OXFORDSHIRE COUNTY COUNCIL

To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 15 September 2026 at 2.00 pm

Room 2&3 - County Hall, New Road, Oxford OX1 1ND

If you wish to view proceedings online, please click on this Live Stream Link.

Dr Martin Reeves OBE
Chief Executive

September 2026

Committee Officer: ***Chris Reynolds***
Tel: 07542 029441; E-Mail: chris.reynolds@oxfordshire.gov.uk

Membership

Councillors

Tim Bearder	Leader of the Council
Neil Fawcett	Deputy Leader of the Council and Cabinet Member for Resources
Judith Edwards	Cabinet Member for Local Governmemt Reorganisation amd Human Resouces
Gareth Epps	Cabinet Member for Transport
Rebekah Fletcher	Cabinet Member for Adults
Sean Gaul	Cabinet Member for Children and Young People
Laura Gordon	Cabinet Member for Environment and Economy
Kate Gregory	Cabinet Member for Public Health and Inequalities
Liz Leffman	Cabinet Member for Highways Construction and Repair
Dan Levy	Cabinet Member for Finance, Property and Transformation

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on 21 September 2026 unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

Date of next meeting: 20 October 2026

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note below

3. Minutes (Pages 9 - 32)

To approve the minutes of the meetings held on 14 and 28 July 2026 and to receive information arising from them.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am three working days before the meeting, ask a question on an item on the agenda.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

5. Petitions and Public Address

Members of the public who wish to speak on an item on the agenda at this meeting, or present a petition, can attend the meeting in person or 'virtually' through an online connection.

Requests to present a petition must be submitted no later than 9am ten working days before the meeting.

Requests to speak must be submitted no later than 9am three working days before the meeting.

Requests should be submitted to committeesdemocraticservices@oxfordshire.gov.uk

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that if the technology fails, then your views can still be taken into account. A written copy of your statement can be provided no later than 9am on the day of the meeting. Written submissions should be no longer than 1 A4 sheet.

6. Appointments

7. Reports from Scrutiny Committees (Pages 33 - 58)

Cabinet will receive the following Scrutiny reports:-

Performance and Corporate Services Overview and Scrutiny Committee report on Business Management and Monitoring Report – Fire and Rescue

Place Overview and Scrutiny Committee report on OxBus 2040

8. Response to Motion by Councillor Evans on Motor Neurone Disease (Pages 59 - 66)

Cabinet Member: Public Health and Inequalities
*Forward Plan Ref: 2026/*187
Non-Key Decision:
Contact: Izzie Rockingham, Commissioning Manager (Improve Enable)
Isabel.rockingham@oxfordshire.gov.uk

Report by the Director of Adult Social Care

This item is the Cabinet response to the Motion proposed by Councillor Lee Evans and approved by Council on 30 June 2026.

The Cabinet is RECOMMENDED to:

a) **Note the County Council's role in the process of delivering Disabled Facilities Grants [DFG] in Oxfordshire including assessment, recommendations and referral to District Councils.**
b) **Note that District Councils, as local housing authorities, are responsible for administering DFG applications, approving grants and arranging completion of works.**
c) **Approve the response to the Motion to Full Council on 30 June 2026 as set out in this report.**

9. DfT Local Transport Delivery Plan (Pages 67 - 156)

Cabinet Member: Transport
*Forward Plan Ref: 2026/*115
Key Decision:
Contact: Hannah Battye, Head of Place Shaping
Hannah.battye@oxfordshire.gov.uk

Report by the Director of Environment and Highways

Oxfordshire's Local Transport Delivery Plan, detailed up to 2029/30.

The Cabinet is RECOMMENDED to:

a) **approve the Local Transport Delivery Plan and its submission to the Department for Transport, as well as the implementation plan for the**

Department for Transport's Local Transport Quantifiable Carbon Guidance; and

b) delegate authority to the Director of Environment & Highways, in consultation with the Cabinet Member for Transport, to amend the Local Transport Delivery Plan as per the 'Operation of the Delegation' noted herein (46-49).

10. Treasury Management Quarter 1 Report 2026/27 (Pages 157 - 172)

Cabinet Member: Finance, Property and Transformation
*Forward Plan Ref: 2026/*094
Non-Key Decision
Contact: Tim Chapple, Treasury Manager
Tim.chapple@oxfordshire.gov.uk

Report by Deputy Chief Executive (Section 151 Officer)

To provide a review of Treasury Management Activity in the first quarter of 2026/27 in accordance with the CIPFA code of practice.

Cabinet is RECOMMENDED to note the council's treasury management activity at the end of the first quarter of 2026/27.

11. Forward Plan and Future Business (Pages 173 - 180)

Cabinet Member: All
Contact Officer: Chris Reynolds, Senior Democratic Services Officer,
chris.reynolds@oxfordshire.gov.uk

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA11.** This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity to identify any further changes they would wish to be incorporated in the next Forward Plan update.

The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.

12. For information only: Cabinet responses to Scrutiny items (Pages 181 - 198)

To **NOTE** the responses of Cabinet to the following Scrutiny reports:
- CAT Policy
- Bus Services and Rural Transport (including Mobility Hubs)
- School Streets

Councillors declaring interests

General duty
You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed ‘Declarations of Interest’ or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?
Disclosable pecuniary interests relate to your employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council’s area; licenses for land in the Council’s area; corporate tenancies; and securities. These declarations must be recorded in each councillor’s Register of Interests which is publicly available on the Council’s website.

Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member’s spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

Declaring an interest
Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members’ Code of Conduct and public perception
Even if you do not have a disclosable pecuniary interest in a matter, the Members’ Code of Conduct says that a member ‘must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself’ and that ‘you must not place yourself in situations where your honesty and integrity may be questioned’.

Members Code – Other registrable interests
Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your other registerable interests then you must declare an interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person’s quality of life, either positively or negatively, is likely to affect their wellbeing.
Other registrable interests include:
a) Any unpaid directorships

b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.
c) Any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

Members Code – Non-registrable interests
Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under other registrable interests, then you must declare the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:
Where a matter affects the financial interest or well-being:
a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

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CABINET

MINUTES of the meeting held on Tuesday, 14 July 2026 commencing at 2.00 pm and finishing at 4.07 pm

Present:

Voting Members: Councillor Tim Bearder – in the Chair
Councillor Neil Fawcett (Deputy Chair)
Councillor Gareth Epps
Councillor Rebekah Fletcher
Councillor Sean Gaul
Councillor Laura Gordon
Councillor Kate Gregory
Councillor Liz Leffman
Councillor Dan Levy

Other Members in Attendance: Councillors Thomas Ashby, Liz Brighouse OBE, Lee Evans, Jane Hanna OBE, Glynis Phillips, Paul-Austin Sargent, Liam Walker

Officers:

Whole of meeting: Lorna Baxter (Deputy Chief Executive – Section 151 Officer), Anita Bradley (Director of Law & Governance and Monitoring Officer), Paul Fermer (Director of Environment and Highways), Delia Mann (Deputy Director Children's Social Care), Robin Rogers (Director of Economy and Place), Susannah Wintersgill (Director of Public Affairs, Policy and Partnerships), Jack Ahier (Senior Democratic Services Officer)

The Cabinet considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting, and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes.

91/26 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies were received from Councillor Edwards.

92/26 DECLARATIONS OF INTEREST

(Agenda Item. 2)

There were none.

93/26 MINUTES
(Agenda Item. 3)

The minutes of the meeting held on 16 June 2026 were approved and signed by the Chair as a correct record.

94/26 QUESTIONS FROM COUNTY COUNCILLORS
(Agenda Item. 4)

Please see attached.

95/26 PETITIONS AND PUBLIC ADDRESS
(Agenda Item. 5)

<u>8 – Best Start Family Hubs</u>
Cllr Jane Hanna OBE

<u>12 – Cowley Branch Line – Enterprise Zone Funding</u>
Rita Atkinson
Cllr Andrew Crawford
Cllr Bethia Thomas
Cllr Jane Hanna OBE

<u>14 – Procurement of a Strategic Partner to Support Local Government Reorganisation across Oxfordshire and West Berkshire</u>
Cllr Glynis Phillips

<u>18 – Capital Programme Monitoring Report</u>
Richard Drew

96/26 APPOINTMENTS
(Agenda Item. 6)

There were none.

97/26 REPORTS FROM SCRUTINY COMMITTEES
(Agenda Item. 7)

Councillor Liz Brighouse OBE, Chair of the Education and Young People Overview and Scrutiny Committee, presented the report on the Best Start in Life Family Hubs.

Councillor Glynis Phillips, Chair of the Performance and Corporate Services Overview and Scrutiny Committee, presented reports on:

- Commercial Strategy
- Shaping Oxfordshire's Future Economy

Councillor Liam Walker, Chair of the Place Overview and Scrutiny Committee, presented the report on the Protocol for Flag Flying.

Cabinet received the reports and will respond in due course.

98/26 BEST START FAMILY HUBS

(Agenda Item. 8)

Cabinet had before it a report setting out the strategic direction for the Best Start Family Hubs in Oxfordshire as a core delivery mechanism in the Council's Best Start in Life Plan, which responded to the national ambition for 75% of children to achieve a good level of development by age five by 2028.

Councillor Sean Gaul, Cabinet Member for Children and Young People, introduced the report and outlined proposals for a network of family hubs operating across five localities, supported by voluntary, community and faith sector organisations. Particular emphasis was placed on improving outcomes for children and families, supporting school readiness and tackling inequalities.

Members highlighted the importance of partnership working, the contribution of community-run family centres and opportunities for integration with wider health and wellbeing services, whilst welcoming ongoing discussions regarding provision in Wantage and Grove.

Councillor Gaul moved and Councillor Gregory seconded the recommendations and they were approved.

RESOLVED to:

a) **Approve the strategic direction of travel for Best Start Family Hubs in Oxfordshire and delegate authority to the Director of Children's Services for the delivery of the proposal, including the expenditure of the Department for Education (DfE) Grant and budget.**

99/26 CITIZENS' ASSEMBLY UPDATE

(Agenda Item. 9)

Cabinet received a report which provided an update on the progress and continued engagement related to the recommendations from the February-March 2025 Oxfordshire Travel and Transport Citizens' Assembly, highlighting the council's positive response, further workshops on specific transport projects such as the temporary Oxford congestion charge and OxRAIL 2040 plan, and ongoing efforts to involve assembly members in policy development and scheme delivery aligned with the county's strategic goals for greener, healthier, and fairer transport systems.

Councillor Gareth Epps, Cabinet Member for Transport, presented the report. He reported that many recommendations were already being progressed through existing transport programmes and highlighted work on behaviour change, road safety, reducing traffic, improvements to Park and Ride services and continued engagement with Assembly members on congestion charging and OxRail 2040 proposals.

Members thanked participants and acknowledged the value of deliberative engagement in informing transport policy.

Councillor Bearder moved and Councillor Epps seconded the recommendations and they were approved.

RESLVED to:-

a) **Note the progress being made to deliver against recommendations from the Travel and Transport Citizens' Assembly since July 2025.**

b) **Note the additional engagement that has taken place with assembly members over the past year, in support of deeper involvement of communities in transport policy development, and scheme design and delivery.**

100/26 THAMES VALLEY SPATIAL DEVELOPMENT STRATEGY (SDS) DEVELOPMENT AND GOVERNANCE
(Agenda Item. 10)

Cabinet considered a report recommending approval for establishing a partnership of councils from Oxfordshire, Berkshire, and Swindon to collaboratively develop a pre-inception Spatial Development Strategy (SDS) for the Thames Valley area. The report outlined governance, funding, staffing, data sharing, and risk management arrangements ahead of the statutory Strategic Planning Board's formation expected in Autumn 2026, with Bracknell Forest Council acting as the accountable body and host for staff, supported by government funding and partner contributions to ensure readiness for the SDS statutory requirements by mid-2029.

Councillor Laura Gordon, Cabinet Member for Environment and Economy, presented the report.

Cabinet noted that the SDS was a government-imposed process, with the geography set to include Oxfordshire, Berkshire, and Swindon, but not Buckinghamshire or Milton Keynes. Members expressed concerns about the logic of the boundaries and the practical implications for strategic planning.

Members clarified that participation in the SDS did not imply acceptance of a devolution deal including Swindon, and that spatial planning and devolution were being treated as separate processes. The importance of including Buckinghamshire for effective planning was reiterated.

Councillor Gordon moved and Councillor Gaul seconded the recommendations and they were approved.

RESOLVED to:-

a) **Approve the establishment of a partnership with the councils covering Oxfordshire and Berkshire, including Swindon in the initial pre-inception period of the statutory Spatial Development Strategy (SDS) for the Thames Valley area and pending agreement by Government on geography.**

b) **Note the funding and resource allocations for the pre-inception programme.**

c) **Agree that Bracknell Forest Council will act as the accountable body for funds held on behalf of the partnership and will host any staff appointed for the Thames Valley SDS programme.**

d) **Agree the high-level interim governance and oversight, monitoring and assurance arrangements set out in this paper, covering the arrangements for the period before a statutory Strategic Planning Board (SPB) is established through secondary legislation.**

e) **To delegate the detail of the agreement and working arrangements for pre-inception development of the SDS to the Director of Economy and Place in consultation with the Head of Legal and Governance and Deputy Monitoring Officer.**

101/26 THE OXFORDSHIRE INFRASTRUCTURE STRATEGY (OXIS)

(Agenda Item. 11)

Cabinet had before it the 2026 Oxfordshire Infrastructure Strategy (OxIS) Stage 2 Prioritisation Report outlining the strategic infrastructure needed to support Oxfordshire's projected growth to 2050. The report identified key challenges in transport, energy, digital connectivity, water, green spaces, and social infrastructure, while highlighting a £7.6 billion funding gap out of the £9 billion required, and presenting a flexible, evidence-based prioritisation framework for over 550 projects to guide investment and sustainable development aligned with the county's 2050 Strategic Vision.

Councillor Laura Gordon, Cabinet Member for Environment and Economy, presented the report.

During discussion, members discussed the importance of clear infrastructure priorities to support Oxfordshire's significant growth in jobs and housing, noting that infrastructure delivery has lagged behind development. They referenced the need for basic infrastructure such as renewable energy connections and water management.

Concerns were raised about the rigidity of the current project scoring system, with calls for more flexibility to ensure equitable distribution of funding and the ability to respond to strategic opportunities. Cabinet agreed to add recommendations emphasising flexibility and the need for nuanced prioritisation, especially regarding job and housing co-location.

Members also highlighted the lack of focus on climate adaptation in the current strategy and the need to consider alternative funding mechanisms, such as land value capture. They agreed that future iterations should place greater emphasis on climate mitigation, adaptation, and sustainable funding.

Councillor Gordon moved and Councillor Fawcett seconded the amended recommendations and they were approved.

RESOLVED to :-

a) **Endorse the Oxfordshire Infrastructure Strategy Stage 2 Prioritisation Report (provided at Annex 1)**

b) **Note the need for flexibility in bringing forward projects for funding to ensure equitable distribution of funding around the County and take advantage of strategic funding opportunities as they arise.**

c) **Ensure that future iterations of this report or other infrastructure prioritisation exercises, such as the Spatial Development Strategy, place stronger emphasis on: job creation in priority locations; housing development in priority locations (notably Oxford City); climate mitigation and adaptation; and alignment with Oxfordshire County Council transport and other policies.**

102/26 COWLEY BRANCH LINE - ENTERPRISE ZONE FUNDING

(Agenda Item. 12)

Cabinet had before it a report recommending approval of up to £14.5m in local funding for the Cowley Branch Line project using retained business rates from Oxfordshire Enterprise Zones, with repayment expected from future S106 and CIL contributions, while acknowledging potential funding risks and deferring the choice of financing method to future councils amid Local Government Reform.

Councillor Laura Gordon, Cabinet Member for Environment and Economy presented the report. She stated that the funding would unlock substantial Government and private-sector investment and contribute to economic growth across Oxfordshire. She also acknowledged concerns about consultation arrangements and outlined proposals for an Enterprise Zone Advisory Board.

During discussion, members emphasised the strategic importance of the scheme for OxRail 2040, Oxford station capacity, Oxfordshire Metro ambitions and future rail projects, including Warren Grove/Wantage station aspirations.

Members generally supported the proposal while acknowledging stakeholder concerns.

Further discussion covered the following points:-

- benefits for deprived communities in East Oxford;
- countywide economic impacts;
- future governance arrangements for EZ funding;
- progress on active travel schemes and Science Vale projects;
- future recovery of costs from developer contributions and infrastructure funding streams;

Councillor Gordon moved and Councillor Epps seconded the recommendations and they were approved.

RESOLVED to:-

a) **Approve potential funding to meet up to £14.5m of local costs for the delivery of the Cowley Branch Line through the use of retained business rates funding from the two Oxfordshire Enterprise Zones as set out in paragraph 44 and subject to the provisions of paragraph 41.**

b) **Note that the expectation is that this forward funding would be replaced by future S106 and Community Infrastructure Levy (CIL) contributions but neither the amounts nor timing are certain at this stage.**

c) **Note that any future shortfall in funding or additional borrowing costs beyond those set out in this paper would need a further decision on how to manage.**

103/26 OXFORDSHIRE COUNTY COUNCIL'S PROTOCOL FOR FLAG FLYING

(Agenda Item. 13)

Cabinet had before it a report proposing a Protocol for Flag Flying to establish a consistent framework for flag displays on council properties, ensuring compliance with legislation, supporting community cohesion, and managing one-off requests fairly and transparently.

Councillor Neil Fawcett, Deputy Leader of the Council and Cabinet Member for Resources, presented the report.

During discussion, members welcomed the amendments to the policy proposed by the Overview and Scrutiny Committee.

Councillor Fawcett moved and Councillor Bearder seconded the recommendation, and it was approved.

RESOLVED to approve the Protocol for Flag Flying (Annex A to the report). The Protocol incorporates recommendations made by the Place Overview and Scrutiny Committee

104/26 PROCUREMENT OF A STRATEGIC PARTNER TO SUPPORT LOCAL GOVERNMENT REORGANISATION ACROSS OXFORDSHIRE AND WEST BERKSHIRE

(Agenda Item. 14)

Cabinet considered a report recommending approval of a procurement exercise to appoint a Strategic Partner to support Local Government Reorganisation across Oxfordshire and West Berkshire, with an estimated contract value of £3 million starting September 2026 until March 2029 or 12 months post-vesting day, sharing costs 80/20 between Oxfordshire County Council and partner councils. This partner would provide specialist capacity for both statutory transition and system-wide transformation to achieve financially sustainable unitary authorities and improved service integration, with procurement conducted competitively under the Procurement Act 2023 and contract management ensuring risk mitigation and alignment with equality, sustainability, and legal requirements.

Councillor Tim Bearder, Leader of the Council, presented the report.

During discission, members discussed references to West Berkshire, noting uncertainty pending Government decisions on future local government structures. Cabinet agreed amendments to ensure flexibility pending those decisions and removed references to an unagreed cost-sharing formula.

Councillor Bearder moved and Councillor Leffman seconded the recommendations and they were approved.

RESOLVED to:-

a) **Approve the commencement of a procurement exercise to appoint a Strategic Partner to support the delivery of Local Government Reorganisation (LGR) across the Oxfordshire (and West Berkshire) councils involved in scope, supporting both the statutory transition to new unitary arrangements and wider transformation objectives across the system;**

b) **Approve the commencement of procurement on the basis of an estimated contract value in the region of £3.0 million, with the contract expected to commence in September 2026 and run until March 2029 or 12 months following vesting day, whichever is later. The proposed costs will be tested and refined through the procurement process, with final costs confirmed prior to contract award. Costs will be shared in accordance with the cost-sharing agreement between the councils involved in the scope of Local Government Reorganisation for relevant LGR-related work.**

c) **Delegate authority to the Chief Executive (in his capacity as LGR Oxfordshire and West Berkshire System Implementation Team Leader), following completion of the procurement process and subject to all required approvals, to take all necessary steps to award and enter into the contract, provided that the final arrangement remains within the contract value and duration parameters set out in this report. Any proposed arrangement outside those parameters would be reported back to Cabinet for approval.**

105/26 TREASURY MANAGEMENT ANNUAL PERFORMANCE REPORT

(Agenda Item. 15)

Cabinet considered the Treasury Management Annual Performance Report for 2025/26 detailing the council's debt and investment activities.

Councillor Dan Levy, Cabinet Member for Finance, Property and Transformation presented the report. He stated that all treasury management activity had remained within approved prudential indicators. The Council had reduced external debt, generated strong investment returns and maintained a cautious approach to risk.

Councillor Levy moved and Councillor Gregory seconded the recommendation, and it was approved.

RESOLVED to note the council's treasury management activity and outcomes in 2025/26.

106/26 BUSINESS MANAGEMENT AND MONITORING REPORT

(Agenda Item. 16)

Cabinet received a report which set out the initial revenue forecast and expected outlook for the financial year 2026-27 and included updates on:

- financial risks which are being managed in 2026/27;
- savings and investment position; and
- funding notified since the budget was agreed.

Councillor Dan Levy, Cabinet Member for Finance, Property and Transformation, presented the report. He explained that services were forecasting to remain within budget at month two, while acknowledging financial pressures in social care, highways and pay negotiations.

Councillor Levy moved and Councillor Gregory seconded the recommendations and they were approved.

RESOLVED to:-

a) **Note the report and appendixes.**

b) **Note the increases to funding following the final settlement (paragraph 21)**

c) **Approve the resulting contribution to general balances of £4m (para 36).**

d) **Approve the creation of an earmarked reserve to manage fluctuations in commercial income (para 35).**

e) **Approve the new Highways fees and charges commencing on 1 August 2026 (para 38 appendix 5)**

107/26 BUDGET AND BUSINESS PLANNING REPORT

(Agenda Item. 17)

Cabinet had before it the County Council's 2027/28 budget report which outlined the need to set a balanced budget amid funding reductions from the Fair Funding Review 2.0, with a medium-term financial strategy extending to 2031/32 and a capital programme to 2036/37. The report addressed service demands, inflation, council tax increases, and risks including social care pressures and Dedicated Schools Grant deficits, while planning for Local Government Reform in 2028 and engaging public consultation, with final budget approval scheduled for February 2027.

Councillor Dan Levy, Cabinet Member for Finance, Property and Transformation presented the report.

Councillor Levy moved and Councillor Gregory seconded the recommendations and they were approved.

