

A Regeneration Framework for Oxford to 2026



This Regeneration Framework for Oxford to 2026 was adopted at the Council meeting on 2nd November 2009 and is available for downloading at <http://www.oxford.gov.uk/policy>

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Translations available

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A Regeneration Framework for Oxford to 2026

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1. Introduction

This document sets out the regeneration challenges facing Oxford. It provides a framework for Oxford City Council to work with local and regional partners to respond to these challenges, developing a world class city for everyone who lives and works here. Oxford City Council and all our partner organisations recognise the difficulties the current economic downturn presents; we continue to emphasise the importance of collaborative working and early preparation to take advantage of any upturn in the economy.

The Regeneration Framework sits alongside the city's emerging Core Strategy, which sets out the approach to spatial development in Oxford until 2026. The Framework is a living document and will be regularly revised. Proposed revisions will in every instance be available for public consultation and will be agreed at future meetings of Full Council.

Link to the inspection of regeneration services 2009

In February 2009, the Audit Commission undertook an inspection of regeneration services in Oxford. The report was published in May 2009, and assessed Oxford City Council to provide a 'good' two-star service which has 'promising prospects for improvement'.

One of the recommendations of the report was to 'consolidate the work on the Regeneration Framework to develop a strategic approach to regeneration which shows how the Council and its partners will:

- manage their regeneration performance using clear and relevant outcome measures;
- ensure a clear approach to value for money;
- work together effectively through area management and the area committees to deliver services within neighbourhoods which meet neighbourhood priorities and the Council's strategic regeneration objectives;
- bid for external resources; and
- stimulate private sector involvement in regeneration'.

The Audit Commission expect the benefits of working this way to be:

- 'a more structured approach to regeneration and improved co-ordination of partnership activity to maximise impacts in priority neighbourhoods; and
- a more sustainable partnership-wide approach, supporting the continued focus needed at a time of economic downturn'.

This final version of the Framework responds to this recommendation from the Audit Commission.

Consultation

In developing the Regeneration Framework, extensive consultation was undertaken in spring and summer 2009. This involved meetings with key partner organisations; a series of workshops and presentations with specific partner groups; a neighbourhood and amenity/interest group consultation; and councillor, scrutiny and area committee involvement. The Framework was well received and many organisations offered to contribute to particular regeneration projects. This final version of the Framework has been revised to take on board the comments received.

1.1 Oxford – the place

Oxford is one of the most photographed, filmed, and written about cities in the world. The enduring images of historic Oxford are vital to our flourishing tourist industry. But this is, however, only one part of our city's story. Oxford in 2009, while still retaining its historic core and green space, is far removed from its media stereotype.

Contemporary Oxford is an economic hub not just in the Oxfordshire sub-region, but also in the South-East of England and beyond. It has a world-class knowledge economy, centred on the two universities. In addition to being a major tourist destination, it retains a significant manufacturing sector with BMW Mini at its heart. It is also an important shopping area, and the cultural centre of the region. Oxford is the second-fastest growing city in the UK.

In marked contrast to other parts of the county, Oxford is ethnically and culturally diverse, being home to the third-highest minority ethnic population in the south-east. It is not just diverse, but also - because it has the highest proportion of students in England and Wales - youthful, mobile and continually self-renewing.

Dynamic urban environments provide great opportunities and also difficult challenges. Oxford is no exception. The city is a densely-packed urban space - covering 29 square miles - with very high levels of housing density. There are severe pressures on housing: Oxford is the least affordable city in the UK in terms of housing, with large concentrations of houses in multiple occupation and significant levels of homelessness and overcrowding. Some areas of the city suffer multiple deprivation, including persistent low incomes, poor skill levels and high levels of crime. Central Oxford in particular suffers from traffic congestion and pollution.

This dynamic mix of opportunities and challenges is at the heart of the distinctive character of contemporary Oxford.

Examples of challenges and inequalities in Oxford

- *The Office for National Statistics estimates that the population will grow from 134,000 in 2001 to 169,000 in 2016, yet current housing growth projection only allows for a population of 149,000 in 2016*
- *House prices ten times higher than average earnings are a barrier to social progress and leads to difficulties in recruitment, inward commuting and congestion*
- *Citizens in the most deprived parts of the city are expected to live ten years less than those in wealthier parts of the city*
- *In our key areas of deprivation low skills result in lower incomes, poor health and child poverty*
- *Educational attainment of young people at GCSE in the city is 15 per cent lower than the national average and even further behind the regional average*
- *Child poverty is a key concern – eight areas feature among the ten per cent worst-affected areas in England*
- *Crime and the fear of crime has a greater impact in some areas – people living in the Cowley and South East Oxford areas feel least safe walking alone after dark in their local area*

Further data and evidence is referred to in section three of the Framework. A trend analysis for key areas of the city is attached as an appendix.

1.2 What is regeneration – the national context

In May 2009, the Department for Communities and Local Government published *Transforming places, changing lives*. This provides a new national framework to shape the way that regeneration is carried out in England.

The government's view is that regeneration is a set of activities that reverse economic, social and physical decline in areas where market forces will not do this without support from government.

The priority economic outcomes used to guide targets for government expenditure on regeneration in future are:

- improving economic performance and tackling worklessness, particularly in the most deprived areas;
- creating the right conditions for business growth which could include investment in infrastructure, land use, and a better public realm; and
- creating sustainable places where people want to live and can work and businesses want to invest.

Transforming places, changing lives sets out that:

- regeneration must be driven from the right level, giving partners the responsibility and flexibility to deliver improvements;
- it must be targeted support that helps those communities most in need – the most severe poverty, deprivation or sustained unemployment;
- regeneration is to be judged against three new success measures – improving economic performance, creating the right conditions for business growth and by creating places that people want to live.

The approach adopted for the development of a Regeneration Framework for Oxford draws heavily on the approach adopted nationally.

1.3 Why should we invest in regeneration?

Successful regeneration can help to tackle disparities in life chances by transforming deprived areas and improving the lives of those – often the poorest in society – living in and around them. For example, more than one-fifth of people claiming incapacity benefit/employment and support allowance or jobseekers' allowance live in the most deprived areas.

Our economic objectives are to raise the rate of sustainable growth and achieve rising prosperity and a better quality of life for everyone. To achieve this, everyone must be able to access opportunities for employment and enterprise. Oxford is well-placed to deliver this: it is the focus of the Central Oxfordshire sub-region and has been identified as one of eight "Diamonds for Investment and Growth" by the South East England Development Agency.

However in some areas, there are barriers that prevent markets from working effectively and reduce the scope for private investment, which can lead to social and economic inequality, reflected in concentrations of deprivation. Public sector investment in regeneration can encourage investment and enable reduced risks for private sector investors; for example, by assembling land for redevelopment; by making places feel safe; by ensuring that local services are delivering high standards in health and education.

Area-based initiatives also have a number of advantages:

- area effects - concentrations of poverty tend to create further disadvantage such as low aspirations and cultural expectations, a lack of knowledge of job opportunities, over-burdened local service provision, and low demand for private sector services;
- targeting - where deprivation is concentrated, it is possible to more efficiently meet needs than it is for people who are geographically dispersed;
- effective delivery - delivery at local level enables better tailoring of services to meet specific needs;
- co-ordination - regeneration requires co-ordination across a range of services and policy areas – joining up is easier at defined and small geographic levels.

1.4 Regeneration objectives for Oxford

The regeneration objectives for Oxford are:

- to reduce inequalities between citizens;
- to increase the supply of housing, particularly affordable housing¹;
- to create places where people wish to live;
- to increase skills and promote skills development;
- to provide sustainable jobs for all through economic growth in central Oxfordshire;
- to improve connectivity between employment, housing and those seeking employment.

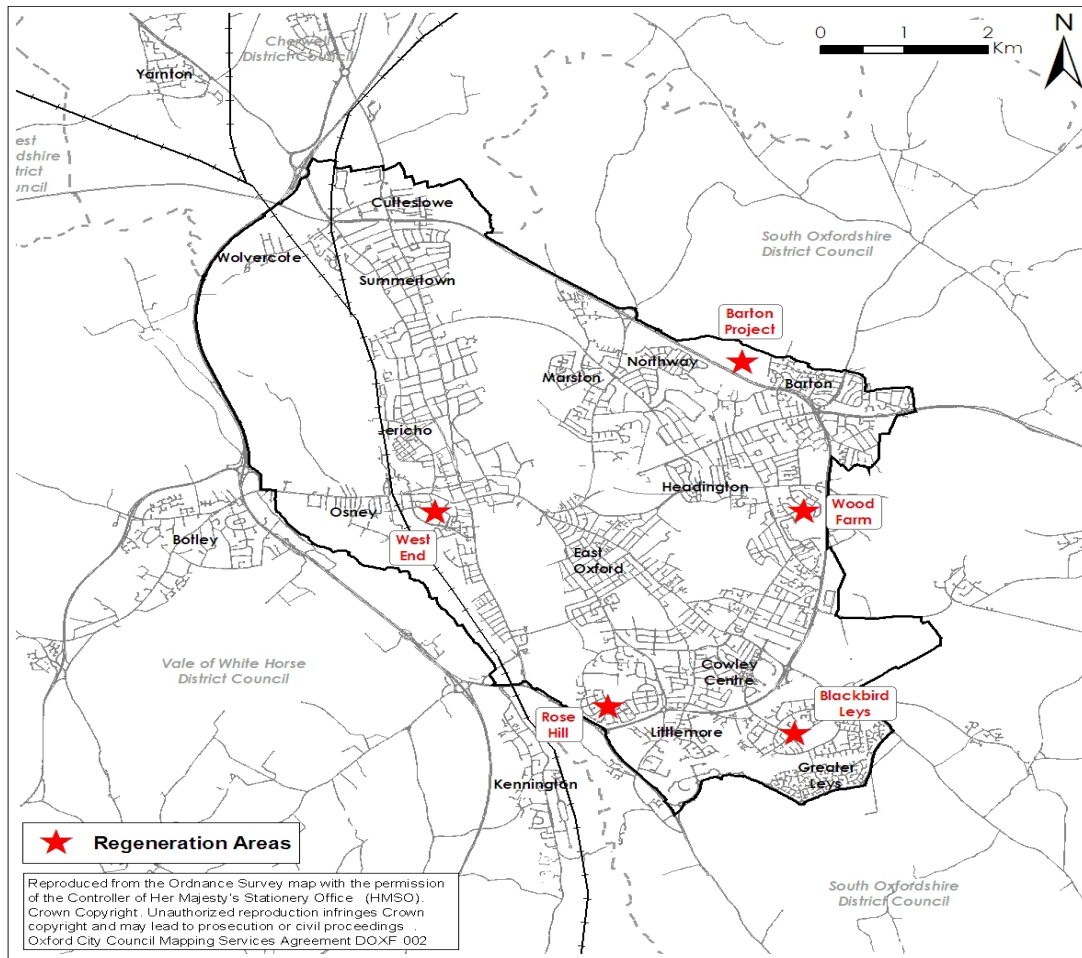
We will meet these objectives by:

- using the City Council's civic leadership role to promote and encourage regeneration in Oxford;
- engaging with the local community and local voluntary groups to ensure that local people have a say in shaping where they live and work;
- working with local statutory partners (e.g. the County Council, Primary Care Trust), regional and national agencies, the voluntary sector and private businesses;
- delivering the City Council's services in ways that maximise economic, community and social benefit;
- working in partnership to intervene in areas of market failure;
- providing an effective and sustainable transport infrastructure.

¹ The actions to take forward this aim are summarised here, but are primarily set out in the city council's Housing Strategy and other plans

1.5 Existing major regeneration projects in Oxford

A number of significant projects are either underway or in the advanced planning stages. Five major regeneration initiatives are shown on the location map below:



The West End

The West End project is a partnership project (involving Oxford City Council, Oxfordshire County Council and the South East England Development Agency) aimed at revitalising an under-used part of Oxford city centre. The transformation of the West End will create a new quarter of the city centre, adding to and complementing the range of facilities in the centre of Oxford for local people, residents of Oxfordshire and visitors. At its heart will be the development of 830 new homes together with new retail and commercial facilities.

Barton

Barton estate is one of the most deprived areas of the city. The Barton project is a major proposal for a large-scale regeneration scheme which will deliver much-needed housing to the west of the Barton estate, north of Oxford's ring road. The City Council is preparing an Area Regeneration Plan to bring forward this initiative in association with the Homes and Communities Agency. The development of this land will act as a catalyst for the regeneration of the existing communities of Barton and Northway, through physical integration of the new development with the existing estates; the provision of new access routes and community facilities (including a new primary school); and the potential for new residents to help sustain existing shops and services.

Blackbird Leys and Greater Leys district centre

Blackbird Leys and parts of Greater Leys are another of the city's most deprived areas. The emerging Core Strategy proposes upgrading the current neighbourhood centre to become a mixed-use district centre, acting as a catalyst for regeneration of the Blackbird Leys and Northfield Brook wards. A district centre would provide a broader range of facilities and services than currently offered, whilst providing a strengthened focus for public transport, cycling and walking routes. Many of the existing buildings are owned by the City Council or the County Council and some are considered suitable for redevelopment or expansion. An opportunity therefore exists to provide a co-ordinated approach to the future master planning of this area. In addition to new retail provision, there is potential for new community, educational and employment uses.

Rose Hill

Rose Hill is a large housing estate, again featuring in the most deprived areas of Oxford. The central focus of the estate is the Oval, around which are two shops, the community centre, youth centre, primary school, children's centre and nursery. A major regeneration scheme is currently taking place on Rose Hill involving Oxford City Council and Oxford Citizens Housing Association, which will see 254 new homes built over the next five years. In addition, there will be a smaller project to build new council housing undertaken by Oxford City Council integrated with regeneration and training initiatives on the estate in partnership with the Homes and Communities Agency and the local community. Finally, the development of a replacement primary school building on the estate offers opportunities to upgrade current community facilities.

Wood Farm

Wood Farm is an estate in north-east Oxford, which scores poorly on the index of multiple deprivation. Oxfordshire County Council has secured capital funding to modernise the primary school. The school site hosts facilities for young children and families, a community centre and a youth project. The re-development of the school presents opportunities to provide a range of community and health services for children, young people, families and residents.

1.5 Future regeneration projects

New regeneration projects will be added to the action plan as the opportunity arises, particularly in the areas of Oxford with an evidence based need of regeneration initiatives such as parts of Littlemore as part of the process of regularly updating the Regeneration Framework.

1.6 The current economic climate

This Framework has been developed during 2009 in a period of economic downturn. The economic downturn will reduce economic output and increase numbers of people out of work. It will also reduce the viability of some development projects, possibly leading to delay or cancellation. However, the implications of the economic downturn have provided an additional sense of focus and urgency to ensure that all of Oxford's citizens are well placed to benefit from opportunities when the economy improves again.

2. A Strategic Approach to Regeneration

This Oxford Regeneration Framework will ensure that there is a joined up approach with other local policies and strategies, including:

- Oxford's Sustainable Community Strategy;
- Oxford City Council's Corporate Plan;
- Oxford's Local Development Framework, including the emerging Core Strategy, West End Area Action Plan and various development plan documents;
- Oxford's Housing Strategy;
- Oxfordshire's Sustainable Community Strategy and Local Area Agreement.

Ensuring coherence between regeneration objectives is a major function of this Framework. The Regeneration Framework also recognises that Oxfordshire has been identified as a pilot sub-region for the Homes and Communities Agency's Single Conversation Process and thereby prioritised for investment in regeneration and affordable housing. The Homes and Communities Agency's four strategic objectives are:

- improve the supply and quality of housing;
- secure the regeneration or development of land or infrastructure;
- support in other ways the creation or development of communities;
- contribute to achievement of sustainable development and good design.

The Regeneration Framework also recognises that Oxford and Central Oxfordshire is one of eight Diamonds for Investment and Growth set out in the Regional Economic Strategy that will collectively aim to deliver:

- 45 per cent of the South-East's GVA growth to 2016;
- 50 per cent of the planned housing growth in the South-East by 2026;
- a stabilised ecological footprint by 2014 and a 30 per cent reduction in carbon emissions by 2026.

Following the production of this Framework, local Area Regeneration Plans will be developed in partnership with local communities and key stakeholders. There will be local Area Regeneration Plans for areas within the wards of:

- Blackbird Leys and parts of Greater Leys (Northfield Brook)
- Rose Hill
- Barton/Northway
- Littlemore

These will recognise that each locality is distinctive and has different challenges and levels of community capacity and will thus require different approaches and interventions in order to achieve sustainable improvements. (see the appendix for details of the target most deprived super output areas which will be the focus for regeneration within these wards).

Community engagement is essential to regeneration. Just as each project will be tailored to the community, so the process of engagement will be designed in consultation with the relevant communities. In all cases, there will be a commitment to engagement through Area Committees, existing local representative groups, and structures developed specifically for each project. The principle will be that at the heart of each regeneration project there will be engagement with those who live in the area and whose lives will be directly affected by the project.

2.1 Summarising key local strategies

Oxford's Sustainable Community Strategy 2008-2012

The Oxford Strategic Partnership's Sustainable Community Strategy vision is that Oxford will be a world class city for everyone. The Oxford Strategic Partnership aims to tackle inequalities and to develop better lives for Oxford's citizens by:

- developing the local economy and the skills of our citizens, so as to increase the proportion of higher paid jobs;
- working together to constantly raise environmental standards and to move steadily towards a low carbon economy;
- providing good quality and sustainable housing for all our citizens;
- working together to reduce the health, education and income inequalities within Oxford;
- enhancing our residential and shopping areas to make the city healthier and greener, as well a safe and cohesive for all;
- developing partnerships between public, voluntary, and private organisations to research, test and improve practical solutions to the climate change crisis and the rising costs of energy;
- developing a sustainable transport infrastructure;
- building on the strengths of the city in education, business, culture and retailing to strengthen high value tourism and the conference market.

The Partnership's priorities are:

- strengthening the local economy;
- tackling the need for more affordable housing;
- improving health and social welfare;
- tackling climate change;
- improving the public realm for residents and visitors;
- building a safer, stronger and more equal city.

Oxford City Council's Corporate Plan

Oxford City Council has identified six corporate priorities that will drive the aspiration to be a world-class council in a world-class city:

- more housing, better housing for all;
- tackling inequalities and supporting communities;
- improve the local environment, economy and quality of life;
- reduce crime and anti-social behaviour;
- tackle climate change and promote environmental resource management;
- transform Oxford City Council by improving value for money and service performance.

Oxfordshire's Sustainable Community Strategy and the Local Area Agreement

The Sustainable Community Strategy sets out a long-term vision for Oxfordshire's future:

- create a world class economy for Oxfordshire building particularly on the high tech sector;
- have healthy and thriving communities. We want to sustain what is good about our city, towns and villages but also respond to the needs of the 21st century including the impact of demographic and lifestyle changes;
- look after our environment and respond to the threat of climate change and the potential for more extreme weather conditions. The threat of flooding is a particular concern;

- break the cycle of deprivation by addressing the regeneration needs of disadvantaged communities; reducing the gap between the best and worst off and supporting people to maximise their talents and raise their aspirations.

The main strategic objectives are:

- a world-class economy;
- healthy and thriving communities;
- the environment and climate change;
- reducing inequalities and breaking the cycle of deprivation.

