

Outside Organisation report



2024 to 2025



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Purpose

1. This Appendix One and supporting [Appendix Two](#), provide an update on the arrangements and activities of the Oxford Strategic Partnership Board, for 2024 to 2025.

Introduction and background

2. The [Oxford Strategic Partnership](#) (OSP) founded in 2003 brings together senior representatives within Oxford from the public, business, community and third sector partners such as voluntary groups, which deliver services, help improve people's wellbeing and contribute to economic growth.
3. This partnership for the city promotes collaboration and openness and provides opportunities to access funding and share resources more easily. A list of members is set out in [Appendix Two](#).
4. The OSP helps provide strategic input to inform decision-making for the city's future, respond to local priorities, and engage more effectively with local concerns.
5. The OSP is an influencer, not an operational entity. It brings organisations together to work in partnership, identifying strategic city challenges that will benefit from collaboration, and prioritising them based on where the partnership can add most value. Its remit is determined by its Chair with input from its members.



Oxford Strategic Partnership Vision

6. The OSP seeks to facilitate, through effective collaboration between local agencies and partners, a thriving city and surrounding area where everyone enjoys a good quality of life - environmentally, economically, and socially, and where long standing inequalities are addressed.

Oxford Strategic Partnership Aims

7. The OSPs aims are to:

- Identify current major issues and concerns that will benefit from collective intervention
- Identify and engage relevant partners, and facilitate their working together to develop and implement collaborative interventions
- Empower partners and communities to take action
- Evaluate outcomes to inform future issues and concerns.

Oxford Strategic Partnership Steering Group

8. The OSP meets quarterly, alternating between online and in-person meetings. Steering group members are drawn from the statutory services, private sector and others (Oxford City Council, Oxfordshire County Council, health, police, businesses, universities and community groups), to review and discuss topics of strategic importance.
9. The Chief Executive of the [River Learning Trust](#) took on the role of Chair in October 2022.
10. The work of the OSP steering group is supported by the Policy and Partnerships Team, Oxford City Council.

Oxford Strategic Partnership – Key strategic agenda themes, 2024 to 2025

11. May 2024:

- Local Enterprise Partnership transition planning
- The Local Oxford Economy – Economic development in Oxford City, Oxford's Economic Strategy 2022 to 2032
- Oxford City Council Strategy 2024 to 2028 – Strategy development, key timelines.

12. July 2024:

- Position for the new Labour Government – Opportunities and risks, partnership working
- Future Work programme and collective ownership.

13. October 2024:

- Health Inequalities ([Oxfordshire MARMOT Place](#)) – Local programmes of work to tackle health inequalities, overview of the concept, why we need it in Oxford, what it means and how it is relevant to OSP partners

- Global and Local Engagement (Oxford University) - College/ Schools twinning programme, Schools Sports Partnership, proposal to open libraries and other Oxford University facilities more widely, what it means and how it could be relevant to OSP partners.

14. January 2025

- The governments English Devolution White Paper – Implications for OSP partners, what it means for local geography.
- Zero Carbon Oxford – Key progress, challenges, partner contribution
- ‘Getting Oxford Working’ – The Government’s Get Britain Working White Paper, example initiative(s), implications, and opportunities for Oxford.

Oxford Strategic Partnership Sub-Groups

15. Since its inception in 2003 the OSP’s emphasis on different themes has varied over time, guided by the Chair and the interests of members. To support its breadth of focus, it established four sub-groups that generally meet quarterly and work on:

- [Economic Development](#)
- [Stronger Communities](#)
- [Zero Carbon Oxford Partnership](#)
- [Safer Communities.](#)

Economic Development Steering Board sub-group

16. The Economic Growth Steering Board (EGSB) is the OSPs key forum to steer Oxford’s Economic Strategy and collaborate on economic and business issues in Oxford.

17. Led by, and representative of, the diverse sectors of Oxford’s Business community, the EGSB is supported by Oxford City Council’s Regeneration and Economy Service.

18. Oxford’s Economic Strategy (2022 to 2032) is setting a new standard for economic inclusion in the city.

19. Building on the unique strengths of Oxford as an impactful global city economy, drawing on the assets of its historical and cultural assets, the strategy and delivery plan seek to guide an evolving city economy in a way which recognises environmental limits and harnesses the opportunity of net zero carbon.

