Priority 1: Good, affordable homes

We will improve existing housing and increase the number of new homes of all tenure types, especially affordable housing with priority given to homes for social rent, and work to prevent homelessness and reduce rough sleeping in the city.

   a) Delivering more affordable homes
   b) Preventing and tackling homelessness
   c) Good quality homes for all

	Year 2 actions – 2025/2026	Lead directorates	Performance update (November 2025)
1	Deliver a pipeline of new affordable homes and acquisitions over the next five years, to be owned and managed by the Council. (*Linked with Priority 2 Action 4*)	Regeneration, Economy & Sustainability (Affordable Supply)	A total of 1,571 affordable homes are forecast for completion between 2025–2029, close to the 1,600 home target. Additional sites and major schemes are being developed for the longer term pipeline over the next seven years. Over 1,000 homes are expected to be delivered at Social Rent tenure, exceeding the target of 850. More than half will be directly delivered by the Council and OX Place, increasing the Council's rented stock from 8,000 to around 9,000 homes by 2032.
2	Work with Housing Associations to increase the number of new affordable homes in Oxford and work with neighbouring Districts to ensure Oxford residents access new housing developments across Oxfordshire. (*Linked with Priority 2 Action 4*)	Regeneration, Economy & Sustainability (Affordable Supply)	There are currently six schemes in the overall affordable housing delivery programme with housing associations – expected to deliver over 600 affordable homes. The Council has agreements with each of the four neighbouring district councils for them to help address unmet need by giving access to specific (rented) schemes for over 5,000 applicants with a Local Connection to Oxford. To January 2026, 186 households have been successfully housed using this approach through lettings via Vale of White Horse District Council.
3	Continue to meet the challenges of increasing homelessness and temporary accommodation use through: a. Working upstream to prevent homelessness whenever possible, including using the new opportunity of the Renter Rights Bill due to be enacted in 2025. b. Bringing forward more temporary accommodation and move-on accommodation, including delivering new	Housing	Nearly 200 households have been prevented from becoming homeless in 2025/26, with support ongoing for 185 at-risk residents. Work continues to expand temporary and move-on accommodation, increasing provision from 100 to over 200 units, with 300 units forecast by December 2026, reducing reliance on hotels and out of area placements. A full review of the Allocations Scheme has been completed, and a new draft policy -reflecting resident and partner feedback -has been prepared for approval. The Renters Rights Act is expected to further strengthen homelessness prevention efforts.

317

	units owned by the Council and with our Housing Association partners. c. Reviewing our approach to housing allocations, consulting on a new Allocations Policy.		
4	Bring down rough sleeping numbers, by progressing the Countywide Rough Sleeping and Single Homelessness Strategy with partners, including the transformation of the Homelessness Alliance, through decommissioning supported accommodation units that do not fit into our new model, while increasing the accommodation available for Housing First and Housing-Led provision.	Housing	Work continues with partners to transform services for single homeless people in Oxfordshire. Ongoing investment is supporting the expansion of Housing First and Housing-Led accommodation and improving move-on pathways from supported housing into settled homes. The Oxfordshire Homelessness Alliance remains central to delivering this provision, and partners are embedding key elements of the new service model, including more specialised accommodation and faster routes for people to move from the street into a home. The current Countywide Rough Sleeping and Single Homelessness Strategy runs until 2026. Partners have agreed to continue joint working up to at least local government reorganisation, so development of a renewed two-year strategy is underway, with a public consultation planned in the coming months.
5	Deliver our improvement plans to ensure compliance with the Social Housing Act and Consumer Standards to improve services for council tenants and leaseholders including the delivery of the Asset Management Strategy and 5-year capital investment programme in our housing stock.	Housing	The Council is continuing to seek to improve services for tenants and leaseholders. Following a recent self-assessment, a refreshed and prioritised improvement action plan is in place overseen by a new corporate task group, along with resident and Member oversight to ensure progress is made across all four areas of the Consumer Standards. A transformation of the Landlord Services team has been completed to deliver better services to tenants/leaseholders – including a new area based working model for tenancy management launching in January 2026.
6	Launch and deliver the reset of tenant engagement work, to include the development of formal governance structure and a new Tenant Engagement strategy.	Housing	Tenant and leaseholder engagement has increased during 2025/26. The new Resident Involvement and Engagement Strategy and Action Plan (2025–2028), codesigned with residents, was approved by Cabinet in December 2025. A new cross-tenure Tenant and Leaseholder Board will launch in mid-February 2026. The Tenant Satisfaction Survey is underway and will inform service improvement priorities for 2026/27. A dedicated policy review group has also produced

