

Turning the Oxfordshire 2050 Strategic Vision Into Action

Developing the Future Oxfordshire partnership work programme – initial thinking

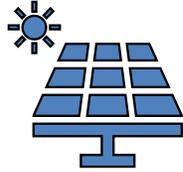


**FUTURE
OXFORDSHIRE
PARTNERSHIP**

The Oxfordshire Strategic Vision



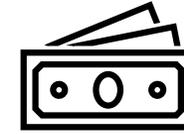
Our natural environment will be in a better state than that in which we found it



We will already be carbon neutral and accelerating towards a carbon negative future



Our residents will be healthier and happier, and overall wellbeing will have improved



Our local economy will be globally competitive, sustainable, diverse and inclusive



Our county will be a more equal, fair and inclusive place for everyone



Our vibrant historic and cultural offer will be rich, diverse and enhanced



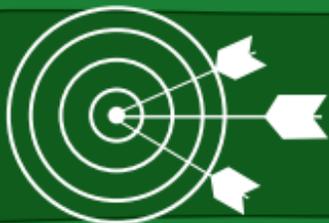
We will have energy efficient and affordable homes in the right number, location and tenure



Our county's connectivity will be transformed in ways that enhance wellbeing



Our diverse and vibrant communities will thrive with a strong sense of identity



Our aim is to utilise the unique opportunities and assets in Oxfordshire to realise sustainable growth, and shape healthy, resilient communities in which it is possible for all residents to thrive and which can be an exemplar for the rest of the UK and other locations internationally.

If we are successful, by 2050 Oxfordshire will:



be a globally competitive economy which is sustainable, diverse and inclusive, generating high-quality, productive and knowledge-based employment for our communities. It will utilise the county's strengths and resources, including its world-class universities and world-leading research, innovation and technology assets. There will be improved educational attainment and a skills system aligned to the needs of business and communities, helping to provide the conditions in which all Oxfordshire's people can benefit and thrive.



have transformed movement and connectivity within the County and beyond. There will be greater digital connectivity and physical mobility in and between places in ways that enhance environmental, social and economic wellbeing, with an emphasis on sustainable travel, including walking and cycling.



be the first generation to leave the natural environment in a better state than that in which we found it. The natural environment will be more biodiverse, support social, economic and ecological resilience and have the capacity to adapt to change.



have flourishing, diverse and vibrant communities rooted in pride with our local, national and international connections and a strong sense of civic identity. Individuals and families will support each other in partnership with sustainable public services, a thriving voluntary and community sector and be connected to dynamic and socially responsible businesses.



have a healthier and happier population with better physical and mental health. Young people will feel confident, positive and excited about their future and people will spend more of their later life active, in good health and with care available in their communities to meet their changing needs.



have energy efficient, well-designed homes, sufficient in numbers, location, type, size, tenure and affordability to meet the needs of our growing economy, young people, residents and future generations.



enjoy a built and historic environment which is rich and diverse, comprising high-quality places where people want to live, work, visit and invest. Our rich and distinctive internationally recognised heritage assets, visitor economy and vibrant cultural offer will have been further enhanced and there will be improved access to them.



be a more equal place, supported by inclusive growth that gives everyone a fair chance in life to prosper. Deprivation and disadvantage will have been tackled wherever it manifests itself in our urban and rural areas, and discrimination will have been removed.



have achieved carbon neutral status, and be accelerating towards a carbon negative future, removing more carbon than it emits each year. Energy production will be sustainable.