The indicators chosen for the Local Area Agreement are directly related to the priorities identified in Oxfordshire's Sustainable Community Strategy. The Oxfordshire Partnership has chosen 35 targets covering:

- children and young people
- skills and work
- safer communities
- housing
- transport
- adult health and well-being
- climate change
- a clean and green environment
- volunteering
- value for money

The Local Area Agreement also includes 16 targets about improving educational attainment. Responsibility for delivery of the Local Area Agreement is delegated by Oxfordshire Partnership to the Public Service Board.

2.2 Other key policies and strategies

The Regeneration Framework will also join-up with other key policies and strategies, including:

- the South East Plan, Regional Economic Strategy and Regional Housing Strategy
- South East Diamonds for Investment and Growth, "A Prospectus for Prosperity", Consultation Draft, December 2008
- Oxfordshire Primary Care Trust Strategic Plan and Local Health Improvement Plans
- Oxford Economic Development Strategy
- Oxford Tourism Strategy
- Oxford Housing Strategies
- Oxford Cultural Strategy
- Oxford Leisure Strategy
- Partners' Corporate Equalities Policies and Schemes
- Oxfordshire Voluntary Sector Development Partnership plans
- Learning & Skills Council Statement of Priorities

3. Evidence and Analysis of the Issues for Oxford

This section sets out a detailed analysis the evidence of the issues and challenges facing Oxford. Detailed economic and health trends in Oxford’s areas of multiple deprivation appear in the appendix.

The challenges for Oxford fall into three major areas:

| | |
|---------------------------------|---|
| Place and infrastructure | <ul style="list-style-type: none"> • Population: growth trend vs. city capacity • Housing: affordability and shortage • Connecting people to employment opportunities |
| People | <ul style="list-style-type: none"> • Mismatch between labour demand and labour supply • Economic activity and unemployment rates • Wages • Deprived areas <ul style="list-style-type: none"> ○ worklessness ○ health inequalities ○ low skill levels ○ low educational attainment ○ low entrepreneurial activity ○ crime and fear of crime |
| Economy | <ul style="list-style-type: none"> • Key sectors, inward investment and business retention • Business start-up and survival rates • Visitor economy: value and capacity |

The sections following set out in more detail the challenges facing the city.

3.1 Place and Infrastructure

Population: growth trend vs. city capacity

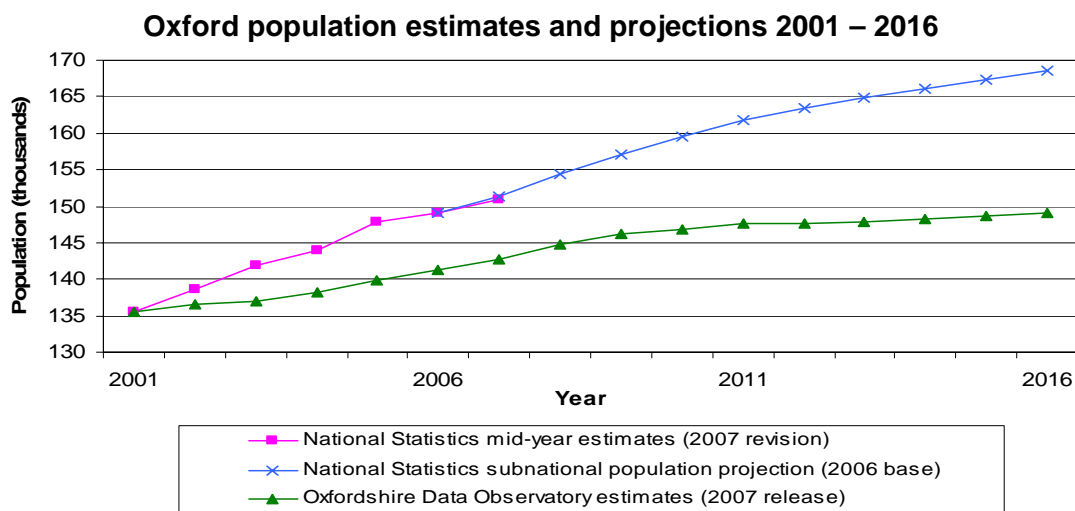
Oxford is the second fastest growing city by percentage population growth in the UK.² Oxford’s population increased from around 100,000 in 1951 to 134,000 in 2001. In the period 1991-2001, it rose by 4.1%, almost double the rate for England and Wales as a whole. The population has continued to increase since 2001 and will continue to increase to 2016. In the context of the need to protect its rich architectural heritage, this presents a real challenge for the city.

The two available estimates of Oxford’s future population growth are shown on the graph below. These two estimates project very different trajectories for future population growth in Oxford. The higher of these estimates comes from National Statistics and estimates that in 2016 the population will be 169,000.³ This estimate is produced by assuming that recent trends in population growth (by births, deaths and migration) will continue into the future. The lower estimate comes from Oxfordshire County Council and takes into account planned housing growth i.e. it restricts the population growth to that which can be accommodated by planned new housing.⁴ This suggests a 2016 population of 149,000 – a difference of 20,000.

² Cities Outlook 2009, Centre for Cities

³ National Statistics sub-national population projections: www.statistics.gov.uk/snpp

⁴ Commissioned from the Greater London Authority and available at Oxfordshire Data Observatory: www.oxfordshireobservatory.info



A definitive population figure will not be available until after the 2011 Census. However, what is known is that the population has grown from 134,000 to an estimated 151,000 in the last six years and Oxford remains a popular destination for incomers, both foreign and domestic.⁵

There are also some key demographic trends in Oxford. Although Britain has an ageing population overall, in Oxford the older population will decrease over the next thirty years.

Challenge: Oxford is the second fastest growing city in the UK and the growth in population will be compounded by a decrease in the number of people per household, further increasing pressure on the city’s housing capacity. Urgent early action is required to address this.

Housing: affordability and shortage

The Centre for Cities identifies Oxford as the least affordable city for housing in the UK.⁶ Market housing is no longer genuinely affordable for the majority of workers on whom Oxford’s economy depends. The table below shows that average house prices in Oxford are much higher than England as a whole and that house prices are ten times higher than average earnings.

House prices in Oxford and England, 2008⁷

| House prices | Oxford | England |
|--|----------|----------|
| Mean house price | £334,419 | £220,310 |
| Median house price | £257,500 | £174,000 |
| Ratio of lower quartile house price to lower quartile earnings | 9.88 | 6.98 |

The Oxford Strategic Partnership’s Select Committee on Affordable Housing 2008 concluded that: *“the difficulties faced by employers in attracting and retaining staff, combined with the increasing unwillingness of workers to commute long distance as transport and petrol costs rise, mean that a failure to mitigate the housing shortage is impacting the local economy.”*⁸

⁵ National Statistics mid-year estimates: <http://www.statistics.gov.uk/statbase/Product.asp?vlnk=15106>

⁶ Cities Outlook 2009, Centre for Cities

⁷ Housing live tables, Communities and Local Government

⁸ Report of the Oxford Strategic Partnership Select Committee on Affordable Housing, October 2008

Challenge: A fundamental issue for Oxford is to increase the supply of market and affordable housing. Provision of appropriate, affordable and flexible housing in the right places and investment in transport infrastructure to link people to jobs is essential to enable people and the Oxford economy to fulfil their potential.

Connecting people to employment opportunities

Oxford benefits from good rail and coach services to London and generally good radial bus links from outlying areas to the city centre. Travel times can be adversely affected by congestion and there are a lack of orbital bus services linking residents to employment space at the city's businesses located off the orbital ring road.^{9 10} The City Council aspires to improve cross-city (orbital) bus services. These would directly link areas outside the city centre, including district centres and the Headington hospitals, to help address the inconvenience of changing buses in the city centre.

Challenge: Steps to encourage improved traffic management to ease congestion and to improve orbital bus routes to further improve connectivity between housing and the city's business parks would further improve the city's productivity and economic performance and reduce the number of car journeys.

3.2 People

Mismatch between labour demand and labour supply

Labour demand in the Oxford economy is usually strong; the number of jobs in Oxford is larger than the size of the working age population. The daytime working population of Oxford increases by some 25,000 due to net inward commuting.

Oxford has a larger than average number of jobs in the service sector – most notably, 40 per cent of all employee jobs are in the public administration, education or health sectors – the large universities and hospitals are the biggest drivers of this. The second largest employment sector is financial and business services, accounting for 24 per cent of jobs. Manufacturing accounts for nine per cent of jobs, half of which are at the BMW car plant, whilst retail accounts for around one-tenth of jobs. A recent study of Oxford's economy highlighted five sectors as being of crucial importance to future development:¹¹

- education
- health
- retail
- tourism
- high-technology businesses

⁹ Oxfordshire Local Transport Plan, 2006-2011

¹⁰ Oxford Core Strategy 2026 Proposed Submission

¹¹ Economic Study of Oxford, SQW Limited and Cambridge Econometrics, 2004

| Employee jobs, 2006¹² | | | | | |
|---|---------------------------------------|-----------------------|---------------------------|------------------------------|--|
| | Oxford (employee jobs) | Oxford (%) | South East (%) | Great Britain (%) | |
| Total employee jobs | | | | | |
| Full-time | 69400 | 65.4 | 69.3 | 68.9 | |
| Part-time | 36700 | 34.6 | 30.7 | 31.1 | |
| Employee jobs by industry | | | | | |
| Manufacturing (including publishing) | 9300 | 8.8 | 8.8 | 10.9 | |
| Construction | 2000 | 1.9 | 4.5 | 4.8 | |
| Services | 94400 | 88.9 | 85.2 | 82.9 | |
| Distribution, hotels & restaurants | 17100 | 16.1 | 24.6 | 23.5 | |
| Transport & communications | 3800 | 3.6 | 6 | 5.9 | |
| Finance, IT, other business activities | 25300 | 23.9 | 24.1 | 21.2 | |
| Public admin, education & health | 44200 | 41.6 | 25.4 | 26.9 | |
| Other services | 4000 | 3.8 | 5.2 | 5.3 | |

Although not specifically identified in these figures, the voluntary and community sector is also an important employer. It is estimated that six per cent of the South East workforce are employed in the voluntary and community sector,¹³ and an estimate by Oxfordshire Community and Voluntary Action suggests that there are around 3,000 full-time and 8,000 part-time jobs in the Oxford voluntary and community sector.

According to the Learning and Skills Council, the number of jobs in Oxford is expected to increase in the future. *“Between 2007 and 2012 employment in Oxford is expected to increase by 11,000. At a general level the direction of change will favour relatively highly skilled jobs in managerial, professional, and associate professional jobs, and more mundanely skilled jobs in sales and personal service occupations.”*¹⁴

Oxford benefits from a resident adult population that is relatively highly skilled with a higher proportion of people with a degree level qualification than England as a whole. The proportion of working age people with no qualifications is in line with the county average and lower than England as a whole.

¹² Office of National Statistics annual business inquiry employee analysis; tourism-related jobs are included amongst service industries

¹³ Hidden Asset, RAISE, 2005

¹⁴ LSC South East Sector Blueprint: Projections of Future Employment, 2008

Adults by level of qualification as a proportion of the working age population Oxford, Oxfordshire and England 2001 (excluding full-time students)¹⁵

| Area | No qualifications | Lower level qualifications | Higher level qualifications |
|-------------|--------------------------|-----------------------------------|------------------------------------|
| Oxford | 28.7% | 30.8% | 40.6% |
| Oxfordshire | 28.7% | 42.7% | 28.6% |
| England | 37.2% | 42.3% | 20.5% |

There is also a much higher proportion of people with ‘other qualifications’ – a reflection of the large number of foreign-educated residents who work or study at the universities.

However, educational attainment of young people in state schools is relatively poor. In 2006/07, only 36 per cent of children attained five or more GCSEs including English and Maths which were graded A*-C. This compares to a national average of 46 per cent.

Educational attainment of young people at GCSE and equivalent, 2006/07¹⁶

| | Pupils attaining 5+ A*-C | Pupils attaining 5+ A*-C (including English & Maths) | Base |
|-------------------|---------------------------------|---|-------------|
| England | 60.4% | 45.5% | 666,247 |
| South East | 62.1% | 49.4% | 91,060 |
| Oxford | 45.2% | 36.1% | 1,090 |

Certain groups of children who do particularly poorly in terms of education outcomes. These include children of black ethnic origin, boys, and children in receipt of free school meals.

¹⁵ 2001 Census. The term 'no qualifications' describes people without any academic, vocational or professional qualifications. The term 'lower level' qualifications are used to describe qualifications equivalent to levels 1 to 3 of the National Key Learning targets (i.e. GCSE's, 'O' levels, 'A' levels NVQ levels 1 - 3). The term 'higher level' refers to qualifications of levels 4 and above (i.e. first degrees, higher degrees, NVQ levels 4 and 5, HND, HNC and certain professional qualifications).

¹⁶ GCSE and equivalent results for young people in England, Department for Children, Schools and Families

Educational attainment of young people at GCSE and equivalent, 2006/07¹⁷

| | Pupils attaining 5+ A*-C (%) | Pupils attaining 5+ A*-C (including English & Maths, %) | Base |
|------------------------------------|---|--|-------------|
| Oxford | 45.2 | 36.1 | 1090 |
| Gender | | | |
| Male | 41.9 | 33.6 | 584 |
| Female | 48.7 | 38.8 | 536 |
| Free school meals (FSM) | | | |
| FSM pupils | 21.9 | 15.1 | 146 |
| Non-FSM pupils | 48.8 | 39.4 | 944 |
| Ethnicity | | | |
| White | 44.9 | 35.1 | 732 |
| Mixed | 43.2 | 36.5 | 74 |
| Asian | 49.6 | 39.3 | 117 |
| Black | 36.7 | 28.3 | 60 |
| Chinese | x | x | 17 |
| Other | 57.1 | 57.1 | 14 |

A survey commissioned by Oxfordshire Economic Partnership found that employers in Oxfordshire are more likely to experience difficulty in filling vacancies than employers in other parts of the country:¹⁸

- Vacancies are more likely to be hard to fill in Oxfordshire than at national level (47 per cent of employers have hard to fill vacancies compared with 39 per cent nationally). This situation appears worse in Oxfordshire than in similar counties such as Berkshire and Surrey, where the proportion of employers with vacancies finding these hard to fill is 37 and 41 per cent respectively.
- The occupational groups proving most difficult to recruit are professionals (reported by 34 per cent of employers finding recruitment difficult) and associate professional/technical roles (24 per cent). These broad occupational categories include a range of different job roles. Sales and customer service roles also appear relatively difficult to recruit (13 per cent).
- A shortage of people with the right skills is the most common reason for recruitment difficulties, with the shortage of suitably skilled applicants a bigger issue for Oxfordshire employers. This affects 50 per cent of employers with recruitment difficulties, 14 per cent higher than the national average.
- Skills shortages are having knock-on effects on business performance, increasing the workload of other staff in 25 per cent of cases, causing business to be lost to competitors (17 per cent of cases), and delaying the development of new products and services (9 per cent).

¹⁷ GCSE and equivalent results for young people in England, Department for Children, Schools and Families

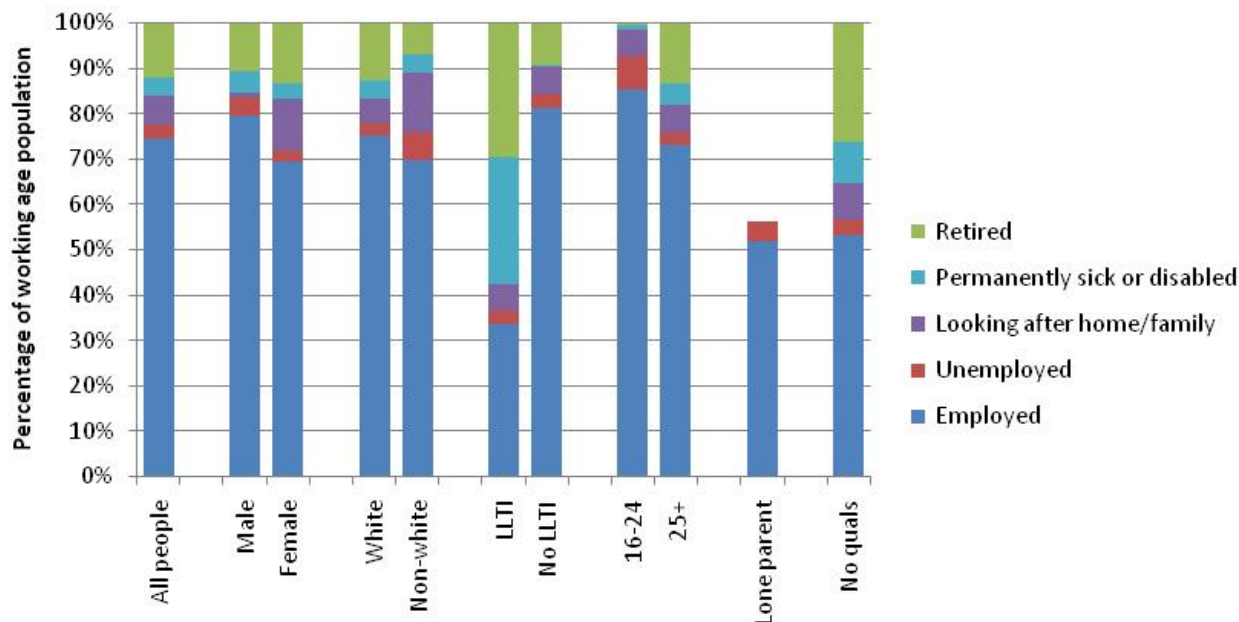
¹⁸ Oxfordshire Employer Skills Research, Step Ahead Research Ltd, 2008

Challenge: Employers in Oxford and the surrounding county have problems recruiting people with the right skills. A concerted effort is required to improve educational attainment and outcomes for black and minority ethnic (BME) boys and children from deprived backgrounds in receipt of free school meals. In addition, improving the skills of adults with low skills levels in the areas identified by employers to address skills mis-match would improve their prospects of gaining employment or gaining access to higher-paid employment, as well as contributing to an overall improvement in the city's economic performance.

Economic activity and unemployment rates

Economic activity rates in the adult population vary between different groups, influenced by different rates of illness, retirement and family responsibilities. In Oxford, there are high rates of women looking after the family, particularly amongst black and minority ethnic groups. In common with much of the country, there are very low rates of economic activity amongst lone parents, people with limiting long-term illness and people with no qualifications.

