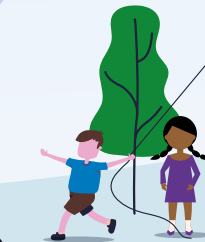
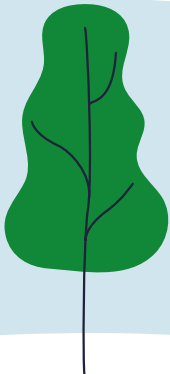
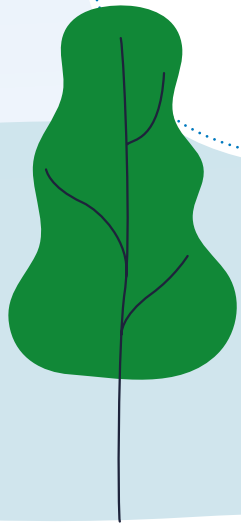


# Strategic plan

## 2022 - 2025

Leading positive change  
by working in partnership to make  
Oxfordshire a greener, fairer and  
healthier county.



# ABOUT THIS PLAN



Our strategic plan 2022 - 2025 sets out our vision to lead positive change by working in partnership to make Oxfordshire a greener, fairer and healthier county.

We live in a vibrant, diverse and innovative rural and urban county. Over 723,200 residents live in one of Oxfordshire's many beautiful villages and bustling market towns, quiet rural hamlets or in the historic city of Oxford and large town of Banbury.

We want to make sure that everyone in Oxfordshire can take advantage of what the county has to offer. Our strategic plan needs to account for a growing and ageing population, which is expected to rise to 832,300 in 2029. In that time, the number of residents aged 65 and over is expected to grow by 23 per cent, compared with a 14 per cent increase among working age residents and a 12 per cent increase for children.

Our strategic plan explains our nine cross-cutting priorities and commitments to achieve our vision and sets out our areas of focus.

A separate outcomes framework document accompanies our strategic plan to help monitor and measure our progress. Both will be reviewed on an annual basis to ensure we are continuing to meet the needs of our residents.





## LEADER'S FOREWORD

We want to make sure that everyone in Oxfordshire can take advantage of the opportunities that our vibrant, diverse and innovative county has to offer.

We have a vision to lead positive change by working in partnership to make Oxfordshire a greener, fairer and healthier county. To achieve this ambition we are focused on: tackling inequality and disadvantage; working with our partners locally and nationally; investing in people; using our resources wisely; speaking up for Oxfordshire; and being inclusive and open.

Including everyone lies at the heart of our ambitions. This means providing inclusive services with equal access for all, working with communities to tackle disadvantage and providing an inclusive workplace with equality of opportunity. It is vital that we tackle inequality, public health and care issues and provide equal opportunities for children and young people to reach their full potential.

We also want to ensure that our decision-making process is inclusive and open to scrutiny. We are making it easier for communities to make their views known on the issues that matter to them so that more voices are heard.

To deliver our vision and these commitments, our strategic plan sets out nine cross-cutting priorities.

Tackling climate change underpins all we do. The climate emergency is the biggest challenge the planet faces and we are committed to not only reaching our own net zero target as a council by 2030 but to enabling Oxfordshire to be carbon neutral by 2050 at the latest.

We are accelerating projects to cut carbon emissions, such as the replacement of tens of thousands of streetlights with low energy LED lighting, and working with partners to revolutionise the way we utilise renewable energy through the Local Energy Oxfordshire project. We also recognise the importance of preserving green spaces and improving access to them, alongside the biodiversity within them.

Investing in an inclusive, integrated and sustainable transport network is also key to driving climate action and tackling inequality.

This includes improving public transport, which will help the poorest communities the most. And by encouraging people to take up active travel – walking and cycling – as well as using buses, we aim to get more cars off the road, making our streets cleaner, safer, and less congested. We have already paved the way for a huge expansion of 20mph roads in Oxfordshire and plan to roll these out as communities request them.

This document is by no means the end of the process – it is just the beginning. We will review it annually, including our supporting policies, service plans and ways of working, to ensure that we deliver our priorities in line with our principles and the needs of residents.

With our plans for climate action and tackling inequality, change is inevitable, which will mean doing things differently. That is why we need to build the foundations for positive change and action together with strong partnerships – not only to protect the Oxfordshire that we all love but to provide the greatest opportunities possible for every resident to live their best life.