Strategic Vision & Corporate Plan Alignment

Sought to understand how the priorities within the corporate plans of the six local authorities and OxLEP aligned to the nine outcomes of the Vision → delivery of partnership visions and plans is sometimes considered secondary to the delivery of corporate versions.

| Authority | Period | No. of Priorities | Priorities |
|--|-------------|-------------------|--|
| <u>Cherwell</u> | 2022 - 2023 | 4 | <ul style="list-style-type: none"> • Housing that meets your needs • Supporting environmental sustainability • An enterprising economy with strong and vibrant local centres • Healthy, resilient and engaged communities |
| <u>West Oxfordshire</u> | 2020 - 2024 | 6 | <ul style="list-style-type: none"> • Climate action • Healthy towns and villages • A vibrant district economy • Strong local communities • Meeting the housing needs of our changing population • Modern council services and sustainable finance |
| <u>Vale of White Horse</u> | 2020 - 2024 | 6 | <ul style="list-style-type: none"> • Providing the homes people need • Tackling the climate emergency • Building healthy communities • Building stable finances • Working in partnership • Working in an open and inclusive way |
| <u>South Oxfordshire</u> | 2020 - 2024 | 6 | <ul style="list-style-type: none"> • Protect and restore our natural world • Openness and accountability • Action on the climate emergency • Improved economic and community well-being • Homes and infrastructure that meet local needs • Investment and innovation that rebuilds our financial viability |
| <u>Oxford City</u> | 2020 - 2024 | 4 | <ul style="list-style-type: none"> • Enable an inclusive economy • Deliver more affordable housing • Support thriving communities • Pursue a zero carbon Oxford |

Snapshot

Strategic Vision & Corporate Plan Alignment

A detailed analysis of content within the corporate plans revealed that they align to all nine outcomes of the Oxfordshire Strategic Vision, for each of the seven individual plans

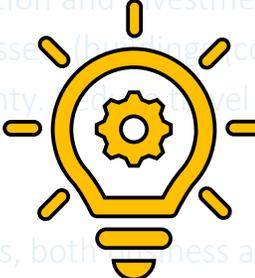
| Oxfordshire Strategic Vision Outcomes | Corporate Plan | | | | | | |
|---|----------------|------------------|---------------------|-------------------|-------------|----------------------------|-------|
| | Cherwell | West Oxfordshire | Vale of White Horse | South Oxfordshire | Oxford City | Oxfordshire County Council | OxLEP |
| We will have energy efficient and affordable homes in the right number, location & tenure | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| We will already be carbon neutral and accelerating towards a carbon negative future | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Our natural environment will be in a better state than that in which we found it | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Our residents will be healthier and happier, and overall wellbeing will have improved | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Our local economy will be globally competitive, sustainable, diverse and inclusive | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Our county will be a more equal, fair and inclusive place for everyone | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Our vibrant historic and cultural offer will be rich, diverse and enhanced | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Our county's connectivity will be transformed in ways that enhance wellbeing | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Our diverse and vibrant communities will thrive with a strong sense of identity | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| Oxfordshire Strategic Vision | Focus & Activity Captured Within Corporate Plans |
|--|---|
| <p>We will already be carbon neutral and accelerating towards a carbon negative future</p> <p>Our natural environment will be in a better state than that in which we found it</p> | <ul style="list-style-type: none"> • Green Economy; encourage and enable further innovation and investment in green technology. • Carbon neutral councils - Decarbonisation of council assets (buildings (commercial & housing) & vehicles); electric charging points in council car parks / expand electric charging capacity across the county. Reduce travel to work for council employees; identify energy saving opportunities in council buildings and fleets. • Emission reduction targets for major suppliers. • Carbon neutral districts - Supporting local communities, both business and residential, to reduce their carbon footprint and waste, and support nature recovery and recycling - design and building of sustainable, low-carbon communities. • Behavioural change re: green agenda through information dissemination and leading by example. • Annually approved Climate Emergency programme which is adequately financed. • Increase biodiversity (e.g., habitat banks) and tree cover, rewilding initiatives, wildlife corridors, restoration of nature including within urban areas, connect urban communities with local green spaces/improve access to green space; develop a tree-planting strategy and work with partners to plant more trees. • Use the Council's planning powers to ensure that new developments deliver a net gain in biodiversity. • Promote rural areas for tourism, leisure, and personal wellbeing. • Work in partnership to support ambitions re: biodiversity increases and tackling the climate crisis; implement PAZCO route map (a comprehensive plan for decarbonising Oxfordshire). • Contribute to a Nature Recovery Network for Oxfordshire and call for a LNP; promote an ambitious nature recovery programme. Support the preparation and delivery of a Nature Recovery Strategy for Oxfordshire. |

| Oxfordshire Strategic Vision | Focus & Activity Captured Within Corporate Plans |
|------------------------------|--|
|------------------------------|--|

