

Performance & Corporate Services Overview and Scrutiny Committee

12 September 2025

Strategic Plan 2025-2028

Report by the Director of Public Affairs, Policy and Partnerships

RECOMMENDATION

The Performance & Corporate Services Overview and Scrutiny Committee is invited to consider and comment on:

- i. The draft strategic plan 2025-2028 (Annex 1)
- ii. The public engagement feedback on the draft plan (Annex 2).

Executive Summary

1. This report outlines the proposed structure and key elements of the strategic plan 2025-2028 and the public engagement that has taken place around it.
2. The report provides the opportunity for the Performance & Corporate Services Overview and Scrutiny Committee to comment on the proposed structure and content of the plan ahead of it being finalised for Cabinet on 21 October 2025 and Council on 4 November 2025. It also offers the opportunity for the committee to consider the public engagement feedback on the draft plan.

Background

3. Following the county council elections in May 2025 and the formation of a new administration, a new strategic plan is being developed.
4. The period of this plan will be November 2025 to 1 April 2028. This is the date when the county council will cease to exist and the new unitary authority or authorities in Oxfordshire will formally begin operating. Should the government's timetable for local government reorganisation be delayed, the period of the plan would need to be revised accordingly.

Strategic plan structure

5. The new strategic plan will build on the existing 2022-2025 plan and retain the overarching vision of a greener, fairer and healthier Oxfordshire. The new plan will include a short explanation setting out what is meant by greener, fairer and healthier, together with broader contextual information about why each is important.
6. Objectives will be provided under each of the three themes. These include nine headline projects that will be delivered by 2027. A wider set of objectives will also be included to illustrate the breadth of the council's work in each area.

7. Metrics will be developed for each objective and these will form part of the new outcomes framework that will take effect from 1 April 2026. The new outcomes framework will also include the national indicators being developed by the government as part of the Local Government Outcomes Framework. [The government's framework is currently out for consultation](#) (closing on 12 September), with the final framework due to be published in November 2025 ahead of the provisional Local Government Finance Settlement.

Public engagement

8. To help shape the development of the new strategic plan, the council commissioned research agency REMind Research to conduct a series of focus groups with residents in July 2025. The feedback report is in Annex 2.
9. Nine focus groups were held between 1 and 15 July 2025, with 63 participants drawn from different geographies and demographics.
10. The feedback from the focus groups has been used to inform the development of the plan and the priorities within it. This includes addressing some of the key priorities raised by focus group participants, from more coordinated road repairs and integrated public transport to enhanced provision for children with Special Educational Needs and Disabilities (SEND). The plan also has a focus on tangible actions, with headline projects that have clear objectives and timescales.

Financial implications

11. Funding to deliver the priorities in the strategic plan is included within the council's Medium Term Financial Strategy agreed in February 2025. Any additional funding requirements that are not in the existing plan, such as further funding for the development of mobility hubs, will need to be identified and considered through the budget and business planning process for 2026/27.

Comments checked by:
Kathy Wilcox, Head of Corporate Finance
kathy.wilcox@oxfordshire.gov.uk

Legal implications

12. There are no new legal implications arising from this report.

Comments checked by:
Jay Akbar, Head of Legal & Governance Services
Jay.Akbar@oxfordshire.gov.uk

Staff implications

13. There are no new or additional staff implications arising from this report.

Equality and inclusion implications

14. There are no specific equality implications arising from this report. Once the plan is finalised, equalities impact assessments will be completed, or will already have been completed, related to specific planned pieces of work.

Sustainability implications

15. There are no specific sustainability implications arising from this report. Once the strategic plan has been finalised, sustainability implications will be considered or will already have been considered, related to specific planned pieces of work.

Risk management

16. This report provides an outline of the emerging strategic plan and so no risk management is required at this stage. Once the plan has been finalised, risk assessments will be considered, or will already have been considered, related to specific planned pieces of work.

Susannah Wintersgill
Director of Public Affairs, Policy and Partnerships

Annexes	Annex 1: Draft Strategic Plan 2025-2028 Annex 2: Oxfordshire County Council Resident Research – Strategic Plan Report
Background papers:	Nil
Other Documents:	Nil
Contact Officer:	Susannah Wintersgill, Director of Public Affairs, Policy and Partnerships susannah.wintersgill@oxfordshire.gov.uk

September 2025