**Councillor Liz Leffman**  
**Leader of Oxfordshire County Council**

# OUR NINE PRIORITIES

## Our vision:

To lead positive change by working in partnership to make Oxfordshire a greener, fairer and healthier county.



Oxfordshire County Council  
**CLIMATE ACTION**  
Carbon neutral by 2030

1. Put action to address the climate emergency at the heart of our work



2. Tackle inequalities in Oxfordshire



3. Prioritise the health and wellbeing of residents



4. Support carers and the social care system



5. Invest in an inclusive, integrated and sustainable transport network



6. Preserve and improve access to nature and green spaces



7. Create opportunities for children and young people to reach their full potential



8. Play our part in a vibrant and participatory local democracy



9. Work with local businesses and partners for environmental, economic and social benefit



# THE CLIMATE EMERGENCY

## Our strategic priority

Put action to address the climate emergency at the heart of our work

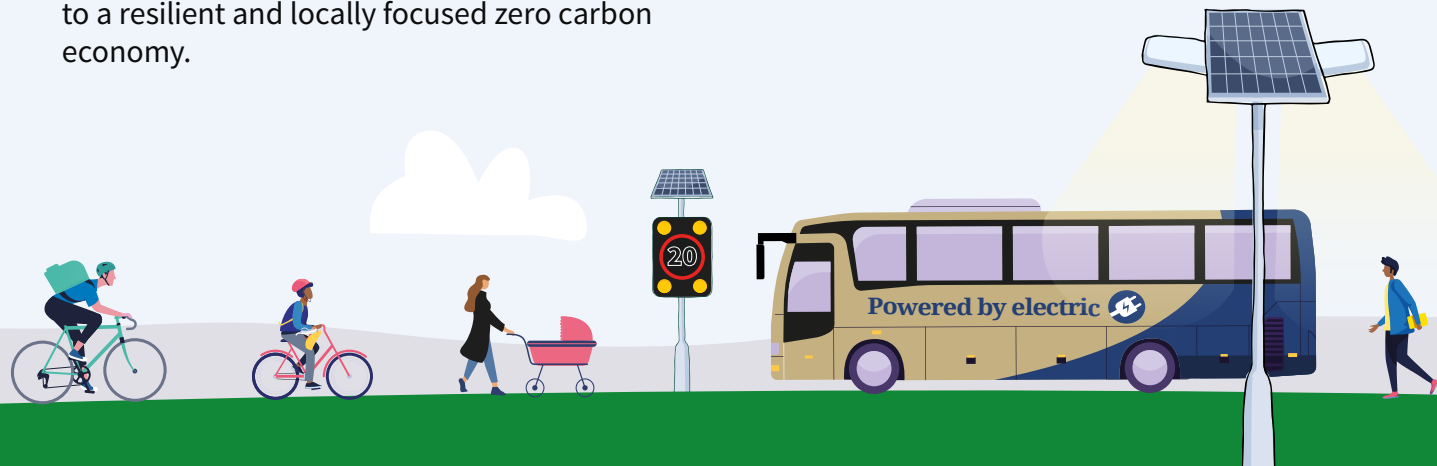
## Our commitments

We will lead by example, setting ambitious targets to reduce our own carbon emissions and aligning our carbon net zero commitments to the principles of the Climate and Ecology Bill. Our environmental and planning ambitions will prioritise climate action and community resilience.



## Our areas of focus

- Work with partners to implement the county's 'Pathways to Zero Carbon' route map, a comprehensive plan for decarbonising Oxfordshire.
- Work to bring our own buildings, operations and supply chains to net zero by 2030, and support the retrofit of residential homes to improve energy efficiency.
- Accelerate work on supporting biodiversity and nature recovery while adapting to and considering the impacts of climate change, including extreme weather and supply chain disruption.
- Support community and business activity to cut carbon emissions and accelerate a shift to a resilient and locally focused zero carbon economy.
- Support and promote a shift towards active travel (walking, cycling and use of public transport), reducing the need for private cars and accelerate the transition to electric vehicles (EVs) by expanding charging capacity across the county.
- Accelerate and sustain the benefits of Project Local Energy Oxfordshire (LEO), which is running trials to build a greener, more resilient, fairer renewable energy network.
- Accelerate our LED street lighting replacement programme and further reduce the energy, visual and environmental impacts of street lighting.



