

# Thriving communities for everyone in Oxfordshire

Corporate plan 2020-24



**OXFORDSHIRE  
COUNTY COUNCIL**

## About this plan

Our Corporate Plan sets out our vision for thriving communities for everyone in Oxfordshire. It explains the priorities and focus for us to achieve our vision.

We live in a diverse and dynamic county with nearly 700,000 residents. Along with the historic city of Oxford and large town of Banbury, the county has a thriving network of villages and market towns. They are home to around 40% of the population, making Oxfordshire the most rural county in the south-east.

Our population is growing and, overall, we are a healthy and wealthy county. We know there are opportunities to make sure that all residents and communities in Oxfordshire have the same opportunities to thrive.

To achieve our vision, we focus on three ‘thriving’ themes: people, communities and economy. This Plan explains how we will realise our vision and how we measure progress.



## Leader's foreword

Text to be written after  
feedback on whole document  
from informal cabinet and  
member working group

The county council will continue to play a leading role in shaping Oxfordshire's future

Climate change – our 2030 zero carbon ambition influences everything we do. We believe there is an opportunity to build on Oxfordshire's strong environmental credentials through investment in innovation and technology

Healthy places – we will design in health and wellbeing and focus on ‘inclusive growth’ to tackle inequalities in Oxfordshire

We are committed involving all Oxfordshire's communities in preparing for the future and making the most of our advantages. This is how change really happens

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# Thriving communities for everyone in Oxfordshire

## Thriving people

We strive to give every child a good start in life, and protect everyone from abuse and neglect.

We enable older and disabled people to live independently. We care for those in greatest need.

- Support families that need extra help to thrive.
- Improve educational attainment, including for children with special needs.
- Join up social care with the NHS to keep people out of hospital.
- Work with the police and others to keep young people safe.

## Thriving communities

We help people live safe, healthy lives and play an active part in their community.

We provide services that enhance the quality of life in our communities, and protect the local environment.

- Design places that encourage healthy and active lives.
- Focus on the health gap between different communities.
- Reduce carbon emissions to tackle climate change and improve air quality.
- Encourage community-run services and self-help initiatives.

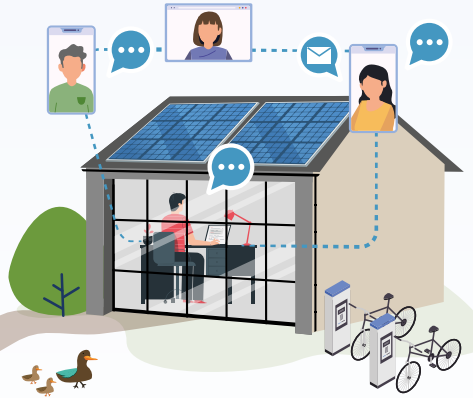
## Thriving economy

We support a thriving local economy by improving transport links to create jobs and homes for the future.

- Secure government investment in transport and affordable housing.
- Maintain the county's roads and infrastructure.
- Connect rural homes and businesses to broadband.
- Promote Oxfordshire as a place to invest.

## We listen to residents so we can continuously improve our services and provide value for money

- Improve customer service, particularly online.
- Involve people in designing better services.
- Work closely with our public, private and voluntary sector partners.
- Give communities more say in local services, such as libraries.





## Thriving communities

### We help people live safe, healthy lives and play an active part in their community

## Safe, healthy and active lives in Oxfordshire



We have high life expectancy: 81.6 for men and 84.6 for women.



Adults participating in physical exercise in Oxfordshire is higher than regional and national averages.



Smoking rates are down almost 5% to 10.7% of adults since 2013.

## What we will do

- Focus on reducing the health gap between different communities.
- Encourage community-run services and self-help initiatives, amongst parish councils, town councils voluntary and community groups.
- Encourage people to live healthy lives and provide services which support healthy choices.
- Help people to stay safe and well in their own homes.

