

Review of Community Strategy 2004

At the July 2007 OSP meeting it was agreed that we would review the objectives set in the Community Strategy 2004. The attached matrix details the objectives together with the following information:

- What Happened?
- Who's driving this forward?
- What are the current targets?

We can broadly state that the result of the review of the objectives can be broken in to three key groups:

- Done
- Being taken forward as part of something else
- It couldn't be done for reason given under item in matrix:

Sebastian Johnson
28th November 2007

Oxford's Community Strategy 2004 – Status of Objectives

Theme One – A Vibrant and Inclusive Economy

1.1 Support sustained economic development and a skilled and employable workforce

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>Oxford has a buoyant but stable economy with low unemployment at 2.4%. The total number of jobs has changed little in recent decades but a shift has occurred, reflecting national changes, from manufacturing to services, with 87% now employed in the latter sector. To create a sustainable economy, strengthening over time, we will develop a more co-ordinated and strategic approach towards the economy by:</p> <ul style="list-style-type: none"> • Commissioning and completing a study on Oxford's economy by August 2004, enabling key partners to reassess the role they play in the local economy and helping to identify how existing support and links can be strengthened. 	<p>The Oxford City Futures Group was established to oversee the commissioning and completion of the Oxford local economy study. The study was duly completed and then utilised as basis for informing Council Economic Development Strategy agreed in June 2005. (SD) City Council Commissioned consultants to produce the</p>	<p>The study has been completed. The Oxford City Futures Group and the Council Chief Executive agreed that a key initiative be developed – the Oxford Means Business initiative (see below).</p>	<p>Not applicable.</p>

<p>• Building on the economic study, we will establish an economic partnership for the city by October 2004 to promote a diverse and sustainable local economy, and enhance Oxford's role within the region.</p>	<p>Oxford Employer Land Study in March 2006. (AR)</p> <p>The Oxford City Futures Group agreed to continue working with the Council as an informal mechanism. It subsequently became part of the membership of the Oxford Means Business Group which draws from strategic business leaders in the City. This group has been coming together periodically on an informal business. (SD)</p>	<p>The Oxford Means Business initiative has been led by the Chief Executive together with the Chief Executive of OX1 who had previously agreed to chair the Oxford City Futures Group. The continued role of OMB is to be reviewed.</p>	<p>A review of the role of OMB is to be undertaken by the Council with OMB members.</p>
<p>The way we purchase goods and services has a major impact on the environment, society, and the economy. Local businesses, social enterprises, and the voluntary sector add specific value to the Oxford area and contribute to social cohesion. We will:</p> <p>• Promote the purchasing of local goods and services to achieve maximum community benefit and seek to protect the environment. All major public sector partners and the universities will include appropriate criteria in their procurement</p>	<p>Meet the Buyers Events held in 2005 and 2006. Event taking place in 2007</p>	<p>Oxford City Council and Partners</p>	

<p>strategies by April 2005. These same partners will also investigate the purchase of renewable energy and contribute towards Oxford’s goals as a Fairtrade City by April 2005.</p>	<p>Part of City Council’s Climate Change Action Plan Fairtrade City status secured</p>	<p>Oxford City Council Oxford Fairtrade Coalition</p>	
<p>Oxford prosperous and well-educated city, with the highest number of people in the south-east holding degree-level education, yet there are significant challenges beneath this surface. Training and support for both employers and employees is vital and developing a coordinated approach to accessing these opportunities will give greater choice to local people in their working lives. By August 2005, we will:</p> <ul style="list-style-type: none"> • Map current service provision, promote the development of a single access point for information, target growth areas such as social enterprise, and investigate improved access for disadvantaged groups. 		<p>SEEDA Area Programme (AB) Oxfordshire County Council (to revive Oxfordshire Learning Partnership) (AB) Oxfordshire Learning Network (AB)</p>	<p>Learning Network will map provision across statutory and voluntary sectors and run workshops for training providers, with the aim of joining up provision, identifying progression routes, and improving learning opportunities for residents of disadvantaged communities.</p>