We will already be carbon neutral and accelerating towards a carbon negative future

Our natural environment will be in a better state than that in which we found it



This offers the opportunity to consider **additional** areas for collaborative working under the FOP arrangements, which help to deliver both the Oxfordshire Strategic Vision and individual Corporate Plans, benefiting from shared knowledge and resource, and creating a consistent approach across the county, where appropriate to do so.

- Green Economy; encourage and enable further innovation and investment in green technology.
- Carbon neutral councils - Decarbonisation of council assets (including commercial & housing) & vehicles); electric charging points in council car parks / expand electric charging capacity across the county; encourage council employees to work for council employees; identify energy saving opportunities in council buildings and fleets.
- Emission reduction targets for major suppliers.
- Carbon neutral districts - Supporting local communities, both business and residential, to reduce their carbon footprint and waste, and support nature recovery and recycling - design and building of sustainable, low-carbon communities.
- Behavioural change programmes to encourage sustainable living.
- Annually approved Climate Emergency programme which is adequately financed.
- Increase tree planting across the county, including within urban areas, connect urban communities with local green spaces to develop a greener strategy and work with partners to plant more trees.
- Use the Oxfordshire Green Grid to help businesses and communities to reduce their carbon footprint.
- Promote rural areas for their potential to help reduce carbon emissions.
- Work in partnership to support ambitions re: biodiversity increases and tackling the climate crisis; implement PAZCO route map (a comprehensive plan for decarbonising Oxfordshire).
- Contribute to a Nature Recovery Network for Oxfordshire and call for a LNP; promote an ambitious nature recovery programme. Support the preparation and delivery of a Nature Recovery Strategy for Oxfordshire.

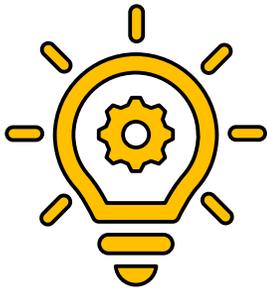
| Oxfordshire Strategic Vision | Focus & Activity Captured Within Corporate Plans | Ideas for Joint Working |
|--|---|--|
| <p>We will already be carbon neutral and accelerating towards a carbon negative future</p> <p>Our natural environment will be in a better state than that in which we found it</p> | <ul style="list-style-type: none"> • Green Economy; encourage and enable further innovation and investment in green technology. • Carbon neutral councils - Decarbonisation of council assets (buildings (commercial & housing) & vehicles); electric charging points in council car parks / expand electric charging capacity across the county. Reduce travel to work for council employees; identify energy saving opportunities in council buildings and fleets. • Emission reduction targets for major suppliers. • Carbon neutral districts - Supporting local communities, both business and residential, to reduce their carbon footprint and waste, and support nature recovery and recycling - design and building of sustainable, low-carbon communities. • Behavioural change re: green agenda through information dissemination and leading by example. • Annually approved Climate Emergency programme which is adequately financed. • Increase biodiversity (e.g., habitat banks) and tree cover, rewilding initiatives, wildlife corridors, restoration of nature including within urban areas, connect urban communities with local green spaces/improve access to green space; develop a tree-planting strategy and work with partners to plant more trees. • Use the Council's planning powers to ensure that new developments deliver a net gain in biodiversity. |  <ul style="list-style-type: none"> • Development of Revised Energy Strategy for Oxfordshire: As collective partners there is recognition of the criticality of the energy crisis, with local infrastructure challenges, soaring energy costs, and implications for health and wellbeing and the transition to a net zero economy. We should look to revise the current energy strategy and associated delivery plan, to ensure objectives and activities address the biggest challenges as we understand them now, and into the future. • Domestic Retrofit: Consider applying for Phase 2 of the Home Upgrade Grant (HUG) which provides funding to improve the energy performance and heating systems of energy inefficient homes in England. Applying as a county may increase the potential of receiving funding, in presenting a more joined up, united approach. Furthermore, it would allow us to share staffing resources and knowledge from across the organisations in the development of the bid. Up to £700 million of funding will be made available to local authorities to help them deliver their energy efficiency programmes. Funding will be released to successful local authorities in the financial years 2023 to 2024 and 2024 to 2025. <p>Stakeholder Engagement Initiated:</p> <ul style="list-style-type: none"> • Sessions with officers supporting the FOP and advisory groups • Session with LA CEs • Session with EOG representatives • Green Construction: Countywide incentives to encourage green construction methods which support progression towards Carbon Neutrality. |