RESOLVED to:-

a) **Note the report and the starting point for the 2027/28 budget;**

b) **Approve a five-year period for the medium-term financial strategy to 2031/32 and ten-year period for the capital programme to 2036/37;**

c) **Note the high-level timetable for the budget process.**

d) **Note the requirement for the Council to set a sustainable balanced budget for 2027/28 which shows how income will equal spending plans.**

108/26 CAPITAL PROGRAMME MONITORING REPORT

(Agenda Item. 18)

Cabinet received a report which provided an update and monitoring on the County Council's 2026/27 Capital Programme, detailing an increased forecast expenditure across various strategic areas such as pupil places, major infrastructure, highways, property, IT, and equipment, alongside new funding allocations including the SEN High Needs Capital Allocation. The report highlighted key projects, budget changes, funding sources, risks, and sustainability implications to support the council's priorities and statutory functions.

Councillor Dan Levy, Cabinet Member for Finance, Property and Transformation presented the report.

During discission, members highlighted the following as aspects of the report:-

- extensive investment in school places and SEND provision;
- drainage and highways schemes;
- progress on major transport projects;
- continued commitment to the Watlington Relief Road despite delays;
- the strategic importance of capital investment in supporting county growth.

Councillor Levy moved and Councillor Gregory seconded the recommendations and they were approved.

RESOLVED to:

Capital Programme

a. **Note the capital monitoring position for 2026/27 set out in this report and summarised in Annex 1.**

b. **Approve the updated Capital Programme at Annex 2 incorporating the changes set out in this report.**

Budget Changes / Budget Release

c. **Note the proposed release of £4.0m from corporate resources agreed by Council in February 2026 for drainage infrastructure improvements (para 69).**

d. **Note the proposed inclusion of Didcot Valley Park SEND school into the capital programme with a development budget of £1.4m (para 70-71).**

Funding Updates

e. **Agree the inclusion in the capital programme of the following grant funding updates and allocations:**

- **Revise of the previous forecasted value of the School Condition Allocation 2026/27 to £4.645m (para 73).**

- **Include the SEN High Needs Capital Allocation 2026/27 of £11.299m to earmarked reserves to address SEN reform requirements (para 74-77).**

f. **Note the current over-programming of the capital programme is £10.365m as agreed by Council in February 2026. The impact on the review of corporate resources and the additional funding available through the DfT Transport consolidated funding settlement will be considered as part of the budget process for 2027/28.**

109/26 GOVERNANCE ARRANGEMENTS FOR OXFORD CASTLE APARTMENTS LIMITED (OCAL)

(Agenda Item. 19)

Cabinet had before it a report which detailed the completion of the acquisition of Oxford Castle Quarter and the planned acquisition of Oxford Castle Apartments Limited (OCAL) as a wholly owned subsidiary of the Council. It outlined the governance arrangements and legal requirements for OCAL, a special purpose vehicle holding residential leasehold interests.

Councillor Dan Levy, Cabinet Member for Finance, Property and Transformation, presented the report.

Councillor Levy moved and Councillor Leffman seconded the recommendations and they were approved.

RESOLVED to:-

a) **Note that the acquisition of the Oxford Castle Quarter site has now completed and that the related acquisition of Oxford Castle Apartments Limited (OCAL) for the nominal consideration of £1 will be concluded, subject to final due diligence, in August 2026**

b) **Agree that the Council will exercise its shareholder function through the Shareholder Committee, consistent with existing arrangements for council-owned companies.**

c) **Delegate authority to the Deputy Chief Executive (S151 Officer), in consultation with the Director of Law and Governance and Monitoring Officer, and the Cabinet Member for Finance, Property and Transformation, to:**

- **approve the Articles of Association; and**
- **appoint the initial Company Directors,**

with these decisions to be ratified by the Shareholder Committee at its earliest available meeting.

110/26 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 20)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with changes and additions set out in the schedule of addenda.

RESOLVED to note the items currently identified for forthcoming meetings.

111/26 FOR INFORMATION ONLY: CABINET RESPONSES TO SCRUTINY ITEMS

(Agenda Item. 21)

Cabinet noted the following responses to Scrutiny recommendations:-

Minerals and Waste Planning
Protocol for Flag Flying
Road Safety
Unauthorised Waste Disposal Site near Kidlington

112/26 ACQUISITION OF SOLAR FARM IN OXFORDSHIRE

(Agenda Item. 22)

Councillor Bearder moved and Councillor Fawcett seconded the following resolution and it was approved.

RESOLVED: that the public be excluded for the duration of this item since it is likely that if they were present during the item there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified below in relation to this item and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Cabinet had before it proposals for a potential investment in renewable energy infrastructure, including approval to progress acquisition subject to undertaking further investigation and due diligence.

Councillor Laura Gordon, Cabinet Member for Environment and Economy, introduced the report.

Councillor Gordon moved and Councillor Levy seconded the recommendations and they were approved.

RESOLVED to:

a) **Agree to the acquisition of the solar farm, on the terms set out in exempt Annex 1.**

b) **Delegate authority to the Deputy Chief Executive and Section 151 Officer, in consultation with the Cabinet Member for Environment and Economy and the Cabinet Member for Finance, Property and Transformation to negotiate and agree the final acquisition terms which will be substantially in accordance with the details set out in exempt Annex 1.**

c) **Delegate authority to the Deputy Chief Executive and Section 151 Officer, in consultation with the Director of Property & Assets and the Director of Law and Governance and Monitoring Officer, to conclude negotiations and complete all necessary legal documentation (subject to the completion of all due diligence exercises) to implement the acquisition.**

d) **Note that the outcome of the due diligence and contract terms will be shared with Performance Scrutiny and Cabinet ahead of confirming the contract terms.**

…………………………………………………in the Chair

Date of signing ……………………………………………..

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CABINET

MINUTES of the meeting held on Tuesday, 28 July 2026 commencing at 10.00 am and finishing at 11.05am

Present:

Voting Members: Councillor Tim Bearder – in the Chair
Councillor Neil Fawcett (Deputy Chair)
Councillor Judith Edwards
Councillor Gareth Epps
Councillor Rebekah Fletcher
Councillor Sean Gaul
Councillor Kate Gregory
Councillor Liz Leffman
Councillor Dan Levy

Other Members in Attendance: Councillors Imade Edosomwan, Glynis Phillips, James Robertshaw and Ian Snowdon.

Officers:

Whole of meeting: Dr Martin Reeves OBE (Chief Executive), Lorna Baxter (Deputy Chief Executive – Section 151 Officer), Anita Bradley (Director of Law & Governance and Monitoring Officer), Karen Fuller (Director of Adult Social Care), Chris Reynolds (Senior Democratic Services Officer)

The Cabinet considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting, and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes.

113/26 APOLOGIES FOR ABSENCE
(Agenda Item. 1)

Apologies for absence were received from Councillor Laura Gordon.

114/26 DECLARATIONS OF INTEREST
(Agenda Item. 2)

There were none.

115/26 QUESTIONS FROM COUNTY COUNCILLORS
(Agenda Item. 3)

See annex.

116/26 PETITIONS AND PUBLIC ADDRESS
(Agenda Item. 4)

6- Proposed Changes to Adult Social Care Contributions Policy

Zoe Williams
Canio Santoliquido

Cllr Imade Edosomwan

117/26 REPORTS FROM SCRUTINY COMMITTEES
(Agenda Item. 5)

Cabinet received the report and recommendations of the People Overview and Scrutiny Committee on the Adult Social Care Contributions Policy. The Cabinet response was published with the Scrutiny report.

118/26 PROPOSED CHANGES TO ADULT SOCIAL CARE CONTRIBUTIONS POLICY
(Agenda Item. 6)

Cabinet had before it a report and recommendations on proposed changes to the Adult Social Care Contributions Policy. It included recommendations, consultation outcomes, and implications regarding financial contributions for care services, transport, and telecare.

Councillor Rebekah Fletcher, Cabinet Member for Adults, presented the report. Councillor Fletcher stated that the proposed policy changes were driven by significant financial pressures, including a projected funding gap and government funding cuts, requiring difficult decisions to balance the budget.

Members noted the contributions made by speakers which raised concerns about the impact on disabled and vulnerable residents, administrative burden, and the fairness of shifting costs onto those least able to pay.

During discussion, Cabinet members noted the impact of the proposed changes but emphasised the statutory duties of the Council with regard to Adult social care. There would be ongoing monitoring of the impact of the changes, with safeguards for those most affected.

Councillor Fletcher moved and Councillor Bearder seconded the recommendations and they were approved.

RESOLVED to:-

Note the contents of this report and confirm agreement for

a) **Reducing the initial Disability Related Expenditure (DRE) allowance from 35% to 25% which is the level that was in place before April 2022,**

b) **Introducing an Adult Social Care Transport Policy (Annex 2) that explains the council's approach to transport and sets out a flat rate of £10 per day for transport arranged by Adult Social Care,**

c) **Charge all people using the telecare the actual cost of the service at £9.87 per week.**

119/26 RE-NEGOTIATION OF THE PROJECT AGREEMENT WITH OXFORDSHIRE CARE PARTNERSHIP (OCP)
(Agenda Item. 7)

RESOLVED to exclude the public for the duration of this item since it was likely that if they were present during the item there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified below in relation to those items and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Cabinet had before it a report regarding the re-negotiation of the Project Agreement between Oxfordshire County Council and the Oxfordshire Care Partnership (OCP).

Councillor Rebekah Fletcher, Cabinet Member for Adults, presented the report.

In response to questions, the Director of Adult Social Care provided more information on the proposed adjustments to care provision to better meet demand, particularly for dementia care.

Councillor Fletcher moved and Councillor Bearder seconded the recommendations and they were approved.

RESOLVED to approve the recommendations as set out in the report.

…………………………………………………in the Chair

Date of signing ……………………………………………..

CABINET – 14 JULY 2026

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

Questions are listed in the order in which they were received. Should any questioner not have received an answer in that time, a written answer will be provided.

1. COUNCILLOR LEE EVANS	COUNCILLOR BEKAH FLETCHER, CABINET MEMBER FOR ADULTS
<u>Agenda Item 6</u> The Council's own Equality Impact Assessment acknowledges that these proposals will fall disproportionately on disabled people, older people, people on low incomes, rural residents and carers. We must be absolutely clear about who will bear the burdens of this policy. The administration's answer appears to be that this is acceptable because people can ask for an individual assessment or some other form of appeal or mitigation. But that means these proposals don't simply increase charges for many residents, including disabled people, they impose additional bureaucracy on them if they are to receive the support they need. Does the Cabinet Member accept that some of the people most affected by these proposals may not be able to navigate these reassessment and appeals processes? And what assessment has she made of how many people will never	Thank you for the question. I recognise that the Equality Impact Assessment identifies that these proposals may have a greater impact on disabled people, older people, people on low incomes, rural residents and carers. This reflects the fact that these groups are more likely to use adult social care services, and that the consultation was targeted at people already using services who would be directly affected by the proposed changes to Disability Related Expenditure, telecare and transport. Adult social care is not free at the point of delivery in the way NHS care is. It is a means-tested system. The purpose of this policy is to apply charges more consistently, while ensuring that support remains based on assessed need and that people who cannot afford to pay are protected. It is also important to recognise that this proposal is, in effect, a return to the rate previously applied under the former Conservative administration; the Council increased the allowance when it was financially possible to do so, but the current financial position means that this is no longer sustainable. I also accept that, for some people, the issue is not only the charge itself. It may also be the ability to understand a change, respond to a financial assessment, ask for a review, or challenge a decision. Adult Social Care already has safeguards in place to address this, both within the policy change and in

receive the support they need - and are entitled to - because they do not have the capacity or support to comply with the new administrative burdens?	services more broadly. These safeguards include Care Act assessment and review duties, financial assessment support, Disability Related Expenditure assessments, independent advocacy where someone has substantial difficulty being involved, safeguarding routes, accessible communication, and support from locality teams, carers, representatives or appointees where appropriate. People with eligible care and support needs will continue to be assessed and supported in line with the Council's Care Act duties. We acknowledge that some people may struggle to engage, so the implementation process will monitor complaints, appeals, hardship requests, DRE reassessments, telecare cancellations, transport uptake, safeguarding concerns and other risk escalations. The Equality Impact Assessment also identifies a cohort of 33 people who may be affected by all three proposed changes. Those people will be contacted directly so that their needs and circumstances can be reviewed.
<u>Supplementary question</u>	<u>Reply:-</u>
Cllr Evans said he was grateful for the answer already provided and noted that members of the public, including residents of his division, had made their views clear. He stated that: • The consultation showed people did not want the proposed changes. • The council's papers indicated detrimental impacts on disabled people, older people, care leavers and others who rely on	Cllr Fletcher replied that: • She did not believe there were other savings that could be made instead. • The proposal formed part of a wider package of measures the council was having to consider. • The Council's financial position meant these measures had to be considered. • She concluded:"Yes, I am satisfied that this is something that we need to be discussing today at Cabinet."

support. He then asked whether the Cabinet Member was 100% satisfied that there is no equivalent waste that could be eliminated to avoid these new charges?	
2. COUNCILLOR PAUL-AUSTIN SARGENT I note that from the front page of the report it is assessed that all county council electoral divisions are affected by the recommendations before you today. This, however, is not entirely true, as divisions are not geographically, economically or socially homogenous. There are spatially large areas of my division, Banbury Grimsbury and Castle, and indeed smaller pockets interlaced with slightly more affluent neighbourhoods that will be disproportionally affected by these proposals. The Burnham Government have announced this week that they will remove Value Added Tax from electricity bills, which equates to a rather meagre saving on the average family bill of ca. 14p a day, which was heralded by the Government as a policy that would help tackle the 'cost of living crisis'. In one fell swoop the Director of Adult Social Care is recommending a £9.87 per week charge for telecare and £10 per day for transport arranged by Adult Social Care. If the Government feel	**COUNCILLOR BEKAH FLETCHER, CABINET MEMBER FOR ADULTS** Thank you for the question. The assessment that all electoral divisions are affected reflects the countywide nature of the proposals. The charging policy applies across Oxfordshire and is determined by individual financial assessment, assessed care and support needs, and the Council's statutory duties, rather than being limited to specific geographic areas. The Equality Impact Assessment identifies that some groups, including disabled people, older people and residents on lower incomes, may be more affected because they are more likely to use the services impacted by the proposals. These groups are represented across Oxfordshire, including in areas experiencing higher levels of deprivation. Care Act charging arrangements require councils to ensure that people receiving non-residential care retain at least the Minimum Income Guarantee before any contribution towards care costs is assessed. The Minimum Income Guarantee is intended to protect a basic level of income for everyday living expenses. Consequently, people on lower incomes will generally make lower contributions towards the cost of their care. Where someone's circumstances mean a charge would cause hardship, the policy includes review routes and the ability to reduce or waive charges in exceptional circumstances. Individual assessments and co-produced support planning will also continue to form part of the Council's

that 14p per day is a major achievement, then by their definition the kind of rises before you today are catastrophic for those residents in my division who are vulnerable, economically deprived and with little social capital. How can the County Council justify such a disproportionate impact on the residents that I represent, who by all measures are relatively poorer and more deprived than well-heeled residents living elsewhere in the county?	approach. The proposed telecare charge is £9.87 per week where telecare is not meeting an assessed eligible care need, with a free six-week trial where it supports hospital discharge or reablement. As outlined in our EQIA, there are limitations to the current telecare provision and the Council will provide information about how to access other technologies as part of the implementation process. The proposed £10 daily transport contribution applies only where Adult Social Care arranges transport and responses to the consultation identified that some people may have alternative transport options, while others may not. Existing transport users will be reviewed to confirm whether transport is needed to meet eligible needs. The recommendations presented to Cabinet were informed by consultation feedback, the Equality Impact Assessment, operational evidence, financial considerations, the principles of the Oxfordshire Way and the Council's statutory duties. I do not dismiss the financial impact, particularly for residents already facing cost of living pressures. However, the Council must balance individual affordability with the need to sustain adult social care services across Oxfordshire. The safeguards, assessments and monitoring arrangements are there to ensure that the policy is applied fairly, that people on lower incomes are not treated the same as those with greater means, and that limited resources are directed to those with assessed care and support needs.
3. COUNCILLOR PAUL-AUSTIN SARGENT I note that the engagement garnered responses from 9 in 10 people of white ethnicity, two thirds from females and that over half were over 65 years of age.	**COUNCILLOR BEKAH FLETCHER, CABINET MEMBER FOR ADULTS** Thank you for the question. The consultation was not intended to be a survey of the whole Oxfordshire population. Its main purpose was to hear from people most likely to be affected by the proposals.

This does not feel like a representative sample to me. Of those who were sampled, Marketing Means (UK) and use Adult Social Care arranged transport 52% felt that the proposed charges were unreasonable. This unreasonable cost would accumulate rapidly if the care required transport several times a week. For those with little social capital and with little disposable income the alternative options for travel to care sites is disproportionally impactful. If we believe in the tenets Oxfordshire Way, tailoring help to people to live well at home, how do we help the most derived, the most vulnerable of the county and how do we reliably know how the changes are seen through the lens of sizeable groups from non-white ethnicities or the seldom heard?	That is why the Council used Adult Social Care records to contact affected residents directly by letter or email, alongside publishing the consultation on Let’s Talk Oxfordshire and sharing it with other stakeholders. So while the respondent profile should be understood in context, the consultation did what it was designed to do: gather evidence from people with direct experience of the impacted services. That feedback has been considered alongside the Equality Impact Assessment, operational evidence, legal duties, financial modelling and the principles of the Oxfordshire Way. The Oxfordshire Way is about helping people live well and independently, using the right support at the right time, and also making best use of limited public resources. The proposals, if agreed, do not remove the Council’s responsibilities to assess eligible needs, consider individual circumstances or provide support in line with statutory duties. Individual assessments and co-produced support planning will continue to form part of the Council’s approach. Monitoring as part of the implementation process will therefore be important and will include transport uptake, telecare service cancellations, complaints, appeals, hardship requests, equality impacts where data is available, and any safeguarding or risk escalations. That gives the Council a route to identify unintended impacts, including on communities whose views may be less visible through consultation alone, and respond if needed.

Divisions Affected – All

CABINET

15 September 2026

Business Management and Monitoring Report (Fire and Rescue Service focus)

Report of Performance and Corporate Services Overview & Scrutiny Committee

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to —

   a) **NOTE** the recommendations contained in the body of this report and to consider and agree its response to them

   b) **AGREE** that, once Cabinet has responded, relevant officers will continue to provide each meeting of the Performance and Corporate Services Overview & Scrutiny Committee with a brief written update on progress made against actions committed to in response to the recommendations for 12 months, or until they are completed (if earlier).

REQUIREMENT TO RESPOND

2. In accordance with section 9FE of the Local Government Act 2000, the Performance and Corporate Services Overview & Scrutiny Committee requires that, within two months of the consideration of this report, the Cabinet publish a response to this report and any recommendations.

INTRODUCTION AND OVERVIEW

3. The Performance and Corporate Services Overview and Scrutiny Committee considered a report providing finance, performance and risk data with a focus on the Council's Fire and Rescue Service.

4. The Committee would like to thank Cllr Neil Fawcett, Deputy Leader of the Council and Cabinet Member for Resources, Cllr Dan Levy, Cabinet Member for Finance, Property and Transformation, Ian Dyson, Director of Financial and Commercial Services, Rob MacDougall, Chief Fire Officer and Director of Community Safety, Kathy Wilcox, Head of Corporate Finance, for attending

the Committee and answering questions, and to Verity Royle, Planning and Reporting Manager for drafting the report.

SUMMARY

5. The Head of Corporate Finance introduced the report which brought together finance, performance and risk updates for Oxfordshire Fire and Rescue and Community Safety as part of the Committee's rolling updates.

6. The service reported a small overspend of £0.5m against a budget of £32.6m for 2025/26. This was driven by a £0.6m overspend in Fire and Rescue, partly offset by a £0.1m underspend in Trading Standards. Reserves of £3.4m were held at year end, largely earmarked for vehicles and equipment.

7. Performance across all measures was reported as strong, with indicators rated green and continued delivery against key priorities, including community safety, health and tackling inequality. Capital expenditure of £1.3m on fleet and equipment was also noted, funded primarily from service reserves.

8. For context, the Chief Fire Officer gave a presentation on performance and proposed changes to the service's delivery model. The Fire and Rescue Service cover model was intended to better align resources with demand, which was concentrated during the day and early evening. Fire engine availability did not currently align with the busiest periods, and response times had been increasing nationally and locally, making change necessary.

9. He reminded the Committee of the breadth of activity undertaken by the service, noting that during 2025/26 it had attended more than 6,000 incidents. These included nearly 1,500 fires, 140 flooding incidents, 83 animal rescues, more than 118 incidents assisting other agencies, almost 350 road traffic collisions and over 50 hazardous chemical incidents. Although there was no statutory duty to respond to flooding, the Council had taken the decision nearly two decades ago to provide that service and to fund it accordingly.

10. There remained a mismatch between demand and on-call fire engine availability, with daytime and early evening demand almost two and a half times higher than at night. The service required 15 fire engines for adequate countywide cover, with additional measures when availability fell below that level. Daytime availability often came close to this threshold, and bank holidays and school holidays created particular pressure, recently requiring significant overtime to maintain cover.

11. Changes proposed through the Fire and Rescue cover model were considered essential to create a more sustainable service and improve response times. Although overall performance remained strong in several areas, current response times were below target. The service aimed to reach 80% of incidents within 11 minutes and 95% within 14 minutes, but current performance was 70% and 84% respectively. Average response time was 9 minutes and 15 seconds and had steadily increased over four years.

Oxfordshire was also performing below comparable rural services, which was a concern.

12. In relation to the consultation on changes to the service's operating model, recommendations had been made not to close the three fire stations originally identified. Further work was instead being brought forward on the final design of shift pattern changes, intended to move more resources into daytime periods to meet demand and improve response times. Staff working groups involving the service and the Fire Brigades Union had begun that day, aiming to agree a new shift pattern over the coming months. The timescales suggested proposals coming to Cabinet in autumn 2026 and implementation in 2027.

13. The discussion held by the Committee was far-reaching, looking at issues such as the delivery schedule for Carterton Community Safety Centre and the plans for Rewley Road and Kidlington fire stations, the remit of the New Dimensions grant, overall funding adequacy, governance and finance issues relating to the potential (now realised) need for cross-county delivery of a fire service due to Local Government Reorganisation (LGR), the adequacy of monitoring and reporting of data, the readiness for the service to protect heritage assets, and the relationship with the Fire Brigades Union in light of the consultation on the new fire service operating model.

