIP) for Oxfordshire (which provides an overview of the investment required to support sustainable economic growth) • Developed a draft Governance Protocol with the Local Enterprise Partnership - clearly setting out the working relationship between the LEP and the SPIP, including clarity on the decision making process when required through the SPIP to the LEP • Gained an understanding of the implications arising from the introduction of Community Infrastructure Levy on securing contributions from development • Transferred the Chairmanship responsibilities of the SPIP from Oxford City to South Oxfordshire District Council 	
The aims for the Partnership in the year ahead	
<ul style="list-style-type: none"> • Continued and improved links with the LEP • Growing Places Fund Bids and the development and implementation of infrastructure schemes • New Gypsy and Traveller Study to assess the needs of these communities and inform work going forward • Refreshed Strategic Housing Market Assessment (awaiting new census data) 	

The key challenges for the Partnership and how these will be addressed going forward.

- Jointly agree the prioritisation of infrastructure (based on resources and economic needs) as part of the development of the Local Investment Plan
- Ensuring consistent approach to the Community Infrastructure levy and related charging schedule.
- The challenges are being and will continue to be addressed through joint working across the districts and county council.

Partnership Name	Environment and Waste Partnership
Date of completion	July 2012
Chairman	Councillor David Dodds (South Oxfordshire District Council)
The current focus for the Partnership	
<p>The focus of the Environment Partnership is on:</p> <ul style="list-style-type: none"> • Reducing greenhouse gas emissions and strengthening climate resilience within organisations and local communities. • Reaching a strategic decision about how Oxfordshire local authorities can support the Green Deal. <p>The focus of the Waste Partnership is on:</p> <ul style="list-style-type: none"> • Reducing waste and maximising reuse, recycling and composting. • Reducing the environmental and financial costs of managing our waste. 	
The Partnership's key achievements in the last year	
<ul style="list-style-type: none"> • Demonstrated measurable reductions in greenhouse gas emissions as a result of implementing the Low Carbon Communities programme, which: <ul style="list-style-type: none"> ○ supported the low cost insulation of over 1,000 homes ○ advised over 2,000 residents about affordable warmth ○ saved an estimated 650 tonnes of CO2 emissions per annum, (or total 26,000 tonnes over 40 year lifetime of the buildings). • By sharing good practice, solutions, and progress across local authorities, enabled partner organisations to make progress in reducing greenhouse gas emissions. • Hosted a workshop about the Green Deal for partner organisations in Oxfordshire to develop options for a future delivery model. • The Environment and Waste partnership worked jointly to procure an environmental education service that visits schools promoting energy efficiency and waste reduction. • Delivery of further improvement against key waste performance indicators with the countywide recycling and composting rate reaching 60% which means we are amongst the very best in the country at recycling and composting. We are also very good at not producing waste and for 2010/11 had the lowest waste produced per person of any county council and our performance figures for 2011/12 should mean we retain this national position. 	
The aims for the Partnership in the year ahead	
<ul style="list-style-type: none"> • To evaluate options for local authority support for the Green Deal in Oxfordshire; this could potentially result in a joint procurement exercise. 	

- To strengthen the role of the local authority working group in developing and delivering a programme of work on behalf of the Environment Partnership.
- To complete a public consultation on a five-year review of the joint municipal waste management strategy and agree a revised strategy.
- Considering a contract for the bulking and onward haulage of waste collected by district councils to the Ardley Energy from Waste plant ahead of the plant opening.
- Continue to maximise the amount we recycle and compost to maintain our national performance level.
- To seek and develop opportunities to reuse more and continue to reduce the amount of waste we all produce.
- To implement the joint waste strategy action plan agreed by all partners.

The key challenges for the Partnership and how these will be addressed going forward.

- To access alternative sources of funding to deliver joint projects, at a time when resources to service the partnership and/or to commission or fund new projects and programmes are very limited. This will require a new innovative approach in part reflected in the Green Deal and the emerging community share offers.
- Key to the agreement of a new joint waste strategy will be the setting of new recycling targets.
- As waste management is performing so well further increases in performance will become increasingly difficult to deliver. Improvement and efficiencies will be delivered most effectively through closer partnership working.