## Thriving communities

### We provide services that enhance the quality of life and protect the local environment

## Quality of life & environment in Oxfordshire



Communities and volunteers support our 43 libraries



We are the highest performing local authority area in England for recycling and waste management with more than 57% of our household waste recycled, composted or re-used



Adults participating in active travel has increased from 40% to 44% since 2015/16

## What we will do

- Design places that encourage healthy and active lives, including cycling and walking routes.
- Provide library, cultural, museum and music services.
- Reduce carbon emissions from council buildings and activities.
- Respond to emergencies, maintain trading standards and safeguarding our residents.
- Help people stay safe on our roads.
- Protect the local environment.

## Measuring success

- People are helped to live safe and healthy lives.
- People play an active part in their community.

## SPOTLIGHT ON...

### Going electric

The drive to reduce carbon emissions stepped up a gear when the Fire and Rescue Service took delivery of a new fleet of electric cars and vans. In the longer term, the fire service expects that technology will enable electric fire engines.

The county council has already taken a strong lead and committed to being carbon neutral by 2030 and is in the process of replacing its general pool cars with rechargeable models, with three already in use.

## The challenges

- We have a climate emergency to tackle.
- 682,400 residents use 2,785 miles of our roads which creates pressure on highways.
- We have precious natural resources to protect; such as 25 wildlife reserves, 122 protected species and 26% of land within Area of Outstanding Natural Beauty.
- Air quality is a particular issue in Oxford city.

Climate action will be prioritised in decision making and we will be carbon neutral by 2030.

## Measuring success

- People are helped to live safe and healthy lives.
- Our quality of life in Oxfordshire is enhanced.
- Our local environment is protected and climate change tackled.

## SPOTLIGHT ON...

### Preventing drop-offs near schools to improve air quality

The school run is known to have a major impact on air quality around schools. Now several Oxford schools are working with the county council on a pilot project to restrict traffic outside schools.

The initiative follows a Friends of the Earth event hosted by the county council on Clean Air Day in June 2019, which led to several Oxfordshire schools asking to be part of the pilot. 'School Streets' has already been successfully trialled in other parts of the country.

## The challenges

- There is a life expectancy gap of 7 years for men and 5 years for women in between the most and least deprived areas.
- Child poverty has increased from 9.8% in 2015 to 10.1% in 2016.
- 56% of people aged 18 or over in Oxfordshire are classed as overweight or obese.

## CLIMATE CHANGE COMMITMENT

Increased walking and cycling will have a positive impact on climate change.

Supporting active lifestyles is essential to improving residents' health.

## CLIMATE CHANGE COMMITMENT

Addressing air quality and reducing waste will have a positive impact on climate change.



Thriving people

**We strive to give every child a good start in life and protect everyone from neglect**

## Children in Oxfordshire



Between mid-2016 to mid-2017 there were 7,537 births.



Proportion of pupils attaining a “strong” pass in English and Maths is above national averages at 46.6% (national average 43.2%).



Compared with England, Oxfordshire had a higher proportion of people aged 0-4, 15-19 and 20-24 2015/16.

## The challenges

- The need for children’s social care has risen. 80% rise in children in care since 2011.
- Those with Special Educational Needs and Disability support increased by 9% between 2017 and 2018.
- Census data suggests around 1,300 young people aged under 16 provide unpaid care in Oxfordshire.

## CLIMATE CHANGE COMMITMENT

Enabling schools to reduce their carbon emissions will have positive impact on climate change.

## What we will do

- Support families that need extra help to thrive.
- Improve educational attainment, including for children with special needs.
- Work with the police and others to keep young people safe in their families and communities.
- Provide Children’s Social Care, including child protection, looked after children, adoption and fostering.

## Measuring success

- Children are given a good start in life.
- Children are able to reach their potential.

Providing early help is essential for families to thrive.

**Our Children’s Services are rated ‘Good’ by Ofsted.**

Thriving people

**We enable older and disabled people to live independently and care for those in greatest need**

## Adults in Oxfordshire



Rural districts have a much higher proportion of older people compared to the city, 20% compared to 12%.