			tenant-led recommendations that are shaping revised housing policies and strategies.
7	Undertake work and consultation on the new Local Plan 2042 to help ensure the delivery of the additional homes Oxford needs.	Planning & Regulatory	Local Plan 2045 was refreshed and final public consultation commenced in February 2026.
8	Ensure the continued improvement of the private rented stock in the city by delivering the renewal of the Additional Licensing Scheme in 2025/26 and Selective Licensing scheme in 2026/27, including public consultation for both schemes in 2025/2026	Regulatory Services	Additional Licensing public consultation has taken place in advance of Council decision to submit for renewal of scheme in summer of 2026. Public consultation for the Selective Licensing scheme will take place in autumn/winter of 2026.

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.

a) Secure, fairly paid, local jobs for Oxford's residents and access to skills and reskilling training
b) Using Oxford's unique strengths in a global economy to attract high quality investment
c) Supporting development to boost economic activity and deliver benefits for all

	Year 2 actions – 2025/2026	Lead directorates	Performance update (November 2025)
1	Continue to progress regeneration schemes in key areas of the city to support local economic development: Blackbird Leys, 38-40 George Street, Templar Square and East Oxford Community Centre.	Economy, Regeneration & Sustainability	Housebuilding at Knights Road, Blackbird Leys is underway, with first handovers expected this financial year. Work continues on the central Blackbird Leys redevelopment, with Block D nearing completion and construction of the Community Hall and Block A now underway. At 38 - 40 George Street, planning permission is in place and the developer is procuring a contractor. The East Oxford Community Centre refurbishment and extension are complete, and the centre has been brought back into use.
2	Work with developers of large-scale regeneration projects, key employers and education stakeholders to develop an employment and skills framework, which aims to coordinate promotion of opportunities and delivery of skills across the city. Ensure the benefits of the growth are accessible to local people, through Community Employment and Procurement Plans, more apprenticeships and local job opportunities.	Economy, Regeneration & Sustainability	The Economic Development Team launched the Community Employment and Procurement Plan (CEPP) service in January 2025 and is monitoring eight CEPPs, exceeding the target of five. These include major developments at ARC Campus, Oxford Science Park and Oxford North. CEPPs secure key commitments from developers: 20% local employment (including 5% apprenticeships), 20% local spend, and the provision of learning, employment and social value opportunities. -application support to move the service towards cost neutrality.
3	Progress work to secure Cowley Branch Line delivery stage funding, using the completed business case, local match funding.	Economy, Regeneration & Sustainability	Following submission of the Full Business Case to the Department of Transport in the summer of 2025, government announced a £120million investment to reopen the Cowley Branch Line with new stations at Oxford Littlemore and Oxford Cowley and direct services to London Marylebone. The announcement included a requirement to raise £35m of local funding towards the scheme to secure final investment and work to achieve that is ongoing. The Council is also working with County colleagues to identify and deliver local infrastructure and connections into the new stations to maximise the benefits for local people.

4	Work with Government and key stakeholders as part of the new Oxford Growth Commission to unlock issues fettering growth and investment in Oxford, including the need to address sewage treatment and energy infrastructure issues. *(Linked with Priority 1 Actions 1 & 2)*	Economy, Regeneration & Sustainability	The Council led the process of engaging with government, Thames Water and the Environment Agency to ensure an immediate solution was realised to increase capacity of Oxford's Sewage Treatment Works and prevent investment being stymied in the short term. The Council is working with the Oxford Growth Commission to ensure that all parties continue to: • prioritise a long-term solution to the Sewage Treatment Works • bring together energy stakeholders to address the potential lack of energy supply.
5	Explore the creation of an Accommodation Business Improvement District (ABID), facilitating conversations with key stakeholders as part of focused task groups. The establishment of the ABID is contingent on the decision of the levy payers, and not the Council.	Economy, Regeneration & Sustainability	Significant progress has been made with two accommodation task groups (one made up of hoteliers and the other made up of Oxford University colleges), to consider the range of actions needed to mitigate any negative impact of tourism in the city and to improve the visitor offer. It is expected that this will progress into an action plan with funding options, including the possibility of an Accommodation Business Improvement District, to deliver on priorities.
6	Develop and roll out a programme of locality-based support to businesses in Oxford outside of the city centre.	Economy, Regeneration & Sustainability	The place-based Business Support Programme, launched in June 2025, is providing tailored assistance to local businesses, beginning with a pilot in East Oxford. Building on this, the programme will adopt a phased approach from Spring 2026, extending delivery to Templar Square and Blackbird Leys. In parallel, work is underway to develop the emerging East Oxford Business Association into a sustainable cooperative model.

