

Cabinet
21 October 2025
Strategic Plan 2025-2028
Report by the Director of Public Affairs, Policy and Partnerships

RECOMMENDATION

The Cabinet is **RECOMMENDED** to:

- a) agree that the Strategic Plan 2025-2028 should be submitted to Council**
- b) recommend the Council to approve and adopt the Strategic Plan 2025-2028.**

Executive Summary

- 1. This report provides an overview of the strategic plan 2025-2028 (Annex 1) and the public engagement that has taken place around it.
- 2. The draft plan was considered by the Performance & Corporate Services Overview and Scrutiny Committee on 12 September 2025. The committee's recommendations have been taken into consideration when finalising the plan.

Background

- 3. Following the county council elections in May 2025 and the formation of a new administration, a new strategic plan has been 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 builds on the existing 2022-2025 plan and retains the overarching vision of a greener, fairer and healthier Oxfordshire. It includes 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 are provided under each of the three themes. These include nine headline projects that will be delivered by 2027. A wider set of objectives under each theme have been included to illustrate the breadth of the council's work in each area.
- 7. The metrics developed for each objective 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

framework is 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

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Legal implications

12. The Strategic Plan 2025-2028 is a Policy Framework document and therefore has been produced in accordance with the Budget and Policy Framework Procedure Rules set out in Part 3.2 of the Constitution and must be approved and adopted by Council.
13. There are no new legal implications nor direct legal implications arising from this report. Any such implications will be addressed when the taking of actions to deliver the priorities in the strategic plan are considered. The preparation and publication of the Strategic Plan is lawful under the general power of competence in Section 1 of the Localism Act 2011.

Comments checked by:

Jennifer Couch, Head of Law (Environment)

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Staff implications

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

Equality and inclusion implications

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

Sustainability implications

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

Risk management

17. Once the strategic plan has been approved, 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: Strategic Plan 2025-2028 Annex 2: Oxfordshire CC Research - Strategic Plan
Background papers:	Nil
Other Documents:	Nil
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