| Oxfordshire Strategic Vision | Focus & Activity Captured Within Corporate Plans | Ideas for Joint Working |
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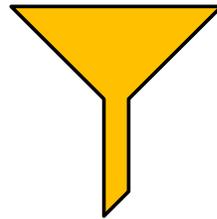
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Filtering Ideas from Stakeholder Engagement

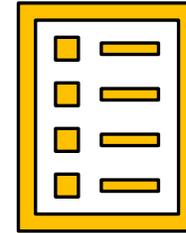
It is anticipated that the described stakeholder engagement will generate a wealth of ideas relating to projects, programmes, and strategies, which could help to deliver the outcomes of the Oxfordshire Strategic Vision. However, a robust filtering process will be required to support in identifying which of the suggestions to take forward into the design and delivery phase, with consideration to be given to factors including, resources available, anticipated impact, and added value of delivering the work through the FOP arrangements.



Ideas generated through stakeholder engagement



Ideas filtered according to an agreed framework



Refined list of ideas to be worked up and taken forward to the FOP

Steps to Progress Delivery of the Strategic Vision



Work is underway to map the different strategies and plans operating within the space of the Oxfordshire Strategic Vision, to establish if the appropriate guiding documents are in place to support delivery, and to identify opportunities for further integration of the Vision within relevant strategies and plans, at both a local and regional level.

Steps to Progress Delivery of the Strategic Vision



Work is underway to map the different strategies and plans operating within the space of the Oxfordshire Strategic Vision, to establish if the appropriate guiding documents are in place to support delivery, and to identify opportunities for further integration of the Vision within relevant strategies and plans, at both a local and regional level.



We have begun to map how other partnerships, for example, the Oxfordshire Inclusive Economy Partnership (OIEP), and the Local Nature Partnership, contribute/plan to contribute to the Strategic Vision, to ensure we maximise outputs through these relationships, and prevent duplication.

| Oxfordshire Strategic Vision | How does the partnership support delivery of the outcomes of the Oxfordshire Strategic Vision? |
|--|---|
| <p>We will already be carbon neutral and accelerating towards a carbon negative future</p> | <p>The LNP's Natural Capital Investment work seeks to create a local carbon market that will leverage investment in carbon sequestration. We have an emergent working group, that builds on work already achieved to date, that will benefit from human resource support from the University of Oxford.</p> |
| <p>Our natural environment will be in a better state than that in which we found it</p> | <p>The purpose of the LNP is to radically enhance nature, its positive impact on our climate and the priority it is given, helping to make Oxfordshire a county where people and nature thrive.</p> <p>Local Nature Recovery Strategy will provide a shared spatial and theoretical framework for nature recovery. OLNP is liaising with Oxfordshire County Council to agree the most appropriate governance structure for taking this work forward. We are likely to end up with a steering group for the project which is a LNP sub-group, led by OCC. That group will then utilise the other existing LNP sub-groups to inform its work on specific areas.</p> <p>The LNP will facilitate a programme of Natural Capital Investment which will see roll-out of nature-based solutions at scale, leading to increased economic, social and and ecological resilience. This will be achieved through working closely with farmers and landowners, as well as the eNGOs</p> |
| <p>Our residents will be healthier and happier, and overall wellbeing will have improved</p> | <p>The LNP will work with nature to reduce health inequalities. This will be achieved through championing:</p> <ul style="list-style-type: none"> - green social prescribing - green infrastructure - accessible natural greenspace. <p>The LNP has established a Nature and Health subgroup, which will coordinate this work.</p> |



