

Oxfordshire 2030 **Delivery Plan**

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

Oxfordshire 2030

Oxfordshire 2030 sets out a long-term vision for Oxfordshire’s future. The strategy has four strategic objectives, working for :

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

The strategy has the support of all of the key statutory agencies in the county as well as voluntary and business sector 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

The Delivery Plan sets specific and measurable targets for the medium term (the next 3 years) and objectives for the longer-term. This includes :

- Improvement targets for the next 3 years which have been agreed by the partnership and with the Government as being important for improving quality of life for people in Oxfordshire (the Local Area Agreement 2008-2011 or LAA).
- Local targets and priorities which have been agreed by the partnership as being important locally but which are not being measured by the Government.
- The targets from the previous Local Area Agreement (2006-2009) which are still being delivered on in the first year of this plan and whose outcomes are not being wholly or partly merged with, or subsumed by, targets in the new Local Area Agreement (2008-2011).

Measuring progress / managing performance

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

LAA and Local targets are monitored by the Oxfordshire Public Service Board (**web-link**) who report to the Oxfordshire Partnership and to the public on progress. In addition the Oxfordshire Partnership will review quality of life indicators on an annual basis 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.

Local Area Agreement targets – agreed by the Oxfordshire Partnership and with the Government.	<ul style="list-style-type: none"> • Progress managed by thematic partnerships. • Progress monitored by the Public Service Board quarterly. • 6 monthly reports to GOSE / Government. 	Oxfordshire Partnership produces an annual overview of progress based on quality of life indicators.
Local targets – agreed by the Oxfordshire Partnership	<ul style="list-style-type: none"> • Progress reported quarterly to the Public Service Board. 	

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District targets – agreed by District Local Strategic Partnerships.	• Progress monitored by District Local Strategic Partnerships.	
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All performance reporting shall be available on the Oxfordshire Partnership website. (**web-link**)

Criteria for agreeing targets and actions in this plan

This is a DRAFT of the Delivery Plan for all the organisations and partnerships involved in the Oxfordshire Partnership to develop and comment upon. The targets and actions it contains 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 business.

There are many plans and strategies in the county. Strategic county-wide partnership, for example, the Oxfordshire Economic Partnership, have their own priorities and action plans. There are 5 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 it is 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.

Oxfordshire 2030 Delivery Plan

Strategic objective : World Class Economy

Oxfordshire's success is underpinned by its vibrant economy. We are well placed for the future but global markets are intensifying competitive forces. Over the long term we need to make Oxfordshire's economy even stronger but without undue environmental impact.

Key issues will include:

- Sustaining our high technology industry base
- Improving infrastructure and in particular transport
- Improving educational attainment and skills within the workforce
- Providing opportunities and incentives to encourage lifelong learning opportunities

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 well above the national average so we provide a well qualified, motivated workforce to meet the needs of the business
- Achieve a sustainable balance between jobs, housing and environment
- Tackle traffic congestion particularly on trunk roads and around Oxford City and other hotspots

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
1. Collaborate across public, business and voluntary sectors to build on Oxfordshire's economic success.	<ul style="list-style-type: none"> • Increase the GVA per head of population - ensuring Oxfordshire is in the top 10% nationally. 	<ul style="list-style-type: none"> • Improve the town centre economy in our towns. • Develop and implement a strategy for increasing tourism in Oxfordshire. • Increase promotion of cultural and sporting events within tourism and increase the number of festivals/events with a national profile. 	<p>Learning & Skills Partnership Oxfordshire Economic Partnership</p> <p>Sports Partnership and Oxford Inspires</p>
2. Create the conditions for everyone to have access to jobs	<ul style="list-style-type: none"> • Reduce the numbers of working age people on out of work benefits. (LAA target NI 152) 	<ul style="list-style-type: none"> • The number of working age people on out of work benefits remains below the average for the South East. • Establish public sector apprenticeship schemes available to Oxfordshire residents. • Establish Young Enterprise schemes with local businesses that are available to all secondary schools. • Increase the number and sustainability of cultural businesses and increase local career opportunities for creative graduates. 	<p>Health & Well-being Partnership. Learning & Skills Partnership. Oxfordshire Economic Partnership.</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	<ul style="list-style-type: none"> • Increase the numbers / percentage of all 16 to 18 year olds who are in education, training or employment. (LAA target NI 117) • Reduce the inequality gap in the achievement of a Level 3 qualification by the age of 19. (LAA target NI 81) • Mandatory educational attainment 	<ul style="list-style-type: none"> • All young offenders and care leavers to be in education, training or employment. • Increase access to education, learning and training opportunities in our most deprived communities including rurally isolated communities. • Increase the percentage of the working age population qualified to levels 	<p>Oxfordshire Children's Trust</p>