20. The role and purpose of the EGSB is central to fulfilling the effective delivery of the Economic Strategy in its role to provide oversight and governance.

21. The EGSB needs to fulfil this role in a way that is both cognisant and supportive of the county-wide spatial and economic strategies led by key strategic partners and stakeholders aware of Oxford's county-wide, regional, national, and international economic inter-relationships.

Stronger Communities sub-group

22. The Stronger Communities Board brought together key organisations, such as Public Health, Oxfordshire County Council, Oxfordshire Community and Voluntary Association, and the Department for Work and Pensions.

23. These organisations contributed towards the development of stronger communities by addressing inequality and poverty, with an increasing focus on issues of health and wellbeing.

24. The sub-group was paused in 2023. Its future purpose and work will need to be considered alongside the transition towards Local Government Reorganisation (LGR) and a targeted operating model following the Government's decision for LGR in Oxfordshire and West Berkshire.

Zero Carbon Oxford Partnership sub-group

25. A mandate was established by the Oxford Citizens Assembly on Climate Change held in 2019¹, and the Zero Carbon Oxford Summit in February 2021. To set up a partnership to work together to support the city in its journey to net zero carbon emissions by 2040, ten years ahead of the then UK's Government's legal targets.

26. This resulted in the [Zero Carbon Oxford Partnership](#) (ZCOP)², brings together Oxford's most influential organisations including both universities, the health trusts, both the Oxford City and Oxfordshire County Councils and large businesses such as BMW, Lucy Group, LandSec, SSEN and Unipart.

27. The purpose of the partnership is to work together to support the city in its journey to net zero carbon emissions by 2040, ten years ahead of the UK's Government's legal targets.



¹ https://www.oxford.gov.uk/info/20011/environment/1343/oxford_citizens_assembly_on_climate_change

² Oxford City Council, 'Zero Carbon Oxford Summit'. Available from: https://www.oxford.gov.uk/info/20291/climate_emergency/1431/zero_carbon_oxford_summit

28. Following its formation, the partnership developed a science-based [Roadmap and Action Plan](#) with the Carbon Trust. It sets out a comprehensive and ambitious pathway to net zero carbon emissions for the city, with 5-yearly carbon budgets, sectoral roadmaps and twenty-five cross cutting actions required over the short and mid-term.
29. The Zero Carbon Oxford Partnership has now become the Zero Carbon Oxfordshire Partnership, with an enlarged membership and countywide reach. Its secretariat functions are still provided by Oxford City Council.

Safer Communities sub-group

30. The [Oxford Safer Communities Partnership](#) (OSCP) was established in 1998 as required by the Crime and Disorder Act 1998, as amended.
31. The Council's Community Safety Service facilitates the Safer Communities sub-group.
32. The partnership identifies the community safety priorities for the city using a Strategic Intelligence Assessment, and an action plan detailing the activities for the coming year.
33. OSCP brings organisations together to work in partnership to prevent and reduce crime and anti-social behaviour in Oxford. It comprises Responsible Authorities, as defined by the Crime and Disorder Act 1998, and other local partners including Oxford University Hospitals, Oxford Brookes University, the University of Oxford, Turning Point, and the Office of the Police and Crime Commissioner.
34. Funding supporting some of the delivery of OSCP's priorities is provided by the Police and Crime Commissioner (PCC). OSCP's priorities complement the priorities of the PCC's crime plan, as set out in the Police and Crime Plan 2024 to 2029.

Key activity and achievements, 2024 to 2025

Economic Development

35. The Economic Growth Steering Board (EGSB) continues to contribute to the delivery of the [Oxford Economic Strategy](#) which was updated and adopted by Council and published in summer 2022 following extensive consultation in 2021.
36. The strategy covers the next 6 years and updates are reported to both EGSB on a quarterly basis and OSP annually. A work plan outlining key roles and responsibilities

for the Economic Strategy delivery is in place along with a dashboard of measures and KPIs.