14. In total, the Committee makes five recommendations, which can broadly be categorised into, firstly, areas where further information and transparency are required, namely routine performance monitoring, firefighter recruitment and retention, and the potential costs arising from Local Government Reorganisation. And secondly, areas where it wishes to see changes in future planning and operational modelling, specifically in relation to heritage assets and early scrutiny engagement in the development of the next Community Risk Management Plan

RECOMMENDATIONS

Information and Transparency

15. The Committee welcomed the willingness of officers to provide additional information during the meeting, in particular the briefing to explain the rationale behind altering the Fire and Rescue Service operating model. However, it was notable that in the Cabinet's BMMR report, the performance of the Fire and Rescue Service was rated green on all measures. This data tells a very different story different to one where the service requires a fundamental change to its operating model. It is the view of the Committee that if such significant change is needed and current KPIs do not show that, then the KPIs are not providing a faithful reflection of the health of the service and need to be updated.

16. In terms of the precise details which need to be included, the Committee is content to defer to officers and Cabinet members, but it is of the view that the

Fire and Rescue Service's performance indicators within the BMMR should be updated – and therefore reported on routinely within future BMMR's - to provide a more accurate picture of the service's standing. Some suggested KPIs the Committee considers may be of value include average fire engine coverage, and average times to reach incidents vs comparators and previous years.

Recommendation 1: That the Cabinet ensures broader and more reflective routine reporting on Oxfordshire Fire and Rescue Service performance within the BMMR, including benchmarking against comparable services, resilience measures and key performance indicators.

17. A key determinant of fire engine availability is the availability of appropriately trained staff, both whole-time and on-call, to respond to incidents. Recruitment and retention are therefore central to the service's resilience and operational effectiveness. For its and the service's assurance, the Committee would like to be provided with greater information about current activity to support and improve firefighter availability, and reflections on their success. Whilst not a direction of the Committee, a suggestion may be to include this information within the forthcoming report to Place OSC and Cabinet on the amendments to the future operating model and an annex.

Recommendation 2: That the Cabinet provides further information to the Committee regarding firefighter recruitment and retention activity, including current challenges, recruitment initiatives and reflections on their success.

18. The Oxfordshire Fire and Rescue Service currently sits within Oxfordshire County Council. However, in view of central government's minded-to decision to restructure local government in Oxfordshire into three unitary authorities, including one covering West Berkshire, this will have to change. At the time of Committee, the minded-to decision had not been announced, meaning a far greater degree of uncertainty. Whilst there remain some uncertainties, for example, in relation to what plans for devolution will look like, the Committee is of the view that the broad financial implications can now be assessed with a reasonable degree of confidence, both for the Council, but also for successor Councils and their residents. It seeks that this information is provided.

Recommendation 3: That the Cabinet provides greater transparency regarding the anticipated financial implications of Local Government Reorganisation for Oxfordshire Fire and Rescue Service, including any additional costs that may arise for future authorities or residents.

Future Planning and Risk Modelling

19. The Committee also considered a number of issues relating to the future strategic direction of the service. In view of the number of nationally and internationally important heritage assets within the county, members were

reassured to hear that heritage assets already feature within risk management arrangements and that engagement is undertaken with the owners of significant heritage properties. However, precisely because of Oxfordshire's unique concentration of nationally and internationally significant heritage buildings, it is all the more important that the risk of irreversible damage is minimised. The Committee recognises the financial pressures facing the Council and the wider public sector, and that difficult trade-offs are therefore inevitable. Nevertheless, members would welcome greater visibility of how the protection of heritage assets is reflected within the service's strategic priorities, operational planning and response modelling. Doing so would provide greater assurance that heritage risks are being appropriately considered, enable members to understand the trade-offs being made within response modelling, and provide a clearer evidence base against which to assess whether the service's approach to protecting these assets remains adequate over time.

Recommendation 4: That the Cabinet ensures that future Fire and Rescue Service response modelling, risk assessments and performance reporting explicitly consider the protection of heritage assets, including the implications for response times and incident planning in relation to heritage buildings.

20. Making explicit and exploring the trade-offs implied within plans and procedures is one of the primary function of Scrutiny. Whether it is in Committee itself, or through a less formal means of consultation, members would like to have the opportunity to review and input into the next Community Risk Management Plan.

Recommendation 5: That the Cabinet provides the Committee with an opportunity to scrutinise and comment upon the next Community Risk Management Plan, or any successor strategic planning document, at an early stage of its development prior to finalisation.

FURTHER CONSIDERATION

21. The Committee is aware that the specific issues around the changes to the Fire and Rescue Service's operating model are due to be examined by the Place Overview and Scrutiny Committee so does not plan to look at that again. However, as per recommendation 5, the Committee wishes to have involvement in the drafting of the Community Risk Management Plan.

LEGAL IMPLICATIONS

22. Under Part 6.2 (13) (a) of the Constitution Scrutiny has the following power: 'Once a Scrutiny Committee has completed its deliberations on any matter a formal report may be prepared on behalf of the Committee and when agreed by them the Proper Officer will normally refer it to the Cabinet for consideration.

23. Under Part 4.2 of the Constitution, the Cabinet Procedure Rules, s 2 (3) iv) the Cabinet will consider any reports from Overview and Scrutiny Committees.

Anita Bradley
Director of Law and Governance and Monitoring Officer

Annex:	Pro-forma Response Template
Background papers:	None
Other Documents:	None
Contact Officer:	Tom Hudson Scrutiny Manager tom.hudson@oxfordshire.gov.uk

September 2026

Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested[1] and, if the report or recommendations in questions were published, the response also must be so.

This template provides a structure which respondents are encouraged to use. However, respondents are welcome to depart from the suggested structure provided the same information is included in a response. The usual way to publish a response is to include it in the agenda of a meeting of the body to which the report or recommendations were addressed.

Issue: BMMR (Fire and Rescue Service Focus)

Lead Cabinet Member(s): **Cllr Neil Fawcett, Deputy Leader and Cabinet Member for Resources**

Date response requested:[2] **15 September 2026**

Response to report:

Enter text here.

[1] Date of the meeting at which report/recommendations were received
[2] Date of the meeting at which report/recommendations were received

Overview & Scrutiny Recommendation Response Pro forma

Response to recommendations

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That the Cabinet ensures broader and more reflective routine reporting on Oxfordshire Fire and Rescue Service performance within the BMMR, including benchmarking against comparable services, resilience measures and key performance indicators.		
2. That the Cabinet provides further information to the Committee regarding firefighter recruitment and retention activity, including current challenges, recruitment initiatives and reflections on their success.		
3. That the Cabinet provides greater transparency regarding the anticipated financial implications of Local Government Reorganisation for Oxfordshire Fire and Rescue Service, including any additional costs that may arise for future authorities or residents.		

Overview & Scrutiny Recommendation Response Pro forma

4. That the Cabinet ensures that future Fire and Rescue Service response modelling, risk assessments and performance reporting explicitly consider the protection of heritage assets, including the implications for response times and incident planning in relation to heritage buildings.		
5. That the Cabinet provides the Committee with an opportunity to scrutinise and comment upon the next Community Risk Management Plan, or any successor strategic planning document, at an early stage of its development prior to finalisation.		

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Divisions Affected – All

CABINET

15 September 2026

OxBus 2040: Plan for Bus and Enhanced Partnership Plus
Report of Place Overview & Scrutiny Committee

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to —

   a) Note the recommendations contained in the body of this report and to consider and determine its response to the Place Overview and Scrutiny Committee, and

   b) Agree that relevant officers will continue to update Scrutiny for 12 months on progress made against actions committed to in response to the recommendations, or until they are completed (if earlier).

REQUIREMENT TO RESPOND

2. In accordance with section 9FE of the Local Government Act 2000, the Place Overview & Scrutiny Committee requires that, within two months of the consideration of this report, the Cabinet publish a response to this report and any recommendations.

INTRODUCTION AND OVERVIEW

3. The Place Overview and Scrutiny Committee considered a report on OxBUS 2040: Plan for Bus and Enhanced Partnership Plus at its meeting on 24 June 2026. The Committee had been asked to consider the proposed approach, content, engagement and consultation for the OxBUS 2040 Plan and Enhanced Partnership Plus before it went out to public consultation and prior to its consideration by Cabinet.

4. The Committee would like to thank Councillor Gareth Epps, Cabinet Member for Transport, Paul Fermer, Director of Environment and Highways, Ashley Hayden, Team Leader, and Katharine Broomfield, Integrated Transport Programme Lead, for attending to present the report and answer the Committee's questions.

SUMMARY

5. The Committee welcomed the opportunity to scrutinise the emerging Plan before public consultation. The Cabinet Member explained that OxBUS 2040 was intended to provide a high-level strategic framework for the long-term direction of bus services in Oxfordshire, aligned with the Local Transport and Connectivity Plan, and supported by the Enhanced Partnership Plus as the principal delivery mechanism.

6. The Committee noted that the Plan would not itself specify individual service changes but, instead, would set the long-term vision, outcomes and strategic direction for bus travel in Oxfordshire to 2040. The Committee was advised that the Enhanced Partnership Plus would provide the delivery mechanism for translating those ambitions into commitments, schemes and interventions through the statutory partnership framework.

7. Members broadly welcomed the ambition of the emerging Plan and recognised the importance of buses to Oxfordshire's wider transport, climate, inclusion, planning and economic objectives. The Committee supported the emphasis on better and safer journeys and on seamless and integrated travel as well as a cleaner, greener bus network.

8. The Committee's discussion focused particularly on rural connectivity, the financial and legal implications of the Enhanced Partnership Plus, inclusive engagement, real-time passenger information, the relationship between bus planning and development, and the need to integrate bus services with rail, mobility hubs, active travel and major destinations.

9. The recommendations below are intended to strengthen the Plan before public consultation and before the final draft returns to the Committee and subsequently to Cabinet. They aim to ensure that the Plan is not only ambitious but also deliverable and also seek to ensure that the Council is clear about the practical measures needed to improve bus provision across rural, urban and cross-boundary communities. They have been grouped under three headings: Rural connectivity and passenger experience; strategic network development and integration; governance, assurance, and evidence.

10. In addition, the Committee makes one observation to Cabinet which does not require a reply.

OBSERVATION

11. Members welcomed the proposed engagement approach, including the confirmation that a citizens' assembly would be undertaken and that younger people would be engaged through OxyGen, the Council's staff network for younger people. The Committee considered that this broader engagement should be complemented by direct discussion with groups representing people most likely to experience transport exclusion.

12. The Inclusive Transport and Mobility Group was identified as a particularly valuable forum for testing the Plan's accessibility and inclusion objectives. Members noted that the Plan aimed to promote inclusive and accessible bus travel, and considered that the experience of disabled people, older people, and others with access needs should inform the Plan before it was finalised.

13. Officers had indicated in the report that they were considering presenting to the Inclusive Transport and Mobility Group and confirmed during discussion that was the firm intention. The Committee makes the observation that it firmly endorses this intention. Such engagement will be key given the importance of accessibility to the Plan's stated objectives.

Observation: That the Committee strongly endorse the idea of presenting to the Inclusive Transport and Movement Focus Group.

RECOMMENDATIONS

Rural Connectivity and Passenger Experience

14. Rural connectivity was one of the Committee's principal concerns. Members emphasised that, whilst many rural routes might not be considered commercially viable, they were nevertheless essential to residents as lifeline services, enabling access to employment, education, healthcare, shops and social opportunities. The Committee believes it important that the forthcoming consultation should not treat rural connectivity as merely an aspect of the Plan but, rather, as a focal point. It believes it to be a central test of whether the Plan would work for the whole county.

15. In what is the most rural county in the south-east of England, the Committee is strongly of the view that the Council must recognise that rural connectivity is one of the most significant challenges for the bus network. The Committee was keen that there must be considerable attention paid to how rural connectivity can be not only sustained but also improved, albeit in a sustainable way.

16. The Committee was clear in its concern that, in such a largely rural county as Oxfordshire, it is essential that any consideration of bus services recognises that rural communities face particular disadvantages in accessing public transport. The success of the Bus Plan will rely on rural connectivity being joined up.

17. The Committee explored how the proposed list of socially necessary services would operate in practice. These would be particularly important in rural areas but, also, in some urban settings. Officers advised that the Council was required to define and publish such a list, and that detrimental changes to those services would require a robust mitigation process before being implemented. Members welcomed that assurance but considered that such a designation alone would not guarantee long-term service provision unless it was supported by a realistic approach to funding and delivery.

18. As explored in recommendation 7 below, the Committee has concerns that risks must be properly explored and understood regarding, not least, socially necessary services. However, it nonetheless welcomes such a category.

***Recommendation 1:* That the Council's OxBUS 2040 consultation should place a strong emphasis on rural connectivity and the protection of socially necessary services.**

19. The Committee recognised that, whilst improving the core bus network is essential, many smaller villages and rural communities are unlikely to be served by frequent conventional bus routes. Members therefore discussed the importance of considering how residents can access the wider public transport network, particularly where settlements are located some distance from main bus corridors, rail stations, service centres or mobility hubs.

20. The challenge of the first/last mile connectivity was noted in Annex 3 to the report. During the discussion, Members highlighted that rural connectivity should not be viewed solely in terms of direct bus services but should also include mechanisms that help people to reach strategic transport routes. As it has recommended previously, the Committee considered that feeder and shuttle services – whereby particularly rural communities are joined to bus routes – could play an important role in overcoming the practical barriers faced by residents in more isolated communities.

21. The Committee also heard examples of how feeder services could complement rather than compete with main bus routes. Members suggested that shuttle services could bring additional passengers onto core routes, helping to strengthen overall network viability whilst simultaneously addressing rural isolation. The discussion highlighted the importance of taking a holistic view of network design and considering how smaller-scale transport solutions could improve access to employment, healthcare, education, rail services and local centres. Members were keen that the Plan should explore successful examples from both within Oxfordshire[1], and elsewhere, such as Singapore[2] , rather than relying solely on traditional bus service models.

22. Members further discussed the potential role of car clubs as part of a wider integrated transport system. It was noted that examples already exist where community-led or commercially operated car clubs[3] help residents connect with public transport and reduce dependence on private car ownership. The Committee considered that car clubs, community transport, feeder services and mobility hubs should be viewed as complementary elements of a single transport network rather than separate initiatives. Given the Plan's emphasis on integrated travel and accessibility, Members concluded that the design of the future network should explicitly examine how these alternative forms of

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[1] https://oxfordsp.com/news/401/new_shuttle_bus_service_connecting_oxford_railway_station_and_the_oxford_science_park

[2] https://onestc.org/2025/12/27/basics-long-feeders/

[3] https://www.oxfordshire.gov.uk/residents/electric-vehicle-pilot and https://www.suffolk.gov.uk/roads-and-transport/transport-planning/plug-in-suffolk/electric-vehicle-car-clubs

provision could support rural communities and improve access to the wider public transport network.

***Recommendation 2:* That the Council should give consideration to the role of rural feeder and shuttle services, including car clubs, as part of the wider network design.**

23. The Committee discussed the importance of real-time passenger information (RTPI) as a factor influencing confidence in bus travel, particularly in rural areas where services are less frequent and the consequences of a missed or delayed journey can be more significant. Members noted the report's indication that a substantial proportion of bus stops across Oxfordshire do not currently have real-time passenger information and questioned what effect this has on passenger behaviour and satisfaction. The Committee considered that, for many users, confidence that a bus is actually coming can be as important as the service itself, particularly where waiting facilities are limited and alternative travel options are unavailable. Members therefore felt that a stronger evidence base was required to understand the benefits that RTPI could deliver.

24. Members are aware that many rural stops are located in areas with poor mobile telephone coverage and that some passengers, particularly older residents, may not have access to smartphones or web applications that provide journey information. The Committee fully recognises that RTPI infrastructure carries both capital and ongoing revenue costs and therefore must be targeted carefully. Nonetheless, Members considered that investment decisions should be informed by a better understanding of the benefits to passengers. The Committee felt that particular attention should be paid to whether RTPI can help reduce perceived uncertainty, increase patronage, improve accessibility and make public transport a more attractive option in rural locations.

25. The Committee also noted that officers had indicated their intention to review available survey evidence and user research as part of the development of the Plan. Members welcomed this commitment and considered that further assessment would help the Council to ensure that future investment decisions are evidence-led.

26. Given the Plan's objective of creating what the Cabinet member described as "a network that works for every community across the county" and which will need a more reliable, accessible and integrated bus network, the Committee concluded that a fuller examination of the benefits of RTPI would help to identify where resources, albeit limited ones, could deliver the greatest value. This would be of particular use for communities that are currently most at risk of transport disadvantage.

Recommendation 3: **That the Council should ensure that further work is undertaken to assess the benefits of real-time passenger information, particularly in rural areas.**

Strategic Network Development and Integration

27. The Committee observed that, in members' experience, there has historically been something of a disconnect between the planning of new development and the delivery of supporting bus services. Members highlighted concerns that bus routes have been too often introduced too late in the development process, after residents have already established travel habits based around private car use. In discussion, concerns were raised about continuing housing growth and whether future residents would have access to dependable bus services from the outset. Officers acknowledged the importance of securing the necessary "hooks" early in the planning process so that transport provision is considered alongside housing and employment growth rather than afterwards.

28. The Committee also noted that the emerging OxBUS 2040 Plan sits alongside and as part of a panoply of transport documents, under the Local Transport and Connectivity Plan, including Movement and Place Plans, Local Cycling and Walking Infrastructure Plans, and wider infrastructure planning processes. Members considered that these documents should work together to identify future travel demand, establish where new services and mobility hubs (or 'transport hubs' as the Committee has previously recommended they should be styled) are required, and support negotiations with developers. During the discussion, both Members and officers referred to the opportunity to use future growth to improve bus connectivity and create more sustainable travel patterns. The Committee considered that stronger alignment between planning and transport strategies would help to ensure that new development contributes positively to the viability of the bus network rather than creating additional dependence on private vehicles.

29. A particular focus of the discussion was the role of developer funding. Members emphasised that Section 106 contributions are one of the most significant opportunities available to support new bus services, mobility hubs, and associated infrastructure. The Committee considered that the Council should be clear about what transport infrastructure and services are required, where they are needed, and how developer contributions can be used to deliver them. Whilst officers noted the practical challenge of balancing early service provision against long-term commercial viability, Members considered that the Plan should establish a stronger expectation that bus services and supporting infrastructure are planned from the outset of development and supported through developer contributions wherever appropriate. This would help to ensure that sustainable travel options are available from the first occupation of new developments and would therefore support the wider objectives of both reducing car dependency and, also, encouraging modal shift.

Recommendation 4: **That the Council should ensure that the Plan should strengthen alignment with planning and development, including the use of Section 106 contributions to secure early bus provision.**

30. The Committee strongly supported the Plan's ambition to promote seamless and integrated travel, but Members considered that the document did not yet sufficiently explain how this integration would be achieved in practice. Throughout the discussion, Members repeatedly highlighted the importance of ensuring that bus services are planned as part of a wider transport network rather than as a standalone mode. Members referred to rail services, mobility hubs, active travel routes, local transport interchanges and connections between different bus services as essential components of an integrated public transport system. Whilst officers explained that the Plan would sit alongside other transport strategies and policy documents, Members felt that the relationship between these elements needed to be expressed more clearly within the Plan itself.

31. Several Members raised specific concerns regarding connectivity between bus and rail services. The Committee heard examples of positive developments such as integrated ticketing initiatives and improved coordination between bus and rail operators, which were regarded as evidence of the benefits that integration can deliver. Members also highlighted locations where poor connections continue to undermine public transport journeys, noting that passengers are often required to make inconvenient transfers or undertake lengthy walks between transport services. The Committee considered that improving connections between buses, rail services and other transport modes is fundamental to encouraging modal shift away from private car use and achieving the wider objectives of the Local Transport and Connectivity Plan.

32. Members also placed significant emphasis on the role of mobility hubs as a mechanism for bringing together buses, rail, walking, cycling, community transport, car clubs and other transport services. The Committee noted that mobility hubs were referenced across a number of related transport strategies and considered that they provide an important opportunity to create a more coherent and accessible transport network. Members expressed the view that stronger integration would be particularly beneficial for rural communities, helping residents to access higher-frequency transport corridors, rail stations and key destinations such as employment centres and hospitals. The Committee therefore concluded that the Plan should articulate more clearly how integration across modes will be delivered, how mobility hubs will support that integration, and how the various transport strategies being developed by the Council will work together to create a genuinely connected transport system.

Recommendation 5: **That the Council should ensure that the Plan should articulate more clearly how it will deliver integration across modes, including rail and mobility hubs.**

33. The Committee is of the view that the emerging Plan would be strengthened by providing a clearer explanation of how Oxfordshire's current bus network has evolved and why a long-term programme of rebuilding and improvement is required. Members noted that many communities, particularly in rural areas, have experienced reductions in service provision over a prolonged period, resulting in lost connections, reduced frequencies, and greater dependence on private cars. Members considered that the challenges currently facing the bus network cannot be understood properly without acknowledging this historical context. Including such a section would help explain why some areas have weaker bus provision than others and why restoring connectivity will inevitably take time given that it will require both investment and partnership working.

34. The Committee also recognised that the bus network has been affected by a series of significant external pressures in recent years. Members referred to the impact of the COVID-19 pandemic on passenger numbers, difficulties experienced across the bus sector in maintaining and procuring services, rising operating costs, changes in travel patterns and wider economic uncertainty. The Cabinet Member similarly referred to the challenges facing the industry and the need to create a sustainable foundation for future growth. The Committee considered that acknowledging these factors, with a specific section setting out the wider context, would provide a more balanced and realistic explanation of the current position and help residents understand the constraints within which the Council and operators are working.

Recommendation 6: **That the Council should include a section which contextualises the rebuilding of the bus network in the Plan.**

Governance, Assurance, and Evidence

35. The Committee devoted considerable attention to understanding how the proposed Enhanced Partnership Plus (EP+) would operate in practice and what additional obligations it would place on both the Council and bus operators. Members recognised that EP+ is intended to be the principal delivery mechanism for the ambitions set out in OxBUS 2040 and therefore considered it essential that the respective responsibilities of all parties are clearly understood.

36. The Committee was keen to explore the financial and legal risks associated with the EP+ model. Officers explained that the extent to which operators, or the partnership as a whole, would be legally bound to maintain particular services would depend on how the Enhanced Partnership Plus was drafted. In view of that, the Committee considered it should see a comprehensive assessment of potential revenue liabilities before the framework was adopted.

This would enable any subsequent recommendations to Cabinet to be fully informed.