Partnership Name	Health and Wellbeing Board
Date of completion	July 2012
Chairman	Cllr Ian Hudspeth
The current focus for the Partnership	
<ul style="list-style-type: none"> • The Shadow Health and Wellbeing Board is the principal structure in Oxfordshire responsible for improving the health and wellbeing of the people of the County through partnership working. It will become a statutory committee of the Council from April 2013 • The Board is a partnership between Local Government, the NHS and the people of Oxfordshire. Members include leaders of the Clinical Commissioning Group, Councillors from County and District councils, the Local Involvement Network and senior Officers from Local Government. • The Health and Wellbeing Board has been established to make a measurable difference to the health and wellbeing of the people of Oxfordshire. Its vision is: By 2016 in Oxfordshire: <ul style="list-style-type: none"> ○ more children and young people will lead healthy, safe lives and will be given the opportunity to develop the skills, confidence and opportunities they need to achieve their full potential; ○ more adults will have the support they need to live their lives as healthily, successfully, independently and safely as possible, with good timely access to health and social care services; ○ everyone will be given the opportunity to voice their opinions and experiences to ensure that services meet their individual needs; ○ the best possible services will be provided within the resources we have, giving excellent value for the public. • The Board will focus on the priorities identified in the Joint Health and Wellbeing Strategy for Oxfordshire: <p>Children and Young People Priority 1: All children have a healthy start in life and stay healthy into adulthood Priority 2: Narrowing the gap for our most disadvantaged and vulnerable groups Priority 3: Keeping all children and young people safer Priority 4: Raising achievement for all children and young people</p> <p>Adult Health and Social Care Priority 5: Living and working well: Adults with long term conditions, physical or learning disability or mental health problems living independently and achieving their full potential Priority 6: Support older people to live independently with dignity whilst reducing the need for care and support Priority 7: Working together to improve quality and value for money in the Health and Social Care System</p> <p>Health Improvement Priority 8: Preventing early death and improving quality of life in later years</p> 	

- Priority 9:** Preventing chronic disease through tackling obesity
Priority 10: Tackling the broader determinants of health through better housing and preventing homelessness
Priority 11: Preventing infectious disease through immunisation

The Partnership's key achievements in the last year

The Board remains in Shadow form until March 2013, when the Health and Social Care Act (2012) comes into effect. However, the Board has already:

- Agreed the Joint Health and Wellbeing Strategy following consultation, identifying key priorities that the Board and partner organisations will focus on to bring measurable and meaningful improvements over the coming years.
- Signed off the Joint Strategic Needs Assessment (JSNA) for 2011/12 as the evidence base for the Joint Health and Wellbeing Strategy, as well being accessible to all partners to drive decision making across a wide range of areas.
- Established strong engagement from key organisations, including the County and District Councils and the Clinical Commissioning Group.
- Established a structure including three supporting partnership boards (Health Improvement, Adult Health and Social Care, Children and Young People) to allow greater focus on specific priorities and wider engagement of key partners in the delivery of these priorities.
- Established a Public Involvement Network underpinning the work of the Health and Wellbeing Board, to ensure that all parts of the Health and Wellbeing Board can ask for views to inform their discussions and also hear from members of the public and advocacy groups on matters of concern.
- The Children and Young People's Board held its first workshop in July 2012 on improving mental health service transitions for young people in Oxfordshire. This was attended by over 30 representatives of public and voluntary sector organisations, and young people and there is now a clear work plan with multi-agency sign up in place to deliver this Health and Wellbeing Board priority by 2013.
- There was also a workshop in July 2012 focused on engaging partners in shaping the work, targets and outcomes of the Health Improvement Board. This was attended by over 80 representatives of public and voluntary sector organisations, and helped develop draft action plans for four key priorities by compiling a range of affiliated projects led by partners.

The aims for the Partnership in the year ahead

- The Board is seeking to achieve meaningful, measurable improvements against the priorities and outcomes identified in the Joint Health and Wellbeing Strategy (see current focus).
- The membership, structure, working arrangements and supporting boards will be kept under review and developed ahead of becoming formal Boards in April 2013, and in response to further guidance and emerging best practice nationally as well as local experience.
- The Board is also responsible for the development of the Joint Strategic Needs Assessment (JSNA) for 2012/13 that will have a broader focus on the wider

determinants of health and support the priorities in the Joint Health and Wellbeing Strategy.

- The Boards will be hosting workshops focused on key priorities and issues requiring resolution, which will include many more service providers, partners, voluntary sector representatives and advocacy groups. These include:
 - A workshop supporting the County Council and Oxfordshire Clinical Commissioning Group in the development of a Joint Commissioning Strategy for Older People.
 - A workshop held jointly with the Oxfordshire Safeguarding Children Board that will focus on reducing Sexual Exploitation.
- The Adult Health and Social Care Board has also agreed to focus on improving quality in the provision of adult social care, in keeping with national and local recognition of the importance of ensuring dignity in care. This work will also be developed jointly with the Oxfordshire Clinical Commissioning Group (OCCG).

The key challenges for the Partnership and how these will be addressed going forward.