Steps to Progress Delivery of the Strategic Vision



We have begun to map how other partnerships, for example, the Oxfordshire Inclusive Economy Partnership (OIEP), and the Local Nature Partnership, contribute/plan to contribute to the Strategic Vision, to ensure we maximise outputs through these relationships, and prevent duplication.



Improved understanding of the different projects/programmes the FOP, and supporting advisory groups have been involved in over the past couple of years. The role of the FOP and supporting advisory groups varies from oversight e.g., PaZCO route map and action plan, and the Housing and Growth Deal, to input and comment e.g., England's economic heartland connectivity studies, and the Oxfordshire Food Strategy etc.

The Oxfordshire 2050 Strategic Vision

Future Oxfordshire Partnership Chair: Cllr Barry Wood

- Economic Recovery Plan
- Health Impact Assessment Tool
- Oxford - Cambridge Arc
- Joint FOP & Heath Wellbeing Board Sessions
- Public questions
- Letters to central gov etc.

Oxfordshire LEP Board
Chair: Jeremy Long

FOP Scrutiny Panel
Chair: Cllr Miles
SRO: Andrew Down

Infrastructure Advisory Group

Chair: Cllr Leffman
SRO: John Disley (Oxfordshire County Council)

- Oxford Infrastructure Strategy (OxIS)
- Homes from Infrastructure (Hfi) Programme (Housing & Growth Deal)
- Digital Infrastructure Programme & Strategy
- England's Economic Heartland
- Oxfordshire Rail Corridor Studies (ORCS) & Oxfordshire Connect
- Oxfordshire Strategic Transport Forum
- Strategic Bus Planning - Bus Service Improvement Plan & Enhanced Partnership
- Oxfordshire Local Transport and Connectivity Plan
- Private Investment in Public Infrastructure Projects
- UK Infrastructure Bank
- Highways England A34 Project

Ideas for Inclusion:

- Vision Zero
- Water Resources Strategy

Housing Advisory Group

Chair: Cllr Brown
SRO: Paul Staines & Dave Scholes

- Oxfordshire Affordable Housing Programme (Housing & Growth Deal)
- Community Housing

Ideas:

- Retrofit Activity - join up across the County

Environment Advisory Group

Chair: Cllr Rouane
SRO: Suzanne Malcolm
Officers group under the EAG

- PAZCO route map and action plan
- Oxfordshire Food Strategy
- Climate action marketing and communications strategy
- Report on the use of Solar Power
- Oxtrees presentation
- COP 26 Implications for Local Government
- Climate Adaptation and Climate Change Risk Assessment 3 (CCRA3)
- Ideas and Innovation

Ideas for Inclusion:

- Retrofit Activity - join up across the County

Oxfordshire Inclusive Economy Partnership

Chair: Jeremy Long /
SRO: Emma Coles

Oxfordshire Local Nature Partnership

Whilst a discrete partnership which does not report into the FOP, the LNP will link in with the FOP on projects and programmes, in support of the Oxfordshire Strategic Vision.