Economic status among different groups (excluding full-time students), Oxford 2001¹⁹

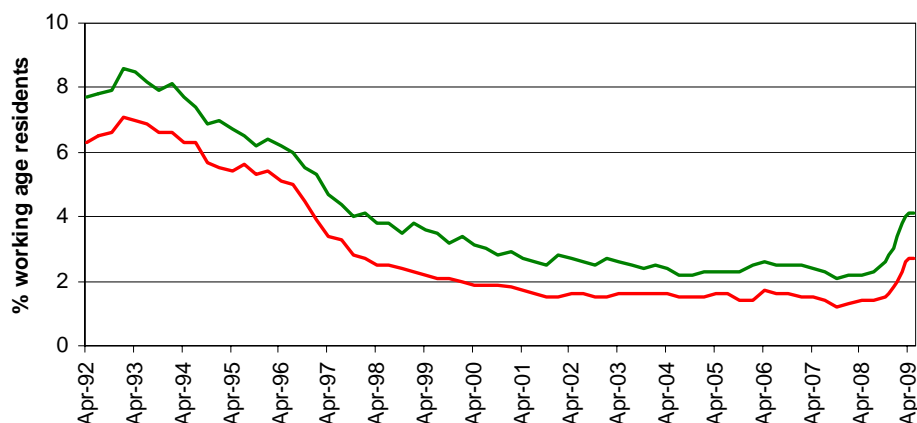


Current unemployment in Oxford is estimated to be 5.3 per cent, which is equal to the national average.²⁰ This estimate is for the period October 2007 to September 2008 so does not include the period during which unemployment has been rising due to the recession. A more timely indicator of unemployment in Oxford is the number of people claiming jobseeker's allowance. This shows that the number of people claiming jobseeker's allowance has risen to 2,970 in May 2009, up from 1,600 in October 2008. However the rate of increase has slowed down - in May there was an increase of just 60 claimants, compared to an average increase of 240 claimants per month in the period October to March.

¹⁹ 2001 Census, Office for National Statistics. LLTI is limiting long-term illness. Breakdown of reasons for economic inactivity amongst lone parents is not available due to small numbers.

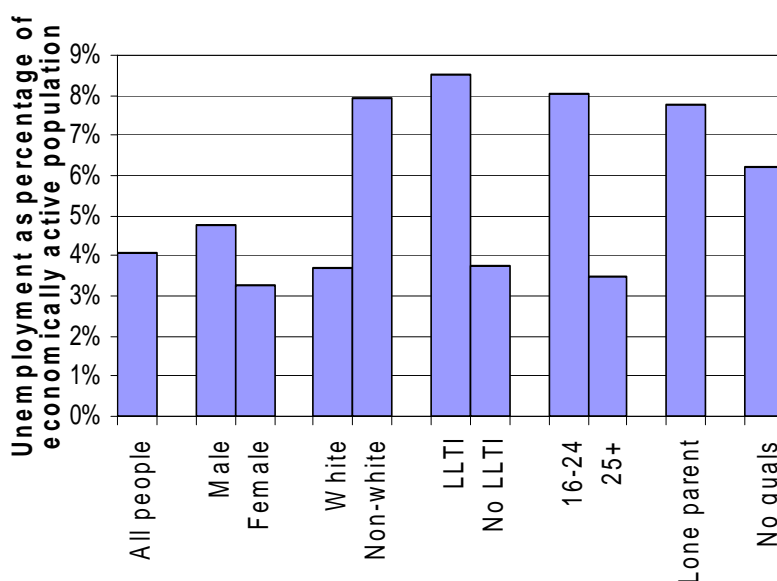
²⁰ Annual Population Survey, Office for National Statistics

Jobseeker's Allowance claimants in Oxford and Great Britain, April 1992 – May 2009²¹



The rate of unemployment among the economically-active population varies widely - rates of unemployment are high amongst men, non-white people, people with long-term illness, young people, lone parents and people with no qualifications.

Unemployment among different groups (excluding full-time students), Oxford 2001²²



Further inspection of these figures reveal that people of black (including mixed black) and bangladeshi ethnic origin are at particular risk of unemployment. This is the case across the genders but particularly marked among men.

Challenge: Increasing the economic activity rates amongst lower performing groups – black and minority ethnic groups, women, people with disabilities and lone parents - to the average economic activity rate would improve the city's overall economic performance, together with improving incomes and life chances for the individuals concerned.

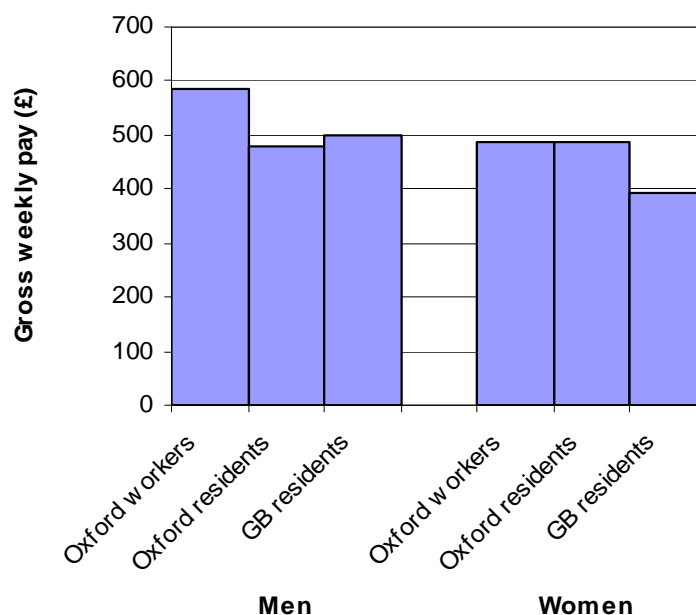
²¹ Source: ONS claimant count with rates and proportions, extracted from Nomis (www.nomisweb.co.uk)

²² 2001 Census, Office for National Statistics. LLLTI is limiting long-term illness.

Wages

Residents with a high level of skills enjoy good employment prospects, however women continue to earn less than average. On average men who live and work in Oxford earn less than men who live outside and commute in to the city to work. School-leavers and others with low or few skills find it more difficult to secure more highly-paid jobs.

Gross weekly pay (£) by workplace and residence, Oxford and Great Britain 2007²³



Challenge: some groups cannot access better-paid work. Improving skills level to match demand provides an opportunity to improve employment rates, earnings and life chances for individuals. A better co-ordinated and resourced effort needs to be made to ensure that local people reap the benefits of local investment.

Income, health and skills inequalities in Oxford's deprived areas

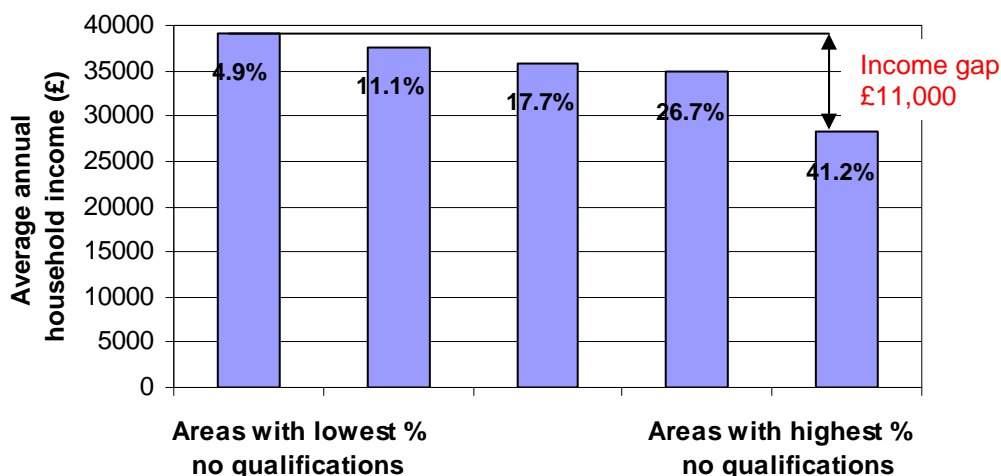
The Indices of Deprivation 2007 ranks Oxford in the half most deprived local authority areas in England. Ten areas in Oxford feature in the 20 per cent most deprived areas in England.²⁴ These areas are in the Leys, Barton, Rose Hill and Littlemore parts of the city. Detailed economic and health trends in these areas of multiple deprivation are attached as an appendix of this document. The main issues in Oxford's most deprived areas are poor education and skills, child poverty and high levels of crime.

Notwithstanding Oxford's well qualified population in overall terms there are large inequalities in the geographic distribution of adult skills. The rate of people with no qualifications varies from over 50 per cent in parts of Blackbird Leys and parts of Greater Leys to less than one per cent in North ward. This puts some areas of Oxford in the ten per cent least qualified areas in England. The chart below shows that in Oxford's super output areas with the highest proportion of adults with no qualifications, annual household incomes are £11,000 lower than those for areas with the lowest proportion of adults with no qualifications.

²³ Office of National Statistics annual survey of hours and earnings - resident and workplace analysis

²⁴ These are Super Output Areas, which are small geographical areas with an average population of 1500. There are 85 Super Output Areas in Oxford.

Annual household income and percentage of adults with no qualifications, by Super Output Area²⁵



In these most deprived areas, education and skills are among the 5% worst in England, which links to lower incomes combined with the relatively large numbers of children leads to the high incidence of child poverty - eight areas in the city are in the 10% most deprived in England on the measure of child poverty.

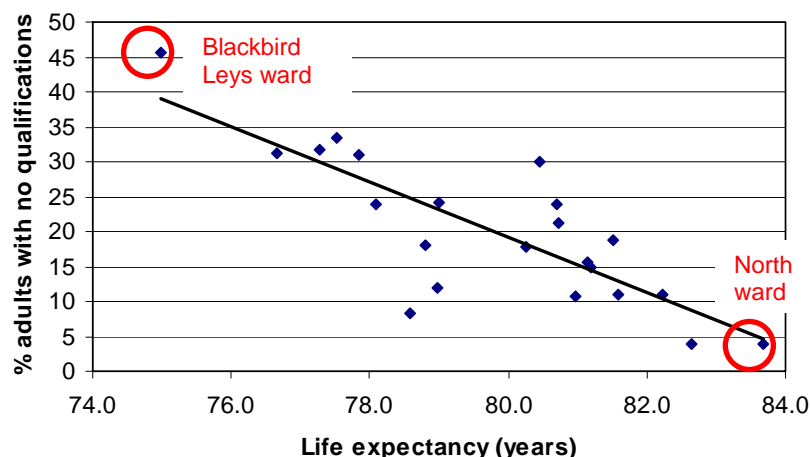
Income deprivation affecting older people is also an issue in Oxford, albeit less acute according to the indices of deprivation – one area, in the city centre, is in the ten per cent most deprived on this measure. There are also concentrations of low income elderly people in Cutteslowe and East Oxford. There are also particular risks to single pensioners’ health associated with fuel poverty. A 2005 survey of private sector housing in Oxford discovered that while one-fifth of housing failed a thermal comfort test, amongst single pensioner households this rose to one-third.²⁶ Clearly a significant number of single pensioners are living in hard-to-heat housing in Oxford which puts them at greater risk of fuel poverty, especially in a climate of rising fuel prices.

There is a strong correlation between indicators of economic under-performance and health outcomes. The graph below shows the relationship between the proportion of adults with no qualifications and life expectancy. It clearly shows that the larger the proportion of adults with no qualifications, the lower the life expectancy.

²⁵ Adults with no qualifications by Super Output Area from 2001 Census; annual household incomes by Super Output Area from PayCheck, provided by CACI Ltd (www.caci.co.uk).

²⁶ 2004 Private Sector Stock Condition Survey, Fordham Research, May 2005

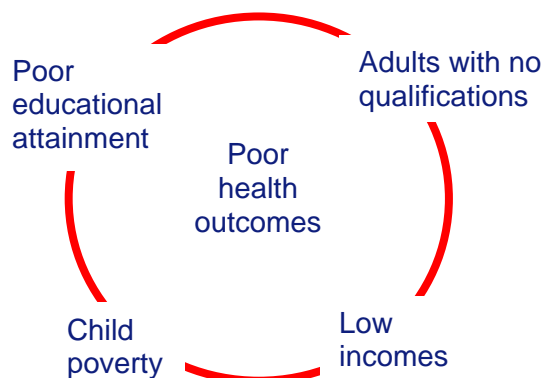
Correlation between health inequalities and people with no qualifications²⁷



Amongst different population groups, men are at greater risk than women of claiming incapacity benefit/employment and support allowance or having a work-limiting disability. They also have a lower life expectancy than women – 77.6 years for men compared to 81.9 years for women.²⁸ People aged over 50 are much more likely to be claiming incapacity benefit/employment and support allowance than people aged over 25.

All these issues in Oxford’s deprived areas are interlinked. Poor levels of adult qualifications can lead to low incomes that raise the level of child poverty. This in turn relates to poor educational attainment which can transfer labour market disadvantage to another generation. This impaired ability to participate in the labour market also relates to poor health outcomes in these areas.

Interlinked issues in areas of deprivation



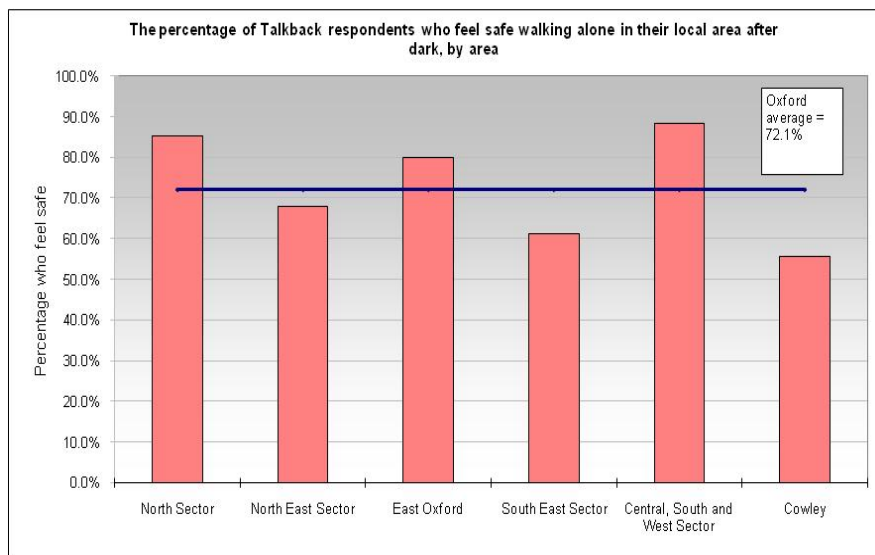
Challenge: to address child poverty and unacceptable inequalities in health outcomes, urgent action is required to increase adult skills and employment rates in Oxford’s deprived areas and communities.

²⁷ Qualifications data from 2001 Census; life expectancy from Oxfordshire Primary Care Trust. Note that Carfax and Holywell wards have been removed from this relationship due to the peculiar population within those wards – poor life expectancy amongst a concentrated single homeless population alongside a highly qualified population of students.

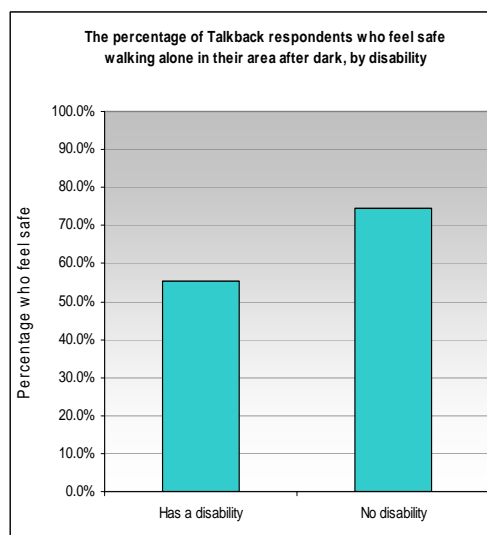
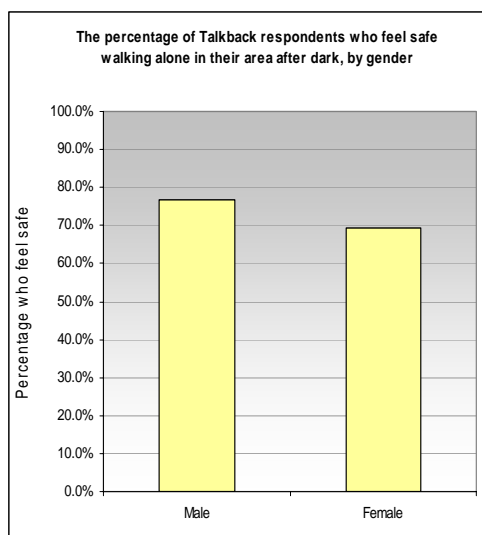
²⁸ Oxford Health Profile 2008, Association of Public Health Observatories

Crime and fear of crime

Both actual crime and the fear of crime impacts people's lives. The experience of crime tends to be different in different areas, and areas of high deprivation tend to be crime hotspots too. However, other areas including East Oxford and Cutteslowe experience high crime rates. A 2008 Talkback survey of Oxford's residents found that people living in the North East and Cowley areas of the city feel least safe walking alone in their local area after dark.²⁹



The charts below show that women feel slightly less safe than men walking alone in their area after dark. The difference is more significant for people with a disability – just over half feel safe compared to three-quarters of people without a disability. Feeling safe is more common among people aged 25 to 64 years. People younger and older than this feel slightly less safe at night in their local area.



²⁹ Talkback is a citizen's panel consisting of around 1000 residents who complete regular surveys about local issues. It is maintained by Oxford City Council but also used by partner organisations. This survey was conducted in Summer 2008; the full report is available at www.oxford.gov.uk/council/consultation-results.cfm

A linked issue is the extent to which people feel the environment in which they live is pleasant, clean and safe. A poor environment in terms of litter, fly tipping, abandoned vehicles, noise and graffiti can contribute to a sense of deprivation. While some environmental crimes are common in the areas of multiple deprivation in the east of the city, notably litter and abandoned vehicles, the Cowley Road area, the north of the city and Marston all experience concentrations of graffiti and rubbish or litter reports.

Challenge: Measures which further contribute to community safety and wellbeing, including youth diversionary activity, have a role to play in supporting our communities. Oxford benefits from a range of programmes which include engaging young people in music, art and sporting activities which should continue to be supported and further developed.

3.3 Economy

Key sectors, inward investment and business retention

Inward investment is important to the Oxford economy. Oxford attracts many enquiries from overseas firms, with many engaged in research and development activities who are drawn in by the Oxford brand. Twenty per cent of firms on Oxford's Science Park are overseas-owned, some having taken over firms that started up in Oxford. However, few enquiries end in new investment in the city – which can be explained by a lack of suitable sites and a limited labour supply.³⁰ With Oxford's tightly constrained boundaries, pressure on land for employment is as intense as that for housing.

“Gross value added” measures the contribution to the economy of each individual producer, industry or sector. It is used in the estimation of the UK's gross domestic product, which is a key indicator of the state of the whole economy. The table below shows the gross value added (GVA) to Oxford's economy by industry sector.

Gross value added by industry, Oxford compared to South East and UK³¹

| Industry | Oxford | | South East | UK |
|---------------------------------|-------------|-----------|------------|-----------|
| | millions £ | % | % | % |
| Public (and other) Services | 1310 | 32.0% | 20.7% | 24.1% |
| Financial & Business Services | 1261 | 30.8% | 37.2% | 33.6% |
| Manufacturing | 568 | 13.9% | 12.0% | 14.4% |
| Distribution, Hotels & Catering | 486 | 11.9% | 16.8% | 15.7% |
| Transport & Communications | 230 | 5.6% | 7.6% | 7.7% |
| Construction | 99 | 2.4% | 6.2% | 6.3% |
| Mining & Utilities | 56 | 1.4% | 2.0% | 2.0% |
| Agriculture, Forestry & Fishing | 2 | 0.0% | 0.7% | 1.0% |
| Total Gross Value Added | 4093 | -- | -- | -- |

³⁰ Oxford Employment Land Study, Nathaniel Lichfield and Partners, 2006

³¹ Oxford GVA is for 2005 (at 2003 prices), from Experian Business Strategies, Local Markets Database, 2008. South East and UK GVA are for 2004 (at current basic prices), from Office for National Statistics. All GVA measures are allocated by workplace rather than place of residence.