- Achieving meaningful and measurable improvements in the health and wellbeing of people in Oxfordshire. The priorities within the Joint Health and Wellbeing Strategy have been developed in partnership and through consultation, and will be supported by action plans embedded within the strategic plans of partner organisations and other key partnerships.
- Developing the best way to engage with the various locality structures within the county council and Clinical Commissioning Group, including the route papers need to take to streamline decision making without losing engagement. A Steering Group has been established with high level representation from all key partners, and will consider how best to achieve this.
- Further work will also be needed as part of the JSNA process to align analysis and intelligence with these different localities and geographies. A Strategic JSNA Board has been established, which will engage with and report to the Health and Wellbeing Board and supporting boards.

Partnership Name	Public Involvement Network
Date of completion	July 2012
Co-ordinating officers	Alison Partridge (Oxfordshire County Council) and Sarah Adair (Oxfordshire Clinical Commissioning Group)
The current focus for the Partnership	
<ul style="list-style-type: none"> • The Public Involvement Network (PIN) ensures that the opinions and experiences of people in Oxfordshire underpin the work of the work of the Health and Wellbeing Board and it's Partnership Boards (Adult Health and Social Care Board; Children and Young People Board; Health Improvement Board). • The PIN will ensure the Health and Wellbeing Board and the three partnership boards are informed by the views of people and their carers/advocates, and voluntary, community and faith sector organisations. It will develop multiple routes for people in Oxfordshire to engage with the Boards and raise their concerns, and involve relevant people as co-participants in subsequent commissioning and service development. 	
The Partnership's key achievements in the last year	
<ul style="list-style-type: none"> • The PIN held a workshop in March 2012 with a wide range of organisations, carers and service users. This informed the development of the model for the PIN, along with the outcomes from the Local HealthWatch consultation and the consultation undertaken by Oxfordshire Clinical Commissioning Group regarding engagement in the new Health structures. An open core group was established to advise and support the evolution of the network. This is co-ordinated by the Engagement Managers of Oxfordshire County Council and Oxfordshire Clinical Commissioning Group (OCCG). • The PIN has invited representatives to the three partnership boards for one-year tenures, following a recruitment and selection process. It will offer a training session to these representatives (and others sitting on formal boards) over the summer. • A workshop was held in June 2012 for Voluntary and Community Sector (VCS) partners with Commissioners across children, adult and health fields. The workshop aimed to explore the routes of influence for the VCS in relation to the Health and Wellbeing Board and their role within commissioning and planning. • The PIN has ensured that relevant VCS partners have attended partnership 	

board workshops and relevant views, experiences and opinions of users, carers and the general public, have informed the partnership board workshops. For instance, 10 young people with experience of mental health services attended the Children and Young People board workshop on mental health in July 2012.

- The PIN planned and co-ordinated the consultation of the draft Health and Wellbeing Strategy, and reported on its findings in July 2012. It included online, digital, open meetings, targeted events and discussion groups, reaching a very diverse range of contributors.

The aims for the Partnership in the year ahead

- The PIN will aim to create effective information and communication routes and evaluate its effectiveness at the end of the first year of its activity. The PIN aims to ensure on-going involvement and engagement of users, carers, the general public and voluntary, community and faith sectors in discussions at all the boards. To achieve this aim, it will need to develop a strong network and demonstrate the tangible contributions/influence made to the board discussions.

The key challenges for the Partnership and how these will be addressed going forward.

- To be effective the PIN will need to gain the support of a wide range of partners, develop strong communication routes, and demonstrate meaningful impact. It will need to work alongside the LINK and subsequently Local Healthwatch.

Partnership Name	Oxfordshire Safer Communities Partnership (OSCP)
Date of completion	July 2012
Chairman	Cllr Bill Service, South Oxfordshire District Council
The current focus for the Partnership	
<p>The Partnership agreed a five-year OSCP Business Plan in February 2012. The first year of the plan focuses on preparing for the new Police and Crime Commissioner (PCC) through five key areas of work:</p> <ul style="list-style-type: none"> • To develop an Integrated Management System (IMS) which brings together robust data on core community safety concerns across Oxfordshire so that partners can access consistent and up-to-date information efficiently and effectively • To develop a Commissioning Framework Prospectus that sets out county-wide initiatives and local priorities for community safety partners in Oxfordshire to support local community safety organisations to bid for grant funding. The prospectus will present a picture of community safety issues across Oxfordshire and will include a Business Case Template that can be used to tell a compelling story to the PCC about good practice initiatives to reduce crime and anti-social behaviour across the county • To identify core measures of success for the OSCP Business Plan and develop them into a performance scorecard for quarterly reporting to the Board. These measures will show the general trends and patterns of crime and anti-social behaviour and will be used for monitoring and decision making rather than setting specific targets. • To develop the annual Strategic Intelligence Assessment (SIA) showing community safety trends and priorities for Oxfordshire • To agree a Strategic Communications Plan to ensure that the partnership gets the right messages out to the right people at the right time in the right way 	
The Partnership's key achievements in the last year	
<p>In the past year, the partnership has:</p> <ul style="list-style-type: none"> • Reviewed its partnership structures so that the OSCP Board and structures are now 'fit for purpose' <ul style="list-style-type: none"> ○ This change reflected the need to review the way the partnership worked because of the move away from Local Area Agreement (LAA) 	