1.2 Support key regeneration proposals across Oxford

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>To unlock the potential in the western side of the city centre, we have been consulting with partners on major regeneration proposals for the area, including the provision of enhanced cultural, leisure, and retail opportunities. Building on the <i>Oxford West End Project</i> report completed in 2003, we will:</p> <ul style="list-style-type: none"> • Complete a Development Framework including a master planning exercise, consultation with local communities, and the establishment of a delivery agency by October 2004. • Complete a feasibility study by December 2004 on moving the rail station to the Oxpens site. 	<p>Draft Cultural strategy for the West End commissioned from Oxford Inspires June 2007. Identifies how culture can deliver social and economic objectives for the West End. (SM)</p> <p>West End Development Framework completed in 2005 by David Lock Associates. Regeneration of West End now being taken forward by Partnership of Oxford City Council, Oxfordshire County Council and SEEDA. City Council submitted the West End Area Action Plan to the Secretary of State in June 2007. (AR)</p> <p>Study done by ARUP in 2004. After considering outcomes of study and costs and benefits of various options the West End Steering Group decided to abandon moving station and</p>	<p>West End Partnership</p> <p>West End Partnership</p>	<p>Due for consideration by the West End Partnership December 2007</p>

	<p>progress with regeneration of west End with station in situ. (AR)</p>		
<p>A number of city regeneration schemes have been funded by the Government’s Single Regeneration Budget (SRB) programme – currently those in Barton, Blackbird Leys, and East Oxford. This funding is now coming to an end and it is important to provide a voice for communities in these areas and those with similar challenges. We also need a structure to help channel new funding more effectively and fairly into the areas that need it most. To this end, we will:</p> <ul style="list-style-type: none"> • Support the creation of an umbrella group for local regeneration schemes across the city, initially focusing on the development of ‘exit strategies’ for the SRB project areas. To be completed by December 2004 	<p>Regenarc was set up and held workshops to identify need but failed to access long-term funding to implement ideas. Area Investment Programme Board established (AB)</p>	<p>SEEDA Area Programme (AB)</p>	

1.3 Support the community and voluntary sector, and encourage a social enterprise culture in the city

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>The local voluntary and community sector has a very strong presence in Oxford. It is a major employer and delivers an enormous range of frontline services across the city. We will support this by:</p> <ul style="list-style-type: none"> • Completing an agreement by December 2004 between public sector bodies and the voluntary and community sector – known as a “Compact” – agreeing principles for joint-working. 	<p>Completed (ML) Compact published. Funding code of good practice published. Mediation code published. Consultation code under development. (AB)</p>	<p>OVSDP</p>	<p>Develop and publish remaining codes to match national Compact:: consultation, volunteering, working with BME groups, working with small community groups. Embed Compact awareness and compliance in all signatories' organisations.</p>
<p>There is a significant opportunity to encourage growth in the social enterprise sector across the city. These are organisations that are competitive businesses owned and trading for a social purpose. We will:</p> <ul style="list-style-type: none"> • Support the development of a city-wide credit union by December 2005. This project will increase access to appropriate and fair financial services, enabling people to tackle debt and improve their quality of life. 	<p>Developed (ML) Oxford Credit Union incubated by OCVA and launched as independent organisation. (AB)</p>	<p>Oxford Credit Union.</p>	

Oxford’s Community Strategy 2004 – Status of Objectives

Theme Two - Safer Communities

2.1 Continue to engage with our communities in reducing crime and the fear of crime

Objective	What happened?	Who’s driving this forward?	What are the current targets?
<p>Responding to local needs and concerns is a key part of tackling crime. By April 2005, we will:</p> <ul style="list-style-type: none"> • Complete a Crime and Disorder Audit through consultation with our communities, and use the data to develop the next Crime and Disorder Strategy for 2005-2008. This will include continuing to build links between our communities and the police via Oxford’s six Area Committees. 	<p>Audit completed in 2004 and the 2005-08 strategy produced. Consultation with a broad cross section of the community produced priorities for the Oxford Safer Community Partnership (OSCP). (RA)</p>	<p>Oxford Safer Communities Partnership (OSCP)</p>	<p>Burglary dwelling Auto crime Robbery Anti social behaviour Hate crime</p>

2.2 Respond to anti-social behaviour

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>We will tackle the rise in anti-social behaviour – an issue of national concern – by:</p> <ul style="list-style-type: none"> • Reviewing the role of the nine street wardens on Blackbird Leys, Rose Hill and Littlemore and investigating options for sustaining the project into the future. • Continuing to successfully tackle aggressive begging in the city centre and monitor public satisfaction levels. • Investigating a more coordinated approach to related youth scheme funding in Oxford by July 2005. 	<p>Street Wardens expanded to a team of 17 in Barton, Blackbird Leys, Rose Hill, Littlemore and Wood Farm – City Council mainstream funded. (RA)</p> <p>Established the Street Services Team (ML)</p> <p>OSCP produced paper requesting holiday provision funding in deprived areas. (RA)</p>	<p>City Council</p> <p>Nerys Parry (Oxford CC)</p> <p>City Council (£90k, £90k and £120k allocated over three years for Blackbird Leys, Rose Hill, Wood Farm and Barton.</p>	<p>Talkback indicator</p>