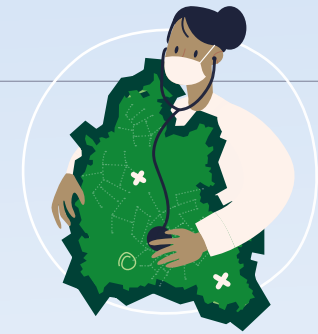
# INEQUALITIES

## Our strategic priority

Tackle inequalities in Oxfordshire

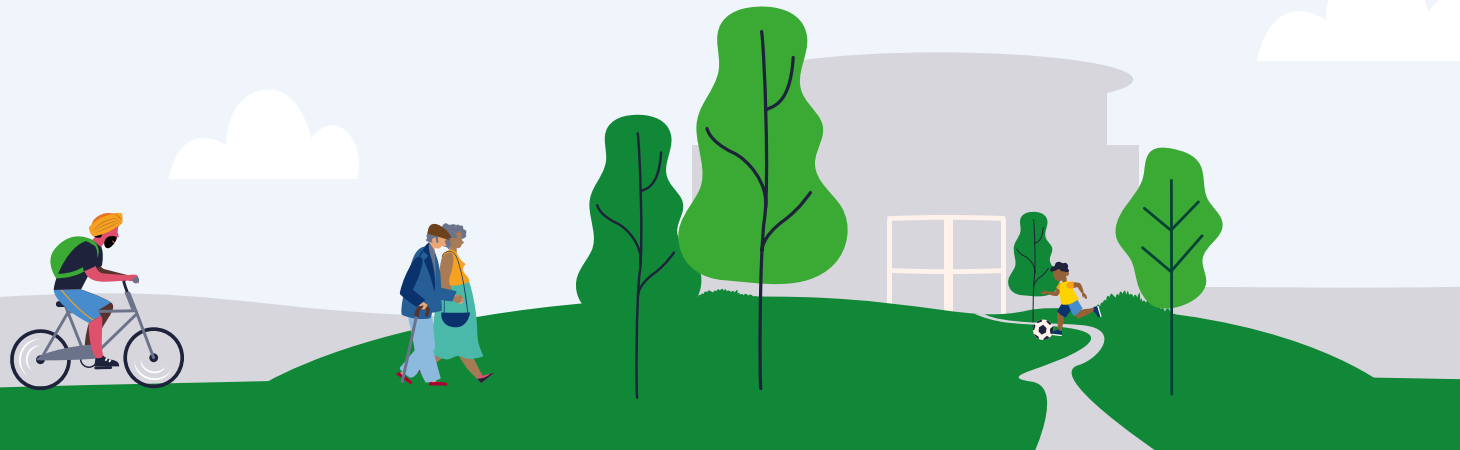
## Our commitments

We will work with our partners and local communities to address social, economic, health and educational inequalities focusing on those in greatest need. We will seek practical solutions for those most adversely affected by the pandemic. We will support digital inclusion initiatives that give our residents the skills, connectivity and accessibility to our services and provide alternative options for those who cannot access our services digitally.



## Our areas of focus

- Work with partners to develop practical plans to address the drivers and impact of disadvantage, for example food poverty, housing and deprivation, drawing on the lessons learned from our response to COVID-19.
- Use research, best practice and local insight to work with communities and target support to the areas of greatest need, with a focus on healthy place shaping, preventative actions and early intervention projects.
- Working with partners, develop and implement a digital inclusion strategy for Oxfordshire, including exploring how assistive technology can support vulnerable groups to access services and lead a better quality of life.
- Work with partners to ensure that those in our most vulnerable and disadvantaged communities can access support through appropriate local outreach services and signposting to other sources of help, ensuring that lack of access to transport or technology is not a barrier.





# HEALTH AND WELLBEING

## Our strategic priority

Prioritise the health and wellbeing of residents

## Our commitments

We will work with the health and wellbeing board and our partners to deliver and support services that make a vital contribution to our residents' physical and mental wellbeing. We will support the wellbeing of those in our communities who have been affected, physically and mentally, by COVID-19 and will continue to support our volunteers and the voluntary sector.

## Our areas of focus

- Work with health partners to implement the health and wellbeing strategy and prioritise health promotion and preventative initiatives. This includes health checks and screening, implementing the plan to make Oxfordshire smoke free by 2025 and delivering the priorities in the 2022 Oxfordshire domestic abuse strategy.
- Maximise access to the opportunities provided by libraries, museums, sport and leisure settings, nature and green spaces and other services to support the health and wellbeing of residents.
- Work with partners to publish a pandemic recovery and renewal framework that will help us all continue to support local communities and ensure voluntary sector resilience, using the learning from our collective COVID-19 response.
- Develop an enhanced long-term support offer for our voluntary and community sector partners.