Priority 3: Thriving Communities

We will work to improve health, wellbeing, skills and employment opportunities and reduce inequality in our city.

    a) Working in partnership with communities, organisations, and agencies to reduce inequalities and create thriving communities
    b) Championing diversity and inclusion in our own work and community partnerships
    c) Helping people live healthily by providing services, support, and facilities to prevent and manage physical and mental health conditions

	Year 2 actions – 2025/2026	Lead directorates	Performance update
1	Create local action plans targeting areas of deprivation and strengthen partnerships to address inequalities. Help to design development projects to promote healthy lifestyles and provide access to arts and culture, enhancing community wellbeing.	Communities & Citizens	Local action plans were refreshed using latest insights and shared with ward members. A wide range of health-focused projects were delivered, including promotion events, community roadshows and activities with leisure centres. Over £119k was invested in health initiatives in priority areas and £60k in strengthening the local food system, with an additional £30k secured for wayfinding at Shotover Country Park. The Move Together and You Move programmes achieved 400 referrals, a 43% reduction in fewer GP appointments, and 800 new participants, including 500 early years children. Council-led events reached 600+ residents and 70 partners, while the tennis programme in partnership with Courtside engaged 7,000+ unique users.

2	Review our approach to Oxford's Community Centres and other community shared spaces:
	  a) To understand their wide-ranging benefits and help decide their overall value to the community
	  b) Work with partners to maximise the advantages of co-locating services, ensuring better resource utilisation and easier access for the community.
		Communities & Citizens
		Property & Assets
			A new Community Centre Rents Policy was approved, and revised business plans for Council-run centres were agreed. Further review work is paused pending the Government's Local Government Reorganisation decision. The Council is working with NHS partners on colocation opportunities and with the County Council and others at the new Youth Hub, which has supported 184 young people with over 1,000 attendances. Customer Service Officers regularly attend food larders to improve access to support.

3	Develop and implement a new Anti-Social Behaviour policy to help maintain a safe and respectful environment for citizens and tenants, in line with the Council's responsibilities under the Social Housing Act 2023.	Community Safety	The Council's Anti-Social Behaviour Policy 2026/2029 was approved by the Cabinet in October 2025. The policy development process was undertaken with Council tenant representatives and regular input from the Council's Scrutiny Committee.
4	Continue to invest in the Council's leisure and community assets to meet community needs:	Communities & Citizens	The Leisure Investment Programme remains on track for completion by May 2026, with new soft play and Tag Active

	a) Deliver the Leisure Investment Programme in partnership with More Leisure b) Deliver the Youth Hub at Leys Pool & Leisure Centre c) Complete and open the refurbished East Oxford Community Centre d) Deliver the new Blackbird Leys Community Centre e) Review the operating model for the Museum of Oxford.	Property & Assets	facilities at Leys Pools and upgraded changing areas at Ferry Leisure Centre delivered this year. The Leys Youth Hub is complete and operational. The refurbished East Oxford Community Centre opened in November 2025. Work on the Blackbird Leys Community Centre is progressing, with construction scheduled to start in February 2026. The Museum of Oxford operating model has been reviewed and is scheduled to change by the end of January 2026.
5	Continue to work in partnership to maximise wider resources to increase wellbeing, boost involvement and increase the independence of community groups: a) Support programmes to tackle health inequalities b) Review how the Council awards grants including assessment process and criteria allocation policy c) Assess the feasibility of setting up a cross-sector Cultural Compact for Oxfordshire to share costs and lever in more private sector funding.	Communities & Citizens	The Council worked with partners including Active Oxfordshire, Public Health, the Integrated Care Board and Sport England to deliver wellbeing programmes, develop an Active Wellbeing approach and attract external funding. Collaboration with Serco leisure created an in-kind funding pot supporting community groups in areas of inequality. The grants assessment process and criteria were reviewed and implemented. Meetings and workshops with cultural organisations have taken place, and the Council is working with Arts Council England to convene a regional meeting in Spring 2026 to explore a cross sector Cultural Compact.
6	Create a new more commercial Events Strategy, and work with partners to develop, support and manage more and larger events. Review and improve the Council's event processes and promote event spaces.	Communities & Citizens	A programme of work is in place to focus on getting new big events in either South Park/ Cutteslowe. The programme has the following workstreams: • Revise consultation list and process • Proactively advertise opportunities for event organisers to run larger scale events in Oxford • Review memorandum of understanding for South Park • Staffing review • Better use of digital.