2.3 Reduce violent crime in the city

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>We will continue to tackle violent crime and its impacts on individuals by:</p> <ul style="list-style-type: none"> • Continuing to increase the safety of, and support for, those experiencing domestic violence. This requires appropriate service provision and includes raising awareness of the impacts of domestic violence and targeting offenders by April 2005. • Working with licensees as part of a new scheme by July 2005 to reduce alcohol-related violence. 	<p>Set up county-wide partnership. Projects include:</p> <ul style="list-style-type: none"> - Specialist domestic violence courts - Multi agency risk assessment committees (MARACs) - Sanctuary scheme - Champion network - Independent domestic violence advisory service (RA) <p>Nightsafe project (ML) Implemented 4 themes: Campaigns; Hi visibility policing; Targeting repeat offenders; and Licensing (RA)</p>	<p>Oxford Community Safety Partnership and Oxfordshire Domestic Violence Steering Group</p> <p>OSCP</p>	

2.4 Reduce burglary of people’s homes

Objective	What happened?	Who’s driving this forward?	What are the current targets?
<p>We will continue the significant reductions in local burglary over the last five years by:</p> <ul style="list-style-type: none"> • Targeting hotspot areas of the city that have a higher rate of burglary for crime reduction measures, including target hardening of premises and improved lighting schemes by December 2005. • Develop the role of the IRIS Prolific Offenders project in targeting the most prolific offenders in the city. 	<p>Location management Target hardening Offender management (RA)</p> <p>Completed. LAA Stretch target. Similar scheme for under 18 run by Youth Offending Service. (RA)</p>	<p>OSCP</p> <p>Prolific Priority Offenders Steering Group</p>	<p>Over 35% reduction on a 20% target</p> <p>70% reduction in offending by the cohort. University evaluated.</p>

2.5 Reduce car crime

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>We will continue to target theft of, and from, vehicles in the city, focusing on hotspot areas by:</p> <ul style="list-style-type: none"> • Continuing an awareness campaign to reduce car crime, and target areas that have a high level of car crime by December 2005. 	<p>Location management Offender management Trap cars Secure car parks CCTV (RA)</p>	<p>OSCP</p>	<p>24% reduction on a 20% reduction target</p>

Oxford’s Community Strategy 2004 – Status of Objectives

Theme Three - A Better Living Environment

3.1 Improve the supply and condition of affordable housing in Oxford

Objective	What happened?	Who’s driving this forward?	What are the current targets?
<p>We will meet the need for decent quality, affordable housing in the city by developing closer relationships with partners. This will allow us to more thoroughly investigate broad and innovative solutions to Oxford’s housing needs, including the possibility of an urban extension at Grenoble Road.</p> <ul style="list-style-type: none"> • Promote further land release for affordable and key worker housing within Oxford from public sector landowners, by working with partners to access previously unidentified sites by April 2006. • Encourage and support the development of an effective Landlords’ Forum by April 2005 to improve housing quality and living standards in the private sector. 	<p>Housing Strategy published (ML)</p> <p>Affordable Housing Select Committee to be run by OSP</p> <p>Established Oxfordshire Housing Partnership (ML)</p> <p>Forum Created (ML)</p> <p>Implemented HMO Licences (ML)</p>	<p>Affordable Housing Select Committee (Chair, Panel and Steering Group)</p> <p>All Districts/County Council Housing Directors</p> <p>Gail Siddall (Oxford CC, Env Health)</p>	<p>Committee to report in Spring 2008</p> <p>LAA target for 256 affordable homes</p> <p>Working on discretionary HMO Licensing scheme</p>

<ul style="list-style-type: none"> • Achieve a domestic waste recycling rate of 16.5% in Oxford by April 2005, and work towards 18% by April 2006. • In partnership, work towards an overall household waste recycling target for the County of 33% by April 2006. 	<p>Target exceeded (ML)</p>	<p>Oxfordshire Waste Partnership</p>	
<p>We will work to conserve, enhance, and increase access to the natural environment in Oxford by:</p> <ul style="list-style-type: none"> • Supporting the development of a partnership action list with local and community conservation groups by April 2005 to improve the protection and quality of biodiversity and the natural environment across the city. This will include the development of guidance for developers on protecting and promoting biodiversity. 	<p>Now being taken forward at County level by a grouping of Biodiversity interest groups, District and County Councils. A set of conservation target areas set across the County. (AR)</p>	<p>In the City this will be taken forward through Oxford's Local Development Framework</p>	