# CARERS AND SOCIAL CARE

## Our strategic priority

Support carers and the social care system

## Our commitments

We will engage nationally to push for a fair deal for the funding of social care. Locally, we will support carers, including young carers, and help those who want to live independently. We will work with communities, in collaboration with the health and social care system and voluntary sector to explore new ways to provide services. We will focus on preventative services, helping people to stay active and supported at all stages of their lives.

## Our areas of focus

- Continue to deliver seamless services for people who need them – improving quality, flexibility and value – and work with service users and providers to find new ways to promote self-directed support, increasing choice and control.
- Support residents to live independently and well at home by promoting physical activity and healthy choices; building social connections and tackling isolation; and supporting people to make positive contributions in their communities through volunteering and social action outside of traditional social care services.
- Invest creatively in a range of options to support carers to maintain their caring roles – such as respite, mutual support and access to advice and information and intergenerational schemes to build strong, resilient, and welcoming communities.
- Build skills and access to training for volunteers and our social care workforce to ensure we achieve high standards, support safeguarding and foster innovation.





## Our strategic priority

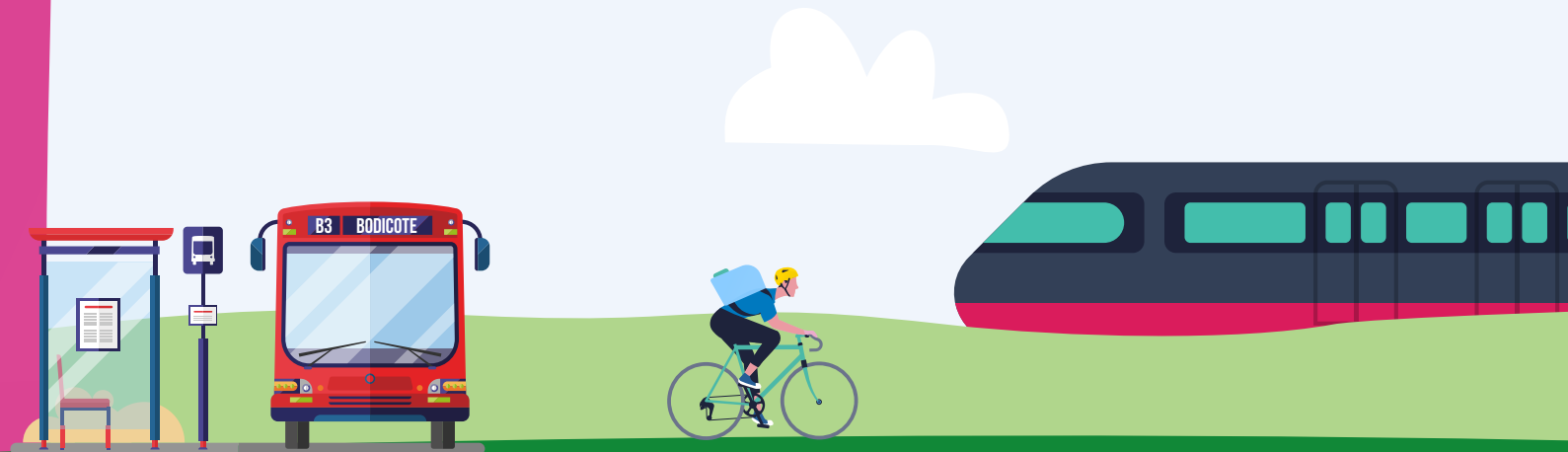
Invest in an inclusive, integrated and sustainable transport network

## Our commitments

We will create a transport network that makes active travel the first choice for short journeys and invest in public transport to significantly reduce our reliance on car journeys. In areas of planned housing growth, we will prioritise active and public transport over road capacity for cars.

## Our areas of focus

- Prioritise active travel and public transport interventions on the existing highway network to support healthy lifestyles and address inequalities in travel connectivity.
- Develop, publish and deliver our local transport and connectivity plan.
- Deliver our commitments within the bus service improvement plan.
- Develop and implement a plan for improved strategic routes for freight, including exploring rail, and reducing large vehicle movements on non-strategic roads.
- Implement a new countywide approach and programme for 20mph zones.