This shows that in 2005, Oxford's GVA totalled over £4 billion. The private sector accounts for approximately two-thirds of GVA in Oxford, and the public sector is relatively large compared to the UK and regional average. The largest single contributor after public services is financial and business services, which accounts for one-third of GVA.

Challenge: A recent employment land study concluded that 'Oxford's commercial role could decline in future if there is insufficient, readily available employment space in the city ... without further employment land, growth of existing firms would be restricted and some firms may be forced out'.³² It also identified a need for 'more, lower cost incubation units in future, as well as small, starter industrial units'.

Cultural and Creative Sector

The cultural and creative sector is a growing sector in the city and county. Ten per cent of businesses in Oxfordshire are in the cultural and creative sector with many of those being located in Oxford city.³³ The sector is estimated to provide more than 20,000 jobs, mostly in small and micro-sized businesses.³⁴ The sector generates about £1.4bn per annum.³⁵

There are also other less tangible but important contributions made to the city by the businesses, organisations and individuals in the cultural and creative sector. They form part of the critical mass of innovative intellectual activity which gives the city its international reputation. They provide much of the artistic and wider cultural offer which attracts visitors, and makes Oxford an attractive place for investment, work and study. They contribute significantly to local quality of life and quality of place and contribute to the wider social inclusion agenda of the City Council.

Business start-up and survival rates

Survival rates for VAT registered businesses in Oxford are comparable to the regional and national averages at one and three years after registration.

Survival rates for VAT registered businesses³⁶

| Survival rate | Oxford | South East | UK |
|---|---------------|-------------------|-----------|
| One year survival rate (registered in 2004) | 90 | 92.8 | 92.1 |
| Three year survival rate (registered in 2002) | 73 | 73.2 | 71.3 |

However, enterprise performance is relatively poor in the deprived areas of Oxford. The table below shows that in the South-East region as a whole, VAT registrations in deprived areas are much lower than in the least deprived areas.³⁷ As well as lower start-up rates, there is a poorer survival rate for businesses registered in deprived areas.

³² Oxford Employment Land Study, Nathaniel Lichfield and Partners, 2006

³³ Oxfordshire Creative and Cultural Economic Impact Study, July 2009

³⁴ Oxfordshire Creative and Cultural Economic Impact Study, July 2009

³⁵ Oxfordshire Creative and Cultural Economic Impact Study, July 2009

³⁶ Department for Business, Enterprise and Regulatory Reform

³⁷ Though this analysis excludes smaller businesses - a business need only register for VAT if its taxable supplies or acquisitions exceed £67,000 per year.

**Business birth rates (VAT registrations per 10,000 resident adults)
in South East by deprivation³⁸**

| Year | All areas | 20% least deprived areas | 20% most deprived areas |
|------|-----------|--------------------------|-------------------------|
| 2000 | 45 | 50 | 27 |
| 2001 | 42 | 47 | 28 |
| 2002 | 45 | 50 | 27 |
| 2003 | 48 | 54 | 30 |
| 2004 | 45 | 50 | 29 |
| 2005 | 43 | 47 | 30 |

Survival rates for VAT registered businesses in South East, by deprivation³⁹

| Survival | All areas | 20% least deprived areas | 20% most deprived areas |
|---|-----------|--------------------------|-------------------------|
| One year survival rate (registered in 2004) | 93 | 93 | 90 |
| Three year survival rate (registered in 2002) | 73 | 75 | 69 |

Challenge: An increase in business start-ups in Oxford's deprived areas, combined with appropriate support in early years, would benefit Oxford's economy as a whole, as well as providing an alternative route to conventional employment for a number of individuals.

Visitor economy: value and capacity

Oxford has a strong tourism economy which generates an estimated £740m turnover for local businesses and supports around 14,000 jobs.⁴⁰ There are a million trips per year from visitors staying overnight and eight million trips by day visitors. The length of trips and the average spend compares favourably with other destinations in the 'historic towns' benchmark group of Bath, York, Chester and Cambridge.

³⁸ Department for Business, Enterprise and Regulatory Reform

³⁹ Department for Business, Enterprise and Regulatory Reform

⁴⁰ Economic Impact of Tourism in Oxford 2006, Tourism South East

Tourist trips in Oxford, 2007⁴¹

| | Oxford | Historic towns |
|---------------------------------------|---------------|-----------------------|
| Day visits | | |
| Average day visit length | 5.5 hours | 4.8 hours |
| Average spend per person per 24 hours | £25.59 | £26.56 |
| Staying visits | | |
| Average staying visit length | 6.5 days | 5.4 days |
| Average spend per person per 24 hours | £68.25 | £63.34 |

However, Oxford has a lower ratio of staying visits to day visits compared to some other historic towns. Whilst the number of staying trips is similar to Cambridge and Chester (and more than Bath or York), it receives very large numbers of day visitors.

Staying trips and day visits compared with other historic cities⁴²

| Town/city | Staying Trips (000) | % overseas | Day visits |
|------------------|----------------------------|-------------------|-------------------|
| Oxford | 1014 | 42% | 8.3m |
| Bath | 777 | 35% | 3.4m |
| York | 600 | 25% | 3.6m |
| Chester | 950 | na | 6.8m |
| Cambridge | 916 | 27% | 3.7m |

Compared to other similar places, Oxford tends to attract more business visitors and language students and fewer shopping trips. The high percentage of overseas visitors presents an opportunity to capture additional overnight spend if the offer can be improved, for example through better promotion of the range and quantity of hotel accommodation; enhancing the public realm; improved co-ordination and promotion of visitor services.

Additional spend from increased shopping trips could be captured by improving the retail offer. Experian estimate that redevelopment of the Westgate Centre within the West End development would add an additional £100m per annum of retail spend to the sub-regional economy, as well as creating 2000 jobs in retail and customer services.⁴³ Many of these jobs would be entry-level which would allow people, with appropriate support, to enter the labour market.

⁴¹ Oxford City Visitor Survey 2007, Tourism South East

⁴² Oxford Tourism Study Audit, The Tourism Company, October 2008. Some care is needed in making comparisons with other places as the figures are not necessarily prepared on a consistent basis

⁴³ Estates Gazette, 13th September 2008

Challenge: In order to support and further leverage the benefits of the visitor economy there is a need to improve the range and quantity of hotel accommodation, improve the development and maintenance of the public realm and improve co-ordination and promotion of visitor services. In addition, improving the retail offer would offer increased employment opportunities and economic benefits.

4. Roles of Partners

There is a strong fit between the aspirations of this Regeneration Framework and the vision of the Oxford Strategic Partnership’s Sustainable Community Strategy. With this in mind, the Framework will be closely aligned to the action plans being developed by the Oxford Strategic Partnership. The key partners in the development and delivery of this Regeneration Framework are listed in the table below together with suggested roles and actions.

| Partner | Contribution to regeneration in Oxford city |
|-----------------------------------|---|
| Oxford City Council | <p>Providing a leadership role:</p> <ul style="list-style-type: none"> • work with local communities to identify local needs and prioritise actions to address them; • facilitate partnership working at a strategic and local level. <p>Spatial planning and land:</p> <ul style="list-style-type: none"> • use spatial planning powers to support the regeneration process; • use City Council land and assets to drive the physical regeneration process. <p>Community engagement and empowerment:</p> <ul style="list-style-type: none"> • use City Council community development and tenant and resident networks to ensure effective community engagement in the process; • use local regeneration partnerships, area committees and other devolved structures to empower local people. <p>Support to the voluntary and community sector:</p> <ul style="list-style-type: none"> • use the Council’s grants programme to aid regeneration. |
| Oxfordshire County Council | <p>Children and young people:</p> <ul style="list-style-type: none"> • work with partners meet the needs of city children and young people in relation to education and training and youth provision and support <p>Vulnerable adults:</p> <ul style="list-style-type: none"> • work with partners to meet the needs of city adults needing social care. <p>Educational attainment and skills:</p> <ul style="list-style-type: none"> • as the local education authority, improve levels of attainment and skills. <p>Congestion and pollution:</p> <ul style="list-style-type: none"> • as the highways authority, reduce congestion and pollution within the city and outlying centres and work to improve connectivity between centres of economic activity and residential populations. <p>Providing a leadership role:</p> <ul style="list-style-type: none"> • facilitate partnership working at a strategic and local level. • use County Council land and assets to support the physical regeneration process. • Bend and shape mainstream and universal services to better support the needs of Oxford’s most disadvantaged citizens, and provide additional targeted services to meet needs in areas of deprivation |

| | |
|--|---|
| <p>Oxfordshire Primary Care Trust</p> | <p>Health inequalities:</p> <ul style="list-style-type: none"> • work with partners to tackle health inequalities through the development of local health improvement plans; • work with the Oxfordshire Drug and Alcohol Action Team to reduce the impact of the use of drugs and alcohol on communities and the harm to drug users. |
| <p>Thames Valley Police</p> | <p>Crime and anti-social behaviour:</p> <ul style="list-style-type: none"> • work with partners to tackle crime, fear of crime and anti-social behaviour through the development of local community safety plans and neighbourhood action groups. |
| <p>Private sector</p> | <p>Active engagement:</p> <ul style="list-style-type: none"> • Actively engage and work with umbrella and membership organisations for the private sector (e.g. Chamber of Commerce and Federation of Small Businesses). <p>Prosperity and growth:</p> <ul style="list-style-type: none"> • work with Oxfordshire Economic Partnership and the South East England Development Agency to maintain a vibrant city economy and increased prosperity in deprived communities • working with developers on housing, retail and business unit developments. <p>Supporting business</p> <ul style="list-style-type: none"> • working with Business Link and other business support providers to support smaller businesses; • working with large and medium sized businesses to retain them in the city and ensure that people-based regeneration programmes will meet the needs of prospective employers. |
| <p>Voluntary and community sector</p> | <p>Supporting community-level groups:</p> <ul style="list-style-type: none"> • engaging infrastructure organisations (e.g. Oxfordshire Community and Voluntary Action) in supporting community-level groups to help deliver the outcomes. <p>Active engagement:</p> <ul style="list-style-type: none"> • actively engage in delivering regeneration, particularly: <ul style="list-style-type: none"> ▪ social enterprises; ▪ cultural bodies and service providers; ▪ volunteer-involving organisations; ▪ faith groups and churches; ▪ community groups and associations; ▪ sports clubs and youth clubs. <p>Supporting economic activity:</p> <ul style="list-style-type: none"> • role of larger charities and social enterprises to support disadvantaged people (e.g. mental health service users and homeless) back into economic activity. |
| <p>Learning and Skills Council (Skills Funding)</p> | <p>Learning opportunities:</p> <ul style="list-style-type: none"> • develop local learning opportunities for those residing in the areas of highest levels of deprivation; |

| | |
|--|---|
| Agency from 2010) | <ul style="list-style-type: none"> • increase life chances of individuals and competitiveness and productivity of firms through adult upskilling initiatives; • National Apprenticeship Service |
| Universities and further education colleges | <p>Training and education:</p> <ul style="list-style-type: none"> • work with the partners to promote local training opportunities and develop local plans for estate-based education and training outreach. <p>Research:</p> <ul style="list-style-type: none"> • use academic and educational expertise for research relating to all areas of regeneration in the city. <p>Technology transfer:</p> <ul style="list-style-type: none"> • support spin outs and other economic development activities that bring positive impact to the city and attract investment. |
| Jobcentre Plus | <p>Jobseeking and support:</p> <ul style="list-style-type: none"> • work with partners to provide information and advice, jobseeking skills and support for employers and employees to tackle entrenched unemployment and worklessness and potential large-scale redundancies. |
| South East England Development Agency (SEEDA) | <p>Strategic economic development:</p> <ul style="list-style-type: none"> • work on strategic economic development issues and infrastructure developments; • promoting and developing inward investment and business retention. <p>National and international funding:</p> <ul style="list-style-type: none"> • support in accessing national and international (European Union) funding for regeneration projects. |
| Homes and Communities Agency | <p>Housing:</p> <ul style="list-style-type: none"> • improve the supply, quality and good design of housing. <p>Regeneration:</p> <ul style="list-style-type: none"> • secure the regeneration or development of land or infrastructure; • support in other ways the creation, regeneration or development of communities or their continued well-being. <p>Sustainable development:</p> <ul style="list-style-type: none"> • contribute to the achievement of sustainable development and good design. |
| Registered Social Landlords | <p>Area shaping and development:</p> <ul style="list-style-type: none"> • develop affordable housing projects; • lead on tenant and community engagement; • key partner in strategic and community based partnership work. |

5. Action Plan

Please note that where possible, timeframes have been given but in some cases these need further discussion with partners.

