Annex 1

Oxfordshire's Recovery and Renewal Framework

March 2022

Purpose of this document

Oxfordshire's **Recovery and Renewal Framework** provides an overarching system-wide ambition for the issues and themes that will be pursued through recovery and renewal. It has been developed in partnership by participants in the local COVID response structure including local authorities, health and emergency services, our local enterprise partnership and major local institutions, including Oxford's two universities.

The Recovery and Renewal Framework is …

The Recovery and Renewal Framework is not...

A bridge between current partnership COVID response, delivery and planning and future longer term planning for Oxfordshire.

A list of specific actions or activities as these are contained in the relevant strategies.

A coordination and alignment, at a high level, of the system-wide plans that have already been developed or are being developed collaboratively.

A set of specific individual metrics which are used to measure delivery (although broad overarching partnership framework outcomes have been identified).

A 'call to action' for all partners to consider other interventions which may need to be put in place to address these system-wide issues and themes.

A replacement for existing county-wide plans and strategies.

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1. Introduction and Context

The Oxfordshire picture

Oxfordshire's dynamic economy, rich culture and heritage and much-loved green spaces and ecological assets, together mean that its diverse and thriving communities are places where people want to live and work. Our quality of life is attractive to many.

Nevertheless, inequality remains a significant feature within our county and has real impact on the health, wellbeing and social and economic opportunities of many residents.
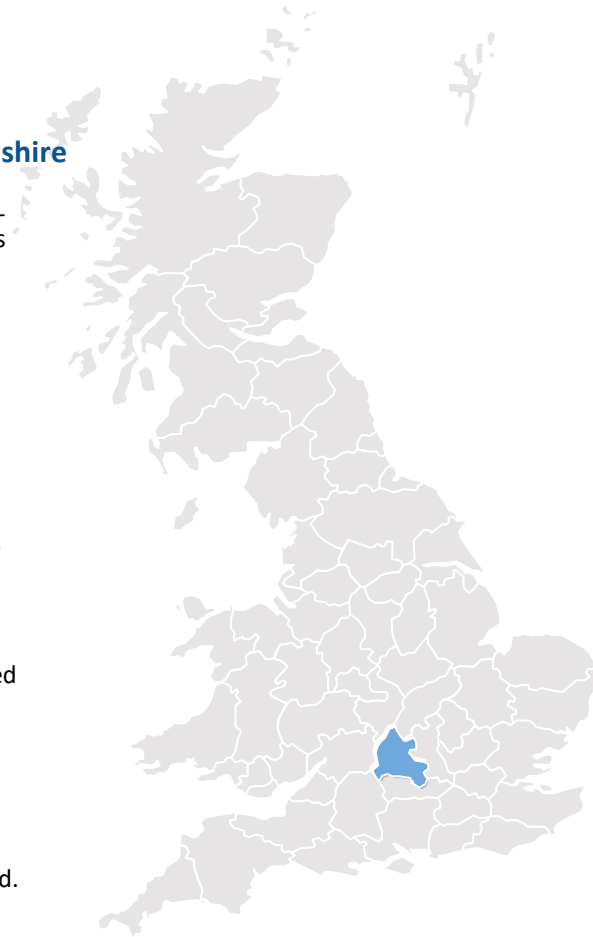
Impact of the COVID-19 pandemic across Oxfordshire

The COVID-19 pandemic has had a profound impact on day-to-day life, business, education, and employment, as well as on the physical and mental health of many individuals. Disruption has led to financial pressures for many and the long-term impact on the economy is yet to be fully understood.

Despite these challenges, COVID-19 has demonstrated the strengths and assets of inclusive local communities. Thousands of key workers and volunteers played an exceptional role in protecting the most vulnerable throughout these unprecedented times. Engaged public services, business and the voluntary and community sector kept operating under enormous pressure. We are of course also incredibly proud of the role that our leading academic and health institutions took at the centre of the global response to COVID-19.

Throughout the pandemic, whole-systems working has acted as a 'force multiplier' in Oxfordshire, allowing us to flex and prioritise to meet the needs of the constantly changing situation to the maximum effect.

We want to learn the lessons from the past two years and build on the best partnership work in our county so that as we develop plans for the future, Oxfordshire not only recovers from the impact of COVID but is positively renewed.

Looking ahead to Oxfordshire's recovery and renewal

The COVID-19 pandemic has led to economic, community and service impact that has yet to be fully understood at the system level. However, it is clear that it has amplified existing inequalities and service and community pressures, with long-term impact. As with many pre-existing issues, Oxfordshire's responses to these challenges will lie in collaboration across several agencies and sectors.