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
the needs of the business	targets (LAA NIs 72, 73, 74, 75, 83, 87, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101) <ul style="list-style-type: none"> • Increase the percentage of the working age population qualified to at least Level 2 or higher. (LAA target NI 163) • Increase the percentage of the working age population qualified to at least Level 3 or higher . (LAA target NI 164) 	2,3,4,5+ skills to match employer needs	
4. Achieve a sustainable balance between jobs, housing and environment	<ul style="list-style-type: none"> • Increase net additional homes provided. (LAA target NI 154) 	<ul style="list-style-type: none"> • Ensure housing supply (including affordable housing) meets targets agreed in the South East Plan. 	Housing Partnership
5. Tackle traffic congestion particularly on trunk roads and around Oxford City and other hotspots	<ul style="list-style-type: none"> • Increase access to services and facilities by public transport, walking and cycling. (LAA target NI 175) • Increase the percentage of school pupils who travel to school by walking, cycling, by bus or through car sharing (LAA target NI 198) 	<ul style="list-style-type: none"> • Improvements are made to the M40 Junction 9. • The East West Rail project is delivered. • Plan and implement the “Access to Oxford” and South / Central Oxfordshire “<i>Quadrant</i>” transport infrastructure improvements. • All major employers offer travel to work schemes which reduce car use. 	Environment Partnership

Strategic objective : **Healthy & Thriving Communities**

Healthy and Thriving Communities implies three things:

- We want our towns, neighbourhoods and villages to be communities with a heart
- We want to support and protect vulnerable groups including older people and those with disabilities
- We want Oxfordshire to be 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.

However, there are significant challenges ahead.

- Housing has become unaffordable for many young people
- Older people and those with disabilities want more choice and control over their care and wish to live independently.
- Community engagement and self help is less strong than it once was and the voluntary sector needs strengthening
- Crime is relatively low but fear of crime and concern about anti-social behaviour are concerns for many people
- Health care and life expectancy are improving year on year but there are growing concerns about unhealthy lifestyles
- The gap between the least and most deprived is significant and needs to be reduced

We pledge to:

- Work with local people and the voluntary and community sector to sustain or build supportive self governing and well planned communities
- Tackle crime and anti-social behaviour
- Work to reduce, isolate, prevent and defeat violent extremism
- Ensure every child gets every opportunity for a good start in life
- Improve support and opportunities for independent living
- Promote healthy lifestyles

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
6. Work with local people and the voluntary and community sector to sustain or build supportive self governing and well planned communities	<ul style="list-style-type: none"> • Increase participation in regular volunteering by local people (LAA target NI 6) • Improve the overall/general satisfaction of residents with the local area (LAA target NI 5) • Increase the number of people who feel that they are treated fairly when using local services. (LAA target NI 140) • Increase the number of communities developing local community-led plans. • Increase the number of actions delivered as identified in local community-led plans as priorities in the next 3 years. • Increase the levels of participation by young people in youth engagement / citizenship schemes. 	<ul style="list-style-type: none"> • No communities are amongst the worst 10% in the country for any aspect of deprivation. • Increase the capacity of the voluntary and community sector to support the strategic objectives of <i>Oxfordshire 2030</i>. • Increase usage of community transport schemes to access health and other services and to local centres (including rural areas). • The percentage of local people of voting age who vote in local elections is above the average for the South East. 	<p>Voluntary Sector Development Partnership</p> <p>Health & Well-Being Partnership</p> <p>Local Authorities</p>
7. Tackle crime and anti-social behaviour	<ul style="list-style-type: none"> • Reduce the assault with injury crime rate. (LAA target NI 20). • Dealing with local concerns about anti-social behaviour and crime. (LAA target NI 21) • Reduce repeat incidents of Domestic Violence. (LAA target NI 32) • Reduce first time entrants to the Youth Justice System aged 10 – 17. (LAA target NI 111) • Reduce the harm caused to young people under 18 caused by the use of 	<ul style="list-style-type: none"> • All prolific offenders continue to be identified, and prioritised for intervention programmes to break the cycle of their offending behaviour. • Reduce the incidence of alcohol related anti-social behaviour. • Reduce the offending behaviour of perpetrators of domestic violence. 	<p>Safer Communities Partnership</p>