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|--|---|--|---|---|---|
| PLACE | | | | | |
| Ensure local partnership priorities are evidenced based and effectively shaped by communities / neighbourhoods | Introduce more local governance structures for areas undergoing significant change, increasing community engagement | Continue to support and develop the West End Community Involvement Group | Oxford City Council West End Partnership | West End Community Involvement Group supported and developed | On-going |
| | | Establish Blackbird Leys and Greater Leys Steering Group with key partners, create Area Regeneration Plan | Oxford City Council Blackbird Leys Parish Council Registered social landlords Other key partners Key community groups Planning Aid South | Blackbird Leys and Greater Leys Area Regeneration Plan agreed with key stakeholders | 4 th quarter 2009 & on-going |
| | | Continue to develop the Barton Regeneration Forum with key partners, create Area Regeneration Plan. Develop learning from Barton to neighbouring areas | Oxford City Council Registered social landlords Barton Community Association Other key partners | Barton (and Northway) Area Regeneration Plan agreed with key stakeholders | 4 th quarter 2009 & on-going |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------|---|--|---|---|--|
| | | <p>Further develop and refine partnership arrangements at Rose Hill, create enhanced Area Regeneration Plan</p> <p>Establish suitable partnership mechanisms for Littlemore and for other areas where regeneration is necessary</p> | <p>Oxford City Council Registered social landlords Other key partners Key community groups</p> <p>Oxford City Council Registered social landlords Other key partners Key community groups</p> | <p>Enhanced Area Regeneration Plan agreed with key stakeholders</p> <p>Partnerships developed Working towards Area Regeneration Plan</p> | <p>4th quarter 2009 & on-going</p> <p>2010/11</p> |
| | <p>Enable communities to shape social regeneration in their areas</p> | <p>Area Regeneration Plans include specific activities to increase the range of cultural, sporting, leisure, educational and cohesion activities available in areas of multiple deprivation</p> <p>External funding for social regeneration is sought and achieved</p> | <p>Oxford City Council Oxfordshire County Council Voluntary and community sector organisations Community associations Residents and tenants groups</p> <p>Oxfordshire Community and Voluntary Action Local community and voluntary groups</p> | <p>Activities available in areas of multiple deprivation increase Other milestones and outcomes as set by Area Regeneration Plans</p> <p>External funding for major transformation of social regeneration is achieved</p> | <p>2010 and on-going</p> <p>2010 and on-going</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------|---|--|--|--|---|
| | | <p>Community facilities are fit for purpose</p> <p>Continue and develop community activities such as local festivals and events, street sport, public art</p> | <p>Oxford City Council</p> <p>Oxford City Council Community Associations Local community and voluntary groups</p> <p>Oxford City Council Community Associations Local community and voluntary groups</p> | <p>Every area of multiple deprivation has a modern, well-maintained, multi-purpose, community-managed community centre delivering a range of activities accessible to all</p> <p>Delivery of Cultural Strategy Action Plan</p> | <p>From 2010, as funding allows</p> <p>2010</p> |
| | <p>Increased targeted interventions in areas of deprivation, building on existing knowledge and good practice</p> | <p>Support and enhance opportunities, including:</p> <ul style="list-style-type: none"> • community capacity building; • childcare services • adult skills and job brokerage • collaborative projects to reduce health inequalities • social enterprise | <p>Oxford City Council Oxfordshire County Council Thames Valley Police Primary Care Trust Universities and Colleges Business Link and enterprise agencies</p> | <p>Increased services and capacity through successful Breaking Cycle of Deprivation LAA Reward Grant bid</p> | <p>2010/11</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|--|---|--|--|---|--|
| | | Enhance youth provision in areas of multiple deprivation | Community Groups Learning & Skills Council Oxfordshire County Council Voluntary sector | Every area of multiple deprivation has accessible, high-quality youth service provision | To be advised |
| Community participation and confidence | <p>Increase engagement and participation of black and minority ethnic communities</p> <p>Increase the number of people who are satisfied with their local area and able/willing to participate in local planning and projects</p> | <p>Community mapping exercise to increase knowledge of black and minority ethnic communities and issues</p> <p>Build on the success of Neighbourhood Action Groups in effective public involvement and widen the scope and participation</p> <p>Consider neighbourhood management approaches to co-ordinating multi-agency work in specific localities</p> | <p>Oxford City Council Thames Valley Police, Oxfordshire County Council, Community & residents' groups, Mosques etc</p> <p>Thames Valley Police Community Safety Partnership</p> <p>City Council</p> | <p>Mapping exercise completed</p> <p>Members of the public are engaged in planning and implementation</p> <p>Satisfaction with living in the local area increases</p> | <p>Jan 2010</p> <p>1st quarter 2009/10</p> <p>2010/11</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------------------------------------|--|---|---|--|---|
| | | <p>Build on the success of neighbourhood policing and street wardens to improve public confidence</p> <p>Support and develop opportunities for volunteering and support the voluntary and community sector</p> <p>Develop a toolkit for tackling criminal damage as part of the Crime and Disorder Reduction Partnership Anti-social Behaviour Strategy</p> | <p>Community Safety Partnership</p> <p>Voluntary sector City Council</p> <p>Thames Valley Police, Oxford City Council Street Wardens, Neighbourhood action groups</p> | <p>Fear of crime decreases compared to baseline</p> <p>No. of people volunteering increases from baseline</p> <p>Implementation of criminal damage toolkit. Review effectiveness of approach</p> | <p>2010/11</p> <p>2010/11</p> <p>Development 1st quarter 2009/10 Roll out 2nd quarter 2009/10 Implementation 3rd quarter 2009/10 Review 4th quarter 2009/10</p> |
| West End quarter of the city centre | Renaissance of the West End of the city centre | <p>Adoption of the West End Area Action Plan (June 2008). Implement transport and public realm improvements across the area. Proactively work with land owners and developers to bring about the comprehensive renaissance</p> | City and County Councils, South East England Development Agency Homes & Communities Agency | Development of the West End in accordance with the framework set by the adopted West End Area Action Plan | 2016 |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------|----------|---|-------------------------|------------------------------|-----------|
| | | of the area, including redevelopment of Oxford and Cherwell Valley College site | | | |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|---|---|---|--|--|--|
| INFRASTRUCTURE | | | | | |
| Insufficient space for new business and creating business expansion | Allocation of growth space within the Local Development Framework | Implementation of the adopted West End Area Action Plan | Oxford City Council County Council South East England Development Agency | Delivery of new business and office space within West End | On-going to 2016 |
| | | Engaging with employers to understand their needs for expansion | Oxford City Council Oxfordshire County Council Oxfordshire Economic Partnership Large employers | Agreed plan in place | Autumn 2010 |
| Congestion and accessibility | Reduce car dependency | Work with County Council to enhance Park and Ride service and capacity | Oxfordshire County Council Oxford City Council Bus companies | Complete single management arrangement | Done |
| | | Work with County Council on development of Local Transport Plan (LTP) 3 | Oxfordshire County Council Oxford City Council | Adopted County-wide Local Transport Plan which meets stakeholder aspirations | Consultation on draft Plan July-October 2010 |
| | | Work with County Council and communities to encourage | Oxfordshire County Council Oxford City Council Key community | Increase number of car sharing schemes Orbital bus routes secured | On-going |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------|--|--|---|---|----------------|
| | | development of car sharing schemes, increased orbital bus routes and improved cycling networks | groups including Oxford Pedestrians' Association and Cyclox | Additional cycling provision secured | |
| | | Working with Network Rail to improve rail services and Chiltern Line improvements | Network Rail First Great Western and Chiltern Railways Oxford City Council Oxfordshire County Council | Improvements to Railway Station. New south facing bay platform. Improved rail services | To be arranged |
| | Improve availability and frequency of bus services to deprived communities | Ensure review of subsidised bus services and routes in 2010 achieves an enhanced outcome | Oxfordshire County Council City Council Bus Companies | Improved accessibility compared to baseline, including new orbital routes | 2011/12 |
| | Encourage complementary investment in Central Oxfordshire sub-region | Work with public and private sector partners to develop inward investment proposition | Oxfordshire Economic Partnership Oxfordshire County Council South East England Development Agency Homes and Communities Agency Other key partners | Completion of Local Investment Plan for Oxfordshire in conjunction with Oxfordshire local authorities and Homes and Communities Agency. | March 2010 |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|--|---|---|--|--|-----------------------------------|
| Insufficient supply of market and affordable housing | Deliver agreed recommendations of Oxford Strategic Partnership's Housing Select Committee | Proactively work with landowners and other key stakeholders to bring forward sites identified in Strategic Housing Land Availability Assessment | Strategic Housing Delivery Group Home Builders Federation Homes & Communities Agency | Identified work plan with partners | March 2010 (with on-going review) |
| | | Work with the Homes and Communities Agency to deliver mechanisms for overcoming infrastructure deficits to enable strategic sites to be brought forward | Homes and Communities Agency Oxford City Council Oxfordshire County Council | Agreed design and funding plan for large scale housing development at Barton linked to regeneration of Barton and Northway | 2009/10 |
| | | Maintain a five year land supply of deliverable housing sites - take appropriate actions to bring forward sites if supply is not maintained | Oxford City Council | Maintaining a deliverable five year land supply | To be reviewed annually |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------|--|---|--|---|--|
| | <p>Identify land for housing outside the city with sustainable transport links</p> <p>Creation of a local delivery vehicle i.e. a Local Housing Company</p> <p>Estate-based renewal providing enhanced facilities and amenities to further contribute a sense of place</p> | <p>Improve engagement with private sector developers</p> <p>Work with South Oxfordshire District Council to bring forward land south of Grenoble Road</p> <p>Assess the feasibility of introducing a Local Housing Company as an effective route for delivering greater numbers of social housing</p> <p>Take opportunities afforded by renewal of social housing stock to undertake comprehensive estate-based renewal</p> | <p>Oxford City Council Home Builders Federation Local developers</p> <p>Oxford City Council Magdalen College Thames Water Oxfordshire County Council South Oxfordshire District Council</p> <p>Oxford City Council Homes & Communities Agency</p> <p>Oxford City Council Homes & Communities Agency Registered social landlords Other partners</p> | <p>Improved perception of Oxford City Council Number of sites brought forward for development</p> <p>Planning permission Development south of Grenoble Road</p> <p>Feasibility assessed</p> <p>Estate-based renewal facilitates holistic regeneration, providing enhanced facilities and amenities to further contribute a sense of</p> | <p>2009/10</p> <p>2010/11 2012 onwards</p> <p>2009/10</p> <p>2010/11 onwards</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|---|----------|---|---|---|-----------------------------------|
| Insufficient quality of housing provision | | <p>Work to promote fuel efficient construction standards of homes</p> <p>Launch accreditation scheme for landlords in the private sector to drive up standards in rental housing.</p> | <p>Oxford City Council Homes & Communities Agency Local developers</p> <p>Oxford City Council</p> | <p>place</p> <p>Improve quality of homes as measured by the CAGE Building for Life Criteria</p> <p>Improved standards for private sector rental housing compared to baseline.</p> | <p>On-going</p> <p>March 2010</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|----------------------------|--|---|---|---|-----------------|
| PEOPLE | | | | | |
| Inequality and deprivation | Reduce income poverty, improve health outcomes and narrow the inequalities gap across the range of indicators. | <p>Increased access to family support to meet the needs of Oxford's deprived areas. This should include:</p> <ul style="list-style-type: none"> • long-term interventions with families in need, ensuing ease of transition between services and ongoing support; • parenting support; • mentoring schemes; • childcare provision; • reducing teenage pregnancies; • job brokerage and support in preparing for employment. | <p>Oxfordshire County Council Primary Care Trust Oxford City Council Voluntary and community sector organisations Advice organisations Learning and Skills Partnership</p> | <p>Improved support for families across a range of issues</p> | <p>2010/11</p> |
| | | <p>Support organisations offering education development skills for those parents in deprived communities who have missed out on learning</p> | <p>Oxfordshire County Council Learning and Skills Partnership</p> | <p>Improved education standards for parents</p> | <p>On-going</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------|----------|--|--|--|----------------|
| | | <p>Universal public services delivered in deprived areas in ways which recognise the needs of local residents and ensure access</p> | <p>Oxfordshire County Council Primary Care Trust Oxford City Council Learning and Skills Partnership</p> | <p>Greater satisfaction with universal services as compared to baseline</p> | <p>2010</p> |
| | | <p>Provide access to appropriate services for treatment and health improvement in the areas of greatest need including:</p> <ul style="list-style-type: none"> • health trainers • alcohol and drugs treatment | <p>Primary Care Trust Drug and Alcohol Action Team NHS Trusts and other providers organisations</p> | <p>Improved access for people to services in their locality compared to baseline</p> | <p>2010/11</p> |
| | | <p>Establish a flagship project which will improve access to information and services for the target population e.g. well-being shop in Cowley centre</p> | <p>Oxford City Council Oxfordshire County Council Primary Care Trust Thames Valley Police</p> | <p>Increased customer satisfaction in use of services compared to baseline</p> | <p>2011/12</p> |
| | | <p>Reduce income poverty by improving access to advice on benefits and debt and supporting income maximisation strategies.</p> | <p>Oxford City Council Oxfordshire County Council Advice agencies</p> | <p>Increased income levels in deprived areas compared to baseline Debt written off Benefits accessed</p> | <p>2011/12</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------|----------|--|---|---|-----------|
| | | Implement specific plans to target fuel poverty and poor housing conditions experienced by lone owner-occupiers who are income poor. | Oxford City Council | Increased uptake of insulation and other affordable warmth initiatives compared to baseline | 2011/12 |
| | | Review housing allocation policy | Oxford City Council | Improved understanding of the impact of housing allocations on inequalities | 2009/10 |
| | | Provide information and support for carers | Oxfordshire County Council Primary Care Trust Oxford City Council Carers' centre Voluntary and community sector organisations | Improved satisfaction with service provided | 2011/12 |
| | | Encourage the take up and use of allotments for leisure, health and exercise | Oxford City Council Allotments associations | Improved take up of allotments | On-going |
| | | Plan created to improve adult sporting participation | Oxford City Council Primary Care Trust Oxford Sports | Increase in percentage of adults taking part in thirty | 2010/11 |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|--|--|---|--|--|-------------------------------|
| | | | Partnership | minutes of active sport participation on three days per week compared to baseline | |
| Below-average economic activity rates amongst disadvantaged groups | Improve employment rate amongst target groups to average overall employment rate | <p>Align basic skills programmes to targeted communities, linked to confidence building and job brokering programmes to connect individuals to opportunities.</p> <p>Ensure effective employer engagement in design and implementation of programme to maximise prospect of employment following intervention</p> | <p>Learning and Skills Council Jobcentre Plus Oxford and Cherwell Valley College and other colleges Training agencies City Council Drug and Alcohol Action Team</p> <p>Jobcentre Plus Learning and Skills Council Oxford and Cherwell Valley College and other colleges Oxfordshire Economic Partnership Oxford City Council Key Employers</p> | <p>More people from target communities are trained at NVQ level 2 and 3 compared to baseline</p> <p>Programme designed and implemented</p> | <p>2010/11</p> <p>2010/11</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------|---|---|---|--|---|
| | | <p>Develop retail skills programme to link to emerging West End development</p> <p>Utilise registered social landlords and Oxford City Homes Tenant Liaison Unit as access channel for worklessness prevention programmes</p> | <p>West End Partnership/Steering Group Colleges</p> <p>Oxford City Council Registered social landlords Learning and Skills Council Colleges Jobcentre Plus</p> | <p>Programme developed</p> <p>Increased tenant satisfaction compared to baseline</p> | <p>Linked to Westgate development timing</p> <p>2009/10</p> |
| | <p>Increase enterprise and business formation rates in deprived areas</p> | <p>Integrate business support services with community development and confidence building activity</p> <p>Develop low risk easy in easy out premises solutions for early stage businesses and third sector organisations</p> | <p>Business Link Oxford City Council Oxfordshire Economic Partnership Oxford and Cherwell Valley College Community Groups</p> <p>Oxford City Council Developers/Business Park Managers Oxfordshire Economic Partnership</p> | <p>Increased numbers of businesses formed in deprived areas compared to baseline</p> <p>Additional early stage business premises created</p> | <p>2011/12</p> <p>2011/12</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-----------------|--|--|---|---|-----------|
| Low wage levels | Encourage take up of higher skills to improve productivity and wage levels | Deliver up-skilling (e.g. through Learning and Skills Council Train to Gain programme) | Learning and Skills Council Job Centre Plus Oxfordshire Economic Partnership Oxford City Council Oxfordshire County Council | Increased numbers accessing upskilling programmes (e.g. Train to Gain programme) | 2011/12 |
| | | Develop and deliver Job Brokerage scheme (e.g. Blackbird Leys and Greater Leys) | Jobcentre Plus Back to Work Working Group | Schemes developed and delivered | 2011/12 |
| | | Set up and sustain job clubs in areas of highest unemployment | Jobcentre Plus | Job clubs developed and delivered | 2009/10 |
| | | Support and develop apprenticeship schemes, including with statutory services | Public bodies Jobcentre Plus Learning and Skills Council, colleges | Cohort of apprentices complete qualifications | 2010/11 |
| | Promote Living Wage policies to employers in Oxford | Proactively challenge public sector partners to review their pay scales | Oxford City Council | Public sector employers in Oxford have plans in place to pay a Living Wage to all staff | 2010 |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|----------------------------|--|--|--|---|---|
| | | Advertise the benefits of paying a Living Wage in terms of staff retention and brand image to private sector employers in Oxford | Oxford City Council | Private sector employers in Oxford understand the benefits of paying a Living Wage | 2010 |
| Low educational attainment | Improve performance of worst performing schools in the city Increase the attainment of black and minority ethnic groups and other low-performing groups | <p>Improve attainment at Key Stage 4, especially in the worst performing schools, narrowing the gap for the whole school population</p> <p>Ensure sustained improvement in attainment for the black and minority ethnic groups which currently have low attainment levels and for looked-after children.</p> | <p>Oxfordshire County Council Children’s Trust School partnerships Extended services Voluntary and community sector organisations Universities</p> <p>Oxfordshire County Council Children’s Trust School partnerships Extended Services Voluntary and community sector organisations</p> | <p>Outcomes of all city schools improve gap between best and worst performing schools in the county narrows. Oxford pupils achieve the equivalent of 5A*-C grades at GCSE in line with the national average</p> <p>Attainment for some black and minority ethnic groups and looked after children improves in relation to the average</p> | <p>To be advised</p> <p>To be advised</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------|--|---|---|--|-----------|
| | Access to learning for people with few or no qualifications and other excluded groups, such as offenders and homeless people | Development of programmes targeting key client groups | Oxford City Council Further education colleges Oxfordshire County Council | More people with level 1, 2 and 3 attainment from vulnerable groups compared to baseline | 2011/12 |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|------------------------------------|--|---|---|------------------------------|-----------|
| ECONOMY | | | | | |
| Enterprise education and promotion | Promote enterprise education and self employment | Work with schools to promote enterprise to young people | Oxfordshire County Council Oxfordshire Economic Partnership Oxford Trust Young Enterprise Universities and colleges | Schools programme developed | 2010/11 |
| | | Work with Science Oxford to promote science and enterprise | Oxfordshire County Council Oxfordshire Economic Partnership Learning and Skills Council Oxford Trust/ Venturefest Board Universities and colleges Oxford Inspires | Programme developed | 2010/11 |
| | | Work with older people to promote self-employment and enterprise as a working option (e.g. following loss of job or redundancy) | Oxfordshire County Council Oxfordshire Economic partnership Learning and Skills Council and Jobcentre Plus, Oxford Trust Universities and colleges | Programme developed | 2011/12 |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-----------------------------|--|--|--|--|--|
| | Provide skills and training to support new start up businesses | Taster and training courses in running your own business | Business Link Jobcentre Plus Learning and Skills Council Universities and colleges Oxfordshire County Council (Local Education Authority/Adult Learning) | Training programme and courses delivered | 2010/11 |
| Supporting local businesses | Provide business support to local small and medium enterprises to improve chances of sustainability and survival | <p>Run events for networking, sharing knowledge and expertise and providing help and information points</p> <p>Promoting tender opportunities to local businesses and supporting ability to complete tenders (e.g. “meet the buyer” events)</p> <p>Develop procurement policies to support local businesses tendering for work</p> | <p>Business Link Enterprise Agencies Public Sector Bodies Chambers of Commerce Federation of Small Businesses</p> <p>Oxford City Council Business Link Public sector bodies Universities Chambers of Commerce Federation of Small Businesses</p> <p>Public sector bodies Large organisations (e.g. universities)</p> | <p>Events developed, small and medium enterprises engagement and survival rates</p> <p>Increase percentage of local procurement compared to baseline</p> <p>Policies developed</p> | <p>2009/10</p> <p>2011/12</p> <p>2009/10</p> |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|---|--|---|--|------------------------------|---------------------------------|
| | | Develop prompt payment systems to support and assist cash flow of small and medium enterprises | Public sector bodies Large organisations (e.g. universities) and large companies | Systems developed and active | 2009/10 |
| Support for university spin-out companies and the knowledge-based economy | Promote and support spin-outs with high growth potential | Run events that promote high-tech high-growth business development and link funding and investment opportunities (e.g. Venturefest) | Venturefest Board Universities Business Link Oxfordshire Economic Partnership Oxford City Council Oxfordshire County Council South East England Development Agency | Events run | 2009/10, review on annual basis |
| | | Promote growth, funding and investment opportunities nationally and internationally | Universities Business Link Oxfordshire Economic Partnership Oxford City Council Oxfordshire County Council South East England Development Agency | Promotion undertaken | 2009/10 |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|--|--|--|--|--|-----------|
| | | Ensure appropriate sites and premises available to house high-tech spin-out businesses | Oxford City Council Universities | Sites and premises available | 2010/11 |
| Social enterprise and the voluntary and community sector | Support and encourage social enterprise and development in the voluntary and community sector that create community services, involvement, training and jobs | Support Oxfordshire Community and Voluntary Action | Oxford City Council Oxfordshire Community and Voluntary Action Oxfordshire County Council Business Link Oxfordshire Economic Partnership | New social enterprises launched Sustainability and survival of social enterprises | 2011/12 |
| Growth sectors | Supporting potential growth sectors | Support Oxfordshire Economic Partnership in developing Innovation and growth team | Oxfordshire Economic Partnership Business Link Oxford City Council Oxford Inspires Chambers of Commerce | Increased number of businesses and jobs in high growth sectors | 2011/12 |
| | Supporting growth in the creative and cultural sector | Support appropriate actions coming out of the Oxfordshire Creative and Cultural Economic Impact Study including investigating use of empty shops for | Oxford Inspires Oxfordshire Economic Partnership Oxfordshire County Council South East England Development Agency Oxford City Council | Increased number of businesses and jobs in the cultural and creative sector | 2011/12 |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|--|---|--|---|--|-----------|
| | | cultural activities | District councils Businesses in the cultural and creative sector | | |
| Improve visitor experience | Enhanced tourism information service | Roll out findings of tourism study | Oxford City Council Oxford Marketing Group, Oxfordshire County Council Oxfordshire Economic Partnership Oxford Brookes University | Improved customer satisfaction as compared to baseline | 2011/12 |
| | Integrated promotional programme | Roll out findings of tourism study | Oxford City Council Oxford Marketing Group Oxfordshire County Council | Improved satisfaction from tourism business | 2011/12 |
| | Improved city centre management cleanliness, street scene and appearance of city centre | Install new city centre management structure Improve the appeal of the city centre evening economy to a broader market through Civic Trust Accreditation scheme | Oxford City Council Oxfordshire County Council City Centre Manager City centre stakeholders | Improved customer satisfaction with city centre compared to baseline | 2011/12 |
| Ensure local people benefit from visitor economy | Effective community engagement to ensure that local people can effectively | Development and implementation of enhanced community engagement | Oxford City Council Oxford Inspires Other key partners | Increased engagement by people from deprived | 2011/12 |

| ISSUE | STRATEGY | ACTIONS | LEAD PARTNER & PARTNERS | TARGET MILESTONES & OUTCOMES | TIMEFRAME |
|-------|--|--|-------------------------|----------------------------------|-----------|
| | engage and shape policy development and delivery | arrangements as part of Cultural Strategy implementation | | communities compared to baseline | |

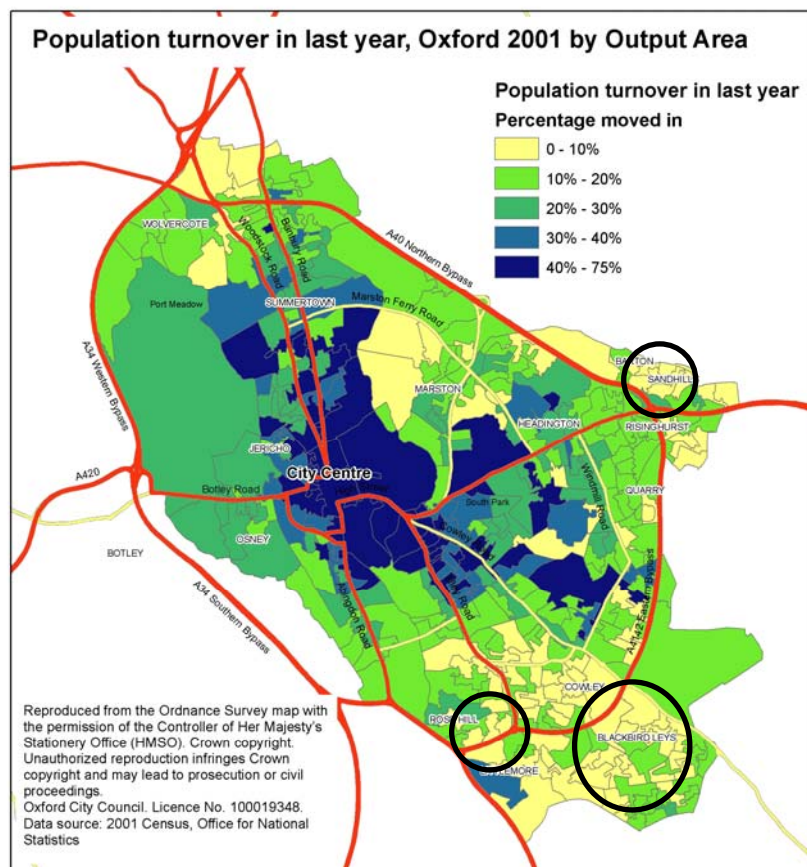
Appendix

Economic and Health Trends in Areas of Multiple Deprivation

Understanding the population dynamics of a deprived area is important when considering regeneration initiatives, particularly population turnover or 'population churn'.