Chair: Richard Benwell
SRO: Matt Whitney

Developing Document

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| Project / Programme / Activity Name | Overview & Additional Details | Link to 2050 Vision | Responsible Officer | EAG Role / Purpose of item at EAG | Recommendations / Decisions Made (inc. Steering) | EAG Meetings Discussed At | Useful Links |
|--|--|---|---|---|---|--|---|
| PAZCO Route Map & Action Plan | <p>EAG strongly supported the evidence in the PAZCO report and requested for the Officer Group to scope the work required to develop a multi-stakeholder route map and implementation plan focussed on EAG members influence to deliver the outcomes in the report.</p> <p>The Route Map will lay out the high-level goals required to sufficiently reduce emissions to reach Net Zero. The Action Plan will be a detailed set of actions that are necessary to deliver each of the high-level goals depicted in the Route Map. In addition, a set of 'asks' for central government on investment and policy will be developed.</p> <p>City Science have been commissioned to develop a net zero route map and action plan for Oxfordshire. A small project group has been established including a nominated FOP SRO, County, Districts, OXLEP and rep of ECI.</p> | We will already be carbon neutral and accelerating towards a carbon negative future | <p>Sarah Gilbert, Climate Action Team Leader, Oxfordshire County Council</p> <p>Officer Group of the Environment Advisory Group</p> | Monitor / oversee progress & provide direction - EAG are the steering group for the Route Map and Action Plan | » June 22 - EAG members happy with the City Science approach set out in the June report. | <p>» March 22</p> <p>» June 22</p> <p>» January 22</p> | Pathways to a zero carbon Oxfordshire |
| Oxfordshire Food Strategy | <p>GFO were asked by the LAs to build a multi-stakeholder food strategy, which was started in September 2021. GFO has identified the following priority areas for action:</p> <ol style="list-style-type: none"> 1. Tackle food poverty and diet-related ill health 2. Build vibrant food communities 3. Grow our local food economy 4. Strengthen short, transparent local food supply chains 5. Improve the health and sustainability of institutional catering <p>Part 1 of developing the strategy has been completed, part 2 concerns implementation, and this involves developing food action plans.</p> | <p>Our residents will be healthier and happier, and overall wellbeing will have improved</p> <p>We will already be carbon neutral and accelerating towards a carbon negative future</p> | Fiona Steel, Good Food Oxfordshire | For information and comment | <p>» June 22 - Fiona Steel suggested some actions that EAG representatives could take back to their relevant authorities to support the implementation of the Ox Food Strategy - see meeting notes for more details.</p> <p>» June 22 - Follow up in 6 months to receive an update on the progress of the strategy be added to the forward programme.</p> | » June 22 | Good Food Oxford Oxfordshire's Sustainable Food Network |

Steps to Progress Delivery of the Strategic Vision



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Improved understanding of the different projects/programmes the FOP, and supporting advisory groups have been involved in over the past couple of years. The role of the FOP and supporting advisory groups varies from oversight e.g., PaZCO route map and action plan, and the Housing and Growth Deal, to input and comment e.g., England's economic heartland connectivity studies, and the Oxfordshire Food Strategy etc.



Alongside identifying new opportunities for collaborative working across Oxfordshire, a key focus for future work will be the development of performance measures and/or a qualitative narrative to enable the FOP to monitor the direction of travel against the Oxfordshire Strategic Vision. This will be considered in 2023.

The Future Oxfordshire Partnership

FOP Director & core FOP team support the running of the partnership. Team consists of the following:

- Head of Programme (H&GD)
- Partnership Managers
- Communications Coordinator
- Democratic Services Officers

FOP Scrutiny Panel
Chair: Councillor Miles

The Scrutiny Panel ensures effective and coordinated scrutiny of the work and decision-making of the FOP. Its membership comprises three councillors from each authority, and it is empowered to review any decisions, and make recommendations on reports to the FOP.