Life expectancy for men is 81.6 and 84.6 for women.

## What we will do

- Join up social care and the NHS through an ‘Integrated Care System’ to keep people out of hospital and improve their healthcare experience.
- Provide support and care services for our residents as they live independently.
- Promote healthy lives for older people and support them to stay healthy, active and well.
- Ensure care services are good quality and reliable for the future.
- Support people to access travel and transport to enable them to live independently.

## Measuring success

- Care services support independent living.

## CLIMATE CHANGE COMMITMENT

Investing in community energy will have positive impact on climate change.

## The challenges

- Population of over 85s is expected to increase by 63% by 2032.
- 17,340 carers known to 70 GPs in Oxfordshire in December 2018.
- 1,800 adults with learning difficulties in Oxfordshire supported by Adult Social Care Services.
- We have challenges with our workforce due to relatively high cost of living in Oxfordshire.

Tackling our workforce challenge will help us support an increasingly older population.

## SPOTLIGHT ON...

### Helping families keep children safer

Children’s services is adopting a pioneering approach that will radically change the way children’s social care operates and start to reduce the growing number of children in care.

The new family safeguarding model involves children’s social workers working in small integrated teams. Centred around individual families in need, alongside experts providing specialist mental health, drugs and alcohol and domestic abuse services.

## SPOTLIGHT ON...

### Focusing on independent living

Adult social workers are taking a new ‘strengths-based’ approach to helping older and disabled people live as independent lives. They are focusing on a person’s strengths rather than starting with ‘needs’, while making sure not to ignore the real challenges some people face.

The approach tries to draw out the persons own strengths and capabilities, and work with them to explore how their family, social network and available community resources can support and promote their well-being.

## Thriving economy

**We support a thriving local economy by improving transport links to create jobs and homes for the future**

## Oxfordshire's economy

- Our economy generates £21.9bn of output per year from 400,000 jobs and more than 30,000 businesses.
- 6,830 apprenticeships started in Oxfordshire and 4,640 apprenticeships were completed in 2017-18.
- Average earnings increased from £33,000 to £34,000 in 2018.

## What we will do

- Secure government investment in transport and affordable housing.
- Connect rural homes and businesses to broadband.
- Promote Oxfordshire as a place to invest.
- Work with others to support skills development, business growth and employment.
  - Delivery of key infrastructure for Oxfordshire including highways and housing.

## Measuring success

- Everyone has access to good homes and jobs.
- Businesses are able to grow and develop.
- People and communities have excellent transport and broadband connections.

## The challenges

- Average house prices in Oxfordshire increased, making Oxford the least affordable city for housing.
- Rents are high and there is a demand for affordable housing.
- Our road network is under pressure with population growth.
- The rural nature of Oxfordshire, combined with 82% of residents working within the county, makes roads essential.

## CLIMATE CHANGE COMMITMENT

Reprioritising road space for low carbon travel will have positive impact on climate change.

A connected Oxfordshire supports sustainable growth.

## We will take climate action:

### In our Organisation

- Make Climate Action a top priority in all decision making
- Make our corporate estate carbon neutral by 2030
- Maximise solar generation on our buildings and land
- Buy local green power for our estate
- Electrify our vehicles
- Support our staff to use zero carbon travel options
- Challenge our suppliers to match our ambition.

### In Oxfordshire

- Manage land to capture carbon
- Enable schools to reduce their carbon
- Reduce carbon from your streetlighting
- Provide charging points for your electric car
- Invest in cycle paths and safe walking routes
- Reprioritise road space for low carbon travel
- Invest in community energy
- Support our communities to take Climate Action
- Team up with innovators to test new solutions
- Work with our partners so we all achieve more
- Keep you informed on our Climate Action plans and progress.

## So together we can:

- Be part of a zero carbon future
- Have cleaner air
- Be more active
- Save money
- Collaborate and share
- Have more time
- Connect with each other
- Have comfortable buildings
- Be more resilient
- Have a stronger community and economy
- Be proud.