The map below shows the population turnover in Oxford in 2001, as measured by the percentage of people who had moved in to the area within the last year. Oxford has very high population turnover – the highest of any local authority area in England – and this is concentrated in areas where students live i.e. in the city centre and East Oxford.

The areas highlighted on the map are the areas of highest multiple deprivation in the city. As a general rule, these areas have relatively low levels of population turnover. The significant exception to this is Greater Leys to the extreme South East of the city, an area of new housing built in the mid-1990s. As noted above, part of this area is relatively affluent.

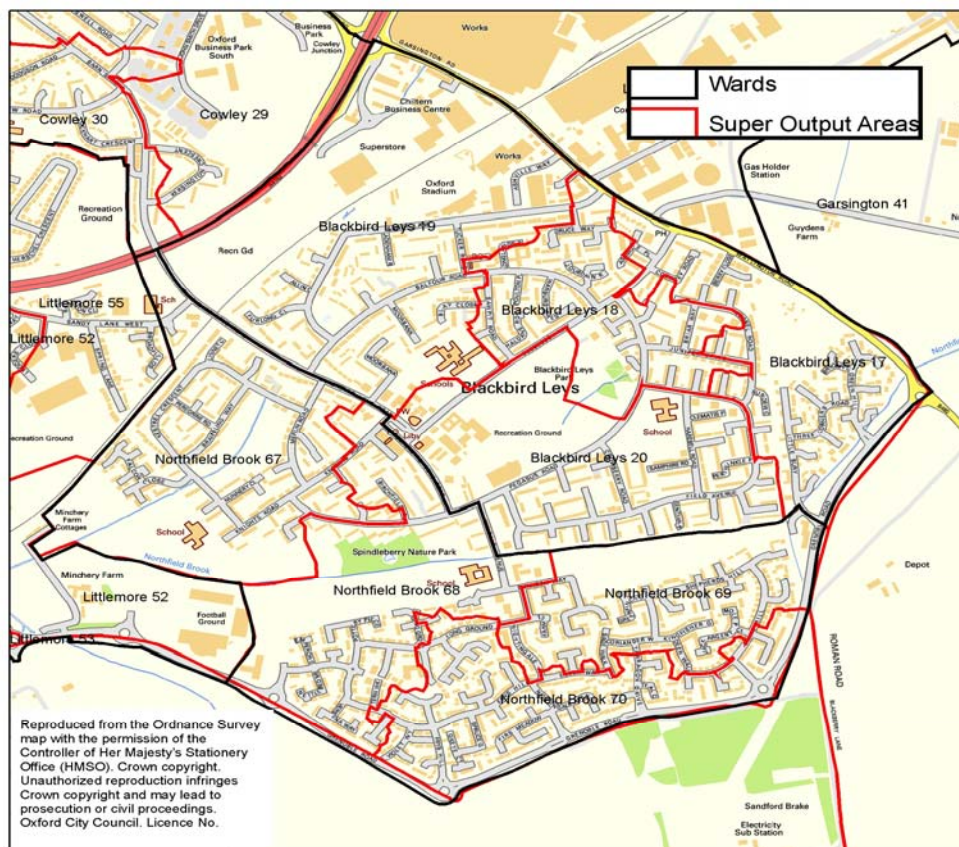


In the section below, the dynamics of these areas of multiple deprivation are examined in terms of indicators of health and economic outcomes.

Blackbird Leys and parts of Greater Leys

The map below shows the Blackbird Leys and Greater Leys area in South-East Oxford. For the purposes of this analysis, 'Blackbird Leys' is defined as two electoral wards, Northfield Brook and Blackbird Leys, excluding the relatively affluent Super Output Area in Greater Leys to the south (Northfield Brook 70)⁴⁴.

Map of Blackbird Leys area showing Wards and Super Output Areas



At the 2001 Census, Blackbird Leys and parts of Greater Leys had 10,600 residents – which was estimated to have grown by 10% to 11,700 by 2005⁴⁵. Five of the seven Super Output Areas are in the 20% most deprived areas in England, with the remaining two in the 30% most deprived areas⁴⁶. 43% of residents have no qualifications⁴⁷.

Of the 4,200 households in 2001, 53% were living in a socially rented property – compared to an Oxford average of 21%. Only 40% were owner-occupiers, compared to 55% across Oxford⁴⁸.

Life expectancy in Blackbird Leys and Northfield Brook wards is, at 75.0 and 76.7 years respectively, (statistically) significantly lower than the Oxford average of 79.5 years⁴⁹.

⁴⁴ Super Output Areas are small geographic areas which contain an average population of 1500. Super Output Areas sit within electoral wards and are named using the ward name and the last two digits of the SOA code e.g. Northfield Brook 70 is in Northfield Brook ward.

⁴⁵ Mid-2005 Super Output Area population estimates, Office for National Statistics

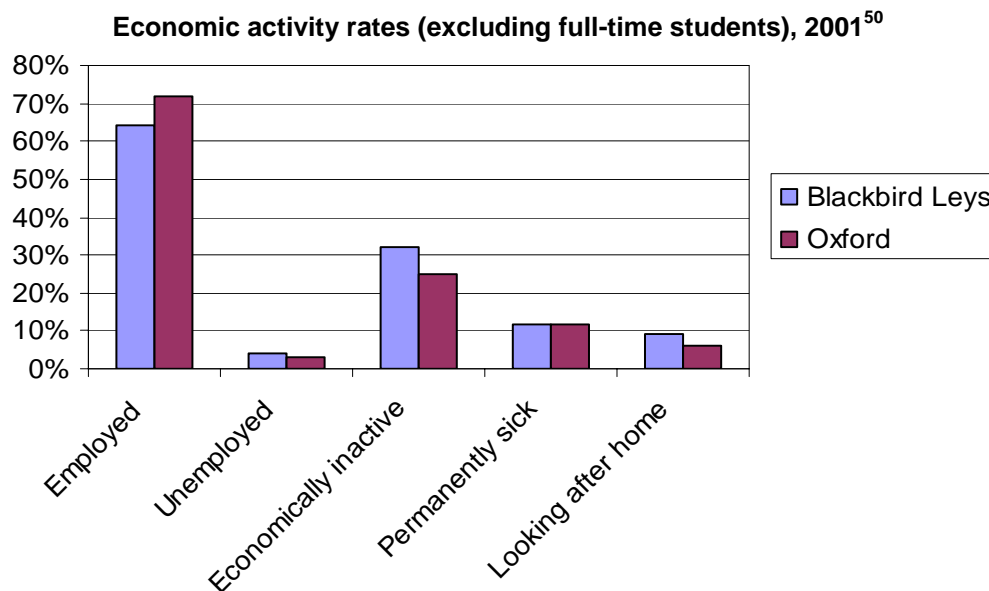
⁴⁶ Indices of Deprivation 2007, Department for Communities and Local Government

⁴⁷ 2001 Census, Office for National Statistics

⁴⁸ 2001 Census, Office for National Statistics

⁴⁹ Life expectancy by ward 2002-06, Oxfordshire Primary Care Trust

Employment rates among the working age population are lower in Blackbird Leys and parts of Greater Leys than Oxford as a whole. This is largely driven by higher rates of economic inactivity. In particular, there are higher rates of people 'looking after home or family' – 9% compared to 6% in Oxford.

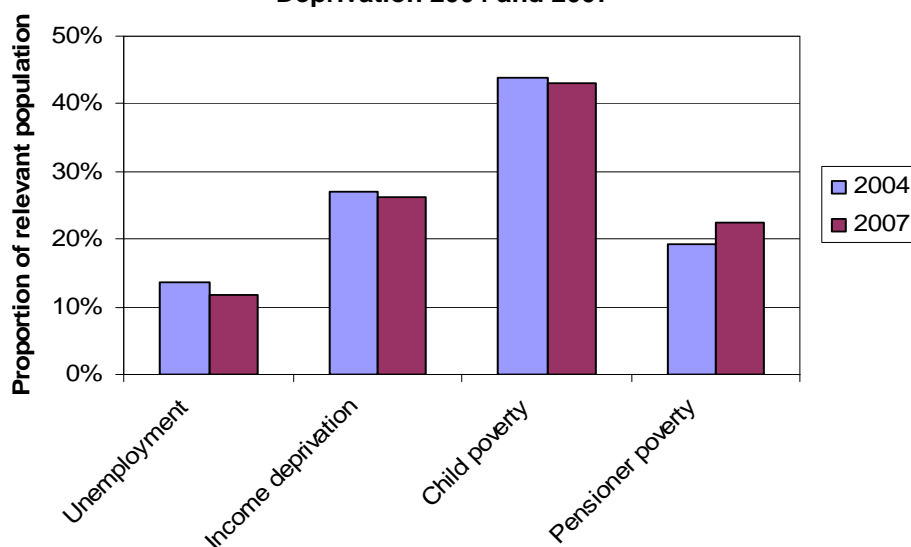


Trends in economic outcomes

A survey of economic indicators from the Indices of Deprivation 2004 and 2007 suggest that unemployment, households in poverty and child poverty have decreased slightly in the period 2001-2005. Poverty affecting older people is estimated to have risen from 19% to 22%. These changes are small however and may not be statistically significant.

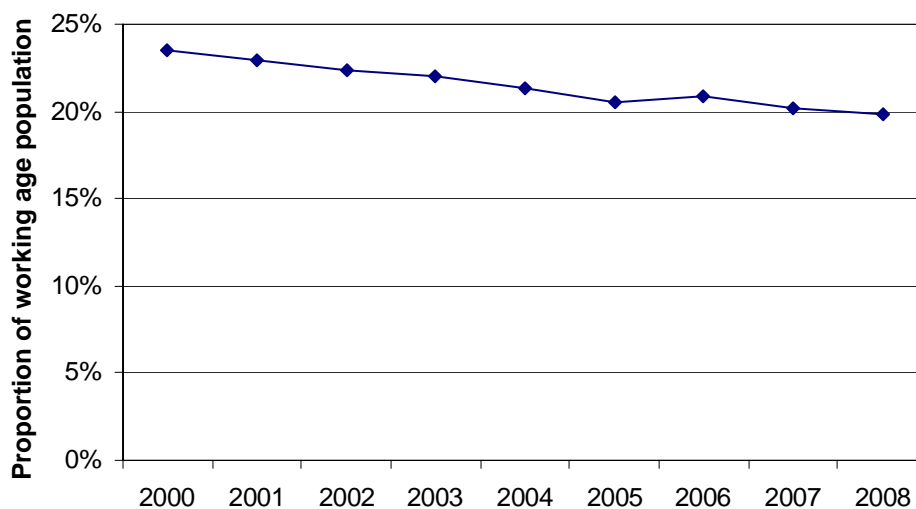
⁵⁰ 2001 Census, Office for National Statistics

Economic indicators in Blackbird Leys and parts of Greater Leys, Indices of Deprivation 2004 and 2007⁵¹



The proportion of working-age adults claiming benefits (e.g. Jobseekers Allowance, Incapacity Benefit, lone parent benefits) has decreased by around 3% over the period 2000-08. This suggests there has been an associated rise in employment rates and/or incomes.

Proportion of working-age population claiming benefits, Blackbird Leys and parts of Greater Leys 2000-08⁵²



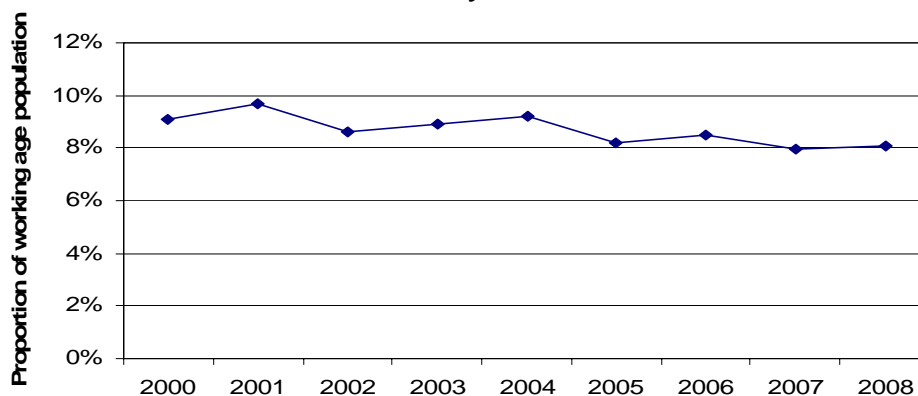
⁵¹ Department for Communities and Local Government

⁵² Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

Trends in health outcomes

The rate of the working-age population claiming Incapacity Benefit has decreased slightly over the period 2000-08. The actual number of people claiming Incapacity Benefit has remained stable, but the rate has decreased because the working-age population has increased. This suggests that there may be a static group claiming Incapacity Benefits that remain too ill to work, but that this group is not growing over time.

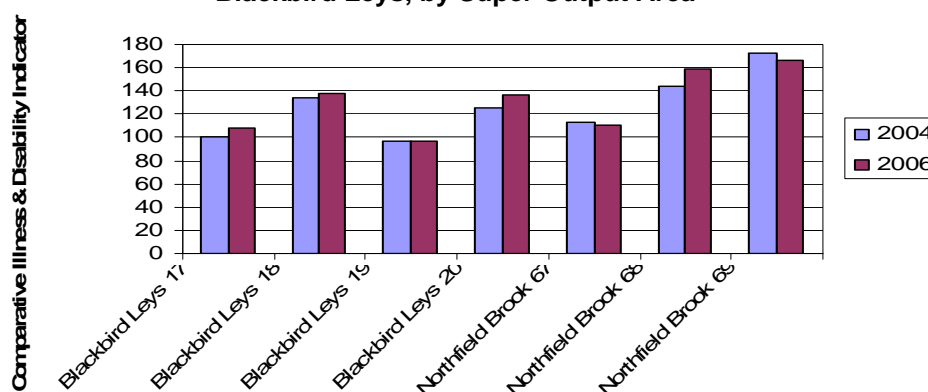
Proportion of working-age population claiming Incapacity Benefit, Blackbird Leys 2000-08⁵³



The Comparative Illness & Disability Ratio (CIDR) from the Indices of Deprivation measures illness and disability relative to other areas in England. A rate of 100 is the England average; below 100 indicates low levels of illness and above 100 indicates high levels.

Inspection of the CIDR for Blackbird Leys and parts of Greater Leys indicates that four areas have a CIDR over 120. Three of these have experienced an increase over the period 2001-2005, whilst one has decreased slightly⁵⁴. This indicates a relative worsening in the health of the population – though these changes may not be statistically significant.

Comparative Illness & Disability Ratio, Indices of Deprivation 2004 and 2007 Blackbird Leys, by Super Output Area⁵⁵



⁵³ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

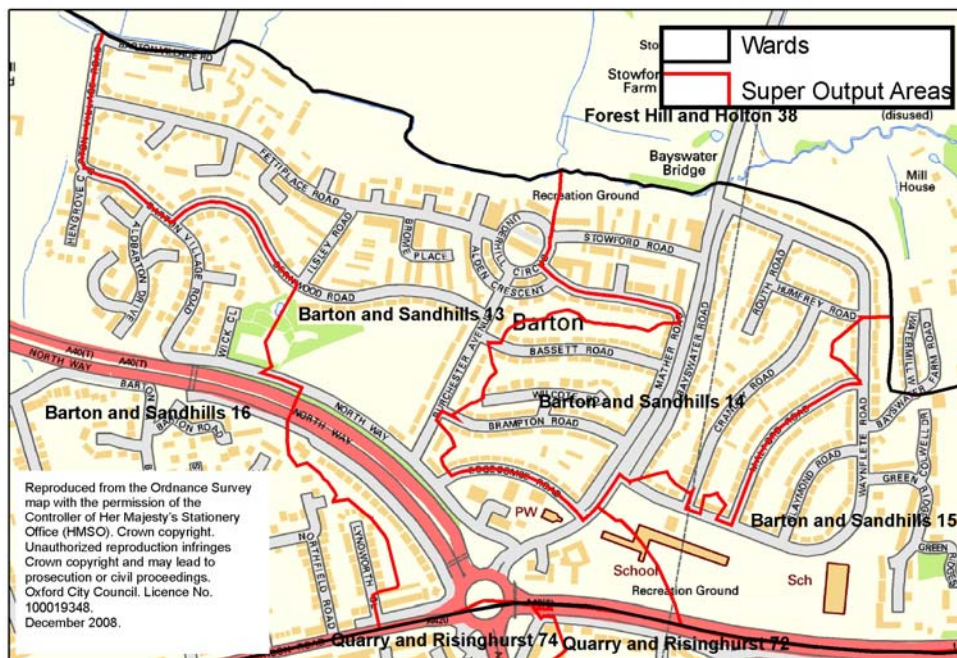
⁵⁴ Although these figures are from the Indices of Deprivation 2004 and 2007, these dates refer to date of publication – the data used (largely) refers to 2001 and 2005 respectively.

⁵⁵ Department for Communities and Local Government

Barton

The map below shows the Barton area in North-East Oxford. For the purposes of this analysis, 'Barton' is defined as two Super Output Areas⁵⁶ within the Barton & Sandhills ward – Barton & Sandhills 13 and Barton & Sandhills 14.

Map of Barton area showing Wards and Super Output Areas



At the 2001 Census, Barton had 2,900 residents – estimated to have grown 10% to 3,200 by 2005⁵⁷. Both Super Output Areas are in the 20% most deprived areas in England⁵⁸, and 42% of residents have no qualifications⁵⁹.

Of the 1,100 households in 2001, 56% were living in a socially rented property – compared to an Oxford average of 21%. Only 34% were owner-occupiers, compared to 55% across Oxford⁶⁰.

Life expectancy in Barton & Sandhills ward is, at 77.5 years, (statistically) significantly lower than the Oxford average of 79.5 years⁶¹.

Employment rates among the working age population are lower in Barton than Oxford as a whole. This is largely driven by higher rates of economic inactivity. In particular, there are higher rates of people 'looking after home or family' – 10% compared to 6% in Oxford.

⁵⁶ Super Output Areas are small geographic areas which contain an average population of 1500. Super Output Areas sit within electoral wards and are named using the ward name and the last two digits of the SOA code e.g. Northfield Brook 70 is in Northfield Brook ward.