- targets and the transition towards Police and Crime Commissioners which will see all current community safety grants and funding from central Government being held by the Commissioner
- Re-focussed the strategic board with a higher level group of officers supporting delivery against the Board's strategic priorities
 - Approved its five year OSCP Business Plan in February 2012 (see above)
 - Approved Domestic Abuse Homicide Review protocol in February 2012
 - Statutory requirement for Community Safety Partnerships (CSPs) to arrange domestic abuse homicide review which requires a coordinated approach to share expertise, knowledge and resource across the county
 - Developed closer working across Thames Valley to prepare for the Police and Crime Commissioner
 - Thames Valley Police and Crime Panel developed with Cllr Kieron Mallon as the Oxfordshire County Council representative (first meeting of shadow panel in July 2012)
 - Community Safety Managers across Thames Valley (TV) developed TV-wide briefing document for PCC candidates to present community safety landscape. Second paper to follow highlighting opportunities for future working between Community Safety Partnerships in the new world of commissioning.

The aims for the Partnership in the year ahead

Over the next year we are seeking to achieve:

- A smooth transition for the introduction of the Police and Crime Commissioner
- Delivery against the year 1 milestone dates in the OSCP Business Plan
- Supporting the work stream associated with the Health and Wellbeing Board (particularly the Health Improvement Board)

The key challenges for the Partnership and how these will be addressed going forward.

- From April 2013 all central Government community safety funding will go to the Police and Crime Commissioner rather than to Community Safety Partnerships. Therefore, the key challenge will be to ensure that community safety support and services are maintained during the period of transition to Police and Crime Commissioners. This is particularly important during the period leading up to the election in November 2012 as Community Safety Partnerships start planning for the year ahead. Discussions are already underway to identify the support and services that are 'at risk' from any loss of funding both locally and across the county.
- The OSCP Business Plan outlined above will ensure that OSCP is best placed to be able to respond to the challenges ahead.



Partnership Name	Oxfordshire Stronger Communities Alliance (OSCA)
Date of completion	July 2012
Chairman	Bishop Colin Fletcher & Cllr Louise Chapman
The current focus for the Partnership	
<ul style="list-style-type: none"> • The overall purpose of the Oxfordshire Stronger Communities Alliance (OSCA) is 'to help build and maintain stronger communities and a thriving voluntary, community and faith sector in Oxfordshire' • The Partnership has recently reviewed its structures and agreed the following: <ol style="list-style-type: none"> a. The OSCA Cabinet will be disbanded and the Cabinet will meet with the Full Council 3 times a year b. The Chairman of OSCA and the County Council Cabinet Member for Children and the Voluntary Sector will co-chair the group c. Task and finish groups to be set up as required. 	
The Partnership's key achievements in the last year	
<ul style="list-style-type: none"> • Strengthening collaborative working with the public sector and within the Voluntary, Community & Faith sector. • Involvement and advising on key service changes e.g. libraries/early intervention hubs • Working to ensure that the design and delivery of service changes take into account the principles set out in the compact e.g. early engagement, communication and openness when consulting with the sector • Developing and influencing principles for Commissioning • Supporting the release of the Big Society Fund • Developing strong relationships and partnership working across the sector (Transforming Local Infrastructure bid) • Influencing government – the MP Nick Hurd Visit visited in July 2011 	

The aims for the Partnership in the year ahead

- Working with the sector to remove barriers and enable different forms of service delivery
- Revisit strategic aims and outcomes of OSCA in the 2008-14 business plan and review whether the same broad aims remain. This work will help to clarify the role of OSCA
- To continue the work of the compact
- Increase informal and formal volunteer opportunities.
- To continue to work with partners to implement the work programme identified in the TLI plan
- Building stronger relationships between commissioners and voluntary sector providers for example:
 - Influencing the Joint Strategic Need Assessment
 - Influencing the development of the health Involvement Network

The key challenges for the Partnership and how these will be addressed going forward.

- Continuing to support the voluntary, community and faith sector to thrive at a time when funding is more scarce, there are more demands on groups, and at a time when there are huge changes in policy and the way the voluntary sector is involved to take on board. This will be supported by putting in place an effective delivery plan retaining a focus on strategic issues and ensuring Voluntary and Community Sector (VCS) involvement at the earliest stages to assess the implications of service and policy changes.
- Ensuring that the Voluntary Sector is involved at an early stage in significant areas of service change that impact on the local sector in Oxfordshire.
- Continuing with the Oxfordshire Stronger Communities Alliance as a partnership structure based on collaboration and the sharing of limited resource to deliver against aims.