To help us sustain and develop the impact of our strong operational partnerships, an overarching **Oxfordshire Recovery and Renewal Framework** has been developed which sets out the system-wide vision and approach to moving into the post-COVID environment. This framework looks at how Oxfordshire can be best placed to recover from the immediate impacts of the pandemic, to support the long-term renewal of our communities and places, and to enhance our shared impact on national and international challenges.

The three key aims of Oxfordshire's Recovery and Renewal Framework

Consolidating recovery and building resilience: Protecting key services and keeping social life and the economy open by sustaining our system response to COVID-19 and working together on addressing new pressures. This includes changes to service delivery as well as ways of working eg. engagement with Voluntary and Community Sector (VCS), businesses and key partners.

Addressing the unequal impact of COVID-19: Proactively using qualitative and quantitative data and insight to identify the groups most impacted across a range of cross-cutting issues, beyond the immediate impact on health, and tackling impact with a focus on the total strengths and needs of individuals and families.

Supporting renewal: Identifying new approaches and activities underpinned by the lessons we have learnt to date, building Oxfordshire's resilience, not only against future waves of the pandemic but also in terms of economic and community resilience to wider societal challenges including climate change and ecological impacts.

2. Oxfordshire's Recovery and Renewal Themes

Oxfordshire's Recovery and Renewal Themes

Oxfordshire's three Recovery and Renewal themes consider the broad impact of COVID-19 on all aspects of society with a focus on addressing issues that have had the most significant consequences on Oxfordshire's people, places and businesses.

Shared economic prosperity
Ensuring that Oxfordshire's strong economy has the widest impact.

Better health and wellbeing
Supporting people in Oxfordshire to live healthy, safe and fulfilling lives. Focusing on children and young people and those with health vulnerabilities.

Stronger communities
Developing stronger, more resilient communities where everyone can play an active part.

Across the three themes that we will use to organise our work, two key cross-cutting strategic priorities will inform recovery and renewal thinking across the county:

Climate change action
Championing climate action across the County as we work together to address climate change, build climate resilience and support nature recovery.

Tackling inequality
Driving equal access and delivery of support across all local communities, narrowing health, social and educational inequalities and tackling poverty.

Shared economic prosperity

Shared economic prosperity: Introduction

Key insights

15,800

furloughed employments in Oxfordshire as at 31 July 2021

Source: GOV.UK

Unemployment claimants increased by over

250% in Oxfordshire

during the pandemic

Source: Oxfordshire Insights

Impact of COVID

The Oxfordshire economy has, on the whole, been resilient to the impact of the pandemic. The county's diverse business base and technology sectors have adapted but there are sectors which have particularly been affected including the visitor economy and areas of the labour market that have been vulnerable to furlough or redundancies and for young people entering into employment.

Key areas of focus for economic prosperity across Oxfordshire

- Ensuring access to skills training and employment opportunities for all residents but in particular young people entering the employment market and those who will not return to their previous employment following the end of furlough support.
- Support for local employment and businesses, working with partners to make Oxfordshire a centre for green and sustainable technologies through a local 'Green New Deal'.
- Re-invigorating the visitor economy.

The role of the Economic Recovery Task Group

As with other areas of recovery and renewal, there needs to be a whole system approach to tackling the economic impact of COVID-19 in the county. The Economic Recovery Task Group is coordinating the overall response and identification of specific interventions. This includes the alignment of resources across partners to drive delivery and secure further investment to support businesses, whilst building an inclusive economy that benefits all who live and work in Oxfordshire.

Shared economic prosperity: Priority outcomes

There are a number of priority outcomes, which will help Oxfordshire deliver against its overarching aims for Recovery and Renewal.

Consolidating recovery and building resilience

Rebuild the internationally renowned **visitor and arts economy** creating new jobs for young people.

Strengthen the **resilience of Oxfordshire's businesses,** specifically helping **small businesses, sole traders** and the **self-employed** to **re-stabilise and grow** post the pandemic.

Realign skills to meet the demands for **existing opportunities** in sectors with **high employment needs** and address **skills gaps.**

Addressing the unequal impact of COVID-19

Re-engage people **most impacted by the pandemic** to access activities, developing **healthy thriving communities** that are more physically and mentally **resilient to the working demands of employment.**

Proactively promote **equal and fair access** to all economic opportunities, **maximising the talent and creativity** from a **diverse and inclusive workforce** across Oxfordshire.

Reduce the **educational attainment gap** in disadvantaged families.

Supporting renewal

Drive **world leading innovation** enabled by a continued investment in Oxfordshire's **pioneering science and technology clusters.**

Nurture the creation of **new opportunities** driven by **technological change** and our ambitions for a **net zero Oxfordshire** including green apprenticeships.