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
	illicit drug and alcohol use (LAA1/S&SC) <ul style="list-style-type: none"> • Reduce crime rates including vehicle crime, burglary, theft, criminal damage, assault, woundings and robbery (LAA1/S&SC) 		
8. Work to reduce, isolate, prevent and defeat violent extremism	<ul style="list-style-type: none"> • Increase the resilience of communities to engage with and resist violent extremists. 	<ul style="list-style-type: none"> • Increase the participation of diverse communities in community forums and local community partnerships. 	Oxford Building resilience Amongst Communities Delivery Group
9. Ensure every child gets every opportunity for a good start in life	<ul style="list-style-type: none"> • Improve the stability of placements of looked after children: number of moves. (LAA target NI 62) • Increase young people's participation in positive activities. (LAA target NI 110) • Reduce the under 18 conception rate. (LAA target NI 112) • Increase the number of schools in the healthy schools programme (LAA1/CYP4) • Reduce the number of vulnerable homeless 16/17 year olds (LAA1/CYP7). • Increase the number of young people who are accessing support through children's centres (LAA1/CYP10 links to NI 88/109) • Increase access to family group conferences. (LAA1/CYP11) • Increase the number of young people participating in the youth service (LAA1/CYP13, links to NI 110)) 	<ul style="list-style-type: none"> • Increase access to positive activities available to young people particularly in most deprived areas – including access to play. • Increase participation in sport by young people and in our more deprived communities. 	Oxfordshire Children's Trust

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
	<ul style="list-style-type: none"> • Increase the number of people quitting smoking (LAA1/HCOP4) • Establish a common referral assessment process (LAA1/HCOP8) 		

Draft for consultation

Strategic objective : Environment & Climate Change

Our aspiration is to conserve and enhance our natural and built environment but balancing this against economic drivers and the impact of climate change will be a challenge. Key issues will be

- *Reducing our carbon footprint and adapting to climate change*
- *Ensuring that development is located to avoid urban sprawl and is sustainable*
- *Preserving the character of the City, our market towns and villages*

We pledge to :

- Reduce the carbon footprint of public sector organizations and to set an example for businesses and others in the county
- 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
- Promote efficient use of water and energy
- Keep Oxfordshire clean and green
- Preserve the biodiversity of the county

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
13. Reduce the carbon footprint of public sector organisations and to set an example for businesses and others in the county	<ul style="list-style-type: none"> Reduce CO2 emissions caused by local authority activities (LAA target NI 185) 	<ul style="list-style-type: none"> 50% reduction in CO2, on 2008 levels, by 2030. Increase the number of local communities participating in local neighbourhood carbon reduction schemes. 	Environment Partnership
14. Reduce waste and increase re-use and recycling by households and businesses	<ul style="list-style-type: none"> Reduce the amount of residual household waste per head (LAA target NI 191) Increase the amount of household waste recycled and composted (LAA target NI 192) 		Waste Partnership
15. Minimise the effects and risk of flooding	<ul style="list-style-type: none"> Develop plans that help Oxfordshire adapt to climate change (LAA target NI 188) Increase our preparedness and responsiveness to flooding by developing a county-wide strategy to tackle risks and manage flooding including improvements to joint emergency planning. 	<ul style="list-style-type: none"> Ensure that all flooding alleviation schemes planned by the Environment Agency are implemented. Ensure new developments do not increase flood risk. 	Environment Partnership
16. Ensure new development is built to high environmental standards	<ul style="list-style-type: none"> Local Authorities agree common standards for new developments. 		Strategic Planning Steering group
17. Promote efficient use of water and	<ul style="list-style-type: none"> Increase the number of residents and 		Environment Partnership

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
energy	businesses who receive information, advice and guidance on energy and water reduction initiatives		
18. Keep Oxfordshire clean and green	<ul style="list-style-type: none"> • Increase participation by community action groups in “clean & green” neighbourhood projects. • Improve street and environmental cleanliness (reduce levels of graffiti, litter, detritus and fly posting) (LAA target NI 195) • Improved street and environmental cleanliness – reduce fly tipping. (LAA target NI 196) 		Waste Partnership
19. Preserve the biodiversity of the county	<ul style="list-style-type: none"> • Increase the number of residents who receive information, advice and guidance about the biodiversity of the county. 	<ul style="list-style-type: none"> • Maintain the number of Sites of Special Scientific Interest. • Maintain current levels of species on the biodiversity register. 	Environment Partnership

Strategic objective: Reducing inequalities and breaking the cycle of deprivation

Oxfordshire is an affluent county but there are pockets of deprivation. It is important to tackle these problems for economic reasons, to ensure we sustain a stable and cohesive society and to give individuals every chance to succeed. Key areas for attention will include:

- Improving educational attainment and skills
- Promoting healthy lifestyles
- Working with local people to address local community concerns

We pledge to:

- Reduce the gap between the best and worst off
- Increase educational attainment and skill levels
- Tackle crime and anti social behaviour
- Regenerate local communities

The medium-term targets here can also be found under the other strategic objectives – World Class Economy, Healthy and Thriving Communities and Environment and Climate Change - and are listed here to demonstrate the importance of working across partnerships on these cross-cutting issues.

