Priority 1: Good, affordable homes

We will improve existing housing and increase the number of new homes for social rent and to buy and speed up housing for homeless people and rough sleepers in the city.

Year 1 actions – 2024/2025	Lead service area
Bring forward a pipeline of new affordable homes and acquisitions over the next five years, to be owned and managed by the Council.	Development, Regeneration and Economy
Work with Registered Providers* to increase the number of new affordable homes for Oxford residents over the next five years, to meet local housing needs. *Registered Providers are organisations providing social housing in addition to that provided by local authorities	Development, Regeneration and Economy
Reach agreements with neighbouring districts on nomination rights, to ensure that those in housing need in the city can access new developments as they complete.	Housing
Continue to meet the challenges of increasing homelessness and temporary accommodation (TA) use through: - The development of homelessness prevention services - Bringing forward more temporary accommodation and move on accommodation - Reviewing our approach to housing allocations	Housing
Continue progress on commitments in the Countywide Rough Sleeping and Single Homelessness Strategy, working with partners to move to a housing-led approach.	Housing
Continue the expansion of our Housing First offer, making more units available with person-centred support, building on our past success to reduce rough sleeping.	Housing
Deliver improved services for tenants and leaseholders, ensuring we are fully compliant with the Social Housing (Regulation) Act and the RSH Regulatory Standards.	Housing
Improve tenant engagement and involvement activities, to give better accountability and ensure that tenants' views inform how services are delivered.	Housing
Drive efficiency and value for our investment in our Council homes, by refreshing our HRA business plan, developing our asset management strategy, and developing a 5 year capital investment programme.	Housing

Undertake independent Examination of the Local Plan 2040	Planning and Regulatory Services

Priority 2: Strong, fair economy

We will support economic growth, including significant new business and housing developments that provide good quality jobs for people in Oxford.

Year 1 actions – 2024/2025	Lead service area
Work to deliver a phased increase in commercial space in Oxford, including at Oxford West End (OxWed), Oxford Science Park, ARC Oxford, and Oxford North.	Development, Regeneration and Economy
Continue to progress regeneration schemes in key areas of the city to support local economic development, including Oxpens, Blackbird Leys, East Oxford Community Centre and Templar's Square.	Development, Regeneration and Economy
Work with developers and key stakeholders of large-scale regeneration projects to develop an employment and skills framework which will help developments deliver Community Employment and Procurement Plans, including more local apprenticeships and local job opportunities.	Development, Regeneration and Economy
Work with partners in the Oxford Inclusive Economy Partnership and OxLEP to develop an Oxfordshire-wide apprenticeship and skills development framework.	Development, Regeneration and Economy
Promote the Oxford Living Wage (OLW) and increase the number of OLW employers, working with key partners to deliver events and messaging including a specific job fair to support local people into OLW jobs.	Development, Regeneration and Economy
Support proposals and investment bids for the Cowley Branch Line by progressing the Full Business Case (FBC) and Infrastructure Place Study (IPS).	Development, Regeneration and Economy
Deliver good community engagement on our work on regeneration and new developments to help shape our aims, ensure there is support from partners and anchor institutions, and communicate how it benefits the city and residents.	Development, Regeneration and Economy

Priority 3: Thriving Communities

We will focus on areas of highest inequality to improve health, wellbeing, skills and employment opportunities and equal access for everyone.

Year 1 actions – 2024/2025	Lead service area
Undertake a strategic review of Community Services, which will maintain our service offer, ensure our facilities are inclusive, and generate cost savings of £650k from the Council's total budget by 2025/2026.	Community Services
Maximise co-location* opportunities of other services such as health programmes within our buildings, encouraging partners to use space within leisure centres and community facilities and collaborate with other partners. *co-location refers to external organisations using space in our community buildings eg. Physiotherapy clinics in leisure centres,	Community services
Manage the successful transition to a new operator for Oxford's leisure centres and an improved service for residents in the first year.	Community Services
Focus on needs in deprived neighbourhoods by adopting a localities and thriving communities approach, building stronger local partnerships, and ensuring development and regeneration projects are designed to support healthy active lifestyles and community wellbeing.	Community Services, Planning & Regulatory Services, Regeneration
Deliver a broad range of physical activity programmes in partnership, and join up opportunities through our community health development officers to encourage those who are inactive to become more active and to support healthy and nutritious diet.	Community Services
Work with community groups such as community associations, friends of parks groups and other community groups to add value to our parks through volunteering and fundraising.	Community Services
Achieve Local Authority of Sanctuary status by 2025 to support refugees and asylum seekers establish successful lives in Oxford.	Housing
Manage the redevelopment of two new community centres, in east Oxford and Blackbird Leys, and the Youth Hub at Leys Leisure Centre, to provide sustainable, inclusive, accessible centres that meet evolving community needs.	Planning & Regulatory Services, Regeneration
Deliver a broad range of cultural programmes in partnership, and join up opportunities through our cultural partners and social prescribers to support mental health and wellbeing.	Community Services

