

Minutes supplement for Minute Item 13 – Oxford City Council Corporate Strategy 2024/2028:

‘the comparative work requested by the Committee in a recommendation on the pre-consultation draft of the strategy had been undertaken, which would be circulated to the Committee outside of the meeting via the Scrutiny Officer.’

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Comparator between 2020-24 Council Strategy and 2024-28 Council Strategy

The 2024-28 Council Strategy outlines the same four main delivery themes as the preceding strategy, with the addition of a fifth workstream *Well run council*. The Scrutiny Committee requested an analysis of the changes from 2020-24 and 2024-28 to explain why the four main delivery streams remain unchanged. The tables below compare the commitments in each strategy, illustrating as far as possible where the commitments in the new strategy build on work from the previous four years. Some issues are no longer included as strategic priorities. In some instances the work continues through annual service plans, and in others – such as transport – the Council recognises that the responsibility for taking forward the next phase of development rests with other organisations.

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Enable an inclusive economy

New strategy (2024-28)	Previous strategy (2020-24)
Harness Oxford’s economic growth from science and innovation to create valuable local jobs and make sure everyone in the city has better opportunities.	Oxford’s economy will be stronger, with diverse sectors providing a wider range of accessible business and employment opportunities for all.
Focus efforts on the needs of the most disadvantaged places, through local economic development and connecting to citywide opportunities and skills training.	Our staff will be more skilled and confident in delivering services our citizens want and our workforce will better reflect Oxford’s diverse population.
Increase the number of people paid the Oxford Living Wage to improve the minimum standard of living.	More organisations in Oxford will be socially and environmentally responsible - paying the Oxford Living Wage and adopting practices that deliver clean economic growth which benefits all residents.

Use Council spending, and work with major employers (anchor institutions) and trade unions to support local businesses, strengthen local supply chains and provide wider social value such as apprenticeships or better public spaces.	Our Council-owned companies will have increased their profits to help maintain the services we provide and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy our goods and services.
Help local people to access training, education and apprenticeships so they can make the most of new job opportunities being created in the city.	The movement of people and goods into and within the city will have improved, resulting in less traffic congestion, better air quality and faster journey times.
Enable high quality and sustainable business development on land already designated for employment, with a focus on supporting life sciences, technology, low carbon and knowledge driven businesses.	The city centre will be relevant to more of our citizens with more accessible public space. The impacts of tourism will be better managed and more of its economic benefits retained locally.
Maximise the local benefit from investment in a new station for Oxford, and continue to work for the Cowley Branch line extension.	The city centre will be expanding to the west. Attractive new areas will be emerging around Oxford station, in Oxpens and Osney Mead, but not at the expense of the health and vibrancy of the existing city centre.
Support all forms of businesses, including start-ups and small and medium sized businesses, and help them grow by signposting training and resources and using vacant business space and Council-owned markets.	Oxford will have improved the workforce skills it needs through higher educational attainment and more training for the jobs of the future.
	We will have secured different types of new workspace in the city to support business and employment growth.

Priority: Deliver more, affordable housing

New strategy (2024-28)	Previous strategy (2020-24)
Deliver more genuinely affordable housing, including council housing, through our own building programmes, working with Registered Providers and setting clear	We will have increased the supply of high quality, energy efficient, accessible and affordable housing, including new council housing as well as other types of homes to rent and for sale at different prices.

expectations for private developers.	
Work to increase standards in Oxford's private rented housing, using our regulatory powers and property licensing for the whole private rented sector.	In regeneration projects such as Blackbird Leys, our new housing will be high quality with improved public spaces and served by good public transport, and cycling and walking routes.
Put the prevention of homelessness at the heart of Council services and our work with partners.	More Council and private sector tenants will have been supported to stay in their homes when they face the prospect of eviction.
Work to reduce the numbers of people sleeping rough, providing safe accommodation with access to support services to help with complex issues.	More developers, housing associations and others will view Oxford as a good place to build a range of different housing types.
Be a good landlord and continue to invest in improving the quality of council homes.	Working with neighbouring authorities we will be implementing the agreed countywide approach to meeting housing needs.
Continue our work with neighbouring councils to enable people on our housing list access to new housing developments adjacent to Oxford's administrative boundary.	Working with housing associations we will have delivered more move on accommodation for people housed in supported accommodation.
Lobby central government for local authority powers to introduce rent controls and controls around the short-term let market, to address spiralling unaffordability in the private rented sector.	Working with landlords we will have improved the quality and energy efficiency of privately-rented homes in Oxford.
As part of the planning process, secure funding from major developments that can go towards improving infrastructure and benefitting the community.	New housing including new urban extensions will be being built to create strong communities with good local amenities and sustainable transport links into the city. Sites valued by local people for leisure and recreation will be protected.