37. In 2024/2025 in addition to the EGSB oversight of the delivery of the Oxford Economic Strategy, it also established in 2024/2025 a Global City Taskforce to further action on five strategic priorities including:

- I. Cowley Branch line and wider rail infrastructure (including East-west rail development) enabling central government support for the initiative and the endorsement of Lord Hendy for the Green Railways for Growth programme
- II. Inward Investment and Internationalisation linked to the emerging Oxford Growth Commission
- III. Local Plan 2045 review and creating an enabling planning context for commercial workspace, and affordable workspace leading to the development of an Affordable Workspace Technical Advisory Note
- IV. City Skills Strategy and Action Plan leading to the Skills and Equality Study Consultation Sept 25-March 26, an Oxford Skills Strategy being developed with CLES for March 2026 both building on a skills gap, shortages and needs audit undertaken by Tom Story Consultancy in March 2025
- V. Empowering Women's leadership in the innovation ecosystem bringing together Enterprise Oxfordshire, Oxford City Council, Oxford Brookes and Advanced Oxfordshire to build on their research by exploring city specific data and opportunities.

38. The [Oxfordshire Inclusive Economy Partnership](#) (OIEP) was established - by Oxford City Council - in 2021. It is a collaborative effort to build a more equitable region that offers opportunities for all individuals in the county.

39. OIEP brings together Members from various organisations across the county including employers, businesses, education, community groups, and the public sector.

40. The OIEP have a [Charter](#) which was launched in January 2023. It helps organisations to embed social value into their operations to work to improve lives of Oxford residents.

41. OIEP aims to work together to create opportunities and benefits for all people within the county. Their work supports the delivery of the outcomes of the Strategic Vision for Sustainable Development in Oxfordshire, which all councils have adopted. This is

done by sharing knowledge, expertise and resources, and creating links between different areas of work.

42. OIEP are focused on four areas to deliver their vision:

- [Inclusive Employment](#)
- [Social value and procurement](#)
- [Educational attainment](#)
- [Place shaping](#).



43. OIEP aims to work with projects across Oxfordshire that can support and grow or amplify their work; as well as building a repository of resources, case studies, and signposting to support organisations working towards a more inclusive economy.

44. The Charter is at the heart of the OIEP's work. It drives progress towards the partnership's goals by uniting organisations around a shared commitment to creating a fairer, more inclusive economy.

45. OIEP has more than one hundred organisations, including all six of Oxfordshire's local authorities, Thames Valley Police, and OUH Foundation Trust, signed up to the Charter and who are delivering against their commitments.

46. The working groups have continued to progress with their delivery plans, including:

- Hosted the **Early Years: Why They Matter and What We Can Do** summit with key county partners
- Contributed to Oxfordshire's work as a **Marmot Place**, including:
 - *Giving every child the best start in life*
 - *Creating fair employment and good work for all*
- Delivered a **Social Value Summit** as part of Oxford City Council's Meet the Buyer event
- Hosted the **Oxfordshire Women's Leadership Network**
- Ran a HR Network supporting employers to work with people furthest from employment

- vi. Worked with anchor organisations to strengthen social value policies that both deliver meaningful community benefit and meet organisational needs
- vii. Hosted a panel on 'Working Together for an Inclusive Employment' at the national BCorp festival
- viii. Developed the priorities for the Oxfordshire Anchor Network (OAN) around inclusive employment and social value
- ix. Commissioned the International Rescue Committee to deliver three job readiness training sessions for refugees
- x. Brought OIEP members together to support the Departure Lounge at HMP Bullingdon prison with Getting Oxfordshire On-line providing mobile phones with data, Voi providing discounts for use with their e-bikes and scooters and a coat drive for men released during the winter months
- xi. Secured funding from the Future Oxfordshire Partnership to develop a countywide social value brokerage platform
- xii. Developed a logic model for the partnership
- xiii. Research project with the Local Policy Lab, a new alliance between the University of Oxford, Oxford Brookes University and Oxfordshire County Council provided two students to assess the impact of the partnership
- xiv. The partnership also benefitted from research conducted by a student as part of the University of Oxford SDG Community Impact Fellows programme, who produced the report "Community based organisations – addressing the challenges and needs of community-based organisations."

Zero Carbon Oxford

47. In March 2025, following decision from the Steering Board group of local authorities, businesses and institutions, the partnership became the [Zero Carbon Oxfordshire Partnership](#) by expanding to include the entire county. This expansion strengthened cooperation between local authorities, businesses, and other key stakeholders across Oxfordshire, working together.