3.4 Protect and enhance the built environment

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>We will promote and support improvements to public spaces across the city by:</p> <ul style="list-style-type: none"> • Promoting a more consistent approach to installing and integrating public and community art into the urban landscape across the city. • Develop a longer-term design for Broad Street by December 2005. 	<p>Arts Development Officers across the County have published a leaflet on public Art which seeks to enhance new development with works of art and high quality design. Builds on City Council's planning obligations supplementary planning document. (AR)</p> <p>Developer contributions as a means of funding public art in the West End specified in the AAP. (SM)</p> <p>This objective has not been met because other priorities such as the High Street improvements have been taken forward ahead of Broad Street. The University is an active partner in respect of Broad Street, and the long-term design will be affected by the outcome of the University's library strategy. (AR)</p>	<p>Lead Officer Michael Crofton-Briggs, Oxford City Council with Oxfordshire County Council and the University of Oxford. Plus input from groups such as OPT</p>	

<p>• Supporting work to maintain street appearance and cleanliness across the city, including the city centre and neighbourhood centres at Cowley Centre, Cowley Road, Headington, and Summertown by December 2005.</p>	<p>Cleaner Greener Group – cross functional group on environmental enforcement (ML)</p>	<p>Sharon Cosgrove/Michael Lawrence (Oxford CC)</p>	<p><i>BVPI created – to be checked</i></p>
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Oxford’s Community Strategy 2004 – Status of Objectives

Theme Four - Opportunities for Life

4.1 Support improvement of local educational achievement

Note from Rex Knight:

I recall that relatively soon after I joined the partnership, there was discussion about Theme 4, and what we might do in relation to the objectives, which was led by Mike O'Regan. We quickly realised that many of the objectives in this theme were county-wide, rather than being specific to the city, and were largely in the hands of schools and the LEA. We were unclear about the role which the Partnership could play. We discussed gathering data for a baseline audit, but as far as I know this was not pursued, perhaps because of staffing changes in the support for the partnership. As this was an area where we did not think we could add much value to existing activity, it has not been looked at for some time, and we have not undertaken any monitoring up to this point. As a result, my responses are rather fragmentary, and in most cases I cannot answer the questions on your proforma, but for what it is worth my response is attached. I think the moral of the story is that we need to be much more focused in what we are doing, and be clear about who is responsible for what and when they are to deliver, which of course is what we have been trying to do. I also think we can learn from the fact that most of the specific objectives were quite short-run and very detailed. For a partnership such as this, a better approach might be to identify an area for action, set, say a 5 year target for improvement, and identify those responsible, and then ask for periodic reports on progress towards the target, so that traffic lighting can be used to identify those which might need further action. Just a thought.

Objective	What happened?	Who’s driving this forward?	What are the current targets?
<p>A good education and learning environment – from the earliest age – is the principal means for providing the city’s young people with good life opportunities. We will:</p> <ul style="list-style-type: none"> • Establish and monitor attainment levels at two stages within the 0-18 year old range for young people within the city, alongside comparable local and national 	<p>No action by the Partnership (RK)</p>		

<p>figures by July 2005. The two stages are:</p> <ul style="list-style-type: none"> • Key Stage 1 (for English and Maths) • GCSE (5 A*-Cs including English and Maths) <ul style="list-style-type: none"> • Encourage the take-up of free nursery places for 3 and 4 year olds in the city by July 2005. • Help parents get involved in their children’s education. This includes investigating opportunities for the expansion of the PEEP scheme to other areas in the city by July 2005. This is a scheme providing support and education for the parents and carers of pre-school children. • Support local programmes to encourage reading and tackle the causes of illiteracy across the city by April 2006. 	<p>No action by the Partnership (RK)</p> <p>No action by the Partnership (RK)</p> <p>No action by the Partnership (RK)</p>		
<p>We will encourage increased applications to further and higher education from low-income group students and neighbourhoods with low participation rates, by:</p>			