37. During the discussion, Members questioned what would happen if an operator wished to withdraw from an unprofitable rural or evening service and sought clarification on the extent to which the partnership could require services to be maintained. Officers explained that the answer would depend significantly upon how the EP+ framework was ultimately drafted and the commitments it contained. The Committee therefore concluded that greater clarity regarding responsibilities and obligations would be necessary before the framework is adopted.

38. Members were also concerned about the practical implications of creating legally binding commitments. Officers advised that, if specific service requirements were explicitly included within the partnership, those commitments could become legally enforceable and carry consequences were they were not fulfilled. At the same time, officers explained that one of the advantages of EP+ would be to secure more transparent relationships with operators, including greater openness regarding service performance and finances, stronger engagement on network planning, and earlier involvement where service changes were proposed. Whilst Members welcomed these benefits, they considered that the framework should clearly distinguish between aspirational objectives and binding obligations so that all parties understand where accountability lies and what actions may be required if difficulties arise.

39. The Committee further considered that transparency regarding legal, financial and operational risks would support better decision-making by Cabinet but it would also be of benefit to members scrutinising the proposals. Members noted that bus services operate in a rapidly changing environment affected by economic pressures, operator viability, funding availability, patronage levels and wider transport policy changes. As OxBUS 2040 is intended to provide a long-term strategic framework during a period of potential local government reorganisation and devolution, the Committee considered it particularly important that the EP+ framework explicitly identifies key risks, clarifies how those risks will be managed, and sets out the responsibilities of the Council and operators in responding to them. This would provide greater certainty for stakeholders and improve confidence in the deliverability of the partnership arrangements.

Recommendation 7: **That the Council should ensure that the framework for Enhanced Partnership Plus clearly sets out legal obligations, operator responsibilities, and associated risks.**

40. The Committee considered that OxBUS 2040 should be informed by evidence of what has worked successfully in other places rather than relying solely on Oxfordshire's own experience. Members noted that many of the challenges identified in the report, including rural connectivity, integration between transport modes, real-time passenger information, mobility hubs, shuttle services and network design, are not unique to Oxfordshire. As a result, the

Committee felt that valuable lessons could be drawn from authorities and regions that have already implemented innovative approaches to addressing similar issues. Members considered that understanding successful examples elsewhere would strengthen both the evidence base and also the public credibility of the Plan.

41. In Committee, Members specifically highlighted the importance of looking beyond the county when considering possible solutions. It was suggested that the Council should make greater use of examples from other councils – whether, for example, Cornwall Council with its whole-system approach which has combined network investments, integrated fares, community transport and where patronage has grown significantly since 2019[4] or Lincolnshire's CallConnect[5] – and, where appropriate, international experience (including, perhaps, Connecting Ireland[6] or the Flanders Hoppin network[7]) rather than necessarily assuming that new ideas would need to be piloted locally before they could be considered. The Committee considered that reviewing established practice elsewhere could help the Council to identify proven approaches to issues such as rural shuttles, integrated ticketing, mobility hubs, guided bus systems, real-time passenger information, as well as improving connectivity between transport modes. Members viewed this both as an opportunity to accelerate learning and also to avoid repeating mistakes already encountered in other places.

42. The Committee was encouraged by officers' confirmation that examples from across the United Kingdom and potentially from Europe and elsewhere would be considered in developing the Plan. Members nevertheless felt that this commitment should be reflected more explicitly within the Plan itself. This would help ensure that the Council, and its successor bodies, remains at the forefront of transport innovation and adopts approaches that have already been shown to deliver positive outcomes for passengers and communities.

***Recommendation 8:* That the Council should ensure that the Plan should incorporate learning from best practice elsewhere, including national and international examples.**

43. Members welcomed the summary of the Oxon for Buses submission in the Committee report. The Committee noted that the submission was regarded as detailed, constructive, and particularly relevant to the development of the Plan.

44. The Committee recognised that Cabinet should receive a balanced evidence base and that one stakeholder response should not displace the voices of others. However, Members considered that the Oxon for Buses submission contained additional material beyond the report summary which would be useful to Cabinet when considering the development of the Plan.

[4] https://committees.parliament.uk/writtenevidence/134616/html/
[5] https://lincsbus.com/callconnect/
[6] https://www.nationaltransport.ie/connecting-ireland/what-is-connecting-ireland/
[7] https://www.interregeurope.eu/good-practices/hoppin-point-geel

45. Members were of the view that appending or otherwise providing the full submission would help ensure that Cabinet had access to the detailed points raised by an established bus user group. The Committee therefore wished the submission to be available to Cabinet alongside other stakeholder and consultation evidence.

Recommendation 9: That the Council should ensure, when the Plan is submitted to Cabinet, that Oxon for Buses's full submission is included.

FURTHER CONSIDERATION

46. The Committee intends to scrutinise the final proposals, probably in November, before they are submitted to Cabinet.

LEGAL IMPLICATIONS

47. Under Part 6.2 (13) (a) of the Constitution Scrutiny has the following power: 'Once a Scrutiny Committee has completed its deliberations on any matter a formal report may be prepared on behalf of the Committee and when agreed by them the Proper Officer will normally refer it to the Cabinet for consideration.

48. Under Part 4.2 of the Constitution, the Cabinet Procedure Rules, s 2 (3) iv) the Cabinet will consider any reports from Scrutiny Committees.

Anita Bradley, Director of Law and Governance and Monitoring Officer

Annex:	Pro-forma Response Template
Background papers:	None
Other Documents:	None
Contact Officer:	Richard Doney Scrutiny Officer richard.doney@oxfordshire.gov.uk

September 2026

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Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested[1] and, if the report or recommendations in questions were published, the response also must be so.

This template provides a structure which respondents are encouraged to use. However, respondents are welcome to depart from the suggested structure provided the same information is included in a response. The usual way to publish a response is to include it in the agenda of a meeting of the body to which the report or recommendations were addressed.

Issue: **OxBus 2040: Plan for Bus and Enhanced Partnership Plus**

Lead Cabinet Member(s): **Cllr Gareth Epps, Cabinet Member for Transport**

Date response requested:[2] **15 September 2026**

Response to recommendations:

Recommendation	**Accepted, rejected or partially accepted**	**Proposed action (if different to that recommended) and indicative timescale (unless rejected)**
1. That the Council's OxBUS 2040 consultation should place a strong emphasis on rural connectivity and the protection of socially necessary services.		

[1] Date of the meeting at which report/recommendations were received
[2] Date of the meeting at which report/recommendations were received

Overview & Scrutiny Recommendation Response Pro forma

2. That the Council should give consideration to the role of rural feeder and shuttle services, including car clubs, as part of the wider network design.		
3. That the Council should ensure that further work is undertaken to assess the benefits of real-time passenger information, particularly in rural areas.		
4. That the Council should ensure that the Plan should strengthen alignment with planning and development, including the use of Section 106 contributions to secure early bus provision.		
5. That the Council should ensure that the Plan should articulate more clearly how it will deliver integration across modes, including rail and mobility hubs.		
6. That the Council should include a section which contextualises the rebuilding of the bus network in the Plan.		
7. That the Council should ensure that the framework for Enhanced Partnership Plus clearly sets out legal obligations, operator responsibilities, and associated risks.		
8. That the Council should ensure that the Plan should incorporate learning from best practice elsewhere, including national and international examples.		
9. That the Council should ensure, when the Plan is submitted to Cabinet, that Oxon for Buses's full submission is included.		

Overview & Scrutiny Recommendation Response Pro forma

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CABINET

15 September 2026

Disabled Facilities Grants in Oxfordshire and Motor Neurone Disease

Report by the Director of Adult Social Care

RECOMMENDATION

The Cabinet is RECOMMENDED to:

a) Note the County Council's role in the process of delivering Disabled Facilities Grants [DFG] in Oxfordshire including assessment, recommendations and referral to District Councils.
b) Note that District Councils, as local housing authorities, are responsible for administering DFG applications, approving grants and arranging completion of works.
c) Approve the response to the Motion to Full Council on 30 June 2026 as set out in this report.

Executive Summary

1. This report responds to the motion accepted by the Council at its meeting on 30 June 2026 on DFGs, with a particular focus on people living with Motor Neurone Disease (MND) and other progressive, life-limiting or terminal conditions. It sets out the County Council's role in receiving referrals, making assessments and onward referrals to District Council housing teams.
2. The Council works to target timelines and prioritisation processes linked to complexity and urgency of need. When the Council has completed its assessment responsibility for delivery moves to the District Council.
3. When there are delays (either in the Council's assessment processes, or in delivery of recommended and approved works) this can lead to poor outcomes for individual residents and their families. The Council in some instances must mitigate these in continuing to support people pending works.
4. These delays in delivery of DFG can also create pressures for the Council.

Background

5. DFGs support disabled children and adults to live safely and independently in their homes. They can fund adaptations such as stairlifts, level-access showers, ramps, widened doors, accessible kitchens and, in some cases, larger adaptations.

The Motion to Council asked:

6. How the Council currently delivers its role in the DFG.
7. Timeliness over the past three years for the County Council fulfilling its role in the DFG, including assessments and referrals.
8. How the Council's processes could be improved, including the timeliness of assessments and the working relationship with District Councils and other partners;
9. Whether the County Council is acting quickly enough to ensure that target timeframes of 55 days for simple adaptations and 130 days for complex adaptations can be met for people living with MND.

How the Council currently delivers its role in the DFG process

10. In two-tier areas such as Oxfordshire, responsibility for DFG is split:
    a. The County Council is responsible for assessing need.
    b. District Councils are responsible for administering DFG applications, approving grants and arranging the completion of works.
    c. *Home Improvement Agencies* (HIAs) deliver the works by providing information and advice, coordinating and supervising works, delivering minor adaptations and supporting major adaptations funded through DFG.
11. HIA delivery arrangements are led by District Councils, with *Better Care Fund* [BCF] funding contributing to the cost of HIA provision. The funding is agreed under partnership arrangements with the District Councils. Cherwell DC, West Oxfordshire DC and Oxford City Council deliver this function in-house; South Oxfordshire and Vale of White Horse District Council deliver this function via an external contracted service.
12. Adult and Children's Social Care accepts referrals for people who may need adaptations. Assessments are completed by qualified occupational therapists or appropriately trained staff. The assessment considers the person's functional needs, risks, home environment and outcomes, and identifies whether adaptations are necessary and appropriate.
13. Where an adaptation is recommended, Adult or Children's Social Care refers the case to the relevant District Council. The District Council then progresses the grant process. Eligibility determinations rest with the housing authority. Accordingly, the final decision on what is necessary and appropriate, reasonable and practicable rests with the District Council as the *housing authority*.
14. After a referral is made to the District Council, the Council may continue to have a duty under the Care Act to support the individual until the works are completed.
15. While people are awaiting the completion of DFG works, they may continue to experience difficulties with everyday activities that affect their independence, dignity and wellbeing. During this period, some people become more reliant on formal care services and unpaid carers, resulting in increased pressure on families and Adults and Children's Social Care.

16. Where adults are assessed as presenting a medium or high level of risk, they will remain open to Adult Social Care services so that risks can continue to be monitored and managed. Awaiting the completion of adaptations can therefore generate ongoing service demand through reviews, risk management, liaison with housing partners and responding to enquiries from residents and families. Timely completion of adaptations is important to support independence, reduce care needs and make the best use of public resources. There are currently 539 residents being monitored by Adult Social Care whilst waiting for their DFG in Oxfordshire

17. In some cases, the Council may have to make alternative arrangements for individuals whilst the application for DFG funding is processed and / or the DFG-funded works are being delivered. As an example, in one case a resident has had a spinal cord injury and needs adaptations to a bungalow to enable independent living. The works are now complete, and the resident will move shortly into the adapted home. Since Jan 2024, the Council has provided residential care for 140 weeks whilst waiting for these works to be completed. This has been provided at a cost of £200,000.

18. This example and the numbers of people being monitored by the Council impact on capacity in adult services, including the ability to respond in a timely manner to new referrals for DFG assessment.

19. These matters are inevitably complex in some cases, and the Council's responsibility for the individual continues even when it has completed the assessment for the DFG for instance where care and support arrangements are in place and continue to be needed.

20. The Council also has a wider system role because DFG funding forms part of the BCF. The Council receives the DFG allocation and passports it to District Councils as part of the BCF Plan and its funding agreement with NHS England/DHSC. The District Councils report on DFG expenditure to central government via the County Council as part of BCF monitoring and governance. As noted above, HIA are funded from BCF as part of the plan and delivered by District Councils.

Timeliness of assessment and referral

21. The County Council's responsibility is the assessment and referral stage of the DFG process. Adult Social Care prioritises occupational therapy assessments according to clinical need, urgency, risk and complexity. The average time taken to complete the assessment is as follows:

Year	Mean Average Wait for people *without* MND (referral to assessment)
23/24	72.4 (Approx 52 working) days
24/25	61.3 (Approx 44 working) days
25/26	45 (Approx 32 working) days
26/27	64.6(Approx 46 working) days

22. These average waits reflect:

23. Typically, there will be several discussions over the phone/ liaising with family and other professionals prior to the actual formal assessment. The referral date clock starts when the referral is received, so in some cases there will be further investigation prior to setting up an assessment.

24. Competing demand, workforce capacity and the need to prioritise assessments according to risk, urgency and complexity can all impact assessment timelines. Some cases also take longer where a person’s circumstances change, further assessment is required, or the proposed adaptation needs discussion with housing partners.

25. Mitigations include prioritising urgent cases, regular review of waiting lists and longest waits, closer tracking of progressive and life-limiting conditions, and improved joint working with District Councils and the HIA.

26. In some cases, people will be referred back from the District Councils for further assessment; and in others there will be unforeseen issues (e.g. hospital admission, change of plan on the part of the referred resident).

27. The best practice targets of 55 days for urgent and simple adaptations and 130 days for urgent and complex adaptations, relate to the whole end-to-end DFG pathway. The County Council cannot provide information on performance across the whole pathway as this includes stages that are not the County Council’s responsibility, including District Council grant administration, approval of grants, HIA support, landlord agreement, contractor availability and completion of works.

Meeting the needs of people living with MND

28. The specific request is for data relating to those living with MND. The year-on-year comparative performance for assessment for DFG for people living with MND is as follows:

Year	Mean Average Wait for people with MND (referral to assessment)
23/24	24.7 (Approx 18 working) days
24/25	24.5 (Approx 18 working) days
25/26	15.3 (Approx 11 working) days
26/27	11.5(Approx 8 working) days

29. The Council recognises that people living with MND can experience rapidly changing and urgent needs. Where this is the case, Adult Social Care would treat the assessment as clinically urgent. Prioritisation is not diagnosis specific; it is based on clinical need, urgency, risk and complexity. This ensures people living with MND are responded to promptly because of the urgency of their needs, while maintaining fair and equitable access for other residents with progressive, life-limiting or terminal conditions who may also

require timely adaptations to remain safe and independent at home. The data above evidences this prioritisation process compared with "non-MND" cases. The data has been extracted from an audit by the Council's Principal Occupational Therapist.

Opportunities to improve DFG process

30. In a two-tier system, the DFG process is complex because responsibilities are shared between different organisations, including the County Council, District Councils, HIAs, housing providers, landlords and contractors.
31. The countywide DFG and HIA forum, led by the County Council, has improved relationships, visibility and joint working between the County Council, District Councils and HIA partners.
32. This forum is developing shared KPIs for the HIA, improving visibility of waits and urgent cases, and supporting a more consistent understanding of performance across areas. This helps partners identify where delays occur and reduce unwarranted variation across the districts.
33. Partners are also exploring more flexible use of DFG and BCF resources where this would deliver faster or more proportionate outcomes, particularly for urgent cases. This might fund additional assessment capacity in the Council, or short-term capacity in HIA.
34. Local Government Reorganisation is an opportunity to simplify DFG arrangements and could improve the pathway for residents from within unitary authority span and control. These opportunities will be explored as part of planning for the future unitary authorities.

Corporate Policies and Priorities

35. The DFG pathway supports the Council's wider priorities for prevention, independence, tackling inequalities and supporting residents to live well in their own homes. It also supports the Adult Social Care priority to help people remain safe and independent for as long as possible, with the right support at the right time.
36. The improvement activity described in this report is aligned with the Council's focus on strengthening prevention and working with partners to improve outcomes for residents.

Financial Implications

37. There are no direct new financial commitments arising from this report. DFG funding is determined by central government. Oxfordshire County Council receives the funding through the BCF and is required to passport it to District Councils, which are responsible for administering grants and arranging delivery of works.

38. The allocation is not the same for each District Council. This means comparisons between areas need to take account of different funding levels, levels of demand, local delivery arrangements and case complexity, rather than relying on activity or waiting-list figures alone. The total DFG allocation for Oxfordshire in 2026/27 is £8.262m.

(i) Cherwell: £1.538m
(ii) Oxford City: £1.764m
(iii) South Oxfordshire: £1.924m
(iv) Vale of White Horse: £2.034m
(v) West Oxfordshire: £1.002m

39. A revised DFG funding formula is expected to reduce Oxfordshire's DFG allocation over time. A funding floor provides some protection until 2028/29, but indicative figures suggest the District Councils could face a significant reduction in future years. This increases the importance of making best use of current funding, reducing long waits and improving throughput before future reductions take effect.

Legal Implications

40. The statutory framework for the administration, eligibility and allocation of DFGs is contained within the Housing Grants, Construction and Regeneration Act 1996 and supporting regulations and Guidance. There are however no specific legal implications arising from this report which is prepared to respond to the Motion to Full Council on 30 June 2026, as detailed above.

Staff Implications

41. There are no staffing implications arising from this report. There is an ongoing conversation with the District Councils regarding the level of Occupational Therapy assessment capacity to assure the smooth running of the Council's part of the pathway. This may lead to future changes to staffing levels

Equality & Inclusion Implications

42. DFGs are intended to support disabled people to live safely and independently. Delays can have a disproportionate impact on disabled residents, older people, children with complex needs, people with progressive, life-limiting or terminal conditions, unpaid carers and families.

43. As set out in the body of the report, the Council must treat people equitably by prioritising according to clinical need, urgency, risk and complexity rather than diagnosis alone. This means people living with MND can be responded to promptly where their needs are urgent, while residents with comparable needs arising from other progressive, life-limiting or terminal conditions can also access timely and proportionate support regardless of where they live, their housing tenure, landlord arrangements or which District Council administers the grant.

Local Government Reorganisation Implications

44. As noted above, the current configuration of DFG is delivered in part by the Council and partly by the City and District Councils as housing authorities. All these functions for both adults and children will sit with the future unitary authorities.
45. In addition, the specific structure of the three unitary model will change the DFG funding profile in each area, and in the future the delivery model may have to change to reflect legacy arrangements in Oxfordshire and West Berkshire.
46. In broad terms a unitary authority would have the opportunity to deliver a more integrated and timelier service to residents than has been achieved in Oxfordshire to date. The options available to someone referred for a DFG may also be expanded where there may be a range of housing options that might be considered earlier in the process. This may in turn improve efficiency within the unitary authorities.
47. The risks arising from local government reorganisation may be the resource implications of smaller children and adult services, and the specific impact of how the DFG is reallocated from the current Oxfordshire and West Berkshire BCF into the future unitary authorities. The needs profile and funding profiles will change.

Sustainability Implications

48. There are no specific sustainability implications from this paper. DFG works to enable people to remain in their own homes.

Risk Management

49. Risks relating to the delivery of DFG in respect of over and underspends, and timeliness of delivery are held in the DFG and HIA Forum set out above. There are complications relating to working in this partnership approach and risks to delivery are escalated to Directors for resolution.

Consultations

50. There has been no consultation requirement for this paper.

NAME
Karen Fuller, Director of Adult Social Care

Annex:	Nil
Background papers:	Nil
Contact Officer:	Isabel Rockingham, Head of Joint Commissioning, Age well

August 2026

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CABINET

15 September 2026

Local Transport Consolidated Funding Settlement – Local Transport Delivery Plan

Report by the Director of Environment and Highways

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to:**

   a) **approve the Local Transport Delivery Plan and its submission to the Department for Transport, as well as the implementation plan for the Department for Transport's Local Transport Quantifiable Carbon Guidance; and**

   b) **delegate authority to the Director of Environment & Highways, in consultation with the Cabinet Member for Transport, to amend the Local Transport Delivery Plan as per the 'Operation of the Delegation' noted herein (46-49).**

Executive Summary

2. Oxfordshire County Council (the Council) has received a Local Transport Consolidated Funding Settlement letter from the Department for Transport (DfT) commissioning the Council to produce a Local Transport Delivery Plan (LTDP), identifying how the funding will be prioritised and spent.

3. In March 2026, the Council submitted a draft LTDP to the DfT, detailing all spend for 2026/27, as well as an outline plan up to 2029/30. DfT have undertaken a high-level review of the initial LTDP, assessed compliance with conditions in the Memorandum of Understanding (MoU) and provided some general observations to support the development of the refined LTDP. The DfT have also provided further guidance on the required quarterly reporting activities associated with the LTDP.

4. The Council's refined LTDP provides details of Revenue allocation up to 2028/29 and Capital allocations up to 2029/30. The Delivery Plan must be submitted to the DfT via their new Data Portal by Friday, 30 October 2026. It is anticipated that the LTDP will need to be published in October/November, with annual updates as a minimum and republishing where significant changes to the LTDP have been put forward and agreed with the DfT.

5. As part of statutory guidance for Local Transport Plans published in April 2026[1], the Council must submit a plan for implementing the Department for Transport (DfT)'s Local Transport Quantifiable Carbon Guidance (LTQCG) by October 2026, see Annex B, as part of the Council's Local Transport Delivery Plan (LTDP) submission. LTQCG sets out how whole life carbon assessment should be incorporated into transport decision-making processes, including Cabinet decisions, and establishes approaches for assessing, monitoring and reporting the carbon impacts of transport interventions against area-based emissions projections to 2050. Local Transport Authorities will be required to report these impacts to DfT as an outcome measure for funded schemes. The Council has undertaken a high-level climate impact assessment of the LTDP proposals, see Annex C, and is working closely with DfT on implementation arrangements and support requirements. In parallel, the Council is developing decision-making guidance, aligned with LTQCG and Policy 27 of the Local Transport and Connectivity Plan, to provide a practical framework for assessing the significance of transport interventions against local carbon budgets at both project and portfolio level.

6. This report sets out a recommended approach to the grant allocation and identifies the proposed programme to submit to the DfT.

Context

7. Based on the 2025 Spending Review settlement and subsequent Ministerial decisions, the DfT has published their allocations for Oxfordshire County Council **totalling £245.5m** for 2026/27 to 2029/30. This consists of **£223.2m Capital Departmental Expenditure Limit (CDEL)** covering 2026/27 - 2029/30 and **£22.3m Resource Departmental Expenditure Limit (RDEL)** covering 2026/27 - 2028/29.