# NATURE AND GREEN SPACES

## Our strategic priority

Preserve and improve access to nature and green spaces

## Our commitments

We will work with partners to provide safe, clean and green spaces across the county that support the physical and mental wellbeing of our residents. We will take action to protect and increase biodiversity, supporting nature recovery, in both rural and urban environments.

## Our areas of focus

- Support and enable the activities from Oxfordshire's community action groups to improve local environments and make nature more accessible.
- Develop a countywide nature recovery strategy, including a tree and woodland plan that involves taking part in the Queen's Green Canopy programme, and support the development of a new local nature partnership for Oxfordshire.
- Improve the amount and distribution of accessible and safe natural green space within Oxfordshire.
- Ensure our public rights of way network is effectively maintained.



# CHILDREN AND YOUNG PEOPLE

## Our strategic priority

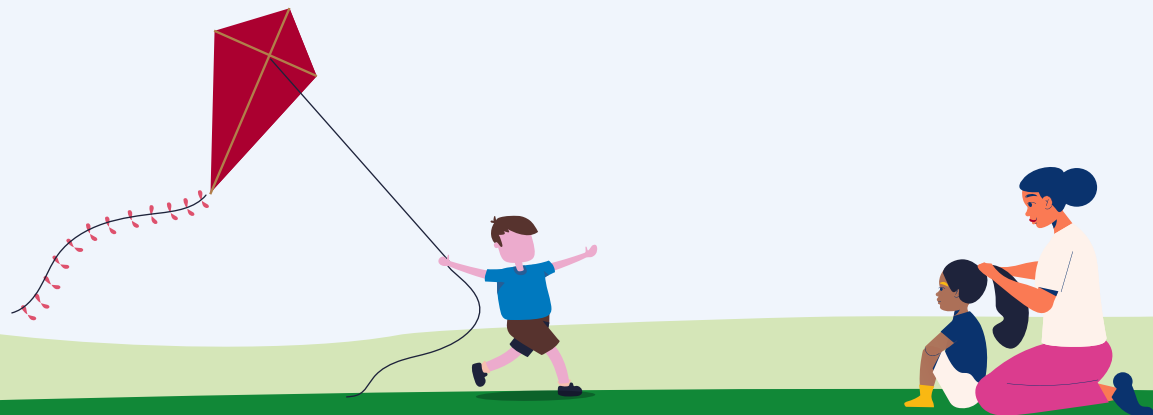
Create opportunities for children and young people to reach their full potential

## Our commitments

We will support all our children and young people, and their families, to achieve their very best and to prepare them for their future. This includes safeguarding, and supporting those more vulnerable and with additional needs. We will continue to work with partners to provide help early so children and families are less likely to be in need.

## Our areas of focus

- Work with partners to implement a new emotional and mental wellbeing strategy for children and young people.
- Develop our youth offer and continue to invest in holiday activity programmes with a focus on the highest areas of deprivation.
- Develop local placement capacity for children in need and in care.
- Improve the timeliness of education, health and care plans for children with special educational needs and disabilities.
- Narrow the educational attainment gap for children across Oxfordshire helping them to achieve their potential.



## Our strategic priority

Play our part in a vibrant and participatory local democracy

## Our commitments

We are committed to taking decisions in an open and inclusive way. We will engage and listen to Oxfordshire residents. We will be open to scrutiny and regularly provide progress updates. We will put the impact on the climate and future generations at the heart of decision making. We will manage our own resources carefully.



## Our areas of focus

- Develop and implement a new consultation and engagement strategy, enhancing opportunities for residents, including young people and those seldom heard, to have their say in service development.
- Increase opportunities for the public to participate in and contribute to council meetings and decision making, including the use of technology to support this.
- Improve our approach to equality impact assessments, ensuring that we set out the effects of our decisions on the climate and the wellbeing of future generations.
- Support an enhanced role for overview and scrutiny to contribute to open and transparent decision making.



# LOCAL BUSINESSES AND PARTNERS

## Our strategic priority

Work with local businesses and partners for environmental, economic and social benefit

## Our commitments

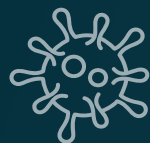
We will help Oxfordshire become a recognised centre of innovation in green and sustainable technologies. We will use our purchasing power for environmental, social and economic benefit and ensure that our pandemic recovery planning supports sustainable job creation.