323

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

  a) Decarbonising homes and other buildings and securing the additional funding required to meet the 2030 and 2040 targets
  b) Maintain and improve parks, green spaces, biodiversity and access to nature
  c) Develop low carbon infrastructure and support households, businesses and institutions to save energy and cut emissions.

	Year 2 actions – 2025/2026	Lead directorates	Performance update (November 2025)
1	Continue to build learning to successfully bid for and deliver funding to achieve the Council's energy efficiency target for its housing stock of 95% EPC C by 2030, and EPC B across the Council's non-housing assets.	Property & Assets & Housing Services	Following the completion of the Social Housing Decarbonisation Fund 2.1 retrofit programme, lessons learnt are being collated to ensure these can be applied to future funded schemes. Surveys are taking place to confirm the current position of housing and non-housing stock against both Energy Performance Certificate targets to ensure this is up to date and reflects present assessment methodologies and improvements made to homes since last being assessed.
2	Continue to provide targeted support for communities in fuel poverty and deprivation. a) Support residents via retrofit campaigns with access to Warm Home and other available grants. b) Work with County and neighbouring Districts on a joined-up approach to deliver joint retrofit work streams. c) Prepare for the Government new Community Energy Funding programme to maximise benefits to deprived communities.	Economy, Regeneration & Sustainability	The Council continues to support households in fuel poverty by promoting retrofit grants and delivering targeted outreach and training. Work with Oxfordshire County Council includes shaping the Oxfordshire Retrofit Strategy, joint funding bids, and co-funding Better Housing Better Health, which has delivered assessments, referrals and home visits across the city. Support for landlords and estate agents helps improve energy efficiency in the private rented sector. The County Council – in response to our recommendations - has procured the Homewise Tool to provide tailored retrofit advice; and the City Council continues engagement to ensure fair community benefit from emerging energy projects.
3	Work with consultants to deliver a Local Area Energy plan for Oxfordshire and start to shape more detailed plans for the city. Continue to use the Council's convening role to speed up the delivery of extra grid capacity for Oxford.	Economy, Regeneration & Sustainability	The baseline has been delivered for the Local Area Energy Plan for Oxfordshire. The next step now under way is the development of Local Area Energy Plans in each district which will be nested into the countywide plan. These detailed plans set out current energy demands for domestic and commercial activities in Oxford and what future energy demands will look like and how these could be met. Community, business and

			residential engagement will take place to highlight the outcomes of this process. The project is due to complete Autumn 2026.
4	Lead a citywide collaboration to further develop options and opportunities for a heat network for key areas of Oxford.	Economy, Regeneration & Sustainability	The Council has procured consultants to provide project and technical consultancy support for project partners (which includes both Universities, County, NHS, 20 Colleges and City Council). Specialist legal advisors have also been appointed. The Partnership has agreed Critical Success Factors for Heat Networks in Oxford and is considering the best procurement route for a Heat Network to meet these. Current focus is on the City Centre and Headington area.
5	Deliver expansion of Zero Carbon Oxfordshire (ZCOP) to form a successful countywide climate action partnership to help achieve a net zero Oxfordshire by 2050. Commission an updated 2040 Net Zero Road map and Action Plan for the city of Oxford.	Economy, Regeneration & Sustainability	ZCOP has successfully expanded to a countywide remit, with more than 10 new members. A report has been commissioned to provide a new 2-year action plan. This report is currently going through final revisions before being signed off by the Steering Group in Spring 2026.
325	Use findings from the review of 2030 Council-wide Net Zero targets to determine ongoing prioritisation of decarbonisation workstreams, including fleet.	Economy, Regeneration & Sustainability	Following a 2030 Net Zero review, further work has been commissioned to allow the Council to better understand the resources and funds required to achieve net zero targets. Two working groups have been established, one to focus on fleet and one to focus on assets and work has commenced.

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.

  a) Be easy, engaging and efficient to deal with
  b) Support citizens through value of money services
  c) Maintain good, accountable governance
  d) Recruit and retain a motivated and diverse workforce that reflects the city it serves.