Support thriving communities

New strategy (2024-28)	Previous strategy (2020-24)
Make Oxford a fairer city where everyone feels welcome, included and connected by working with partners at all levels to tackle inequalities, champion diversity and	Our services, grants, community and leisure facilities, parks and cultural events will have helped reduce inequality, increase cohesion and improve health and wellbeing across Oxford's communities.

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inclusion and support access to jobs, skills and cultural activities.	
Reduce health inequality by working with health services and communities to help residents identify and prevent health problems or manage them well.	Children and young people's resilience and confidence will have increased through the educational and recreational activities we offer.
Provide sustainable leisure services, linking with community facilities where possible, that support health and wellbeing.	As a good landlord, we will have worked with our Council tenants and residents to strengthen local communities; and worked with other major landlords to improve the services they provide.
Help people to move around the city more easily by supporting walking and cycling as healthier ways to travel, and advocating for better, more affordable public transport.	Increasing numbers of people will walk and cycle around the city, benefitting their health and wellbeing.
Continue and expand our community wellbeing programmes targeted at those who are most inactive or in need.	Working with neighbouring councils and partners, we will prevent homelessness, move people in temporary accommodation more rapidly into secure housing, and ensure that no one has to sleep rough on the streets of Oxford.
Manage our public places and green and blue spaces to support health and wellbeing, where people feel welcomed, safe and inspired.	Our parks and public spaces will remain clean, safe, and well maintained, and will be accessible to more people to enjoy the health and wellbeing benefits they provide.
Support partners and community groups in arts, culture, sport and community activity to promote opportunities for everyone, using our facilities, grants and external funding.	Local voluntary and community groups will be better engaged with, supported and enabled to take a greater role in improving the city and the lives of citizens.
Manage and reduce anti-social behaviour, domestic abuse and drug dealing, by working with the police and community partners and using our statutory powers.	Our work with Thames Valley Police will keep communities safe and help reduce hate crime, human trafficking, drugs-related crime and antisocial behaviour.
Enable Oxford to play its part in supporting refugees in the UK, which includes work to achieve Local Authority of Sanctuary status by 2025.	Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities.
	Vulnerable people will continue to be safeguarded against harm.
	Citizens will increase their active engagement in civic and political life.

Pursue a zero carbon Oxford

New strategy (2024-28)	Previous strategy (2020-24)
Ensure all new homes and other buildings are built to high standards with good energy efficiency, to meet Oxford's 2040 net zero targets and reduce energy costs.	All new building by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon standards.
Secure external funding to retrofit Council houses and other council buildings.	We will have a significant programme of energy efficiency improvements across our existing council housing.
Actively engage our communities, promote grants and use planning and licencing powers to help others adapt their homes and buildings to use less energy and cut carbon emissions.	Oxford City Council will have reduced the carbon footprint from its own operations to zero.
Maintain and improve biodiversity in our green spaces and access to nature in the city; ensure building projects support biodiversity by providing land for OX Place and other developers to use for Biodiversity Net Gain ¹ locally when exceptional circumstances mean it cannot be delivered on the building site itself.	Our streets, neighbourhoods and open spaces will be greener with more trees and other plants, and increased biodiversity.
Work with partners to deliver a Local Area Energy Plan for Oxford to support decarbonisation and infrastructure development.	All new building by developers in Oxford will be significantly more energy efficient – moving towards near-zero or zero carbon standards, with some examples of carbon-positive development.
Continue to design and deliver pioneering projects in Oxford that act on climate change, leading the way for the UK.	Oxford will have taken a leading role in the adoption of electric vehicles.
Work with communities and organisations to increase the levels of reuse and recycling and make Oxford a clean, litter-free city.	Citizens, businesses and other organisations in the city will be taking action to reduce carbon emissions and waste, and increase biodiversity and recycling.
Support design and delivery of a countywide climate adaption plan, including the Oxford Flood Alleviation Scheme (OFAS), water infrastructure and actions on living with higher temperatures.	The city will become more resilient to climate change including improved flood defences.

Work with businesses of all sizes to support their net zero transition.	We will be promoting and enforcing the higher energy efficiency standards that will have been set nationally by the Government for residential and commercial landlords.
	We will campaign for the Government to introduce more rigorous energy efficiency standards on new build and bring forward the end of petrol and diesel vehicle sales.
	Air quality throughout the city will have improved.