## Our areas of focus

- Work with partners, including the Oxfordshire Local Enterprise Partnership (OxLEP), to help local businesses recover from the pandemic by enabling long-term job creation through apprenticeships and business support.
- Promote career pathways in health and social care for local people and encourage those who are looking to change their careers to start their own enterprises in the sector.
- Work with suppliers to maximise additional social and environmental value, as part of our progressive procurement policy and development planning processes, which will benefit local communities.
- Facilitate collaboration between businesses, the universities, OxLEP and our health and local authority partners to maintain Oxfordshire as a centre of innovation, turning ideas into real-life solutions in areas including transport, climate, energy and healthcare.



# WORKING IN PARTNERSHIP



## COVID-19 recovery and renewal

The social, health and economic impact of the COVID-19 pandemic continues to be felt across Oxfordshire. Our strong operational and strategic partnerships across Oxfordshire's public services mean we can respond quickly to any new impact of the pandemic. We have well-established partnership plans in place to control local outbreaks, and when required, stand up a full emergency response to more intense periods of activity.

As we look to the future, where public health preparedness will remain a critical factor in our planning, we are working with partners to develop a new shared framework for recovery and renewal. This will help us bring together our post COVID-19 plans to ensure better health and wellbeing, deliver shared economic prosperity and support strong communities.

Our partnership foundations put us in a much stronger position to create the changes required to deliver our strategic priorities.

## Working in partnership to achieve our vision

We work collectively with partners to achieve the best possible outcomes. This includes the NHS to improve health and social care; the police and probation service to keep people safe; and the voluntary and community sector to understand and meet local needs.

We will remain committed to finding new ways to improve services and reduce costs, exploring partnership opportunities across all sectors within Oxfordshire and beyond.

In partnership, we are addressing long-term challenges – from childhood obesity to supporting an ageing population. We recognise our partners are significant in making Oxfordshire a greener, fairer and healthier county and will work together to deliver this vision.

## Together, we will:

Engage with local people and organisations to understand what they need and how best to support them to meet these needs.

Learn from the challenges of the pandemic and continue to strengthen our relationships to collectively respond to residents' needs.

Collaboratively address issues that require long-term dedicated action, including addressing inequality and tackling climate change.



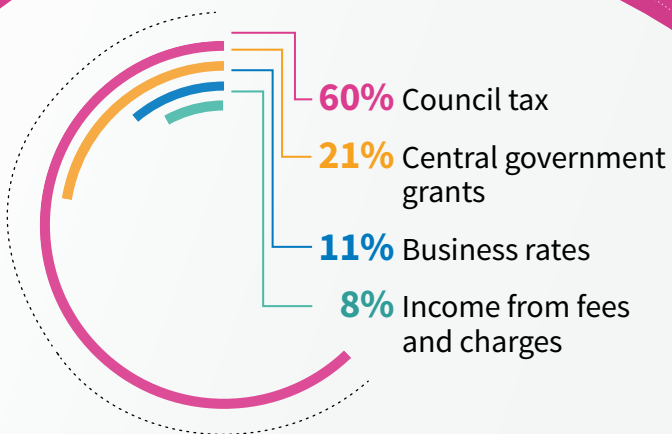


# COUNCIL FUNDING AND SPENDING

## Where the money comes from

For 2022/23, 60 per cent of the county council's funding for services will come directly from council tax, with the rest coming from charging for services and government grants.