	Year 2 actions – 2025/2026	Lead directorates	
1	Enhance our compliance culture by focusing on improving practices such as Health & Safety, Safeguarding, and Risk Management to ensure a safer and more secure environment for everyone involved.	Community Safety and Property & Assets	The Council has embedded safeguarding policy and practice across all services, supported by 19 internal Safeguarding Champions and a dedicated Safeguarding Coordinator, with all staff completing mandatory training. The Council remains an active member of the Oxfordshire Safeguarding Children Partnership and the Oxfordshire Safeguarding Adults Board and their subgroups. Health and Safety compliance boards continue to monitor performance, identify priority areas, and oversee delivery of improvement plans to strengthen overall compliance and ensure a safer environment.
2	Prioritise our activities and balance spending with income growth to continue to build financial resilience. Identify additional efficiencies and income streams, including financial returns generated from our two wholly owned companies Oxford Direct Services and OX Place, and other local limited partnerships.	Financial Services	The City Council continues to set a balanced four-year medium term financial plan using a mixture of efficiencies, increases of fees and charges and financial returns from our wholly owned companies.
3	Deliver the Council's People Programme to ensure diverse and accessible recruitment, developing internal skills, supporting career progression, strengthening succession planning and ensuring our workforce represents our communities.	People Team	The Council delivered key elements of the People Programme, updating recruitment and positive action policies, improving systems, and strengthening staff network influence. New development offers were launched, including the third Aspiring Manager cohort, a career series, AI training, and front-line worker support. A second cohort of Data and AI apprenticeships also began. Workforce diversity has improved, supported by an Equality, Diversity and Inclusion survey, and a new pay policy and structure were successfully implemented.
4	Review how Oxford Direct Services is being commissioned and managed and develop a clear	Financial Services	A new governance structure was established including a strategic partnership and area-based subgroups with senior

			Council and ODS involvement. Quarterly performance meetings were introduced, and service specifications and KPIs are close to finalisation. Delivery against the annual action plan has been closely monitored. A joint review and planning workshop in early 2026 will assess progress from 2025/26 and collaboratively shape improved commissioning and management processes, including a new partnership action plan for 2026/27.
5	Continue to invest in ICT equipment, AI, connectivity and staff training to boost productivity, improve services, cut costs, and engage with our citizens more. This will help foster innovation and adaptability, making services more efficient, transparent, and responsive.	ICT Services	The Council continued to invest in modern ICT, digital capability, and staff skills to improve productivity and service quality. Over 600 laptops were replaced, enhancing reliability and security. Investment in emerging technology included issuing 100 Microsoft Copilot licences through the Multiverse AI development programme. Connectivity has been strengthened with improved Wi-Fi in community centres and planned expansion in the Town Hall. The contact centre telephony system is also being upgraded to improve resilience and service reliability.
327	Work with our communities to provide early prevention support: a) Improve how we use our main contact channels with our citizens to manage demand better, b) Offer more self-service options c) Ensure a consistent and inclusive experience for everyone.	Communities & Citizens	Online form usage has increased by 10.9% across eight key services, driven by the launch of new digital options including the tenant repairs portal, revenues and benefits portal, online housing application, and the new bulky waste form. A Channel Management Plan was implemented to streamline the Council's contact channels. All actions are now complete, in progress, or scheduled, and the plan has been integrated into the ongoing Citizen Experience programme. The Council successfully retained its external Customer Service Accreditation, achieving 13 compliances and identifying further improvement areas.
7	Work with ODS, neighbouring Districts and County to develop potential business case options for joint waste operations to deliver significant operational efficiencies.	Corporate Strategy	The Waste & Environmental Services Transformation Programme Board, comprising Oxford City Council, West Oxfordshire District Council, Cherwell District Council and Oxfordshire County Council has approved a business case to deliver improvements in operational performance, environmental sustainability and substantial savings through greater collaborative working and integration across the Oxfordshire waste system operations.
8	Work with Oxfordshire and other Thames Valley councils to develop and implement proposals for	Corporate Strategy	A proposal for the creation of three new unitary councils across Oxfordshire and West Berkshire was developed by

devolution and local government reorganisation (LGR) that provide the best possible outcome for Oxford's residents, businesses and communities.		Oxford City Council following extensive engagement with residents, businesses and stakeholders and submitted to Government – alongside competing LGR proposals - for its decision by July 2026. An Expression of Interest for devolution in the Thames Valley was submitted to Government that could enable the creation of a Mayoral Strategic Authority for our region.