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
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Draft for consultation

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
<p>20. Reduce the gap between the best and worst off</p>	<ul style="list-style-type: none"> • Reduce the numbers of working age people on out of work benefits. (LAA target NI 152) • Improve the stability of placements of looked after children: number of moves. (LAA target NI 62) • Increase young people’s participation in positive activities. (LAA target NI 110) • Reduce the under 18 conception rate. (LAA target NI 112) • Increase the number of vulnerable people achieving independent living. (LAA target NI 141) • Reduce the delays in transferring people from hospital to home and other types of care (NI 131) • Increase the numbers of carers receiving needs assessment or review and a specific carer’s service, or advice and information (LAA target NI 135) • Reduce the number of households living in temporary accommodation. (LAA target NI 156) • Increase the number of affordable homes delivered. (LAA target NI 155) • Increase the number of people who access services and facilities by public transport, walking and cycling – including in rural areas (LAA target NI 175) • Reduce hospital admissions caused by unintentional and deliberate injuries to children and young people LAA target (LAA target NI 70) • Reduce obesity among primary school age children in Year 6 . (LAA target NI 56) • Reduce all-age all cause mortality rate (LAA target NI 120) • Increase adult participation in sport. (LAA target NI 8) • Increase the number of people quitting smoking (LAA1/HCOP4) • Establish a common referral assessment process (LAA1/HCOP8) • 	<p>Work across the partnership to</p> <ul style="list-style-type: none"> • Ensure that no communities in the worst 10% in the county for aspects of deprivation • Develop sustained and co-ordinated programmes of work across agencies which focus on localities with worst outcomes. 	<p>Health & Well-Being Partnership</p>

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
22. Tackle crime and anti social behaviour	<ul style="list-style-type: none"> • Reduce the assault with injury crime rate. (LAA target NI 20). • Dealing with local concerns about anti-social behaviour and crime. (LAA target NI 21) • Reduce repeat incidents of Domestic Violence. (LAA target NI 32) • Reduce first time entrants to the Youth Justice System aged 10 – 17. (LAA target NI 111) • Reduce the harm caused to young people under 18 caused by the use of illicit drug and alcohol use (LAA1/S&SC) • Reduce crime rates including vehicle crime, burglary, theft, criminal damage, assault, woundings and robbery (LAA1/S&SC) 	<p>Work across the partnership to</p> <ul style="list-style-type: none"> • Regenerate local communities – improve quality of housing and support the vulnerable including those experiencing homelessness and reduce the impact of crime in identified “hotspots” • Develop sustained and co-ordinated programmes of work across agencies which focus on localities with worst outcomes. 	Safer Communities Partnership

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Pledges	Medium term targets (next 3 years)	Longer-term objectives	Lead partnerships
23. Regenerate local communities	<ul style="list-style-type: none"> • Increase net additional homes provided. (LAA target NI 154) • Improve the overall/general satisfaction of residents with the local area (LAA target NI 5) • Increase the number of people who feel that they are treated fairly when using local services. (LAA target NI 140) • Increase participation in regular volunteering by local people (LAA target NI 6) • Increase the number of communities developing local community-led plans. • Increase the number of actions delivered as identified in local community-led plans as priorities in the next 3 years. • Increase the levels of participation by young people in youth engagement / citizenship schemes. • Improve street and environmental cleanliness (reduce levels of graffiti, litter, detritus and fly posting) (LAA target NI 195) • Improved street and environmental cleanliness – reduce fly tipping. (LAA target NI 196) 	<p>Work across the partnership to</p> <ul style="list-style-type: none"> • Regenerate local communities – improve quality of housing and support the vulnerable including those experiencing homelessness and reduce the impact of crime in identified “hotspots” • Ensure that no communities in the worst 10% in the county for aspects of deprivation • Develop sustained and co-ordinated programmes of work across agencies which focus on localities with worst outcomes. 	<p>Housing Partnership</p> <p>LAs</p> <p>Oxfordshire Voluntary Sector Development Partnership</p> <p>Oxfordshire Children's Trust</p> <p>Environment Partnership</p>

Partnership Working Unit
Corporate Core (Strategy)
Oxfordshire County Council
June 2008

Plans and Strategies

The priorities will be delivered through a range of 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
- 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
- OCC Corporate Plan
- Oxfordshire Biodiversity Action Plan

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