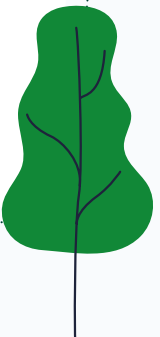
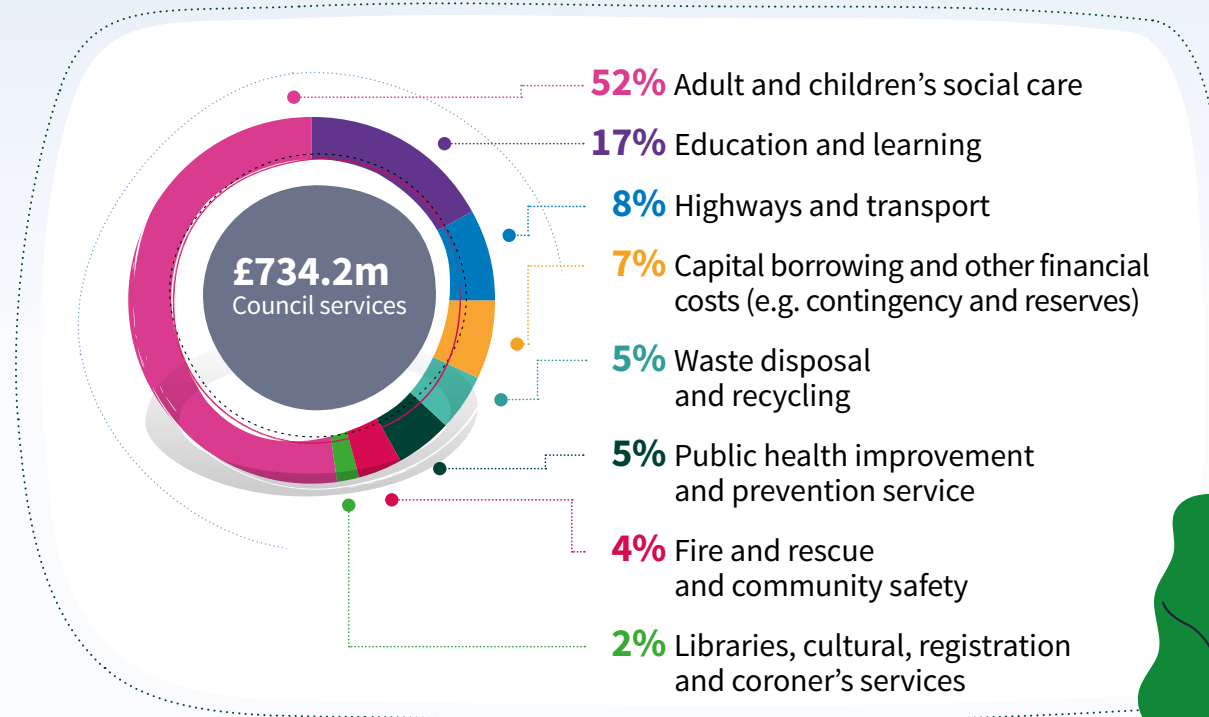
This has increased steadily over the last ten years as central government has cut grants to local government. In 2010/11, 28 per cent came from council tax.



## What we spend on council services

In 2022/23, the council plans to spend 734.2 million on services – our gross expenditure budget. In addition, we will also spend 198.7 million on maintained schools, which covers teachers and running costs, and comes directly from the government.

The figures below show broadly how we will spend our budget on services in 2022/23.



# MONITORING PROGRESS

## Outcomes framework

The nine priorities and accompanying areas of focus set out in our new strategic plan are reflected in the outcomes framework for 2022/23. This is a document that accompanies the strategic plan and sets out the performance indicators and measures against these priorities so we can monitor, review and report on our progress during year one.



## Performance management reporting

The council will continue to report on the extent to which we are meeting our targets in our regular business management and monitoring reports. These reports are combined reports containing the progress made against the strategic priorities and objectives, supporting performance measures, leadership risk, and finance reporting updates. These reports are reviewed by the council's Cabinet, senior management team and by the Performance and Corporate Services Overview and Scrutiny Committee. Any revisions to the outcomes framework will also be communicated through these reports.

Sitting alongside the strategic plan are a series of strategies and action plans including climate, equalities, consultation and engagement. Each of these has their own arrangements for monitoring and reporting progress.

Essential to the success of our ambitions are the staff of the county council who work to deliver our services. We work to engage, and support staff and respond to workforce development through clear plans. The council's Cabinet receives a quarterly workforce report, which covers organisational development programmes and staffing matters.



## CONTACT US:

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## STAY IN TOUCH:

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To find out more about how you can take part in local democracy by asking questions or making statements at council meetings, visit: [oxfordshire.gov.uk/council](https://oxfordshire.gov.uk/council)

You can apply, book, find, report and pay for a range of services on the county council's website: [oxfordshire.gov.uk](https://oxfordshire.gov.uk)

## LET'S TALK

Have your say in consultations about changes to council services or policies at: [letstalk.oxfordshire.gov.uk](https://letstalk.oxfordshire.gov.uk)

## SIGN UP

For monthly news and updates from across the county, sign up to Your Oxfordshire and get the latest direct to your inbox. [oxfordshire.gov.uk/newsletter](https://oxfordshire.gov.uk/newsletter)