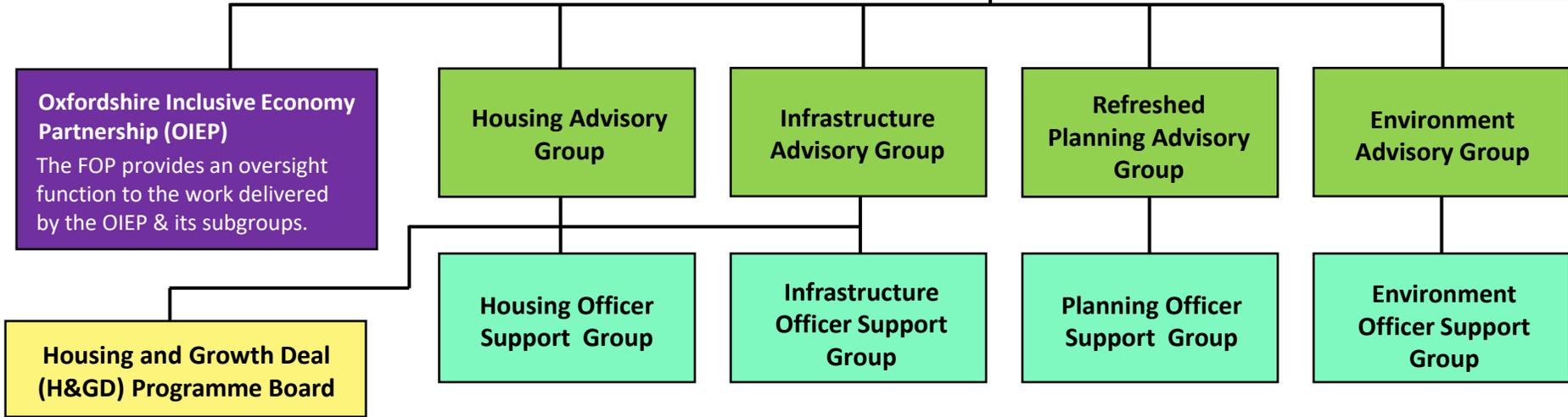
Future Oxfordshire Partnership (FOP)
Chair: Councillor Wood

The Future Oxfordshire Partnership is a joint committee of the six councils of Oxfordshire together with key strategic partners working together to deliver the bold and ambitious outcomes of the **Oxfordshire Strategic Vision (OSV)**.

- Six Oxfordshire Councils
- OxLEP
- Environment Agency
- BOB Integrated Care Board
- University of Oxford
- Oxford Brookes University
- Homes England

Chief Executives Group

Executive Officer Group
Supports the development of the FOP's forward work programme, working to identify opportunities for collaboration linked to the OSV. Reviews and inputs into reports prior to submission to the FOP.



Member Advisory Groups: Act in an advisory and consultative capacity to the FOP, and provide strategic oversight in the development and delivery of key projects and programmes aligned to the OSV. Each Advisory Group has a SRO.

Officer Support Groups: Lead on the development of the forward work programme for the advisory groups and FOP; support respective political members during advisory group discussions, and join-up/share information across organisations.

The FOP is proactively engaged with other partnerships, and stakeholders which include the following:

- Oxfordshire Local Nature Partnership *
- Oxfordshire Health and Wellbeing Board
- Enhanced Bus Partnership
- Oxfordshire Strategic Transport Forum **
- OxLEP Board & subgroups
- England's Economic Heartland

* The LNP is a discrete partnership, which does not report directly into the FOP, a member of the FOP does however sit on the LNP board to support join-up and collaboration.
 ** The Oxfordshire Strategic Transport Forum feeds into the Infrastructure Advisory Group (IAG); the Chair of the Oxfordshire Strategic Transport Forum (OSTF) is a member of IAG.



Recommendations / Asks of the FOP

1

We ask that the FOP note progress made to identify opportunities for joint working aligned to the Oxfordshire Strategic Vision, which also supports delivery of individual organisation corporate plans.

2

We ask that the FOP endorse the proposed engagement sessions, to support in identifying opportunities for joint working aligned to the outcomes of the Oxfordshire Strategic Vision and encourage engagement in the process.

3

We ask that the FOP support wider socialisation of the Oxfordshire Strategic Vision with partners and a broader group of stakeholders, to raise awareness of the Vision, and encourage buy in and support for its delivery.

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