Table 1: Allocations, by year and spending category, in thousands (£000s)

	2026/27	***2027/28***	***2028/29***	***2029/30***
Capital (CDEL)	45,966.5	52,821.6	58,072.3	66,297.9
Revenue (RDEL)	7,682.6	7,330.0	7,330.0	
Total	**53,649.1**	**60,151.6**	**65,402.3**	**66,297.9**

8. The DfT have issued a formal Grant Determination Letter and a Memorandum of Understanding (MoU) for the Local Transport Consolidated Funding Settlement, which the Council have signed and returned.

9. Grant funding will be received quarterly, with revenue funding allocations running until 2028/29 and capital allocations running until 2029/30.

10. The Local Transport Consolidated Funding Settlement creates more flexibility and choice for authorities by consolidating the following funding streams into an Integrated Transport Fund (ITF) from 2026/27:

[1] Local transport plans - GOV.UK

- Devolved Bus Service Operators Grant
- City Region Sustainable Transport Settlement/Transport for City Region settlement
- Local Transport Grant (RDEL and CDEL)
- Highway Maintenance (CDEL)
- Active Travel Fund (RDEL and CDEL)
- LA Bus Grant (CDEL)
- Local Electric Vehicle Infrastructure (RDEL)

11. The settlement retains a separate ringfenced Bus Services Fund (BSF), previously referred to as the Local Authority Bus Grant (RDEL). This combines grants previously referred to as Bus Service Improvement Plan (BSIP) and Bus Service Operators Grant (BSOG) funding which must be spent on bus outcomes.

12. The Council must protect spend in certain areas which are competency based and are reflected in the DfT's underlying calculations for the Local Transport Consolidated Funding Settlement. The Council must meet outcome targets and maintain or improve the Council's Government-defined ratings for increased settlements. Maintaining the budgets for Highway Maintenance (compliance with best practice) and Active Travel (recently upgraded to capability rating 3) will help ensure that the Council receives the incentive funding element of the grant from the DfT.

13. In certain incentive funding areas, the funding amount has increased as the Council has improved their rating. In other areas where there is overall Government nationwide impact the Council has seen a reduction. These spend calculations within each service area have been contextualised below:

    a) Bus Grant:

        (1) The revenue bus figure (LA Bus Grant RDEL) for 2026/27 shows a 9% increase, compared to 2025/26. This is largely accounted for by the ongoing revenue support for enhanced bus services, so will restrict some planning for projects that the Council was seeking to support around education, training and publicity.

        (2) The capital allocation for bus services (LA Bus Grant CDEL) for 2026/27 is 40% lower than in 2025/26, although it is broadly consistent with average funding levels in earlier years. Given annual increases in real-term costs, this reduction means that some bus-related projects will not proceed unless alternative funding sources are secured. In recent years, the Council has been able to make substantial investments in measures such as traffic signal priority, real-time passenger information, corridor infrastructure improvements, network decarbonisation and the development of future schemes. While some limited investment across these areas will still be possible, the level of funding will constrain both the scale and pace of delivery.

b) Highways Maintenance: The Highways capital figure is as expected; however, funding levels remain constrained and are being partially mitigated through additional corporate borrowing agreed by Council in February as part of the 2025/26 Budget and Medium Term Financial Strategy to 2027/28. This was originally earmarked for 2025/26 and 2026/27, but it is now spread across future years to 2028/29 to maintain current budget levels when the grant and borrowing are combined.

c) Active Travel: Active travel capital and revenue figures align with expectations as a result of the Council's recently increased capability level rating to 3.

Purpose of the Local Transport Consolidated Funding Settlement

14. The DfT has consolidated all local transport funding grants for all Local Transport Authorities (LTAs) outside of Integrated Settlement areas. The consolidated funding approach gives councils greater flexibility to allocate funding across programmes more effectively and efficiently, supporting delivery of the priorities set out in their Local Transport Plans and maximising overall benefits. As such, the Council will be able to make the strategic decisions that best support the corporate vision to make Oxfordshire a greener, fairer and healthier county. This includes local network priorities, alignment with wider place-based and local/regional objectives (growth, spatial, environmental and social) and having the freedom to accelerate projects that are most beneficial.

15. Funding received from the DfT under the Local Transport Consolidated Funding Settlement is categorised as follows:

a) The Integrated Transport Fund (ITF) is intended to be used to deliver a wide range of local transport outcomes.
b) The Bus Services Fund (BSF) should only be used to support outcomes for bus passengers/services.
c) For Mayoral Strategic Authorities (MSAs) with an elected mayor in place, the Mayoral Transport Fund (MTF) is a flexible fund that combines the ITF and BSF.

16. If a Mayoral Strategic Authority is established for the Thames Valley, the ITF and BSF will be combined into one pot and become the responsibility of the mayor for establishing delivery of priorities. Certain funds which will be used to deliver specific schemes/outputs (namely Major Road Network, Levelling Up Fund and Structures Fund) are not part of the MTF/ITF/BSF. Neither is the transport element of the resource funding paid via the Local Government Finance Settlement (LGFS).

Development and content of the 'Local Transport Delivery Plan'

17. The Local Transport Delivery Plan (LTDP) has been developed to aligned with the Council's ambitions in the Local Transport and Connectivity Plan (LTCP), referred to by the DfT as the Local Transport Plan (LTP), and its supporting strategies. It also supports delivery of the DfT's Local Transport Outcomes

Framework Key Performance Indicators through the following key themes and outcomes:

- Environment
- Health
- Healthy Place Shaping
- Productivity
- Connectivity
- Inclusivity

18. The Council's current capital and revenue programmes already assume a level of DfT grant funding. Given the continuing shortfall in central government funding for highway and transport services, a significant level of corporate funding is also required to support delivery.

19. Where programmes already rely on grant funding, or where corporately funded programmes and schemes align with the grant conditions, they have been included in the LTDP where there is the greatest certainty of delivery.

20. The proposal therefore covers ongoing programmes, including Bus Services and Highway Maintenance, alongside revenue-funded Active Travel and Local Transport requirements. These are established priorities that would have drawn on this funding whether provided through annual allocations or through a multi-year settlement.

21. Existing walking, wheeling and cycling routes have been considered alongside Local Cycling and Walking Infrastructure Plan (LCWIP) priorities and the Strategic Active Travel Network (SATN) to determine high-priority schemes that can also contribute to the development of a wider active travel network that will connect to public transport interchanges, major employment hubs and areas of significant planned growth. It is considered that this approach and the development of a connected network of routes will be beneficial in working towards countywide LTCP targets as well as assist in strengthening Oxfordshire County Council's capability rating with Active Travel England. The proposed schemes to be funded under LTDP will build on work undertaken in previous funding rounds and seeks to connect existing networks in Oxford, Abingdon, Didcot as well as providing improved access to Didcot and Radley rail stations while utilising Housing Infrastructure Fund and Section 106 (S106) funded schemes to provide links to the Harwell Campus, Milton Park and Culham Science Campus.

22. Funding has also been prioritised for routes in the centre of Bicester. These will connect previously delivered works in the town and provide continuous routes both north-south and east-west. Schemes in other areas of the county, including Banbury, will be delivered using other funding during this period, including s106 allocations.

23. A proportion of funding has been prioritised for the School Streets programme and countywide minor works such as new crossings, barrier removal and safety improvements providing flexibility within the programme to react to emerging

issues. In the final year of the LTDP programme, cycle network wayfinding has also been prioritised to provide signage across the emerging network.

24. Schemes have been selected based on continued operation of existing programmes and perceived importance in improving the sustainable transport offer, as well as their deliverability within the time and budgets allowed. The Highways Maintenance programme and how to utilise the Local Electric Vehicle Infrastructure Grant (LEVI) effectively have also been considered.

25. Other schemes not included in the LTDP were considered but rejected because they were not a priority and/or could not be delivered within the available time and budget. The Local Transport Consolidated Funding Settlement is one of several funding sources. Other Council schemes will continue to be progressed through optioneering and design, or through to construction, using other funding sources.

26. Due to constraints within the funding previously known as Local Authority Bus Grant allocations, the requirement for the Bus Enhanced Partnership Plus delivery will now be funded through the broader Integrated Transport Fund (ITF) allocation, demonstrating its flexibility.

27. The Vision Zero Programme, and associated Accessibility and Road Safety Programme, will also be funded through ITF. This is a key priority, supporting the aim of achieving zero, or as close to zero as possible, road fatalities and life-changing injuries by 2050.

28. There are also several key revenue requirements from the DfT included in the LTDP, namely Your Bus Journey Survey, Quantified Carbon Assessment(s) and updates to key policies and strategies. We have also included allocations for Transport Modelling, Monitoring and Evaluation which will go towards improving an understanding of impacts on the transport network and the benefits of schemes in certain locations.

29. A summary of the LTDP for the October submission to DfT is included as Annex A.

Corporate Policies and Priorities

30. The LTDP has been developed in accordance with a range of Council policies, primarily the County Council Strategic Plan, the LTCP, and its supporting strategies.

31. The Council's 2025 to 2028 Strategic Plan commits to continue to roll out the LTCP. The LTCP sets a vision for an inclusive and safe net zero Oxfordshire transport system that enables all parts of the County to thrive. It will tackle inequality, be better for health, wellbeing and social inclusivity and have zero road fatalities or serious injuries. It will also enhance the county's natural and historic environment and enable the county to be one of the world's leading innovation economies. The Council's LTCP sets out how to achieve this by

reducing the need to travel by private car use through making walking, cycling, public and shared transport the natural first choice.

32. The Council's Strategic Plan also commits to make it easier to travel by train, bus and bike by building mobility hubs across Oxfordshire. These are places where different types of transport come together, making it simple to switch between them. In rural areas, we will create quiet lanes / greenways to make walking, cycling and horse riding safer and more enjoyable.

33. Consequently, the LTDP is aligned with and directly supports the Council's priorities for fostering an inclusive, integrated, and sustainable transportation network, contributing to making Oxfordshire a greener, fairer, and healthier county.

Financial Implications

34. There are no direct financial implications for the Council arising from this report. Any consequential spend arising from the schemes/programmes listed within the LTDP will be funded through grant in accordance with the grant conditions.

35. The Local Transport Consolidated Funding Settlement, which includes ITF and BSF, of £245.5m for 2026/27 to 2029/30 will continue to be paid in quarterly tranches as a consolidated payment under Section 31 of the Local Government Act 2003, contingent on the production of the Council's LTDP, and the completion of quarterly reporting back to DfT on progress and spend.

36. A summary of the LTDP is included at Annex A and sets out the proposed use of this funding. Scheme and programme figures are best-estimate budgets at this stage; however, overall programme expenditure will be managed within the available funding envelope.

37. The delivery of the capital elements of the funding will be managed through the Capital Governance framework.

38. The proposal aims to broadly maintain programming and spending in accordance with the DfT's underlying calculations for the Local Transport Consolidated Funding Settlement, e.g. Highways Maintenance, Active Travel, LEVI Capability etc. It is important to note, however, that the consolidated funding under the Integrated Transport Fund (ITF), allows allocations to be directed towards the Council's priority schemes and programmes, regardless of transport mode or scheme type, provided that these measures continue to deliver across the range of outcomes within the DfT Outcomes Framework.

39. The DfT continue to expect baseline bus and highways maintenance resource funding budgets from other sources to be maintained.

40. The 30th of October 2026 deadline is to submit the LTDP to the DfT to allow plans to be received and reviewed ahead of further quarterly payments to the Council beyond that date, aligning with the multi-year settlement. If plans are

received later, this will likely delay payment of the grant, putting existing schemes and proposed schemes at risk.

41. As was the case in 2025/26, a portion of the Highways Maintenance Funding Allocation included in this grant will be designated as incentive funding. This funding will be subject to the Authority demonstrating they comply with best practice in highways maintenance, for example, by spending all the Department's capital grant on highways maintenance and adopting more preventative maintenance.

Legal Implications

42. The adoption of the Local Transport Delivery Plan (LTDP) and submission to the DfT (recommendation 1 (a)) are in accordance with the Council's powers under the Transport Act 2000 and related powers including under the Highways Act 1980 and the Road Traffic Regulation Act 1984.

43. Each of the schemes/programmes within the LTDP will be further considered at the point of implementation and will be proposed and, as appropriate, delivered in compliance with the applicable statutory framework relevant to that scheme/proposal.

44. The delegation at recommendation 1 (b) for the use of the Local Transport Consolidated Funding Settlement allocation and implementation of **the projects and programmes outlined** within Annex A is likely to require a need for funding agreements to be drafted to both satisfy the Council's legal requirements, as well as any terms and conditions associated with the funding which will require legal input at that time.

45. There is an intention that individual projects within the Local Transport Delivery Plan which may require legal support will be considered on a case-by-case basis and contracts/grants awarded in line with the Council's current procurement process and use of the direct award provisions available to local authorities through legislation.

Operation of the Delegation

46. The delegation at recommendation 1(b) is intended to provide flexibility in the use of the Local Transport Consolidated Funding Settlement and its allocation against the schemes and programmes set out in the Local Transport Delivery Plan.

47. This flexibility is required to manage uncertainty arising during scheme and programme development and delivery. Where a scheme/programme allocated funding through the LTDP becomes undeliverable within the available funding envelope and/or funding window, the Director of Environment and Highways, in consultation with the Cabinet Member for Transport, may amend schemes, programmes and funding allocations within the LTDP.

48. This will help to:
    - avoid delays in reallocating and spending the Local Transport Consolidated Funding;
    - ensure funding remains aligned to deliverable schemes and programmes; and
    - support achievement of the benefit outcomes set out in the DfT's Outcomes Framework.

49. Changes will be reported to the DfT through updates to its Data Portal. As required by DfT, the LTDP will be published annually for transparency. Where changes are significant, particularly for high-value schemes or programmes, the DfT requires that the LTDP be republished outside of the normal annual cycle.

Staff Implications

50. Staff resources to implement, monitor and report the progress of the Local Transport Delivery Plan will either be met through existing resources or funded through the specific programmes or schemes themselves. Where necessary, the proposal is to use the Local Transport Consolidated Funding Settlement for several existing and new posts.

Equality & Inclusion Implications

51. The DfT have requested that authorities must role model inclusive policy making and embed active consideration of accessibility within the development and delivery of policies funded through their consolidated funding settlement.

52. Section 112 of the Transport Act 2000 (as amended) specifically requires authorities to have regard to the transport needs of *"disabled people within the meaning of the Equality Act 2010 and of persons who are elderly or who have mobility problems"* when developing and implementing policies included in their Local Transport Plan.

53. An Equalities Impact Assessment (EqIA) has been completed in the development of the LTDP taking into consideration the broader programme. Based on the EqIA the LTDP it is expected to have a positive impact on individuals and communities more broadly. As appropriate, EqIAs will be conducted in relation to each of the schemes/programmes within the LTDP as these are proposed.

54. An EqIA for the Local Transport Delivery Plan has been included as Annex D.

55. A desktop Health Impact Assessment for the LTDP and associated schemes will also be conducted. This will note the impact of the delivery plan on health outcomes and supporting the commitment to being a Marmot County.

Local Government Reorganisation Implications

56. The Local Transport Consolidated Funding Settlement currently agreed with Oxfordshire County Council (OCC) provides revenue funding for the period 2026/27 to 2028/29 and capital funding for the period 2026/27 to 2029/30. As the funding agreement is currently held by OCC, arrangements for the management, allocation and administration of funding beyond the authority's abolition on 31 March 2028 will need to be agreed through discussions with the Department for Transport (DfT), the Ministry of Housing, Communities and Local Government (MHCLG), the Shadow Authorities and the successor councils.

57. Local Government Reorganisation will require a managed transition to ensure continuity of transport services, programme delivery and investment planning. Transport functions, programmes, assets, contracts, grant agreements, budgets, systems and staff will form part of the wider disaggregation and transfer arrangements being developed through the Oxfordshire LGR implementation programme. The implications for funded posts, service responsibilities and organisational capacity will need to be identified, communicated and managed appropriately as responsibilities transfer to successor authorities.

58. The current programme has been developed to support OCC's agreed strategic priorities. From 2028/29, future programme priorities, investment decisions and delivery responsibilities will be determined by the successor authorities through the statutory governance and decision-making arrangements established as part of the LGR implementation process. This may result in changes to the prioritisation, scope or timing of future schemes and programmes.

59. Current capital proposals have been structured, where practicable, to achieve defined outputs by March 2028, enabling projects either to conclude, pause at an appropriate control point, or transition into subsequent development and delivery phases under successor authority arrangements. Particular consideration will be required for ongoing contracts, grant agreements, capital schemes and multi-year delivery programmes that extend across the transition period to ensure contractual, financial and operational continuity.

60. Early engagement with DfT, MHCLG, the Shadow Authorities and successor councils will be essential to determine future service responsibilities, funding arrangements, governance structures and programme management arrangements. DfT will also need to consider future funding allocations and administrative arrangements for successor authorities following reorganisation, including any changes required to existing allocation methodologies including the use of competency-based ratings for new councils.

61. Failure to establish clear transitional arrangements in advance of March 2028 could result in uncertainty regarding funding, governance and delivery

responsibilities, as well as programme delays, loss of delivery capacity, contractual risks and disruption to transport services and medium-term infrastructure investment across Oxfordshire.

62. Detailed transition arrangements will be developed and implemented through the formal Oxfordshire Local Government Reorganisation programme, working collaboratively with DfT, MHCLG, the Shadow Authorities and successor councils. This will include consideration of future funding arrangements, governance structures, service responsibilities, staffing implications, contractual commitments, programme priorities and delivery responsibilities to support an orderly and effective transition beyond March 2028.

Sustainability Implications

63. DfT published statutory guidance for Local Transport Plans (LTPs) in April 2026 outlining the carbon reporting requirements of Local Transport Authorities (LTAs). The statutory guidance establishes that all LTAs must develop and implement plans to introduce quantitative whole life carbon as one of many criteria in LTA's decision-making processes. LTAs must also monitor and report to DfT the carbon impact of transport interventions against a 2050 area-based carbon emissions forecast. These carbon forecasts to 2050 have been established as outcome indicators of the LTDP funding. To achieve this, LTAs must use DfT's Local Transport Quantifiable Carbon Guidance (LTQCG) to provide the DfT with carbon metrics for their proposed programme of interventions.

64. The LTQCG, published by the DfT in August 2025, requires that whole life carbon assessments (qualitative and quantitative) must be applied to transport intervention decision making and planning, including schemes already in the Capital pipeline. This aligns with Policy 27 of the Local Transport and Connectivity Plan – Embodied Carbon.

65. The DfT have requested that a detailed qualitative update relating to the adoption plans for the Quantifiable Carbon Guidance should be provided for the LTDP final submission in October 2026. This update is included in this submission in Annex B in the form of a Local Transport Quantifiable Carbon Guidance implementation plan which outlines implementation actions starting in July 2026 and culminating in fiscal year 2027/28.

66. Ahead of the full implementation of this plan, a Climate Impact Assessment (CIA) of the proposals included in the LTDP has been completed and presented in Annex C of this document. As the LTQCG implementation plan progresses, this initial CIA will be reviewed with quantitative assessments resulting from adoption of the guidance.

Risk Management

67. The principal risks associated with the LTDP are:

a) delayed approval of the LTDP may place the identified funding at risk and prevent the payment of associated contracts/grants.

b) there may be insufficient interest in the opportunities to be tendered to be able to provide the required outcomes, or prices may be unaffordable.

c) complex capital projects could be delayed and/or not completed, due to resource, cost or programme challenges.

d) a number of projects are still subject to various approvals (Traffic Regulation Order and other consultations, procurement, etc.).

e) potential for withdrawal of funding before end of parliamentary period.

f) Local Government Reorganisation may create uncertainty regarding future funding arrangements, governance responsibilities, contractual commitments and programme delivery beyond March 2028, potentially affecting the continuity of transport services, infrastructure investment and organisational capacity.

68. These risks can be mitigated by:

a) being dynamic at the scheme level but ensuring the overall outcome of the programme is maintained.

b) taking the proposed approach of prioritising the continuation of existing revenue and capital projects, which have already been established.

c) providing a sufficient mobilisation period both for tender returns and for the period between award and contract start date, to maximise the level of potential interest.

d) using existing contractual arrangements or using established frameworks.

e) robustly monitoring costs throughout the life of the LTDP and adjusting projects, if required.

f) Develop and implement detailed transition arrangements through the Oxfordshire LGR implementation programme, working with DfT, MHCLG, the Shadow Authorities and successor councils to establish future funding arrangements, governance structures, service responsibilities, staffing arrangements, contractual management processes and programme priorities in advance of vesting day.

Individual project managers will be responsible for identifying and mitigating against any risks for their schemes.

Consultations

69. Several schemes will need to undergo the standard processes for scheme development and public consultations, particularly larger schemes. This will provide opportunities for further stakeholder and public review and input.

70. The Council uses best endeavours to consult on transport policy and interventions, when possible, within available timescales, where substantial changes may be made or where there is more than one option available.

PAUL FERMER
Director of Environment and Highways

Annexes
A: Local Transport Delivery Plan – Summary – Oct 2026
B: Local Transport Quantifiable Carbon Guidance Implementation Plan
C: Climate Impact Assessment – LTDP 2026-2030
D: Equalities Impact Assessment – LTDP 2026-2030

Background papers:
Oxfordshire Strategic Plan 2025-2028
Oxfordshire Local Transport and Connectivity Plan
Oxfordshire Budget and Business Planning 2026/27 - 2030/31

Contact Officer: Ben Smith
Strategic Transport Manager

August 2026

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DfT Local Transport Consolidated Funding Settlement

Local Transport Delivery Plan (LTDP) – 2026/27 to 2029/30

SUMMARY

DELIVERING the Future Together

OXFORDSHIRE COUNTY COUNCIL

LTDP Summary by Mode - Revenue

BUS SERVICE FUND (BSF) - REVENUE

Mode	26/27	27/28	28/29	Total
Bus	£ 5,484,810	£ 5,132,300	£ 5,132,300	£ 15,749,410

INTEGRATED TRANSPORT FUND (ITF) - REVENUE

Mode	26/27	27/28	28/29	Total
Active Travel	£ 1,318,447	£ 1,150,000	£ 1,271,700	£ 3,740,147
Electric Vehicles & infrastructure	£ 325,335	£ 325,335	£ 325,335	£ 976,005
‘Back office’	£ 554,000	£ 722,400	£ 600,700	£ 1,877,100

TOTAL REVENUE: £15,749,410 (BSF) + £6,593,252 (ITF) = £22,342,662

LTDP Summary by Mode - Capital

INTEGRATED TRANSPORT FUND (ITF) - CAPITAL

Mode	26/27	27/28	28/29	29/30	Total
Bus	£ 3,247,000	£ 4,812,300	£ 5,377,600	£ 5,942,800	£ 19,379,700
Active Travel	£ 3,430,500	£ 4,589,300	£ 7,014,700	£ 6,546,000	£ 23,239,600
Multimodal	£ 39,289,000	£ 43,420,000	£ 45,680,000	£ 52,150,000	£ 180,539,000

TOTAL CAPITAL: £223,158,300

Note: Mutimodal includes Highway Maintenance total of £167,900,000 over four years.