Priority 4: Zero Carbon Oxford

We will prioritise climate change goals to cut carbon emissions from buildings, and develop low carbon infrastructure and support households, businesses and institutions to save energy and cut emissions

Year 1 actions – 2024/2025	Lead service area
Deliver the first phase of the £7.6 million programme to retrofit c300 council homes utilising the Social Housing Decarbonisation Fund.	Housing
Deliver the Government Funded project to develop an approach to *Insetting* – which will involve creating green finance mechanisms to support local retrofit projects that have insufficient funding to proceed.	Corporate Strategy
Develop a Retrofit Programme and associated action plan to guide how the Council can best direct its resources and support grant bids to retrofit its own properties and support the retrofit of other homes and buildings in the city.	Corporate Strategy
Accelerate the Council's consumer-facing retrofit campaign - maximising the take up of available grants and carbon reduction solutions for homeowners, landlords and tenants, including those in fuel poverty and those that can self-fund.	Corporate Strategy
Deliver an Oxford Biodiversity Strategy and Action Plan and support the development of an Oxfordshire Local Nature Recovery Strategy.	Corporate Strategy
Evaluate and develop opportunities for generating Biodiversity Net Gain (BNG) units on Council land and embed the internal practices for evaluating, securing, monitoring, and reporting BNG through the planning process.	Corporate Strategy
Define and agree the overarching scope of Local Area Energy Planning in Oxfordshire and help develop a LAEP for the city of Oxford.	Corporate Strategy
Support the proposed development of a heat network in Oxford and develop opportunities for Oxford to become a Heat Network Zone.	Corporate Strategy
Undertake a review of the Council's Waste & Recycling operation and work with neighbouring collection and disposal authorities to ensure both it and our countywide system are best placed to accommodate changes being introduced nationally. Trial new approaches to drive up local rates of recycling and reduce contamination of materials to be recycled.	Corporate Strategy
Develop a Climate Adaptation Plan with the County Council, involving Zero Carbon Oxford Partnership partners and other stakeholders.	Corporate Strategy

Priority 5: Well run council

We will be more efficient with our resources by offering better digital services, prioritising our activities and balancing spending with income growth.

Year 1 actions – 2024/2025	Lead service area
Ensure new commitments in the Medium-Term Financial Plan 2024-28 include full assessment of capacity and resources required to deliver.	Financial Services
Continuously review activity against the Council Strategy 2024-28 to ensure we are focusing on things which have biggest impact on delivering priorities and return on investment.	Corporate Strategy
Improve our recruitment to be more inclusive, with stronger local recruitment and more apprenticeship roles. Provide better development opportunities through a formal programme for aspiring managers and broader opportunities for all staff, and launch a staff network for race, ethnicity and cultural heritage.	Business Improvement
Create a corporate PMO and ensure the next iteration of the Council's change programme utilises internal capacity.	Business Improvement
Build a robust governance framework for health and safety to deliver our responsibilities under the Health and Safety at Work act and other regulations.	Business Improvement
Undertake review of ODS Commissioning and Clienting arrangements and develop strategic framework for commissioning.	All service areas
Work with ODS and OX Place on development of the Oxford Model to respond to changes in council funding streams.	Development, Regeneration and Economy
Continue improving our citizen contact channels to increase the use of digital self-service, whilst also providing integrated face-to-face and outreach services when needed to ensure no one is left behind.	Business Improvement
Strengthen the cyber resilience of the Council through a series of targeted initiatives.	Business Improvement
Deliver local elections and provide induction to new Councillors to enable them to provide community and political leadership.	Law & Governance