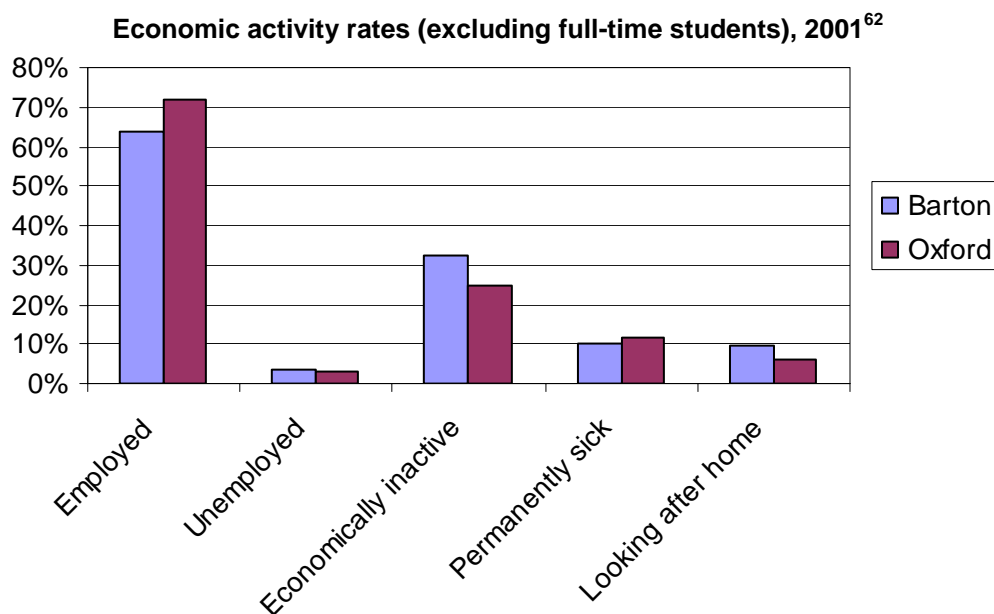
⁵⁷ Mid-2005 Super Output Area population estimates, Office for National Statistics

⁵⁸ Indices of Deprivation 2007, Department for Communities and Local Government

⁵⁹ 2001 Census, Office for National Statistics

⁶⁰ 2001 Census, Office for National Statistics

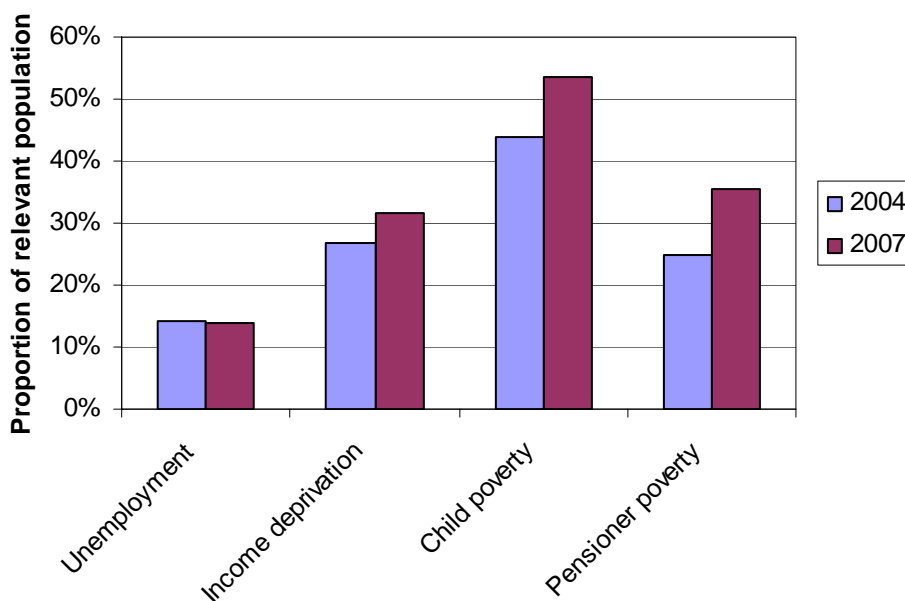
⁶¹ Life expectancy by ward 2002-06, Oxfordshire Primary Care Trust



Trends in economic outcomes

A survey of economic indicators from the Indices of Deprivation 2004 and 2007 suggest that households in poverty, child poverty and pensioner poverty have all increased in the period 2001-2005. The increases in child poverty and pensioner poverty in particular are significant, being around 10% of the population. Unemployment is estimated to have remained stable. These observations should be treated with caution as the changes may not be statistically significant.

Economic indicators in Barton, Indices of Deprivation 2004 and 2007⁶³

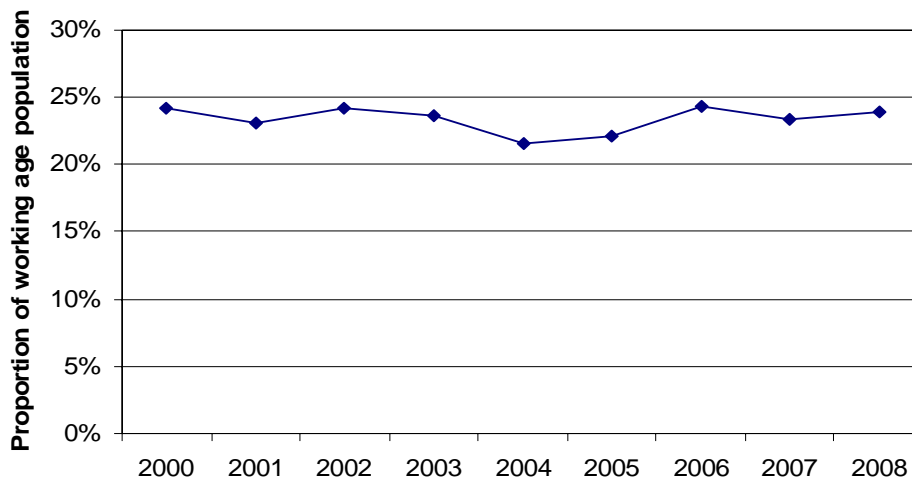


⁶² 2001 Census, Office for National Statistics

⁶³ Department for Communities and Local Government

The proportion of working-age adults claiming benefits (e.g. Jobseekers Allowance, Incapacity Benefit, lone parent benefits) has fluctuated but remained fairly stable over the period 2000-08, at around 24% of the working-age population. This suggests there has been little change in employment rates and/or income levels – though this observation should be treated with caution as the numbers concerned are relatively small (a working age population of 2,000 residents).

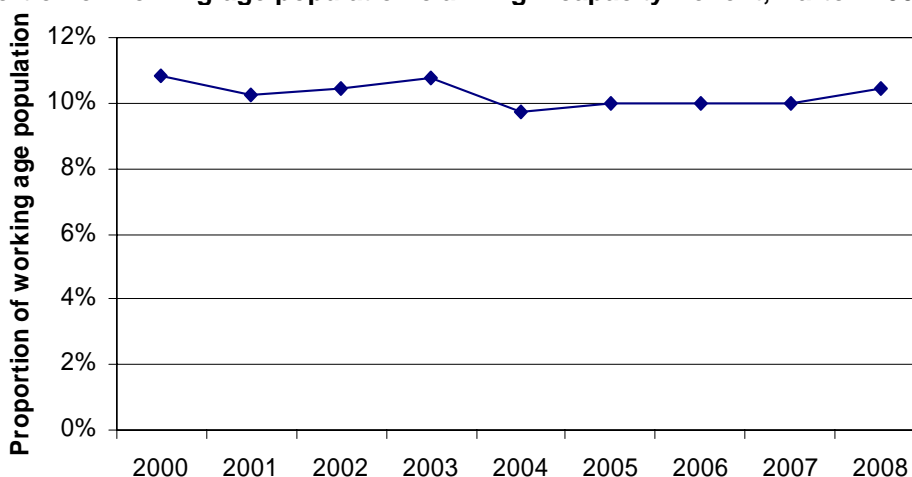
Proportion of working-age population claiming benefits, Barton 2000-08⁶⁴



Trends in health outcomes

The rate of the working-age population claiming incapacity benefit has remained stable over the period 2000-08. The actual number of people claiming Incapacity Benefit has increased, but the rate has remained stable because the working-age population has increased with it. This suggests that the group of people who are too ill to work is steadily growing over time with the population.

Proportion of working-age population claiming Incapacity Benefit, Barton 2000-08⁶⁵



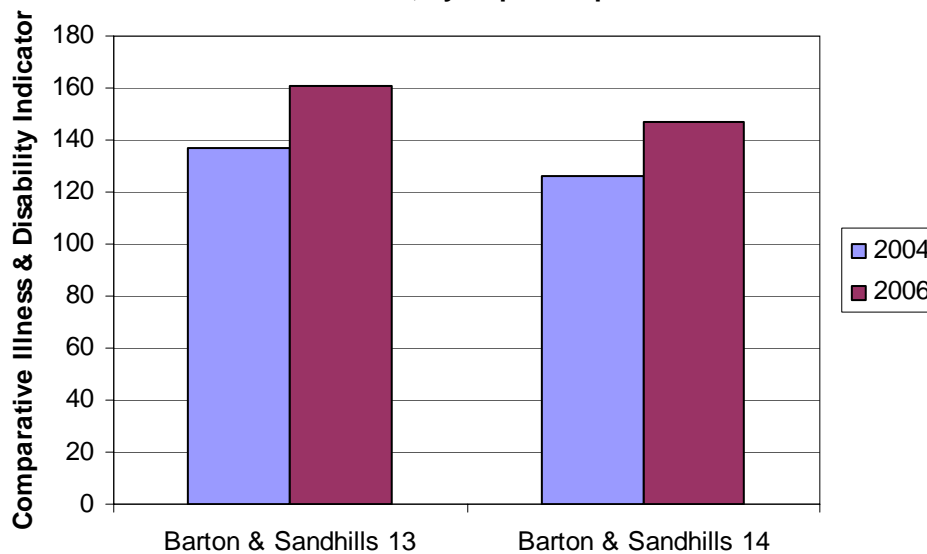
⁶⁴ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

⁶⁵ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

The Comparative Illness & Disability Ratio (CIDR) from the Indices of Deprivation measures illness and disability relative to other areas in England. A rate of 100 is the England average; below 100 indicates low levels of illness and above 100 indicates high levels.

Inspection of the CIDR for Barton shows that both Super Output Areas have a CIDR over 120, and that they have both experienced increases over the period 2001-05⁶⁶. This indicates a relative worsening in the health of the population – though these changes may not be statistically significant.

**Comparative Illness & Disability Ratio, Indices of Deprivation 2004 and 2007
Barton, by Super Output Area⁶⁷**



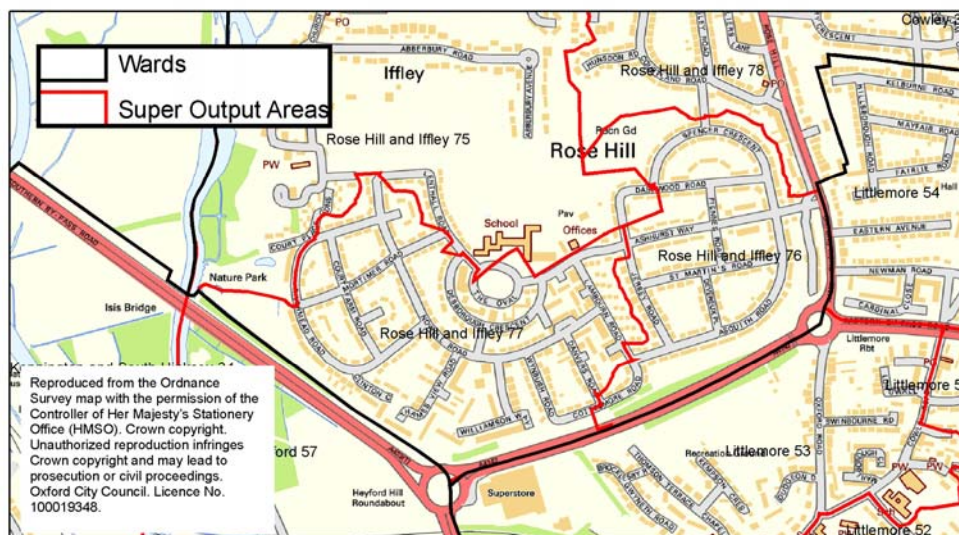
⁶⁶ Although these figures are from the Indices of Deprivation 2004 and 2007, these dates refer to date of publication – the data used (largely) refers to 2001 and 2005 respectively.

⁶⁷ Department for Communities and Local Government

Rose Hill

The map below shows the Rose Hill area in South-East Oxford. For the purposes of this analysis, 'Rose Hill' is defined as two Super Output Areas within the Rose Hill & Iffley ward⁶⁸ – Rose Hill & Iffley 76 and Rose Hill & Iffley 77.

Map of Rose Hill area showing Wards and Super Output Areas



At the 2001 Census, Rose Hill had 3,200 residents, estimated to have grown by 7% to 3,400 by 2005⁶⁹. Both its Super Output Areas are in the 20% most deprived areas in England⁷⁰, and 45% of residents have no qualifications⁷¹.

Of the 1,200 households in 2001, 54% were living in a socially rented property – compared to an Oxford average of 21%. Only 39% were owner-occupiers, compared to 55% across Oxford⁷².

Life expectancy in Rose Hill & Iffley ward is, at 77.3 years, (statistically) significantly lower than the Oxford average of 79.5 years⁷³.

Employment rates among the working age population are lower in Rose Hill than Oxford as a whole. This is largely driven by higher rates of economic inactivity, though unemployment rates are higher – 5.4% compared to 3.1% in Oxford. Amongst the economically inactive population there are higher rates of people 'looking after home or family' – 10% compared to 6% in Oxford.

⁶⁸ Super Output Areas are small geographic areas which contain an average population of 1500. Super Output Areas sit within electoral wards and are named using the ward name and the last two digits of the SOA code e.g. Northfield Brook 70 is in Northfield Brook ward.

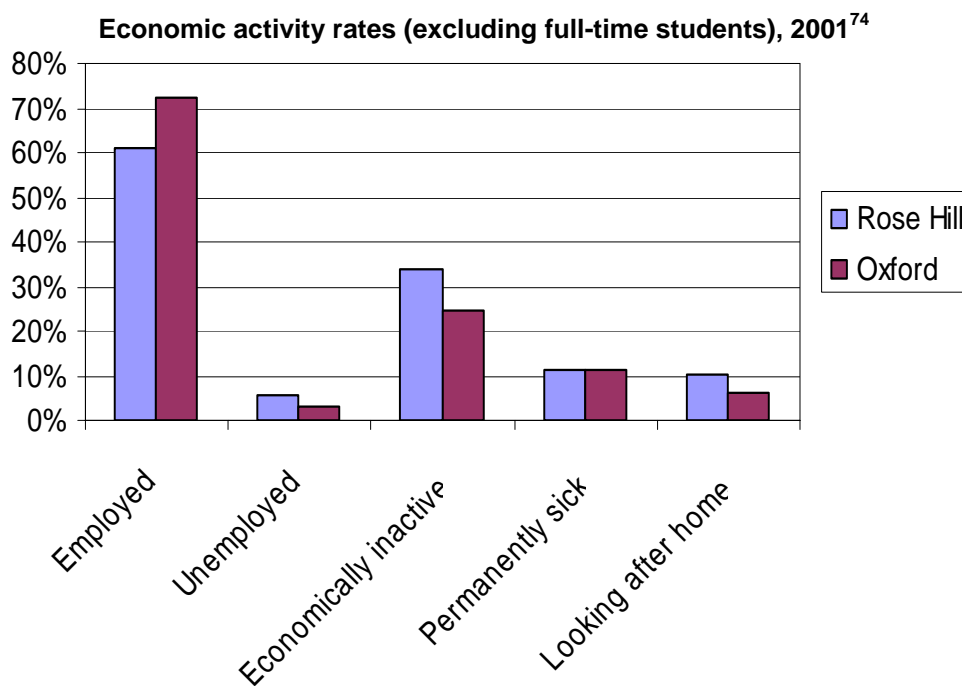
⁶⁹ Mid-2005 Super Output Area population estimates, Office for National Statistics

⁷⁰ Indices of Deprivation 2007, Department for Communities and Local Government

⁷¹ 2001 Census, Office for National Statistics

⁷² 2001 Census, Office for National Statistics

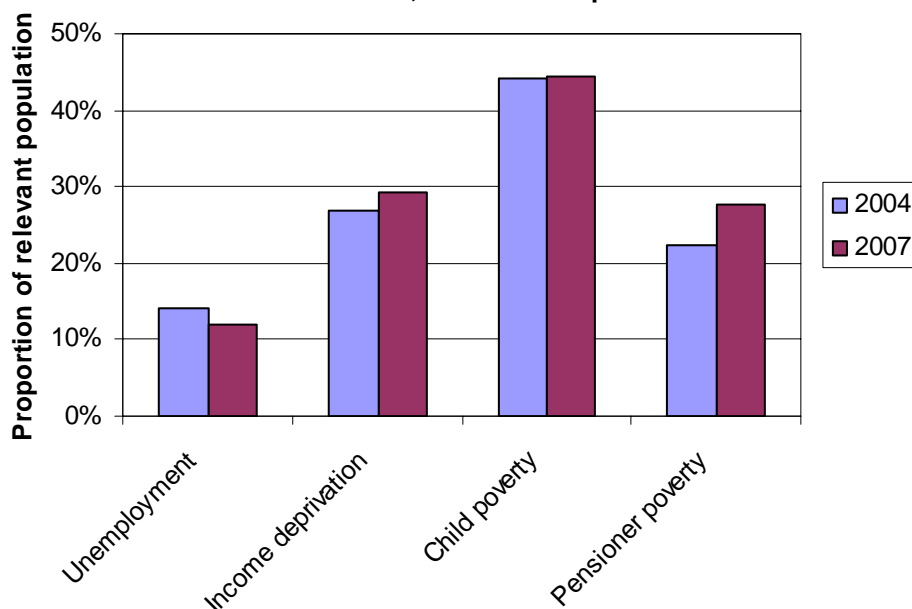
⁷³ Life expectancy by ward 2002-06, Oxfordshire Primary Care Trust



Trends in economic outcomes

A survey of economic indicators from the Indices of Deprivation 2004 and 2007 suggest that there have been small changes in unemployment (lower) and household poverty (higher). More significantly, poverty affecting older people is estimated to have increased by 5%. Child poverty has remained stable. These changes are small however and may not be statistically significant.

Economic indicators in Rose Hill, Indices of Deprivation 2004 and 2007⁷⁵

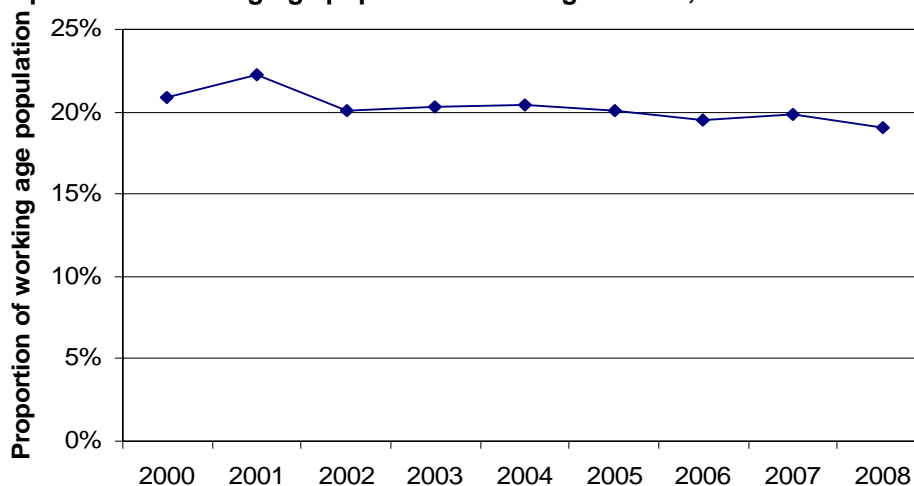


⁷⁴ 2001 Census, Office for National Statistics

⁷⁵ Department for Communities and Local Government

The proportion of working-age adults claiming benefits (e.g. Jobseekers Allowance, Incapacity Benefit, lone parent benefits) has decreased slightly from a 2000-01 peak but remained fairly stable over the period 2002-08. This suggests there has been little change in employment rates and/or income levels – though this observation should be treated with caution as the numbers concerned are relatively small (a working age population of 2,100 residents).