Total Local Transport Consolidated Funding Settlement: £245,500,951

DELIVERING the Future Together

OXFORDSHIRE COUNTY COUNCIL

LTDP allocations by Mode (Revenue) – Bus (1/1)

Bus	26/27		27/28		28/29		Total	
Asylum seekers bus pass scheme	£	75,000	£	75,000	£	75,000	£	225,000
Continued support for enhanced local bus services	£	3,794,810	£	3,690,300	£	3,685,300	£	11,170,410
Maintenance of the expanded RTPI screen asset base	£	38,000	£	19,000	£	19,000	£	76,000
MyBus Oxfordshire ticketing scheme	£	1,020,000	£	900,000	£	900,000	£	2,820,000
New local bus service support	£	133,000	£	140,000	£	145,000	£	418,000
Staff resources to support Bus Delivery Plan and EP activities	£	393,000	£	263,000	£	263,000	£	919,000
Transport Focus Your Bus Journey Survey	£	31,000	£	45,000	£	45,000	£	121,000
Total	**£**	**5,484,810**	**£**	**5,132,300**	**£**	**5,132,300**	**£**	**15,749,410**

LTDP allocations by Mode (Revenue) – Active Travel (1/3)

Active Travel	26/27	27/28	28/29	Total
Active travel infrastructure full audit and mapping	£ -	£ 80,000	£ 20,000	£ 100,000
Active travel scheme development and feasibility	£ 383,447	£ 70,000	£ 191,700	£ 645,147
Active travel training annual budget (officer attendance at conferences, accommodation, admin costs, etc.)	£ 12,000	£ 12,000	£ 12,000	£ 36,000
Betterpoints Application	£ 65,000	£ 70,000	£ 75,000	£ 210,000
Bike Loan Scheme	£ 45,000	£ 25,000	£ 45,000	£ 115,000
Community Outreach Active Travel (COATs) Programme	£ 300,000	£ 400,000	£ 400,000	£ 1,100,000
Cycle interventions/workplace support	£ 100,000	£ 50,000	£ 100,000	£ 250,000
ITF administration annual budget	£ 50,000	£ 50,000	£ 50,000	£ 150,000

LTDP allocations by Mode (Revenue) – Active Travel (2/3)

Active Travel	26/27	27/28	28/29	Total
LCWIP development - Heyford Park	£ -	£ 25,000	£ -	£ 25,000
LCWIP development - Eastern Oxfordshire (Watlington)	£ 30,000	£ -	£ -	£ 30,000
LCWIP development - Henley	£ 15,000	£ -	£ -	£ 15,000
LCWIP development - South East Oxfordshire (Goring Gap)	£ 30,000	£ -	£ -	£ 30,000
LCWIP development - Western Vale (Faringdon Area)	£ 30,000	£ -	£ -	£ 30,000
LTN 1/20 training programme for OCC officers, councillors and stakeholders	£ 5,000	£ 5,000	£ 5,000	£ 15,000
Ongoing British Cycling Officers	£ 70,000	£ 100,000	£ 100,000	£ 270,000
Ongoing School Engagement Officer	£ 52,000	£ 55,000	£ 60,000	£ 167,000

LTDP allocations by Mode (Revenue) – Active Travel (3/3)

Active Travel	26/27	27/28	28/29	Total
Oxford cordon survey annual budget	£ 8,000	£ 8,000	£ 8,000	£ 24,000
School Travel Interventions/SSTS	£ 70,000	£ 80,000	£ 80,000	£ 230,000
Third School Engagement Officer	£ 53,000	£ 55,000	£ 60,000	£ 168,000
Workplace Technical Lead (Active Travel)	£ -	£ 65,000	£ 65,000	£ 130,000
Total	**£ 1,318,447**	**£ 1,150,000**	**£ 1,271,700**	**£ 3,740,147**

LTDP allocations by Mode (Revenue) – LEVI (1/1)

LEVI	26/27	27/28	28/29	Total
Oxfordshire EV Infrastructure Strategy (OEVIS) - updates	£ 50,000	£ -	£ -	£ 50,000
OxLEVI Communications	£ 10,000	£ 10,000	£ 10,000	£ 30,000
OxLEVI Programme Delivery Support	£ 265,335	£ 315,335	£ 315,335	£ 896,005
Total	**£ 325,335**	**£ 325,335**	**£ 325,335**	**£ 976,005**

LTDP allocations by Mode (Revenue) – ‘Back office’ (1/1)

‘Back office’	26/27	27/28	28/29	Total
Implement Behaviour Change Strategy	£ -	£ 60,000	£ 60,000	£ 120,000
LTCP Supporting Policy Documents and Modelling Scenario Testing	£ 245,000	£ 166,400	£ 220,700	£ 632,100
Quantified Carbon Assessment and Integrations	£ 50,000	£ 70,000	£ 70,000	£ 190,000
Transport Modelling, Monitoring and Evaluation	£ 259,000	£ 426,000	£ 250,000	£ 935,000
Total	**£ 554,000**	**£ 722,400**	**£ 600,700**	**£ 1,877,100**

LTDP allocations by Mode (Capital) – Bus (1/1)

Bus	26/27	27/28	28/29	29/30	Total
Bus Enhanced Partnership Plus delivery including decarbonisation and ticketing	£ -	£ 1,500,000	£ 2,000,000	£ 2,500,000	£ 6,000,000
Bus Priority Infrastructure and Improvements (various)	£ -	£ 1,714,300	£ 1,504,600	£ 393,800	£ 3,612,700
Bus Stop and Transport hub Infrastructure Improvements	£ -	£ 175,000	£ 175,000	£ 175,000	£ 525,000
Bus Vehicle Improvement Fund	£ 2,824,000	£ 1,000,000	£ 1,000,000	£ 2,426,000	£ 7,250,000
Real Time Passenger Information Displays	£ 250,000	£ 100,000	£ 75,000	£ 75,000	£ 500,000
Traffic Signal Bus Priority	£ 173,000	£ 323,000	£ 623,000	£ 373,000	£ 1,492,000
Total	**£ 3,247,000**	**£ 4,812,300**	**£ 5,377,600**	**£ 5,942,800**	**£ 19,379,700**

LTDP allocations by Mode (Capital) – Active Travel (1/3)

Active Travel	26/27	27/28	28/29	29/30	Total
Active travel minor improvements annual budget	£ 166,500	£ 989,300	£ 7,700	£ 1,659,100	£ 2,822,600
Ambrosden to Bicester Active Travel Scheme (Phase 2 & 3)	£ 1,300,000	£ 695,000	£ -	£ -	£ 1,995,000
Bicester Central Triangle	£ -	£ 250,000	£ 250,000	£ 2,963,000	£ 3,463,000
Countywide Cycle Network Signage/Wayfinding	£ -	£ -	£ 100,000	£ 750,000	£ 850,000
East Oxford Active Neighbourhood (C.AT00840.01)	£ 200,000	£ 1,365,000	£ -	£ -	£ 1,565,000
Kelaart's Field Cycleway Extension	£ -	£ -	£ -	£ 2,333,000	£ 2,333,000
Kidlington Green Road Improvements	£ -	£ 150,000	£ 1,000,000	£ -	£ 1,150,000

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LTDP allocations by Mode (Capital) – Active Travel (2/3)

Active Travel	26/27	27/28	28/29	29/30	Total
Middleton Stoney Road Active Travel Scheme	£ 1,000,000	£ -	£ -	£ -	£ 1,000,000
Old Hungerford Road (SVATN Route 4)	£ 150,000	£ 170,000	£ 4,957,000	£ -	£ 5,277,000
Oxford Junction Improvements (Design only - Abingdon Rd/Weirs Ln, Banbury Rd/Marston Ferry Rd, Banbury Rd/Parks Rd, London Place)	£ -	£ 100,000	£ 200,000	£ 100,000	£ 400,000
Oxford Ring Road – Wolvercote Roundabout	£ -	£ 420,000	£ -	£ -	£ 420,000
Oxfordshire Cycle & micromobility parking	£ 75,000	£ -	£ -	£ -	£ 75,000
Path East of Sutton Courtney (Coordination with BT works - HIF 1 connection)	£ 89,000	£ -	£ -	£ -	£ 89,000

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LTDP allocations by Mode (Capital) – Active Travel (3/3)

Active Travel	26/27	27/28	28/29	29/30	Total
Quiet Lanes Pilot Programme	£ 250,000	£ -	£ -	£ -	£ 250,000
School Streets Phase 4 / Creating Safer routes to school 2027/28	£ -	£ 450,000	£ -	£ -	£ 450,000
School Streets Phase 5 / Creating safer routes to school 2028/29	£ -	£ -	£ 500,000	£ -	£ 500,000
School Streets Phase 6 / Creating safer routes to school 2029/30	£ -	£ -	£ -	£ 400,000	£ 400,000
Thame to Haddenham Active Travel Link	£ 200,000	£ -	£ -	£ -	£ 200,000
Total	**£ 3,430,500**	**£ 4,589,300**	**£ 7,014,700**	**£ 6,546,000**	**£ 23,239,600**

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LTDP allocations by Mode (Capital) – Multimodal (1/2)

Multimodal	26/27	27/28	28/29	29/30	Total
Banbury Market Place	£ 160,000	£ 40,000	£ -	£ -	£ 200,000
Benson Mobility Hub	£ 505,000	£ 595,000	£ -	£ -	£ 1,100,000
Didcot Central Corridor	£ 200,000	£ -	£ -	£ -	£ 200,000
Heavy Goods (Pilot Interventions) - Henley Town Centre Improvements & Windrush Valley	£ -	£ 600,000	£ -	£ -	£ 600,000
Henley Town Centre Improvements	£ 139,000	£ -	£ -	£ -	£ 139,000
St Giles and Broad Street Improvements	£ 700,000	£ -	£ -	£ -	£ 700,000
Structural Maintenance Programme	£ 34,635,000	£ 40,185,000	£ 43,430,000	£ 49,650,000	£ 167,900,000

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LTDP allocations by Mode (Capital) – Multimodal (2/2)

Multimodal	26/27	27/28	28/29	29/30	Total
Vision Zero Programme (including A&RS)	£ 2,800,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 8,800,000
Wantage Market Place Regeneration	£ 150,000	£ -	£ -	£ -	£ 150,000
Witney Fiveways Roundabout (Design only)	£ -	£ -	£ 250,000	£ 500,000	£ 750,000
Total	**£ 39,289,000**	**£ 43,420,000**	**£ 45,680,000**	**£ 52,150,000**	**£ 180,539,000**

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Oxfordshire County Council
Local Transport Quantifiable Carbon Guidance
Implementation Plan.

Contents

EXECUTIVE SUMMARY

Implementation plan key points

This implementation plan sets out how Oxfordshire County Council will respond to the Department for Transport's requirement for Local Transport Authorities to quantify and report whole life carbon emissions as an outcome indicator of local transport policies, programmes and infrastructure interventions. It provides the practical route for embedding DfT's Local Transport Quantifiable Carbon Guidance into OCC's transport strategy, scheme development, business case, procurement, scheme delivery, monitoring and evaluation processes, while also aligning with the council's Local Transport and Connectivity Plan commitment to a net zero transport network by 2040.

The plan is not intended to be a compliance exercise or a standalone technical task. Its implementation requires changes to governance, decision-making, analytical capability and procurement practice so that whole life carbon becomes a material consideration from the earliest stages of transport planning through to infrastructure delivery and post-delivery evaluation. This includes introducing proportionate quantitative carbon assessment at area and scheme level, monetising carbon impacts in business cases, applying carbon reduction requirements in procurement and contracts, and developing stronger monitoring and reporting arrangements.

The plan builds on previous OCC work on PAS2080 implementation, including the internal PAS2080 gaps assessment, the HIF1 Didcot Carbon Management Plan, the Highways Maintenance Carbon Reduction Plan, procurement best practice work and early work on translating national infrastructure carbon budgets to the local level. It also recognises that the DfT guidance, PAS2080 and UK's National Infrastructure and Service Transformation Authority whole life carbon guidance are complementary and need to be streamlined into a coherent local approach.

Eight working packages provide the structure of the implementation. These cover carbon governance leadership; area-level emissions baselines; area-level intervention assessment; scheme-level assessment; integration of carbon into decision-making; whole life carbon in procurement; scheme delivery, monitoring and evaluation; and continuous improvement. Together, these work packages identify minimum requirements, OCC's current position and gaps, key decisions, responsible teams and actions needed before formal quantitative reporting begins.

Working package	Working Package Description
WP1	Carbon governance leadership, approval of the LTQCG implementation plan, and establishment of the Transport Carbon Group.
WP2	Develop area-level whole life emissions forecasts without interventions, covering user emissions and infrastructure emissions.
WP3	Assess area-level intervention impacts as criteria for transport strategy
WP4	Assess scheme-level intervention emissions. Carbon in decision making and monetising carbon in Business Cases. Align carbon governance in procurement with business cases.
WP5	Integrate quantitative whole life carbon into decision-making, CIA, DE-IDMF, business cases, budget and Cabinet decisions.
WP6	Develop whole life carbon procurement strategy and PAS2080-aligned procurement guidance for the infrastructure sector.
WP7	Embed carbon management (PAS2080) during scheme delivery, contract management, monitoring, reporting and post-delivery evaluation.
WP8	Establish continuous improvement, lessons learned, carbon data library and future methodology improvements.

Table 1. Summary of Working Packages in Local Transport Quantifiable Carbon Guidance Implementation Plan

Financial requirements:

The implementation of this plan entails financial requirements that will be covered as follows:

DfT Consolidated Funding Settlement

- Implementation support £50k (2026/27), £70k (2027/28), £70 (2028/29) already included in DfT Consolidated Funding.
- Transport Modelling funding to be defined included in final DfT LTDP funding report.

OCC to invest in Carbon Management Plans.

- Investment in carbon management plans at scheme level delivers both carbon and net cost savings (Institute for Civil Engineers, 2025).

Key strategic decisions in working packages:

Strategic decisions are required to enable successful implementation of these working packages. These are summarised below:

- **Approve the Transport Carbon Group governance membership proposal.**
- **Consider the roles and responsibilities of this plan in team reorganisation.**
- **Decide on spatial level of carbon assessment:** Decide on what are level we will be conducting quantitative carbon assessment: Oxfordshire Level, District Level and MAPP. **Decision made:** District Level to build up to Oxfordshire level.
- **Enhance transport modelling capacity/capabilities.** On going business as usual non-carbon functions such as business cases require transport modelling. Carbon assessments at scheme level can use business as usual transport modelling outputs. There is a need at OCC to enhance transport modelling capacity/capabilities for BAU processes, independently of any carbon requirement. Carbon assessment at area level can also be done through transport modelling but also by readily available tools developed by DfT (STB Carbon Playbook**). A new Transport Modelling strategy is being developed streamlining carbon assessment requirements. OCC is asking support to DfT and/or external consultants to adopt carbon tools.**
- **Monitoring and Evaluation existing processes should be able to support user carbon emissions reporting. New processes will be required for infrastructure carbon.**
- **Define the level of in-house carbon analytical capacity vs capacity outsourced to contractors:** outsourced scheme level carbon management plans are an investment since reducing carbon also reduces cost. Consultant support may be needed in the implementation stages.
- **Introducing whole life carbon in decision making:** Introduce quantitative carbon assessments in Climate Impact Assessment of transport policies, plans and schemes and budget decision making processes. When CIA is replaced by Doughnut Economics Decision Making Framework, include whole life carbon quantitative assessments as part of transport policies, plans and schemes decision making processes.
- **Monetise carbon impacts in business cases:** methodology is provided in TAG Unit A3. Carbon assessment inputs depend on transport modelling capacity/capabilities in place.
- **Develop a centralised list of interventions (**policies and schemes) grouped and where will be implemented.
- **Implement new procurement practices:** introducing carbon reduction as a tender criterion in a similar way to cost reduction.
- **Develop and approve a sectoral strategic approach in procurement carbon management for the infrastructure sector.**

The immediate priority is to secure leadership approval and organisational commitment, establish the proposed Transport Carbon Group to oversee implementation, progress the required process changes, and prepare OCC to submit its implementation plan to DfT in October 2026. OCC's internal target is to be ready for quantitative carbon reporting in 2027/28 (See Gant Chart below).

Implementation Gant Chart

Work Package	Subtask	Description	Action	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
WP1		Carbon Governance Leadership	Completion of LTQCG Plan and acompanying documents.																
WP1		Carbon Governance Leadership	LTCP board approval of this LTQCG implementation plan.																
WP2 and WP3		User emissions area level with and without interventions	Baseline Forecast and DfT STB Carbon Playbook Feedback Discussions																
WP5		Integrating Carbon in Decision Making	CIA of LTDP submission																
WP2 and WP3		User emissions area level with and without interventions	LTQCG Transport Modeling requirements refining based on DfT feedback.																
WP1	WP1a	Carbon Governance Leadership: Roles and Responsibilities	Engage with consultants for quoting available levels of external support.																
WP4	WP4a	Scheme level intervention user emission assessments	Understanding number of interventions in pipeline, capital pipeline, business cases and projects in delivery.																
WP1	WP1a	Carbon Governance Leadership: Roles and Responsibilities	Defining roles, responsibilities in Transport teams. Training requirements.																
WP4	WP4a	Scheme level intervention user emission assessments	Triage of projects to introduce whole life carbon assessment contract requirements.																
WP4	WP4b	Scheme level intervention infrastructure emission assessment/ Streamlining Business Case and Procurement carbon management.	Triage of projects to introduce CMP in business cases. Define list of projects.																
WP4 and WP6	WP4b	Scheme level intervention infrastructure emission assessment/ Streamlining Business Case and Procurement carbon	Develop Strategic Framework for Infrastructure Sector Procurement																
WP4 and WP6	WP4b	Scheme level intervention infrastructure emission assessment/ Streamlining Business Case and Procurement carbon	Develop "Whole Life Carbon in Procurement" Best Practice Guide. (based on ICE PAS2080 Training and other case studies)																
WP4	WP4b	Scheme level intervention infrastructure emission assessment/ Streamlining Business Case and Procurement carbon	Select pilot projects for new procurement practices (see WP6)																
WP2	WP2a and b	Area level user emissions without interventions.	Integrate user emissions forecast and Highways Maintenance emissions forecast																
WP3 and WP4		Initial training in Carbon Tools	Allocate FG time for training in tools.																
WP7		Scheme Delivery and Evaluation	Introduce minimum PAS2080 contractual requirements to all projects: reporting and carbon reduction.																
WP1		Carbon Governance Leadership	Informal Cabinet and Cabinet Submissions																
WP1		Carbon Governance Leadership	Dft LTDP Submission																
WP5		Integrating Carbon in Decision Making	Initial Budget Quantitative Climate Assessments																
WP7		Scheme Delivery and Evaluation	Work with construction contractors on delivering HIF1 Didcot PAS2080 6 month progress report.																
WP7		Scheme Delivery and Evaluation	HIF1 Didcot First CMP report due in January 2027																
WP1	WP1a	Carbon Governance Leadership:	New Roles and Responsibilities assigned																
WP1	WP1a	Carbon Governance Leadership:	Training for new roles and responsibilities delivered																
WP1	WP1b	Carbon Governance Leadership: Process Restructure.	New Processes Go Live																

1. INTRODUCTION

1.1. Purpose of this plan

This document sets out how OCC will implement DfT's Local Transport Quantifiable Carbon Guidance (QCG) across the whole transport cycle: strategy and planning, scheme development, business cases, decision-making, procurement and evaluation processes. It does so in the form of defining working packages, each one identifying minimum requirements, proposed methods/tools, data and capability gaps, key decisions and actions needed before formal quantitative reporting begins**.** Given the complementarity and alignment with previous OCC's Local Transport and Connectivity Plan (LTCP) , this plan also streamlines ongoing areas of work, particularly those related with LTCP's Policy 27 (whole life carbon) focused in improving the council's alignment with leading carbon governance standard PAS2080 as a vehicle for LTCP's target of achieving a net zero transport network by 2040.

DfT new requirement: Quantification of Whole Life Carbon

In December 2025 as part of Local Transport Authorities funding reform**,** DfT announced carbon emissions of transport and transport related infrastructure will become an outcome indicator of policies and interventions by Local Transport Authorities. This announcement comes after DfT signalling in its 2021 Transport Decarbonisation Plan for quantifiable carbon reduction and in 2024 for the need of the transport and transport infrastructure sector to adopt whole life carbon governance approaches for transport strategy, planning, infrastructure delivery and decision making, particularly through standard PAS2080[1].

The implementation of this plan is mandatory. The OCC-DfT memorandum of understanding of the Consolidated Transport Funding settlement establishes in its section 8.1 that Local Transport Authorities "are required to report on the forecast carbon emissions estimates of their Local Transport Delivery Plan as an outcome indicator. To achieve this, **places must use the Quantifiable Carbon Guidance (QCG**) to provide the Department with carbon metrics for their proposed portfolio of interventions".These DfT requirements are in alignment with OCC's Local Transport and Connectivity Plan, Policy 27 which establishes that the council must implement whole life carbon governance standard PAS2080 and consider carbon emissions of policies and interventions as a decision criterion in relation to a carbon budget that will allow OCC to achieve a net zero transport by 2040.

DfT is requiring LTQCG **implementation plans from all LAs in September 2026** and **carbon reporting as an outcome indicator will need to be reported to DfT by OCC, as a leading climate action authority, from 2027/28[2]**. Implementation plans need to be submitted to Informal Cabinet and Cabinet by September 2026. OCC has established an internal target to be ready to report emissions quantitatively to DfT by October 2027.

All Transport Strategy, Planning, Capital, Procurement and Infrastructure delivery teams within Local Transport Authorities, need to adopt new carbon governance practices and behaviours into existing and new processes, particularly those related with planning, decision making processes, business cases, procurement practices/contracts, contract management and performance reporting.