48. Councillor Susan Brown stepped down as Chair of the partnership and Philip Sharman, was appointed as Chair to the new Board in July 2025.

49. The ZCOP Secretariat has a small team who drive and champion the partnership's climate action, enabling organisations to take urgent steps within their own operations

while fostering collaboration. Building on a strong track record of uniting partners, the Secretariat helps accelerate local net-zero projects by harnessing collective working.

Zero Carbon City Progress 2024 to 2025

50. Industrial Strategy: ZCOP successfully secured £350k funding to produce an Industrial Decarbonisation Plan in 2023. Throughout 2024 to 2025 it led a 14-month collaboration of industrial sites, local authorities, decarbonisation experts, network operators, and academia to assess the current state of industrial decarbonisation and research into a range of scenarios to achieve net zero, engaging with almost one hundred stakeholders.
51. Industrial Decarbonisation – Zero Carbon Oxfordshire Partnership: The final strategy builds on the ZCOP Roadmap and Action Plan, setting out key actions for Energy Supply Infrastructure, Collaborative Financing, and Capacity Building. Collectively these actions will support the delivery of key milestones along a shared journey to net zero industrial emissions by 2040.
52. Climate Adaptation: Through ZCOP, a new Oxfordshire adaptation route map, has enabled collective action to build long term resilience to a changing climate. The 15 priority actions include establishing working groups within ZCOP, identifying funding sources, analysing habitats and crops which are most at risk from climate change, and producing adaptation guidance for developers. [Climate Change Adaptation Plan for Oxfordshire 2025](#).
53. Retrofit: The ZCOP Sprint Group on residential retrofit developed and refined the project, *A House Like Mine*, which spotlights twelve common, real-life homes from across Oxford, to help demonstrate to residents how their homes can be more energy efficient. The homes feature the experiences of eight homeowners and four landlords, who explain how bespoke plans help pinpoint the most effective upgrades, prioritise improvements, and how to avoid mistakes. [A House Like Mine project - Cosy Homes Oxfordshire](#).
54. Sustainable travel: The ZCOP Sustainable Travel workstream has engaged many of the partnership's largest employers, identifying common challenges in promoting sustainable commuting. While good progress is being made, a key issue remains the difficulty in gathering consistent staff travel data, translating it into actionable insights, and effectively engaging employees. To address this, ZCOP is unlocking funding for new research initiatives, such as the development of a website for commuters,

delivering 'activation' trials (e.g., try-before-you-buy an e-bike), and researching staff sentiment on commuting.

55. Beyond this, ZCOP is facilitating the sharing of best practices across the partnership and ensuring that solutions are accessible to all members. By bringing employers together, ZCOP has negotiated lower costs for some transport tools, helping members achieve their sustainability goals for less.
56. The [Oxford Travel Options website](#) is a ZCOP-led initiative designed to be a one-stop shop for all active travel options and information in Oxford. This site provides up-to-date and accurate resources, case studies, and practical guidance for those commuting into Oxford, aiming to inspire others to try new commutes and travel options. It is designed to be helpful and practical for everyone, with a section specifically dedicated to busy employers, offering valuable insights to support their sustainability goals and improve employee commuting experiences. [About Us | Supporting Sustainable Travel in Oxford | Oxford Travel Options](#).
57. Grid infrastructure: ZCOP worked with partners and SSEN, the District Network Operator (DNO), to simplify interactions for infrastructure processes and to ensure future grid upgrade plans reflect local needs. ZCOP engaged partners with SSEN's Distribution Future Energy Scenarios (DFES) to ensure organisation's planned development, upgrades and decarbonisation plans are considered in grid upgrade planning. In total, ZCOP engaged over thirty organisations - raising awareness of DFES and encouraging broader data sharing to strengthen local energy planning. ZCOP represented its partners in Ofgem's Working Groups on regional strategic planning function delivered by the National Energy System Operator in the creation of regional Energy Strategic Plans (RESPs).
58. Oxford Heat Network Partnership: The Zero Carbon Oxford Roadmap and Action Plan identifies Heat Networks as a key methodology for decarbonising institutional buildings. This coupled with buildings as the largest source of carbon and NOx emissions for Oxford, means this is a high priority area of focus for Oxford. In January 2025, 1energy, a commercial Heat Network Developer, was successful in securing £22.9M Green Heat Network Funding (GHNF) from the government to design and construct a £120M Heat Network (HN) in Oxford's City Centre and design an £80M HN for Headington. In response to this, the Council initiated and is leading an Oxford based partnership to examine the opportunity of District Heating for Oxford. A phase 1, District Heating Network could cut carbon emissions by 5% across Oxford. The

Partnership includes, both Universities, OUH Trust, Oxford University Colleges and the County Council, and will collectively define what are the critical success factors for Heat Network/s in Oxford and how they are best delivered.