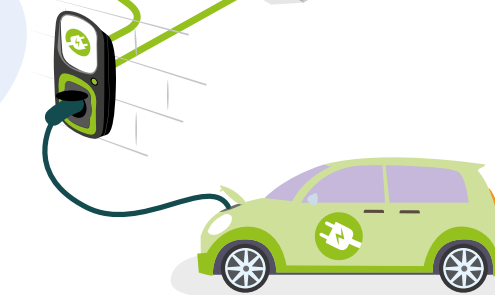
# Climate Action

for a **Thriving Oxfordshire**

## SPOTLIGHT ON...

### Improved bus and cycle routes on the A40

Bus users will benefit from a major scheme to address congestion on the A40 after the government confirmed a £102 million bid by the county council. The grant from the housing infrastructure fund (HIF) will be used to extend the A40 dual carriageway from Witney to the proposed Eynsham park and ride, including upgraded cycling facilities. There will also be access at Duke's Cut canal and railway bridges, extending the eastbound and westbound bus priority lane.





## Big challenge

# Healthy place-shaping or inequalities/inclusion

- What it means and what we are doing, covering inequalities, air quality, active lifestyles

Text, infographic and key points on inequalities to be added from the Director of Public Health Annual Report

## Making it happen

### SPOTLIGHT ON...

#### Councillor Priority Fund

Residents can influence local spending through their councillor. The Councillor Priority Fund enables councillors the opportunity to match fund projects that matter most to their local community. The fund has successfully supported hundreds of local community projects over the last two years and is highly valued by our residents. Therefore, we have committed to continuing the fund for another year.

During 2018/19, there were over 170 different community and charity groups that received funding involving over 60 different towns and parish organisations.



# Listening to residents and continuous improvement

#### What we will do

- Improve customer services, particularly online.
- Give communities more say in local services, such as libraries.
- Involve people in designing better services.
- Work closely with our public, private and voluntary sector partners.

#### Measuring success

- Our services improve.

#### We would like to hear from you:

We have opportunities for you to feed in your views through our Facebook and Twitter pages, through your local Councillor, in public meetings and through our consultation. Find out more by going to: **[Link -TBC]**

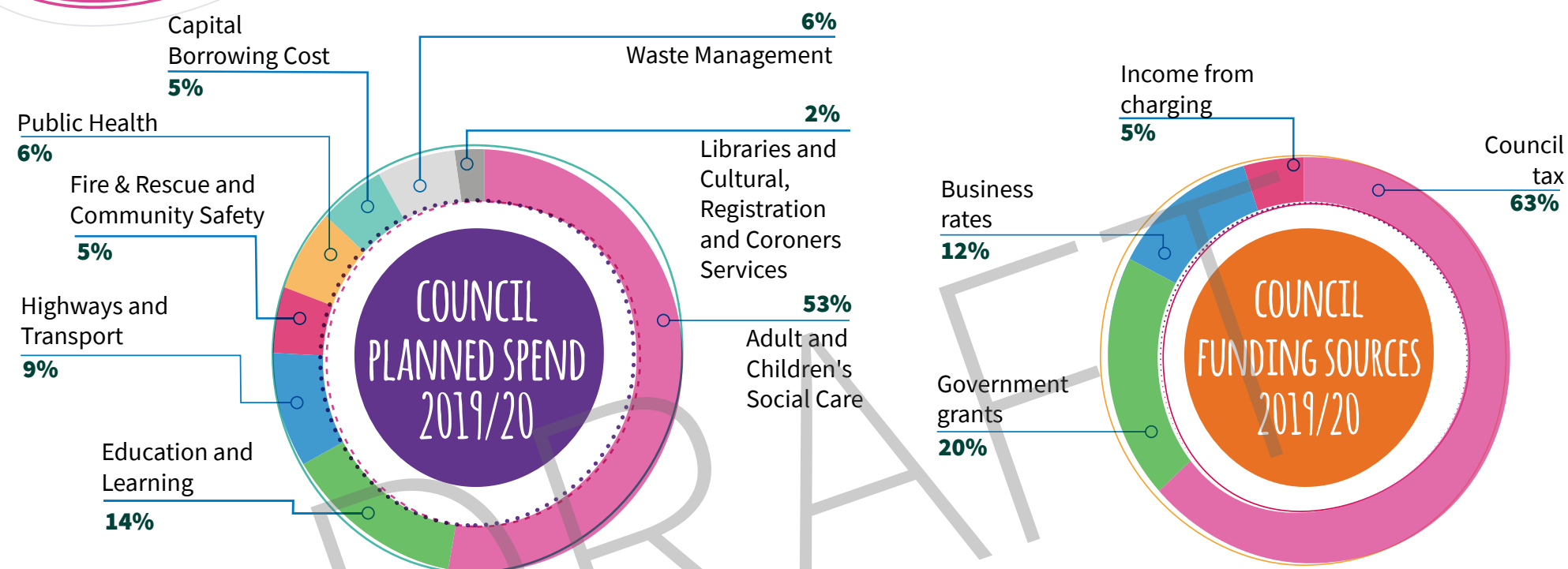
#### Want to get more involved?