1.2. Implications of this plan

Implementing the plan entails adopting **cathedral thinking**[1]: a long-term approach that recognises the policies and infrastructure decisions made today will affect future generations. In this sense, the plan calls on us to be good ancestors, considering how future generations will view the legacy of our work, balancing immediate pressures with long-term outcomes.

It also requires **adapting and changing our processes so that carbon becomes a criterion in decision-making at both area and scheme level**, from transport strategy and intervention short-listing through to pipeline development and infrastructure delivery. This includes applying proportional quantitative carbon assessment at both area and scheme level through transport modelling and transport-specific carbon tools made available by DfT. Carbon impacts must also be reflected in policy and intervention business cases by assessing their economic value in line with DfT and National Infrastructure and Service Transformation Authority (NISTA) guidance. In procurement, carbon should be treated as a factor to reduce in tenders for strategic projects, while minimum contractual carbon governance requirements for reduction and reporting should be included across all infrastructure contracts. Overall, this means aligning carbon management across decision making, procurement and business case processes.

Implementing the plan further requires **strengthening our internal capabilities**. This includes providing leadership for organisational change in sustainability and carbon management, improving our ability to make informed decisions based on quantitative carbon assessment, and building confidence in carbon assessment through both existing practices such as transport modelling and newer approaches such as specialist carbon tools. It also requires developing stronger capability in carbon management within procurement.

The plan also provides an opportunity to **streamline previous OCC work on implementing PAS2080** and related carbon governance across infrastructure teams. This includes building on the Highways Maintenance Contract Carbon Reduction Plan, the HIF1 PAS2080 Carbon Management Plan and progress reporting, the integration of PAS2080 into procurement, and the translation of national carbon budgets for the infrastructure sector to the local level.

It should also leverage on OCC's past and ongoing participation in the Carbon Leadership Programme of the Association o, which can continue to offer useful tools and implementation support.

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[1] The 2021 Transport Decarbonisation Plan included a commitment to 'quantifiable carbon reduction'. In 2024, DfT held a seminar on Carbon Analysis and Tools for Local Authorities. In 2025, the Secretary for Transport establish the planning requirement for OCC to adopt PAS2080 processes in the development of HIF1 Didcot project and the requirement to report progress on the project's delivery of carbon reduction targets every six months during the construction of the scheme.

[2] DfT is expecting for all LTAs in the UK (to allow time for LTA laggards adoption) to report emissions quantitatively by 2029/30, however it is expecting for leading LTAs to being reporting in 2027/28.

1.3. Previous related work at OCC

In 2024-25, OCC did an internal PAS2080 gaps assessment to understand where the council needs to improve its carbon governance, the outcome of this assessment established differences in carbon management capabilities, behaviours, practices and processes in OCC infrastructure related teams: Transport Infrastructure Delivery and Place Shaping, Highways Maintenance and Property and Facilities Management. Since then, OCC developed an PAS2080 improvement plan. During 2025, progress in this implementation plan has been achieved through:

1) Developing a Carbon Management Plan aligned with PAS2080 for HIF1 Didcot projects
2) PAS2080 Procurement Best Practices collection.
3) Highways Maintenance Carbon Reduction Plan based on Science Based Targets (work in progress)
4) Preliminary work on how to translate national infrastructure carbon budgets to the local level, for supporting decision making following policy 27 of Local Transport and Connectivity Plan.

2. SCOPE OF THE IMPLEMENTATION PLAN

The relevant stages covered by the LTQCG are shown below. We also highlight where PAS2080 can complement the scope of LTQCG.

- **Strategic planning stage** (e.g. Local Transport Plans, i.e. in OCC the Local Transport and Connectivity Plan and MAPPs) – development of transport strategies **at area level** that define a vision for local transport and identify projects for investment. Considering carbon at this stage should be strategic in nature, primarily considering the need for and influencing the types of interventions to be delivered, rather than how or what is delivered (for example material choices in design). It is at this early strategic stage that the opportunity to influence carbon outcome is greatest. Early consideration of carbon impacts of schemes can reduce risk and cost by informing decisions that avoid high-carbon schemes.
- **Scheme development –** option development, appraisal and design. Considering carbon in this process should influence the selection of options and design (for example application of PAS2080 carbon reduction hierarchy). It should also improve the consideration of carbon in business cases to inform funding decisions. In this stage the LTQCG overlaps with PAS2080 (although LTQCG is transport specific), therefore this guidance is complementary and do not supersede each other, therefore the need to be streamlined. In addition, the recently published National Infrastructure and Service Transformation Authority Whole Life Carbon guidance provides more detailed instructions on how to embed carbon impacts into business case developments and procurement cycle, therefore it is also part of this implementation plan. Finally, PAS2080 new procurement practices, where carbon is integrated along cost and quality as key procurement criteria, belong to this stage.
- **Evaluation –** evaluating predicted scheme impacts against observed data collected prior to and after scheme construction. While carbon evaluation may not influence the carbon impact of the scheme in question (if scheme is at advanced stages of development), evaluation can still improve understanding of carbon impacts that will help improve decision making in the future. The evaluation chapter in LTQCG is focused mostly on post-intervention user emissions evaluation and does not focus on infrastructure carbon monitoring and reporting at the scheme delivery stage. Nevertheless, this gap can be covered by PAS2080 clause 9 Monitoring and Reporting.
- **Monitoring and Reporting (PAS2080, clause 9) -** A carbon management process should have robust monitoring and transparent reporting at frequent intervals during the delivery of projects and/or programmes of work to highlight the progress of carbon reductions against targets. This is important as DfT Consolidated Funding MOU establishes that authorities need to report carbon as an outcome of DfT funding. Reports should inform decision-making in managing whole life carbon, as well as provide information for future continuous improvement.

The figure 1, below identifies the different stages of transport strategy planning at area level and the stages of transport infrastructure development at scheme level, monitoring and reporting along post-delivery evaluation. Based on the schematised relation of LTQCG chapters to different stages, the figure below allows us to develop working packages for the implementation of the guidance. Also figure 1, shows PAS2080 related clauses that complement the chapters of LTQCG and allow for the inclusion of additional working packages. Each working package outlines in which process(es) applies, what are the guidance(s) minimum requirements, what is OCC’s current position and gaps, decisions that need to be taken and action points.

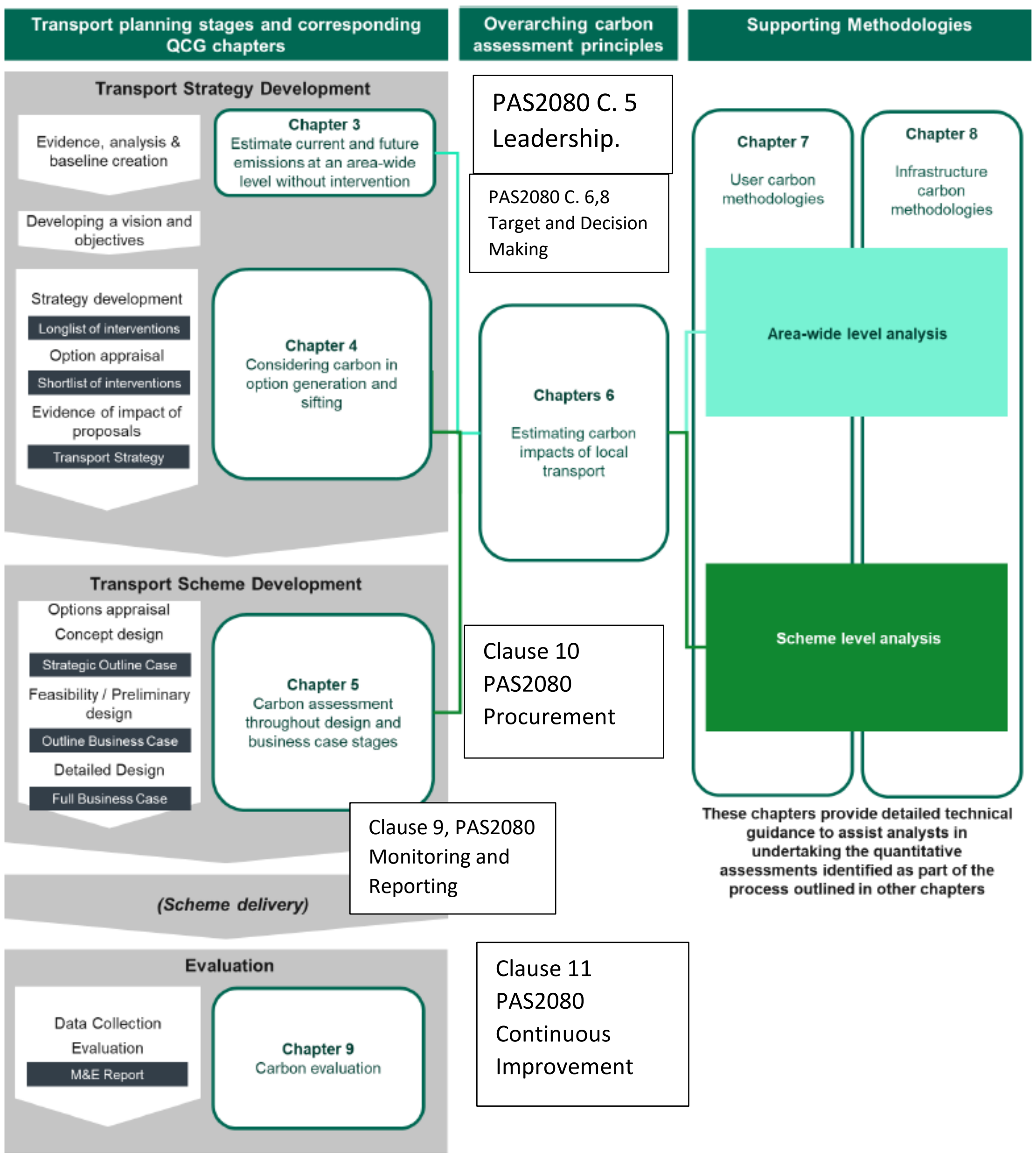


Figure 1: LTQCG chapters mapped in the Transport Strategy, Scheme Development & Delivery and Evaluation processes.

3. LTQCG RELATION TO OTHER WHOLE LIFE CARBON GUIDES:

3.1 LTQCG relation to PAS2080: complementary roles

The LTQCG is complementary to PAS2080, as it focuses on how to quantify carbon at different stages of intervention development from transport strategy level and the earlier stages of transport planning (area level) to scheme level and in which stages of decision-making quantitative carbon should be considered as one of many decision criteria. PAS2080 focuses more on the principles, behaviours, processes and practices that need to be in place in an organisation to conduct good carbon governance in infrastructure development from a whole life carbon perspective. PAS2080 also is more balanced towards the later stages (scheme level) of intervention development (LTQCG, p.10). The LTQCG is designed to help authorities to include carbon analysis in their transport planning/scheme development and post-delivery evaluation processes in a high-quality structured way. In turn, PAS2080 Clause 9 complements LTQCG as it focuses on carbon management during scheme delivery (construction).

3.2 LTQCG relation to NISTA: The principles and guidelines in this document are set out to support a project outcome in line with PAS2080:2023. This handbook also identifies the key outputs of the process and how these integrate with the HM Treasury Project Business Case decision making process.

3.3 Other relevant guidance:

- TAG Unit A3 – Chapter 4 of TAG Unit A3 provides guidance on how to consider carbon as part of a business case appraisal (for example how to monetise estimated carbon impacts and reporting requirements for a business case).
- GHG Protocol - Annex A.2 explains how WLC emissions relate to the GHG Protocol's scope 1, 2 and 3 emission categories.

4. KEY PRINCIPLES AND BOUNDARIES FOR CARBON ASSESSMENT.

- **Whole life carbon:** carbon assessments should be done from a whole life carbon perspective (see figure 2 below).
- **A flexible approach:** the guidance has sought to cater different levels of analytical capabilities present in Local Authorities.
- **Proportionality:** potential carbon impact of schemes will vary widely. For example, a carbon assessment for a new major road scheme is likely to be more extensive and detailed than carbon assessment for a minor junction improvement. Efforts however should be made to consider carbon in the development of all policies and interventions, even if this involves qualitative or less detailed quantitative assessment methodologies where appropriate for some schemes.
- **Stage of development level of detail:** the level of detail and data required in a carbon assessment should also be commensurate to the development stage of a project.

- **Flexibility is selection of tools/methods but mandatory minimum standards:** the use of methodologies is not prescriptive, and authorities have the flexibility to use other data, methods and tools that may be suitable to their situation. However, in some instances, this guidance encourages that specific datasets or assumptions are used as a minimum standard to enable consistent comparison of results between authorities
- **Transparency:** authorities should always clearly report the assumptions and methodology used in their analysis, particularly where the methods used are not covered by this or other guidance.

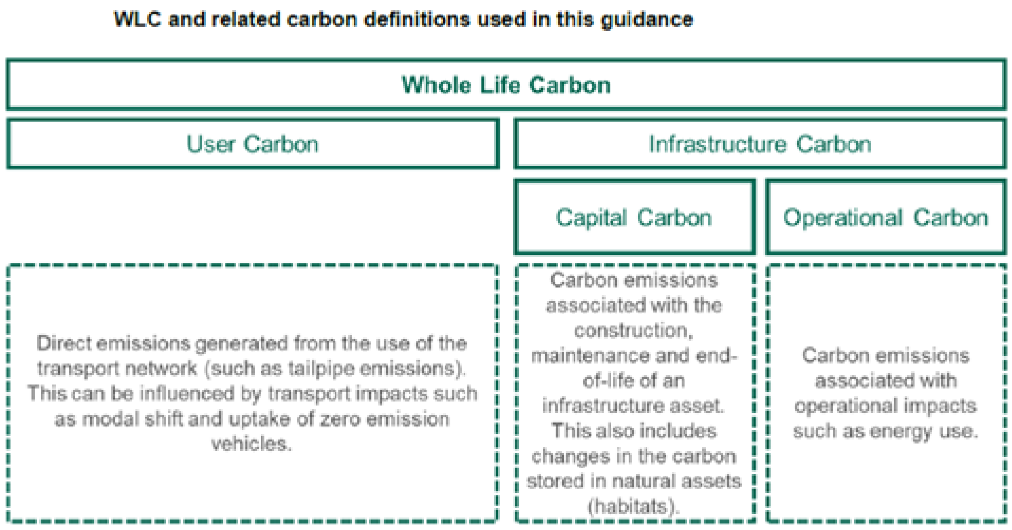


Figure 2 Whole Life carbon definitions

The figure 3, below identifies the different stages of transport intervention planning at area level and the stages of transport infrastructure development at scheme level. It also shows where PAS2080 clauses can complement LTQCG gaps. Based on the schematised relation of LTQCG chapters to different stages, the figure below allows us to develop working packages for the implementation of the guidance. Each working package has a process component and a methodological component.

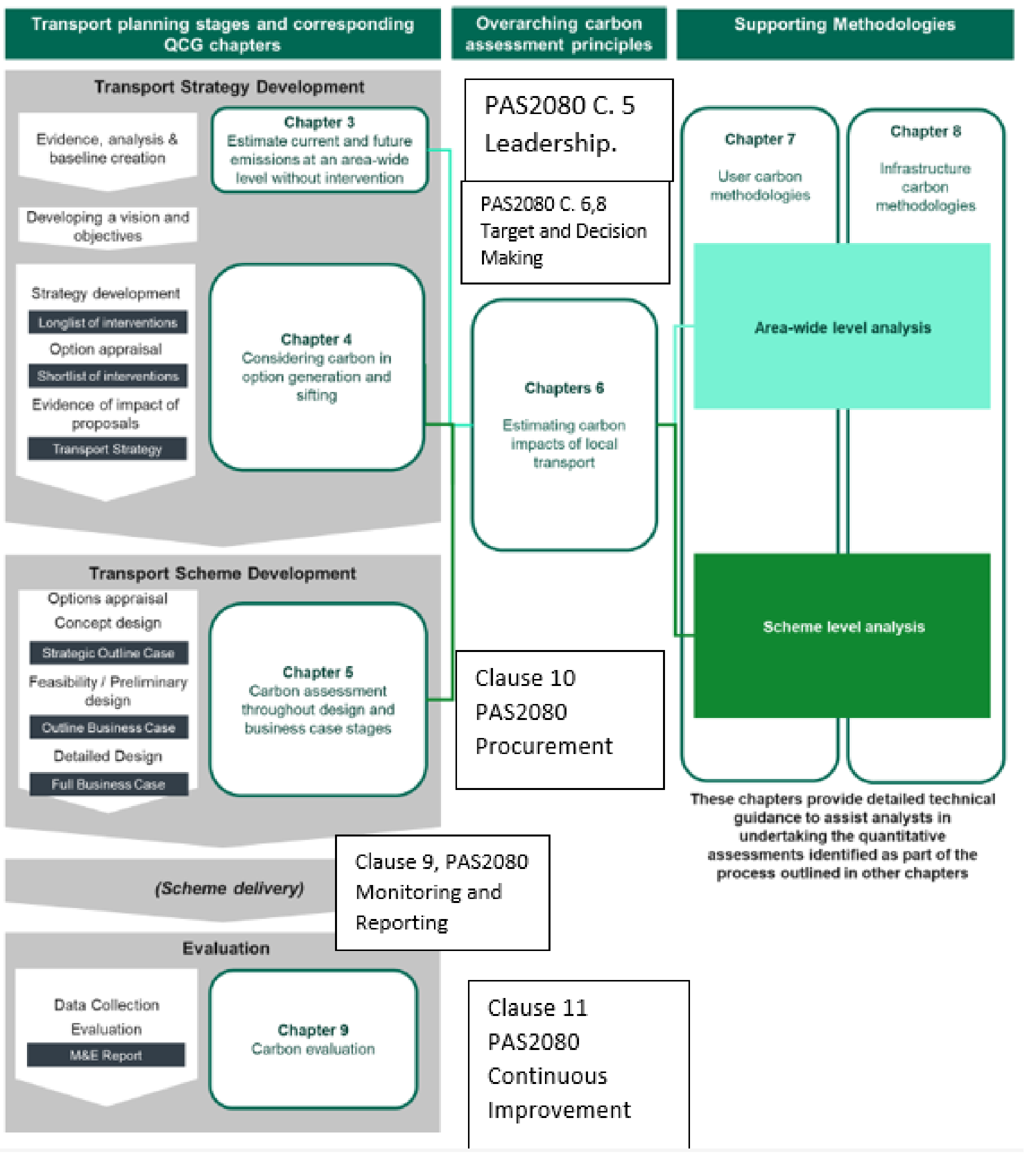


Figure 3. Transport Strategy, Scheme Development, Delivery and Evaluation Phases

5. KEY STRATEGIC DECISIONS IN WORKING PACKAGES:

- **Approve the Transport Carbon Group governance membership proposal.**
- **Consider the roles and responsibilities of this plan in team reorganisation.**

- **Decide on spatial level of carbon assessment:** Decide on what are level we will be conducting quantitative carbon assessment: Oxfordshire Level, District Level and MAPP. **Decision made: District Level to build up to Oxfordshire Level.**
- **Discuss if we can include the impact of OxRail Strategy.**
- **Enhance transport modelling capacity/capabilities.** Carbon assessments at area & scheme level along scheme level business cases require transport modelling - enhance transport modelling capacity/capabilities. Carbon assessment at area level can be done through the STB Carbon Playbook**.**
- **Define the level of in-house carbon analytical capacity vs capacity outsourced to contractors**
- **Introducing whole life carbon in decision making:** Introduce quantitative carbon assessments in Climate Impact Assessment of transport policies, plans and schemes (see CIA assessment points in Guidance for Delivery of Infrastructure Schemes), along with using this quantitative assessment in Budget decision making processes. When CIA is replaced by Doughnut Economics Decision Making Framework, include whole life carbon quantitative assessments as part of transport policies, plans and schemes decision making processes.
- **Monetise carbon impacts in business cases:** methodology is provided in TAG Unit A3. Carbon assessment inputs depend on transport modelling capacity/capabilities in place.
- **Develop a centralised list of interventions (**policies and schemes) grouped and where will be implemented.
- **Implement new procurement practices:** introducing carbon reduction as a tender criterion in a similar way to cost reduction.
- **Develop and approve a sectoral approach in procurement carbon management for the infrastructure sector.**

6. WORKING PACKAGES (including subpackages)

Working packages summarised table.