Oxford Safer Communities Partnership

59. The Oxford Safer Communities Partnership's (OSCP) 2024 to 2025 Rolling Plan set out the partnership's priorities for the year based on an analysis of community safety data contained in the Oxfordshire Community Strategic Needs Assessment. It provided an overview of the work undertaken by the partnership during the previous year and planned activities for the year ahead.

60. OSCP worked with the Safer Oxfordshire Partnership (SOP) to address community safety priorities including modern slavery, serious violence, and domestic abuse. SOP provide the strategic leadership and development, with the OSCP delivering local plans and projects in Oxford.



61. Thames Valley Police launched Operation Purchase that tackled retail crime. Officers undertook a robust operation to address shoplifting within neighbourhoods and the city centre. Over the 12 months from February 2024 to January 2025, there were 2,534 reported crimes, an increase of 39.9% compared to the same period the previous year. This resulted with an increase in the solved crime rate of 35.6%.

62. There were 1,344 anti-social behaviour reports to the police in 2024. The number received by Oxford City Council for the year was 2,242.

63. The Council's Anti-Social Behaviour Service is comprised of two teams. The majority of Community Response Team (CRT) investigations are into domestic noise nuisance and environmental ASB, such as fly-tipping and littering. In 2024 the team investigated 1,865 cases.

64. Serious violence has been falling in Oxford for the last 6 years with Oxford experiencing the largest percentage reduction in serious violent offences.

65. In 2024, Oxford's Community Safety Problem-Solving Officer collaborated closely with residents by undertaking environmental visual audits, consulting with residents, and implementing projects that improve the community.
66. Several mobile CCTV cameras were deployed across Oxford to support intelligence gathering for Thames Valley Police's Stronghold cases that address drug dealing, abuse, and anti-social behaviour. These were introduced and trained with staff from Oxford City Council on the use of Body Worn Cameras to enhance opportunities for evidence capture and assist in the detection and prevention of crime and ASB.
67. In September 2024, OSCP organised a summit dedicated to the issue of serious violence and knife crime, with a particular focus on supporting young people. Several partner agencies attended, along with county and city councillors. The Police and Crime Commissioner (PCC), Thames Valley Police, Oxfordshire Youth Justice Service, and Youth Groups funded by the PCC gave presentations on their work to combat serious violence.



Appendix 2. Oxford Strategic Partnership Membership, 2024 to 2025

Independent Chair	Chief Executive, River Learning Trust
Leader	Oxford City Council
Liberal Democrat Group Leader	Oxford City Council
Cabinet Member for Community and Corporate Services	Oxfordshire County Council
Chief Executive	Oxford City Council
Transition Director	Oxford City Council
Director of Law, Governance and Strategy	Oxford City Council
Chair of Town Team and General Manager of Westgate	Land Securities
Co-Executive Officer	Community First Oxfordshire
Co-Chair	Oxfordshire Inclusive Economy Partnership
Associate Dean for Research & Knowledge Exchange	Oxford Brookes University
Associate Director – Knowledge Exchange and Impact	Oxford Brookes University
Deputy Director Public Health	Oxfordshire County Council
Chief Operating Officer	Ellison Institute of Technology - Larger Business Representative
Detective Chief Inspector	Thames Valley Police
Deputy Head of Strategy and Partnerships,	Oxford University Hospitals NHS Foundation Trust
Senior Director	OxLEP representative
Chair	Oxford Civic Society
Pro-Vice-Chancellor (External Engagement, Sport, and Community)	Oxford University
Director	Innovation and Engagement, University of Oxford
Director of Economy and Place	Partnership and Delivery, Oxfordshire County Council
Policy and Partnerships Officer(s)	Oxford City Council

Economic Development Manager	Oxford City Council
Environmental Sustainability Business Lead	Oxford City Council

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