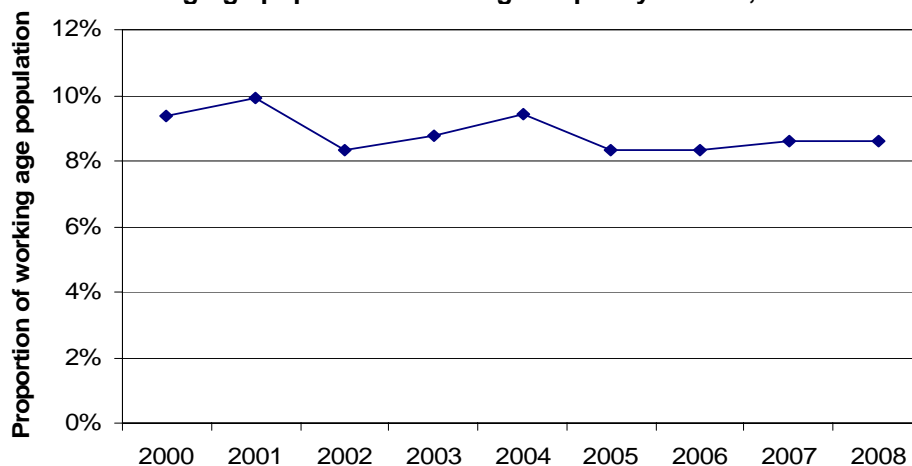
Proportion of working-age population claiming benefits, Rose Hill 2000-08⁷⁶



Trends in health outcomes

The rate of the working-age population claiming Incapacity Benefit has decreased slightly over the period 2000-08. The actual number of people claiming Incapacity Benefit has remained stable, but the rate has decreased because the working-age population has increased. This suggests that there may be a static group claiming Incapacity Benefits that remain too ill to work, but that this group is not growing over time.

Proportion of working-age population claiming Incapacity Benefit, Rose Hill 2000-08⁷⁷



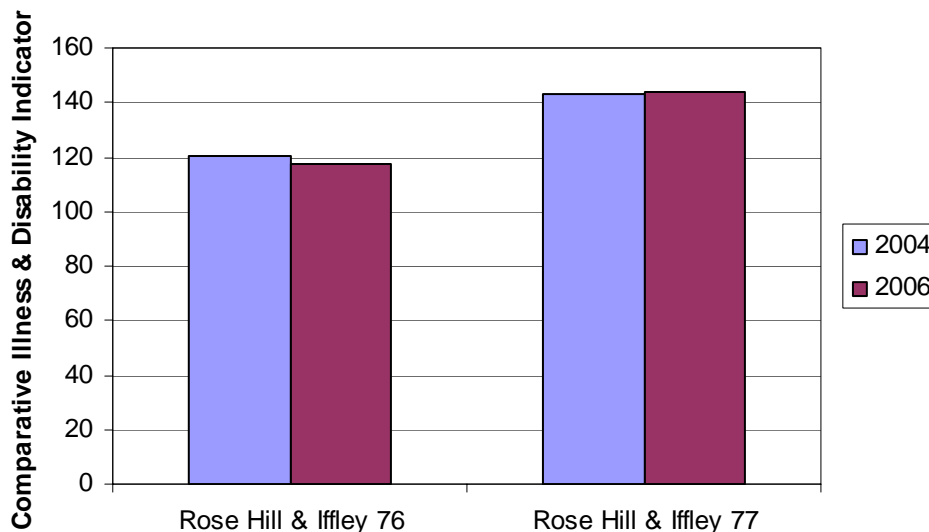
⁷⁶ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

⁷⁷ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

The Comparative Illness & Disability Ratio (CIDR) from the Indices of Deprivation measures illness and disability relative to other areas in England. A rate of 100 is the England average; below 100 indicates low levels of illness and above 100 indicates high levels.

Inspection of the CIDR for Rose Hill shows that both Super Output Areas have a CIDR over 100, which have remained stable over the period 2001-05⁷⁸. This suggests there has been little change in the health of the population.

**Comparative Illness & Disability Ratio, Indices of Deprivation 2004 and 2007
Rose Hill, by Super Output Area⁷⁹**



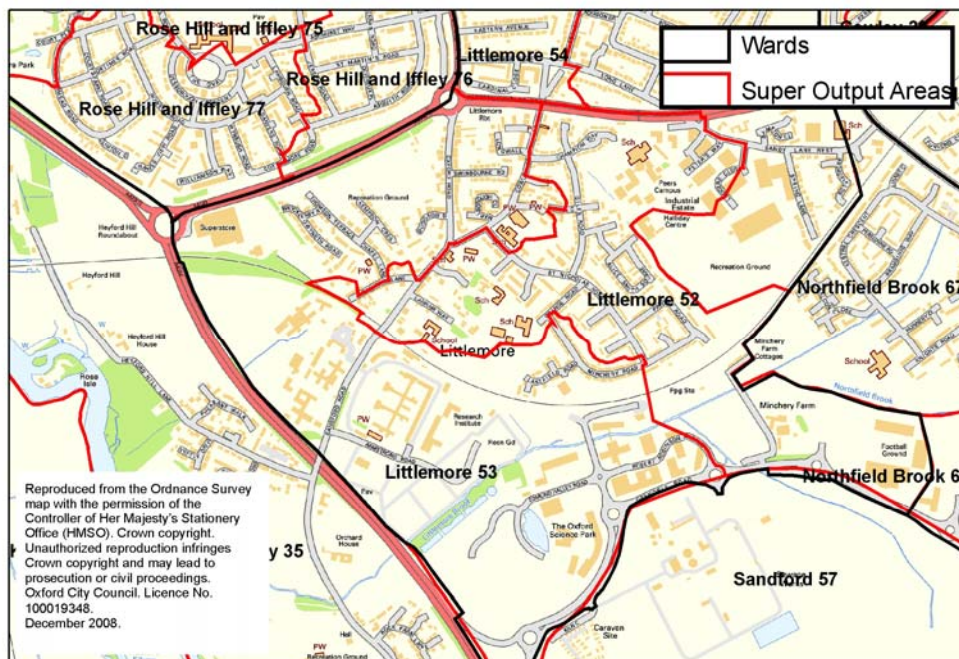
⁷⁸ Although these figures are from the Indices of Deprivation 2004 and 2007, these dates refer to date of publication – the data used (largely) refers to 2001 and 2005 respectively.

⁷⁹ Department for Communities and Local Government

Littlemore

The map below shows the Littlemore area in South-East Oxford. For the purposes of this analysis, 'Littlemore' is defined as two Super Output Areas⁸⁰ within the Littlemore ward – Littlemore 52 and Littlemore 53.

Map of Littlemore area showing Wards and Super Output Areas



At the 2001 Census, Littlemore had 2,900 residents – estimated to have grown 11% to 3,200 by 2005⁸¹. One Super Output Area (Littlemore 53) is amongst the 20% most deprived areas in England⁸² and one is in the 30% most deprived areas. 33% of residents have no qualifications⁸³.

Of the 1,270 households in 2001, 32% were living in a socially rented property – compared to an Oxford average of 21%. 59% were owner-occupiers, compared to 55% across Oxford⁸⁴.

Life expectancy in Littlemore ward is, at 77.9 years, not (statistically) significantly lower than the Oxford average of 79.5 years⁸⁵.

Employment rates among the working age population are lower in Littlemore than Oxford as a whole. This is largely driven by higher rates of economic inactivity. In particular, there is a higher rate of people permanently sick than the Oxford average.

⁸⁰ Super Output Areas are small geographic areas which contain an average population of 1500. Super Output Areas sit within electoral wards and are named using the ward name and the last two digits of the SOA code e.g. Northfield Brook 70 is in Northfield Brook ward.

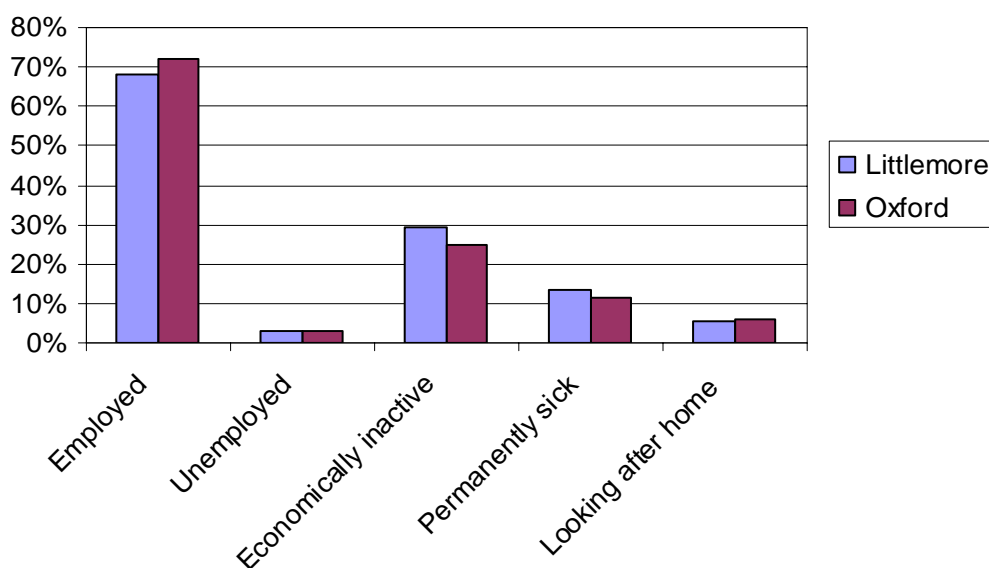
⁸¹ Mid-2005 Super Output Area population estimates, Office for National Statistics

⁸² Indices of Deprivation 2007, Department for Communities and Local Government
2001 Census, Office for National Statistics

⁸⁴ 2001 Census, Office for National Statistics

⁸⁵ Life expectancy by ward 2002-06, Oxfordshire Primary Care Trust

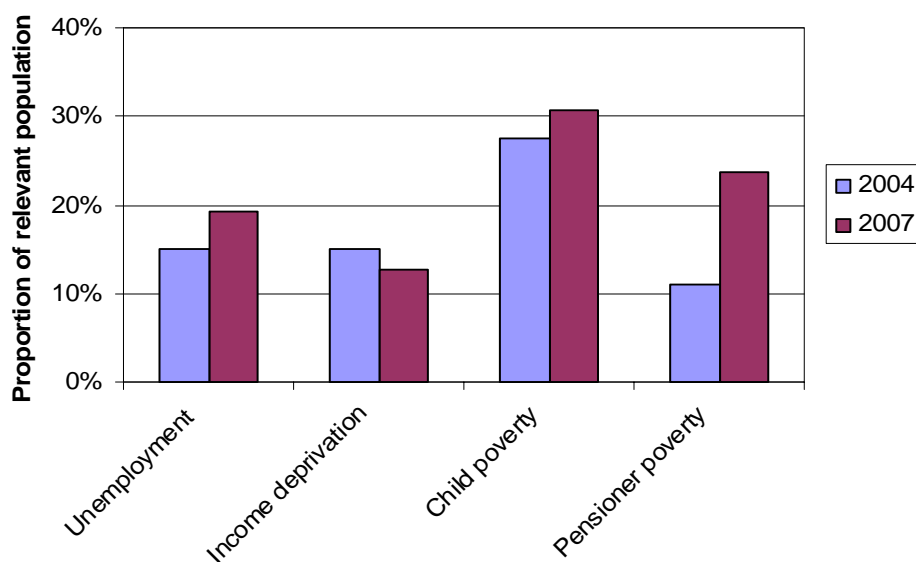
Economic activity rates in Littlemore (excluding full-time students), 2001⁸⁶



Trends in economic outcomes

A survey of economic indicators from the Indices of Deprivation 2004 and 2007 suggest that the proportion of households experiencing child poverty and pensioner poverty have increased in the period 2001-2005. The increase in pensioner poverty is particularly significant, being around 10% of the population. Unemployment is also estimated to have risen, whilst the proportion of all households in poverty decreased. These observations should be treated with caution as the changes may not be statistically significant.

Economic indicators in Littlemore, Indices of Deprivation 2004 and 2007⁸⁷

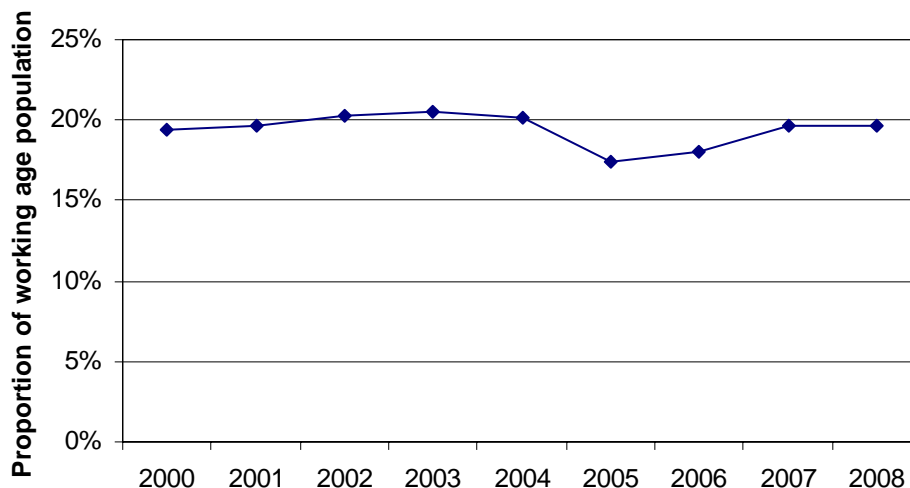


⁸⁶ 2001 Census, Office for National Statistics

⁸⁷ Department for Communities and Local Government

The proportion of working-age adults claiming benefits (e.g. Jobseekers Allowance, Incapacity Benefit, lone parent benefits) has fluctuated but remained fairly stable over the period 2000-08, at around 20% of the working-age population. This suggests there has been little change in employment rates and/or income levels – though this observation should be treated with caution as the numbers concerned are relatively small (a working age population of 2,100 residents).

Proportion of working-age population claiming benefits, Littlemore 2000-08⁸⁸

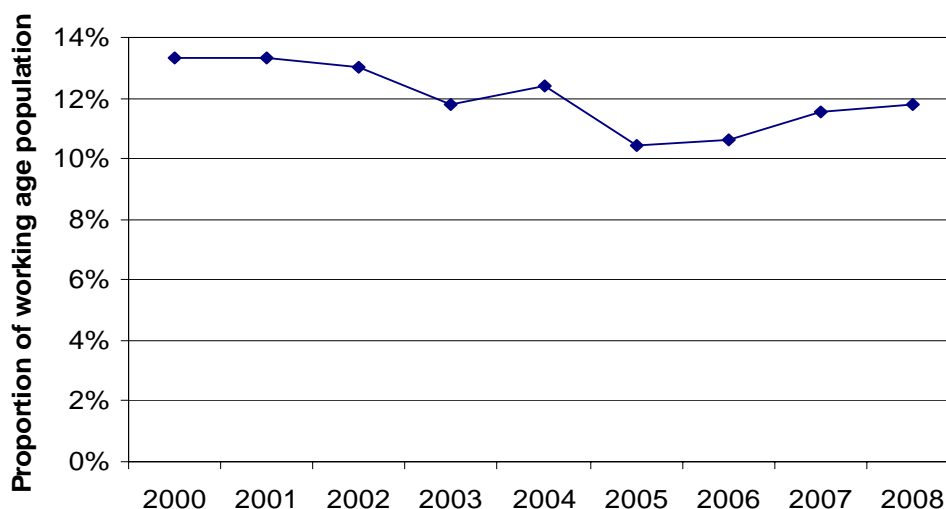


Trends in health outcomes

The rate of the working-age population claiming incapacity benefit has decreased slightly over the period 2000-08. The actual number of people claiming Incapacity Benefit has increased, but the rate has remained stable because the working-age population has increased with it. This suggests that the group of people who are too ill to work is steadily growing over time with the population.

⁸⁸ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

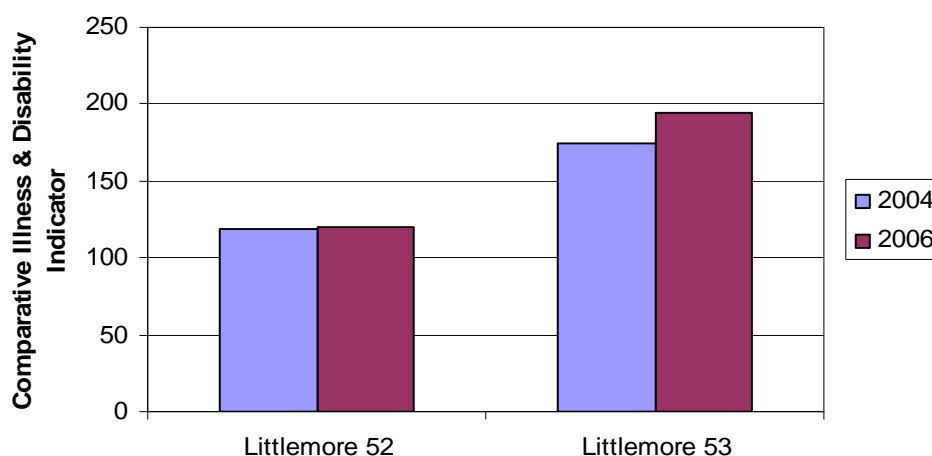
Proportion of working-age population claiming Incapacity Benefit, Littlemore 2000-08⁸⁹



The Comparative Illness & Disability Ratio (CIDR) from the Indices of Deprivation measures illness and disability relative to other areas in England. A rate of 100 is the England average; below 100 indicates low levels of illness and above 100 indicates high levels.

Inspection of the CIDR for Littlemore shows that people living in Littlemore 53 have worse health than those living in Littlemore 52. The relative health of people living in Littlemore 53 has deteriorated over the period 2001-05⁹⁰ - though this change may not be statistically significant.

Comparative Illness & Disability Ratio, Indices of Deprivation 2004 and 2007 Littlemore, by Super Output Area⁹¹



⁸⁹ Working Age Client Group statistics for Super Output Areas, Department for Work and Pensions; rates calculated using mid-year Super Output Area working age population estimates, Office for National Statistics

⁹⁰ Although these figures are from the Indices of Deprivation 2004 and 2007, these dates refer to date of publication – the data used (largely) refers to 2001 and 2005 respectively.

⁹¹ Department for Communities and Local Government