Shared economic prosperity: Shared ambitions

Overarching ambitions have been identified to drive system-wide attention on this theme:

➜ Business sectors report good recovery post COVID-19.

➜ Increased opportunities to pilot new initiatives as a result of technological advancement and innovation.

➜ Increase in number of individuals in education, employment or training (including apprenticeships).

➜ Reduction in financial inequalities and support for initiatives that raise incomes for the lowest paid.

➜ Town centres and high streets accommodating a greater variety of spaces and businesses.

➜ Growth in visitor and arts economy (eg. increased visitor spend, increased employment in this sector etc).

Better Health and Wellbeing

Better health and wellbeing: Introduction

Key insights

In Oxfordshire, **3,165** people **over 65** were admitted to hospital due to a fall in 2020

Source: **Oxfordshire Insights**

In January 2021,

5,750+

residents across Oxfordshire were claiming PIP for mental health reasons

Source: **Oxfordshire Community Foundation**

Impact of COVID

Oxfordshire's health and social care services, like those across the UK, have been tested and stretched throughout the pandemic. The resilience demonstrated across the county is thanks to an **exceptional workforce, unprecedented partnership working and the power of communities.**

However the negative impact of COVID on health & wellbeing, particularly on those at higher risk of poor health outcomes, is not yet understood and there will be challenges ahead. As well as tackling new cases, long COVID, mental health and grief support, Oxfordshire will press ahead with their continuing commitment to preventative measures such as **tobacco control, cardiovascular disease prevention, tackling obesity and physical activity and mental wellbeing.** This work will help Oxfordshire to achieve its goals around **reducing inequalities and minimising the risks to those who isolated or who were acutely at risk during COVID.**

Sustainable and healthy communities

Healthy place-shaping and other community planning based wellbeing initiatives, supports the creation of **active, sustainable and resilient communities** that will thrive as Oxfordshire recovers. The whole Oxfordshire system is committed to coming together with the aim of reducing inequalities whilst retaining a collective focus on a greener future (steps that promote climate action also deliver healthy communities). Oxfordshire will seek to create a health enabling built environment and increase biodiversity whilst encouraging all to enjoy healthy lifestyles that utilise local green spaces and leisure services.

Supporting everyone

Oxfordshire's health and wellbeing approach exists across the whole lifespan of residents, thinking about the early years offer, young people aged 16-24, those with pre existing health conditions, right through to older age adults and those who care for them. Oxfordshire's overarching health and wellbeing strategy demonstrates a commitment for the NHS, social care, the VCSE and the community to work together to deliver new models of care that seek to **prevent, reduce or delay the need for care,** whilst ensuring all partners feel supported.

Better health and wellbeing: Priority outcomes

There are a number of priority outcomes, which will help Oxfordshire deliver against its overarching aims for Recovery and Renewal.

| **Consolidating recovery and building resilience** | Adopt a **strengths-based, people-centred approach** encouraging individuals to be **more proactive about their health and wellbeing**, enabling **increased independence.** |

| **Addressing the unequal impact of COVID-19** | Provide **coordinated services across the system** focused around individual strengths and needs and prioritising those cohorts **impacted by multiple and complex needs** eg. early years, 16-24 year olds, vulnerable adults etc.
Drive awareness and access to **health and wellbeing support** across the community, specifically for **children and young people** (including working with schools) and **adults with vulnerabilities.** |

| **Supporting renewal** | Become a county where **mental wellbeing issues** are well understood, prioritised and addressed.
Extend the impact of **social prescribing** that links funding to **health improvement activities** delivered through **leisure, well-being and community facilities.** |

Better health and wellbeing: Shared ambitions

Overarching ambitions have been identified to drive system-wide attention on this theme:

➡️A reduction in the need for treatment in hospitals and care services (as people become more independent).

➡️Increase in the number and uptake of social wellbeing initiatives and community based support eg. opportunities to get active.

➡️Service plans include mental wellbeing as a core consideration.

➡️Fewer acute instances which compromise mental wellbeing.

➡️Increased understanding and sharing of core health and wellbeing data and insights across the system.

➡️Increased early identification of diseases.

➡️Increased referrals to local, non-clinical community services (social prescribing).