<p>• Supporting the work of the <i>Aimhigher: Partnerships for Progression</i> programme in targeting Peers School, Oxford Community School, and St Gregory the Great VA Catholic School. This aims to raise aspirations and participation in higher education from 34% to 43% by 2010.</p> <p>• Working to increase participation in further and higher education from minority communities, including the <i>Outreach</i> programme (raising participation from black and ethnic minority communities), and the public programmes of the Continuing Education department (including provision of educational support to asylum seekers) by December 2005.</p>	<p>No action by the Partnership. The Aimhigher partnership has been very active, and has been chaired in recent years by both universities. Peers is currently subject to an Academy bid with Oxford Brookes as a co-sponsor (RK)</p> <p>No action by the Partnership. With regard to FE, provision in the city has been reorganised. With regard to HE, ethnic minorities in general are well represented, with some exceptions (eg Afro-Caribbean males and female Bangladeshis) Undrerepresentation from lower socio-economic groups remains a major national issue. Both universities have extensive programmes for bursaries and</p>		
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	scholarships and outreach work to address these issues, and the local Aim Higher P for P partnership is very active (see above). (RK)		
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4.2 Promote greater participation in local decision-making

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>Promoting greater public participation in local decision-making is particularly important in developing community ownership and providing responsive and accountable services. Effective local democracy is about people working together to improve things in their communities.</p> <ul style="list-style-type: none"> • We will encourage all partners to continually improve their consultation by sharing good practice, integrating techniques and ensuring consultation leads to delivery. We will update our Talkback forum by September 2004, involving 1,000 local people from a cross-section of our communities. • We will improve levels of consultation with young people and their participation in decision-making, particularly in communities which are traditionally not included by July 2005. 	<p>Done. Panel refreshed by one third every two years. Latest refresh August 2007. (HP)</p> <ul style="list-style-type: none"> - Joint City, County and Districts Children and Young People survey carried out in 2007 - Youth Parliament Project in partnership with County - 18-24 year age group included in Talkback group (representative sample). (HP) 	<p>Oxford City Council</p> <p>County Council</p>	

4.3 Improve access to services by encouraging joined-up working across the city

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>Most people in the city have a connection with a local service but may be unaware of other services that could be critical to their well-being. We will promote a culture of joined-up working through our partnerships. We will:</p> <ul style="list-style-type: none"> • Investigate opportunities to sustain and expand the Benefits in Practice project beyond its current lifespan by December 2005. This project gives people access to benefits advice in health settings, increasing incomes and reducing debt-associated stress. To date, the project has helped users to claim over £100,000 in benefits. 	<p>The Benefits in Practice Project has received continued funding from the City Council and PCT. There has been a review of the practices offering this service based on levels of deprivation and there have been some changes in targeting. In addition the service is now to be offered through a Children's Centre too – a very exciting development. (JW)</p>	<p>A steering group comprising the City Council, PCT, Citizen's Advice Bureau and Credit Union meet regularly to monitor progress and make decisions for further development.</p>	<p>There are no specific targets on numbers of clients seen. A current aim is to ensure sustainable funding for a further 3 years and ensure access for the most deprived communities.</p>
<ul style="list-style-type: none"> • Use existing communication channels to promote access to local services and activities, for example, via websites and publications. We will also encourage greater interaction and participation via the web, with partners increasing electronic access to all major services by December 2005. 	<p>On-line services developed</p>		

Oxford’s Community Strategy 2004 – Status of Objectives

Theme Five - Active and Healthy Communities

5.1 Support a socially inclusive approach to health work

Objective	What happened?	Who’s driving this forward?	What are the current targets?
<p>The first stage of a healthy community begins with the individual, and there are a number of projects across the city relating to the need for targeted support at this level, particularly amongst vulnerable and hard-to-reach groups. We will:</p> <ul style="list-style-type: none"> • Support the development and implementation of improved services for asylum seekers and refugees by April 2006. • We will ensure that information is available to all health professionals and officers in contact with the public to recognise fuel poverty and make referrals to energy efficiency and affordable warmth schemes by July 2005. • Support work with 15-17 year old women to achieve a 15% reduction by 2004 and 45% by 2010 in conception rates. • Improve access to sexual health 	<p>Services for asylum seekers and refugees have been reassessed according to need and with fewer new arrivals they have been reduced. (JW)</p> <p>Access to home insulation and other fuel poverty initiatives has been increased by agencies working together on the Referrals for Prevention project. This has included publicising the services through GP practices (JW)</p> <p>Cross agency working to reduce teenage conceptions continues to target the more deprived populations where rates are</p>	<p>Referrals for Prevention steering Group, City Council, PCT</p> <p>PCT, Oxfordshire County Council, Children and Young People Partnership Board, Public Service Board through</p>	<p>To increase referrals for services across agencies by 10% by 2009 (LAA target)</p> <p>Target remains as before.</p>