We have opportunities for volunteering and having a say in the services you receive. Contact **[Link -TBC]** for more information.





# Providing the best value for public money



## Why we are changing

The council must be ready to meet future challenges, such as long-term financial pressures and growing demand for services. That means investing in prevention; redesigning services, and improving the way the organisation runs.

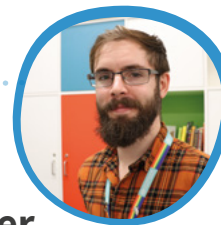
## Measuring success

- We deliver value for money.
- We make the savings agreed in the Medium Term Financial Plan.

## SPOTLIGHT ON...

### Bringing customer service to communities

Oxfordshire's libraries do a lot more than simply offer books for loan. Our teams are now trained to help members of the public to access public services online, apply for a disabled parking permit and so much more. At our libraries, residents can enjoy a range of activities and events in a safe, community space. By broadening the library offer, Oxfordshire County Council can continue to operate a network of 44 libraries across the county, despite the pressure on local government finances.



## WORKING WITH PARTNERS ACROSS OXFORDSHIRE

- The unique partnership between Oxfordshire County Council and Cherwell District Council is now in its second year. Staff across both councils are constantly finding new ways to improve services and provide them more cost-effectively.
- We are better able to tackle long-term challenges, from childhood obesity to developing more extra care housing to support an ageing population.
- Savings of nearly **£1m [check]** have already been made or are in the pipeline as a result of joint management arrangements. **[Fact check]**
- Leisure and libraries, and trading standards and environmental health are council services run separately in shire counties but serving the same customers.
- Our ambition is to use this learning to improve partnership working with the other Oxfordshire districts to improve resident-focused partnership working.

## Actions list

We will

- ☐ engage with residents to understand what they need and how best to support them to meet these needs
- ☐ work through our Councillors to understand local issues and priorities

**Outcome – we listen to residents, and use this to help improve services**

## Investing in the digital future

We are investing in digital technology to reduce costs and improve services to our residents. Our new ICT strategy focuses on improving online services. Not everyone can access our services online, but those who expect to be able to do so will start to see big improvements.

**[Add example = blue badges?]**



## Stay in touch:

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## Contact us

01865 792 422

Oxfordshire County Council,  
County Hall, New Road,  
Oxford, OX1 1ND

To find out more about how you can take part in local democracy by asking questions or making statements at council meetings, visit:

**[www.oxfordshire.gov.uk/council](http://www.oxfordshire.gov.uk/council)**

Have your say in consultations about changes to council services or policies at:

**[www.consultations.oxfordshire.gov.uk](http://www.consultations.oxfordshire.gov.uk)**

You can apply, book, find, report and pay for a range of services on the County Council website:

**[www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk)**



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