Stronger communities

Stronger communities: Introduction

Key insights

In Oxfordshire, there was a

25%

increase in domestic violence call volumes post **March 2020** compared to the same periods in 2019

Source: Domestic Abuse Review Group

23% of people aged 85+

live in areas of Oxfordshire ranked in the top 10% of deprived areas on access to services in 2020

Source: JSNA

Behaviours which emerged through the pandemic

Throughout the pandemic, Oxfordshire has witnessed the **strength of local communities** across the county. The established VCS and town and parish councils, along with countless informal community groups and networks, whether faith, place or interest based, have demonstrated leadership, commitment and resilience. The District and City Councils, working in partnership with the County Council and health services, have acted as local anchors, establishing new trusted new community support arrangements. As we move towards a still uncertain future, Oxfordshire will continue to **support and develop** local communities through the recovery whilst acknowledging and **learning lessons** from the pandemic response to date on the way that we **understand difference,** increasingly plan on a **whole-place** basis and prioritise **community voice**.

Oxfordshire's commitments

We will continue to work **collaboratively across the system**, working with community groups to empower them to lead and to make the changes they need to enable recovery and to tackle issues such as **loneliness and isolation** and **digital enablement**. This links to **expanding community services and assets** to offer Oxfordshire's services in a more digitally accessible way with impact for all.

Understanding data and insights

A stronger system-wide approach will need to be underpinned by **shared data and insight** which will be used to **inform decision-making** to develop stronger communities. This data and insight will also be critical to **monitoring the outcomes and improvements** that are delivered across local communities.

Stronger Communities: Priority outcomes

There are a number of priority outcomes, which will help Oxfordshire deliver against its overarching aims for Recovery and Renewal.

Consolidating recovery and building resilience	Support the **resilience and sustainability of the voluntary and community sector,** specifically to **deliver community-led interventions** with preventative impact.
	Focus on **'community activation'**, **empowering residents** to take more **personal responsibility** for the delivery of **joint outcomes** across local communities.

Addressing the unequal impact of COVID-19	Use **person and family centred approaches** working as an Oxfordshire system to align activities and promote more **joined up community development.**

Supporting renewal	Drive the delivery of **place-based interventions** to provide support and services where they are most needed.
	A stronger and more **collaborative system-wide approach** underpinned by **shared data and insight.**

Stronger Communities: Shared ambitions

Overarching ambitions have been identified to drive system-wide attention on this theme:

➔ Local decision making and services are informed by collaborative efforts across the system.

➔ An increase in joint targeted activity between the system and community & voluntary groups, including hyper-local action where appropriate.

➔ A reduction in the number of citizens who feel isolated, along with an increase in usage of community and cultural resources, including public libraries and green spaces.

➔ Citizens in Oxfordshire are healthy, safe and achieving.

➔ Communities impacted most by COVID-19 receive the required support they need to sustain resilience against any future impact.

➔ Collaboration to release funding and monitor programmes and initiatives in the VCS, including sharing data and insights.

DECISION MAKING DRAFT

3. Key enablers

Overview of key enablers

The delivery of Oxfordshire's Recovery and Renewal Framework will need to be underpinned by two key enablers:

Ongoing COVID readiness, response and resilience	Systems working
Alongside recovery, the ongoing delivery of reactive COVID activity in line with national guidelines (incl. the CONTAIN framework) will be important to continuing to manage the health impacts of the pandemic. This includes a number of areas such as: ● Continuing to drive take-up of the vaccine programme across local communities. ● Maintaining clear communications, giving trusted information and guidance to influence behaviours and empower residents to take personal responsibility. ● Retaining proportionate capacity for testing, local contact tracing, and the support of self-isolation to minimise the risks of transmission. ● Supporting national efforts to reduce the risks of variants emerging globally entering the UK through ensuring local compliance with testing and quarantine regimes following international travel. ● Keeping in place robust contingency measures to deal with the unexpected eg. utilising powers to impose local restrictions etc.	Over the last 18 months, a lot of time and effort has been invested by partners including local government, health and social care, emergency services, the VCS, businesses etc. to establish a whole-system partnership response to COVID-19. The value and strength of this approach is evident from the range of initiatives successfully delivered including (but not limited to): ● The establishment of **joint working groups** to ensure alignment across local place-based issues eg. the 'system-wide local outbreak control communications group' which has increased the collective reach of the system and enabled access to hard-to-reach groups in local communities. ● The ability to **deploy resources flexibly across the system** to rapidly mobilise activities and support direct delivery on the ground eg. passporting funding to the VCS to deliver targeted local initiative. ● The opportunities for **joined up community development** to deliver better local outcomes eg. through the healthy place-shaping agenda which is one specific example of how place-based, community-led models are helping to empower residents and create a better place for people to live and work in. There is a significant opportunity for partners to continue to build on these successes, specifically as they think about transitioning to focus on Oxfordshire's recovery and renewal from the pandemic. **Partners across the system should use this overarching framework to:** ● Guide and inform prioritisation of investment and resource to deliver these system-wide priority outcomes. ● Identify further areas where working in partnership across the system may enable the delivery of cross-cutting outcomes across Oxfordshire.