<p>services, engage young people more innovatively, and improve sexual health promotion activities for target groups by December 2005.</p>	<p>higher. (JW)</p> <p>Survey work and “secret shopper” research led to recommendations on how the service could be more young people friendly. Chlamydia screening programme is now in place targeting under 25 year olds. (JW)</p>	<p>LAA process</p> <p>PCT, Genito-urinary Medicine service (Oxford Radcliffe Hospitals Trust)</p>	<p>GUM access targets and Chlamydia screening targets</p>
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5.2 Encourage healthy lifestyles

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>The way we choose to live our lives has a huge impact on our health, and we will encourage healthy lifestyles across the city by:</p> <ul style="list-style-type: none"> • Supporting the Healthy Living Initiative to improve diets, reduce malnutrition, tackle food poverty, and encourage healthy lifestyle habits for disadvantaged and isolated groups living in East Oxford and Blackbird Leys by December 2005. 	<p>The Healthy Living Initiative delivered all the targets set out in the Big Lottery funded project plan which ended by July 2005. The project has been sustained and now targets the most deprived communities in the city (JW)</p>	<p>PCT, City Council, a range of partners from community and voluntary sector.</p>	
<ul style="list-style-type: none"> • Encourage the take-up of healthy living options by December 2005. This includes implementing the “Exercise on Prescription” scheme, providing comprehensive and accessible services for smoking cessation, Health Walks, and promoting activities such as use of allotments. 	<p>Smoking cessation targets have been met every quarter since this target was set until Q1 in 2007-08 when the target had been increased in-year and there was insufficient capacity to deliver. Led health-walks continue to run in 5 locations every week. (JW)</p>	<p>PCT, Smoking Advice Service, City Council, Sports Partnership, Physical Activity Alliance.</p>	<p>Smoking cessation targets are set every year by the Health Authority. Physical activity target to increase the number of people participating in at least 30 minutes of moderate activity 3 times a week (LAA target)</p>
<ul style="list-style-type: none"> • Helping to tackle substance misuse by improving services for young people involved in substance misuse, including the development of a pooled budget by April 2006. 	<p>A specialised treatment and advice service for young people was launched in 2006 – Evolve. (JW)</p>	<p>DAAT</p>	

5.3 Support improved cultural and recreational activities and increased opportunities for participation

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>We will work to widen participation in cultural, leisure, sporting, and related learning activities, and support the development of celebratory and educational events across the city. We will focus on:</p> <ul style="list-style-type: none"> • Working to secure a future for the Cowley Road Carnival, to strengthen a culture of community-led, celebratory events in Oxford by April 2006. • Working towards a major 2007 festival year, with a range of key events and activities taking place in the run-up. 	<p>Cowley Road Carnival held each year.</p> <p>A 12 month programme of special events and festivals took place in Oxford throughout 2007 including Luminox (20,000 attendances), Alice's day (6000) and Opening doors Opening Minds (8000). (SM)</p>	<p>East Oxford Action</p> <p>Oxford Inspires coordinated, fundraised for and marketed the programme.</p>	

5.4 Deliver improved health and leisure services in our communities

Objective	What happened?	Who's driving this forward?	What are the current targets?
<p>The Local Improvement Finance Trust (LIFT) project is a 20 year programme of investment, planned and developed between partner agencies. The vision is to bring together health and social care services around patient and user needs, integrate primary care provision, and achieve the same high quality of services across the city. We will:</p> <ul style="list-style-type: none"> • Begin construction work on 2 new Primary Care Resource Centres in East Oxford (Manzil Way) and Blackbird Leys (Dunnock Way), and run further consultations in areas where future development is planned, including the central Radcliffe Infirmary site by April 2005. 	<p>Both built and now working (ML)</p> <p>City Centre plans being developed (ML)</p>	<p>PCT</p>	
<ul style="list-style-type: none"> • Support the delivery of new sporting facilities, including the completion of 2 further StreetSport sites (outdoor multisports facilities) in areas of social deprivation by December 2004, and progressing with plans for a new swimming pool at Barton by July 2005. 	<p>Done (ML)</p>		

<p>• Run a conference to explore the opportunities for disabled people to engage in sport and physical activity by December 2005.</p>	<p>Conference discussed with partners but not taken forward</p>		
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