Working package	Working Package Description	Responsible people / teams
WP1	Carbon governance leadership, approval of the LTQCG implementation plan, and establishment of the Transport Carbon Group.	**LTCP Board Directors:** Director of Highways and Environment, Director of Economy and Place; **Transport Carbon Group co-chairs:** Head of Place Shaping, Head of Climate Action and Head of Transport Infrastructure Delivery. **Support officers by team: a) Policy:** Strategic Transport Manager, LTCP Programme Lead; **b) Climate Action:** Infrastructure Whole Life Carbon Lead, Corporate Climate Manager; **c) Place Shaping:** Place Planning Manager (South), Place Planning Manager (Central), Place Planning Manager (North), Senior Bid Coordinator; **d) Transport Infrastructure Delivery:** Infrastructure Portfolio Manager; e) **Highways Maintenance:** Highways Maintenance Policy and Performance; f) **Monitoring and Evaluation:** Innovation Delivery Manager; g) **Capital Pipeline:** Capital Programme Manager, Pipeline Programme Coordinator; h) **Procurement:** Procurement Commercial Excellence Lead; **i) Cultural Change:** Business Performance and Service Delivery Manager.
WP1a	Define organisational roles, responsibilities, resource needs and cultural change requirements for carbon governance.	**SROs:** Head of Place Shaping, Head of Transport Infrastructure Delivery, Head of Highway Maintenance and Road Safety, Head of Climate Action and Head of Commercial and Procurement. **Support officers:** Infrastructure Whole Life Carbon Lead, Place Engagement and Coordinator,LTCP Programme Lead and Business Performance and Service Delivery Manager.
WP1b	Update processes so carbon is embedded in GDIS, pipeline, area planning, business cases, budget decisions, procurement and reporting.	**SROs**: Strategic Transport Manager, Infrastructure Portfolio Manager, Highways Maintenance Ops & Assets Manager, Corporate Climate Manager, Capital Programme Manager and Commercial Excellence Lead. **Support officers:** Infrastructure Whole Life Carbon Lead, Transport Pipeline Programme Coordinator, Senior Bid Coordinator, Highways Maintenance Policy and Performance Lead.
WP1c	Define carbon boundaries, responsibilities, local carbon budgets and scheme-level targets.	**SROs:** Head of Place Shaping and Strategic Transport Manager. **Support officers:** Infrastructure Whole Life Carbon Lead, Place Engagement and Coordinator, LTCP Programme Lead and Climate Action and CE Senior Partnerships Lead.
WP2	Develop area-level whole life emissions forecasts without interventions, covering user emissions and infrastructure emissions.	**SRO:** Head of Place Shaping **Delivery officers:** Strategic Transport Manager, Place Planning Manager (South), Place Planning Manager (Central), Place Planning Manager (North), Integrated Transport Programme Lead, **Support officers:** Infrastructure Whole Life Carbon Lead.
WP2a	Forecast area-level user emissions to 2050, including cars, LGVs, HGVs and, where possible, buses.	**SRO:** Head of Place Shaping. Delivery: Place Planning Manager (South), Place Planning Manager (North), Place Planning Manager (Central), Strategic Transport Manager, Integrated Transport Programme Lead. Support: Infrastructure Whole Life Carbon Lead and EV Infrastructure Senior Project Manager.
WP2b	Forecast highways maintenance infrastructure emissions to 2050 and align MGroup/OCC reporting with DfT and APSE CLP expectations.	**OCC SROs:** Head of Highway Maintenance and Road Safety and Highways Maintenance Policy and Performance Lead. **MGroup SRO:** Carbon Lead. Internal support: Infrastructure Whole Life Carbon Lead. External support: ADEPT Carbon Leadership Program.
WP3	Assess area-level intervention impacts for transport strategy and MAPPs.	**SRO:** Head of Place Shaping/Strategic Transport Manager. Delivery: Place Planning Manager (South), Place Planning Manager (North), Place Planning Manager (Central), Integrated Transport Programme Lead. **Support Officers:** Infrastructure Whole Life Carbon Lead and Climate Action and CE Senior Partnerships Lead.
WP3a	Assess user-emission impacts of area-level policies and interventions.	**SRO:** Head of Place Shaping/Strategic Transport Manager. Delivery: Place Planning Manager (South), Place Planning Manager (North), Place Planning Manager (Central), Integrated Transport Programme Lead. **Support Officers:** Infrastructure Whole Life Carbon Lead and Climate Action and CE Senior Partnerships Lead.
WP3b	Assess area-level infrastructure carbon from construction-related interventions.	**SROs:** Head of Transport Infrastructure Delivery and Corporate Climate Manager. **Delivery officers:** Infrastructure Whole Life Carbon Lead.
WP3c	Assess maintenance-related embodied carbon interventions and define firm and funded carbon reduction opportunities.	**OCC SRO:** Highways Maintenance Policy and Performance Lead. **Support officer:** Infrastructure Whole Life Carbon Lead. **External support:** MGroup and ADEPT Carbon Leadership Group.
WP4	Assess scheme-level intervention emissions.	**SRO:** Head of Place Shaping. Delivery: Place Planning Manager (South), Place Planning Manager (North), Place Planning Manager (Central), Integrated Transport Programme Lead, Transport Pipeline Programme Coordinator, Senior Bid Coordinator and Capital Programme Manager. Support: Infrastructure Whole Life Carbon Lead/ Procurement Commercial Excellence Lead
WP4a	Assess scheme-level user emissions and integrate carbon assessment into business cases and decision making.	**SRO:** Head of Place Shaping. Delivery: Place Planning Manager (South), Place Planning Manager (North), Place Planning Manager (Central), Integrated Transport Programme Lead, Transport Pipeline Programme Coordinator, Senior Bid Coordinator and Capital Programme Manager.

		Support officer: Infrastructure Whole Life Carbon Lead/ Procurement Commercial Excellence Lead
WP4b	Assess scheme-level infrastructure emissions and align business case and procurement carbon management.	**SROs:** Head of Place Shaping, Head of Transport Infrastructure Delivery. **Delivery officer:** Infrastructure Whole Life Carbon Lead, Transport Pipeline Programme Coordinator, Senior Bid Coordinator and Capital Programme Manager. **Support officer:** Procurement Commercial Excellence Lead
WP4c	Assess land-use change and carbon sequestration impacts at scheme level.	**SROs:** Head of Climate Action **Delivery officers:** Climate Action and CE Senior Partnerships Lead., Team Lead Landscape and Nature Recovery. **Support officer:** Infrastructure Whole Life Carbon Lead
WP5	Integrate quantitative whole life carbon into decision-making, CIA, DE-IDMF, business cases, budget and Cabinet decisions.	**SROs:** Head of Place Shaping and Head of Climate Action. **Delivery officer:** Place Planning Manager (South), Transport Pipeline Programme Coordinator, Senior Bid Coordinator, Capital Programme Manager and Head of Corporate Finance. **Support officer:** Infrastructure Whole Life Carbon Lead and Climate Action and CE Senior Partnerships Lead.
WP6	Develop whole life carbon procurement strategy and PAS2080-aligned procurement guidance for the infrastructure sector.	**SRO:** Head of Commercial and Procurement and Head of Climate Action. **Delivery officers:** Procurement Commercial Excellence Lead and Infrastructure Whole Life Carbon Lead.
WP7	Embed carbon management during scheme delivery, contract management, monitoring, reporting and post-delivery evaluation.	**User emissions SRO:** Head of Place Shaping, **Delivery officer:** Innovation Delivery Manager and Integrated Transport Programme Lead **Support officer:** Infrastructure Whole Life Carbon Lead and Climate Action and CE Senior Partnerships Lead. **Infrastructure emissions SRO:** Head of Transport Infrastructure Delivery and Head of Climate Action. **Delivery officers:** Infrastructure Portfolio Manager and transport project managers. **Support officers:** Infrastructure Whole Life Carbon Lead and Corporate Climate Manager.
WP8	Establish continuous improvement, lessons learned, carbon data library and future methodology improvements.	**SRO:** Head of Place Shaping, Head of Transport Infrastructure Delivery, Head of Highway Maintenance and Road Safety, Head of Commercial and Procurement. **Delivery officers:** all teams. **Support officer:** Infrastructure Whole Life Carbon Lead

Working packages detailed table

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.	Decisions involved?	Actions and responsible teams.
WP1	Carbon Governance Leadership	PAS2080 Clause 4, 5	Organisational change	**Minimum requirement** **1)Vision requirement.** Leadership should provide the vision and direction to drive carbon reductions across all levels of an organisation and ensure the right capability exists across the organisation and value chain. **OCC Vision position:** Our Local Transport and Connectivity Plan (2022) vision is for an inclusive and safe net-zero Oxfordshire transport system that enables all parts of the county to thrive. The LTCP establishes the target for a net zero transport network by 2040. OCC's Climate Action Framework and Ethical Procurement Policies establish the minimum foundation for a Transport Infrastructure Sustainable Procurement Strategy. **2)Top-down commitment requirement.** The commitment to decarbonisation should cascade from the board to the manager and practitioners at project or programme level and communicate expectations at all levels of the value chain (PAS Clause 5). **OCC top-down commitment.** LTCP Board monitors progress towards 2040 net zero transport network target among other local transport plan targets. In 2024/25 an internal PAS2080 gaps assessment was conducted. In 2025 the LTCP Board identified the lack of progress in implementing Policy 27.	Yes, approval of this Local Transport Quantifiable Carbon Guidance Implementation Plan.	The implementation of this guidance will address the lack of a "how to" operationalisation of LTCP Policy 27 and establish a governance process for achieving our 2040 net zero target. Pending leadership gaps are addressed in WP1a (organisation structure), WP1b (process structure), WP1c (boundaries, responsibilities and targets) and WP6 (Supply Chain Strategy). Strategic communication from HoS and Directors should support the development and implementation of this plan. A transport carbon group with champions of each team referenced in this guidance has been proposed to monitor the progress of implementation. Action: • LTCP board approval of this LTQCG implementation plan. • Leadership (HoS and Directors) communication of commitment to decarbonisation should cascade from LTCP board through expressing support for the development and participation in of this LTQCG implementation plan. • Establishing the Transport Carbon Group (Task group) to monitor progress of the implementation of this plan. This group will meet monthly and report to the LTCP board quarterly. **Proposed Members of Transport Carbon Group:** Rotating co-chairs: Head of Place Shaping, Head of Climate Action, Head of Transport Infrastructure Delivery; Policy: Strategic Transport Manager, LTCP Programme Lead; Climate Action: Infrastructure Whole Life Carbon Lead, Corporate Climate Manager; Place Shaping: Place Planning Manager (South), Place Planning Manager (Central), Place Planning Manager (North), Senior Bid Coordinator, Integrated Transport Programme Lead; Transport Infrastructure Delivery: Infrastructure Portfolio Manager, EV Infrastructure Delivery Lead; Highways Maintenance: Highways Maintenance Policy and Performance Lead; Monitoring and Evaluation: Innovation Delivery Manager; Capital Pipeline: Capital Programme Manager, Transport Pipeline Programme Coordinator; Procurement: Procurement Commercial Excellence Lead; Cultural Change: Business Performance and Service Delivery Manager.

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.	Decisions involved?	Actions and responsible teams.
				3)Develop a consistent **Carbon Management Strategy** applicable across all transport teams to include: • A governance structure detailing how to systematically manage whole lifecycle carbon in all projects with clear roles and responsibilities at each work stage. (WP1b) • An organisational structure indicating where there is a resource need to upskill and support the delivery teams. (WP1a) • Mapping of project boundaries and emissions within control and influence (WP1c) • Set carbon reduction targets aligned with national and regional policies, carbon budgets and targets. (WP1c) • Determine how the carbon management strategy links with overall strategy and other business processes. (WP1b) • Define Supply Chain Strategy including engagement plan. (WP6)		SRO: LTCP Board; HoS and Directors;
WP1a	Carbon Governance Leadership: Organisation Roles and Responsibilities.	PAS208 Clause 4,5	Organisational and cultural change	**Minimum requirement:** Carbon Management Strategy document outlining: • Organisational structure indicating distribution of roles and responsibilities • Organisational structure indication where there is a resource need to upskill • Cultural change for implementing plan.	Yes, 1) distribution of roles and responsibilities 2) Addressing resource upskill needs. 3) Definition of level of inhouse vs outsourced analytical capacity for carbon governance	LTCP Board recognised the need for this implementation plan to be part of Transport and Infrastructure delivery teams transformations. Early on, the importance of enhanced transport modelling capacity/capabilities has been identified as a key gap in transport planning. Scheme level and infrastructure delivery carbon management plans can to remain outsourced to external contractors as in HIF1 Didcot. Actions/Responsible Officers: • Infrastructure Whole Life Carbon lead appointed in the Climate Action team with Matrix Reporting in Transport Teams to be defined. • Define the level of in-house carbon analytical capacity vs capacity outsourced to contractors. Engage and quote consultant support. • Defining of carbon governance roles and responsibilities in Transport Strategy, Planning, Infrastructure Delivery, Highways

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.	Decisions involved?	Actions and responsible teams.
					4) Cultural change strategy	Maintenance and Procurement teams. How they interact with Infrastructure Whole Life Carbon lead to be defined. • Approach Business Performance and Service Delivery Manager for discussing organisational cultural change strategy. **SROs:** Head of Place Shaping, Head of Transport Infrastructure Delivery, Head of Highway Maintenance and Road Safety, Head of Climate Action and Head of Commercial and Procurement. Support officers: Infrastructure Whole Life Carbon Lead, Place Engagement and Coordinator Officer/LTCP Programme Lead and Business Performance and Service Delivery Manager.
WP1b	Carbon Governance Leadership: Process Restructure.	PAS2080 Clause 4,5	Process restructure	**Minimum requirement:** Carbon Governance structure detailing how to systematically manage whole life carbon in all transport planning stages and all projects by stage with clear roles and responsibilities **OCC position:** • Guidance for Delivery of Infrastructure Schemes needs update. • Pipeline process needs update. • Climate Impact Assessment embedded as place holder in decision stages in GDIS and pipeline processes. • Infrastructure emissions reported through expenditure in Scope 3 reporting (low accuracy). **Process gaps identified include:** • Low compliance with CIA • CIA only qualitative • No area level carbon assessment • Lack of centralised list of interventions with identified locations of implementation.	Yes, defining the new processes and have them approved by LTCP Board.	**Actions:** **Key discussions:** 1) What area level should we engage with quantitative carbon (County, District, MAPP)? Proposal is district level but we also need a centralised intervention list with locations of implementation. 2) How can we develop a centralised intervention list with potential locations of implementation? 3) Can we implement carbon governance in decentralised pipelines? Proposal is to centralise pipelines. 4) How LGR may affect the decisions taken in the above two questions? **New (or amended) processes to produce:** 1) Climate Impact Assessment in GDIS and Pipeline with quantified carbon 2) Area wide carbon budget monitoring and targets review in LTCP board (WP1 and WP7). 3) Area level transport planning with qualitative/quantitative carbon (WP2 and WP3) 4) Guidance for Delivery of Infrastructure Schemes and Pipeline processes revised with quantitative carbon in Climate Impact Assessments. (WP5)

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.	Decisions involved?	Actions and responsible teams.
				• Lack of centralised pipeline process (many local pipelines) • Business cases without quantitative carbon input. • Budget process without quantitative input		5) Pipeline process with monetised carbon in business cases (WP4) 6) Embed Quantified Carbon in Key Decision Processes: Business Cases and CIAs in Budget Process (WP5) 7) Alignment with procurement carbon reduction processes with Business Cases. (WP4b and WP5) 8) Scheme/Contract level Infrastructure delivery & highways maintenance carbon management monitoring, reporting and contract management. (WP7) 9) Continuous improvement process (WP8) 10) Transition from Climate Impact Assessment to Doughnut Economics Integrated Assessment Framework. **SROs:** Strategic Transport Manager, Infrastructure Portfolio Manager, Highways Maintenance Ops and Asset Manager, Corporate Climate Manager, Capital Programme Manager and Procurement Commercial Excellence Lead. **Support officers:** Infrastructure Whole Life Carbon Lead, Transport Pipeline Programme Coordinator, Senior Bid Coordinator, Highways Maintenance Policy and Performance Lead.
WP1c	Carbon Governance Leadership: Boundaries, Responsibilities and Targets.	PAS2080 Clause 4, 5 and 8.	Strategy	**Minimum requirement:** 1) establish boundaries of responsibility through analysis of influence and control. 2) Develop a local carbon budget based LTCP 2040 net zero transport network (LTCP Policy 27 requirement). 3) Establish carbon reduction targets in alignment with net zero target and local carbon budget. **OCC Position:** OCC does not have a local carbon budget for transport user and infrastructure carbon emissions against which (following policy 27 of LTCP) whole life carbon emissions of interventions (policies and infrastructures) can be assessed and carbon reduction targets established. In March 2026, OCC and Cambridge University delivered a preliminary study on a methodology for filling the above gap.	Yes, 1)Discussion and approval of boundaries of **control and influence** between OCC and other organisations (National Highways) and other levels of government (LG Devolution and	**Discussions:** Leadership needs to: 1) Be informed on the basis upon which boundaries of control and influence can be established. 2) Discuss the established requirement of a local whole life carbon budget in LTCP Policy 27 and be made aware of the lack of an official methodology for defining such budget. 3) Be informed on the ongoing initiatives for defining such methodology for local carbon budgets. (e.g. Cambridgeshire, ADEPT Live Labs) 4) Be informed on OCC's preliminary work on the topic conducted with Cambridge University collaboration. 5) Engage in discussions about carbon budget approaches with National Highways and DfT. 6) Consider the potential changes to OCC's control and influence boundaries as a result of Local Government Reorganisation and Devolution. 7) Leadership needs to approve OCC final methodology. 8) Actions: Polish OCC – Cambridge University methodology. 9) Discuss methodology with OCC HoS and Directors.

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.	Decisions involved?	Actions and responsible teams.
					Central government) 1) Approve Local Carbon Budgets for user and infrastructure emissions (see WP1c). 3) Approve Scheme Target Methodology aligned with local and national carbon budgets (see WP1c)	10) Discuss methodology with other local authorities (Cambridgeshire County Council) and external organisations (DfT and LiveLabs case study) 11) Discuss methodology in the context of Local Government Devolution Actions: 12) Establish boundaries of control and influence of Oxfordshire emissions in relation to **OCC powers with the aim of establishing proportional carbon reduction responsibilities** with other organisations and levels of government. 13) Translate OCC's 2040 net zero transport network target into operational local carbon budgets (defined based on OCC responsibility in relation to other government levels) and project level targets that allow quantification of progress towards 2040 target. 14) Approve carbon budget and target setting methodologies. 15) Delegate to LTCP Board the monitoring carbon budget and reduction targets. **SROs:** Head of Place Shaping and Strategic Transport Manager. Support: Infrastructure Whole Life Carbon Lead, Place Engagement and Coordinator Officer/LTCP Programme Lead and Climate Action and CE Senior Partnerships Lead..
WP2	Area level transport whole life emissions forecast (without intervention)	LTQCG	LTCP Area Strategy and MAPP; OCC-MGroup	**Minimum requirement:** **Oxfordshire level carbon forecast to 2050 without transport interventions but including highways maintenance. This will be the baseline against which interventions carbon impacts (see WP3) will be compared.** **Modelling of impacts of OCC EV charging and bus strategies.**		Transport Strategy/ Transport Planning / Local Area Travel Plan/ Climate Action/Highways Maintenance Expected Outcome: Oxfordshire Area Transport Emissions Forecast to 2050 including Highways Maintenance Infrastructure Carbon Plan. Scenarios to include OCC EV Charger deployment plans and impacts of Bus Strategy. Decision to be made: including OxRail Strategy impacts.

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
				Desirable requirements: Rail strategy impacts.			
WP2a	Area level user emissions without interventions.	LTQCG ch 3,6,7	LTCP Area Strategy and MAPPs	**Minimum requirement:** **Oxfordshire level user carbon forecast to 2050 without transport interventions.** Authorities are only expected to quantify domestic surface transport emissions. As a minimum, emissions associated with cars, light good vehicles (LGVs) and heavy goods vehicles (HGVs) should be quantified. Assessment of current and future bus emissions is encouraged but not mandated. However bus interventions must be quantified in WP3a. **Future user emissions baseline forecast up to 2050 without policy interventions based on the following scenarios.** 1) BAU Scenario (firm and funded policies) that uses DfT/TAG datasets (p. 3.24) 2)	**Method:** • Area-wide GHG inventory-based forecasting • Area-wide traffic modelling -based analysis • Area-wide disaggregated traffic modelling based analysis • Bus specific forecast methodology (not included in guideline, ask DfT) **Tools**: • SBT Carbon Baseline • DESNZ LA GHG inventories • DfT TAG Modules 1 – 5 **Data requirements** • DESNZ Data and National Road Traffic Projections • Transport Modelling Data: Link flow by vehicle type, Link distance, Link average speed and DfT TAG Data Book	Yes, how to enhance transport modelling and tools capabilities without over reliance on external consultants. D1 and D2) method selection depends on transport modelling and tools capabilities/resources. D3) area definition: area boundaries (district, county and/or MAPP)	**STB Carbon Playbook Forecast Baseline can be used as a first assessment but capabilities need to be enhanced.** **1) Need to Enhance STB Carbon Playbook Capabilities:** This tool can avoid the need of transport modelling (initially) for area level 2050 forecast (this working package). It can also avoid the use of transport modelling at area strategic level for assessing the carbon impact of transport interventions (see WP3) OCC teams have received training on STB CP but regard the tool human resource intensive. In discussions with WSP they have received mixed feedback from LTA in relation to the relative easiness of adoption. Some LTA have managed to successfully use the tool. There is the need not only to train but for DfT to offer a workshop/webinar focused on how LTA are successfully using the tool. Alternative is to procure external consultancy to provide this expertise to our local place shaping teams. **Strategic Recommendation D1**: Approach DfT to facilitate exchange of how LTAs have successfully adopted the STB Carbon Playbook. **Strategic Recommendation D2**: Approach consultants to quote STB Carbon Playbook support. **Need to Enhance Transport Modelling Capabilities:** Transport modelling is not conducted at area level and no runs go as far as 2050 (but initially this can be covered by the STB Carbon Playbook is adoption at OCC is successful). Transport modelling is an input for Business Cases and is only produced at scheme level. Transport modelling capabilities are outsourced to consultants. At the moment no DfT budget is allocated for 2027/28 and 2028/29 for transport modelling. **Funding needs to be secured to enhance transport modelling capabilities.** **Strategic recommendation D2:** Enhance internal transport modelling capabilities for running models to reduce/eliminate external contractor dependency. Funding needs to be secured for enhancing transport modelling capabilities, very likely to represent value for money.

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
				"Accelerated ZEV uptake" with LA charging infrastructure strategy contribution. 3) Above scenarios includes Highways Maintenance emissions. 4) other CA scenarios for uncertainty. **OCC position:** OCC transport teams were trained on STB Carbon Playbook but have so far not been able to implement it, because they regard the tool resource intensive. Oxfordshire Strategic Transport model includes both private vehicles and bus transport but excludes active travel. Effects of active travel are estimated in the form of changes to private vehicle use. Emissions are not assessed at area level and forecasts are not run up to 2050. Transport modelling runs are outsourced to external contractors. Costs may increase largely if assessments	• Historical bus patronage per route, mileage per route and emissions data. • LA EV charger Strategy.		**Strategic recommendations D3:** Depending on data availability and method selection we should define the boundaries of assessment. Discussions need to take place on the space level at which carbon assessment will take place (Oxfordshire, District and MAPP) seeking adaptability for LGR. **Decision reached** (in discussion with Head of Place Shaping on 24/06/2026) to do the assessments starting at District Level and add up to Oxfordshire Level. **3) Bus emissions forecast methodology lacking. Ask DfT for tools.** **Actions:** • Engagement with DfT on STB CP tool adoption experience sharing. (Infrastructure Whole Life Carbon Lead/Strategic Transport Manager) • Engagement with consultants to quote support. (Infrastructure Whole Life Carbon Lead/Corporate Climate Manager) • Transport Modelling Strategy in development needs to include DfT LTQCG requirements. (Julia Hawkings/Infrastructure Whole Life Carbon Lead) • Approach DfT for Bus Emissions Forecast Methodology/Tools. (Infrastructure Whole Life Carbon Lead/ Integrated Transport Programme Lead) • Assess whether OxRail Strategy should be included in modelling. **SRO:** Head of Place Shaping. Delivery: Place Planning Manager (South), Place Planning Manager (North), Place Planning Manager (Central), Strategic Transport Manager, Integrated Transport Programme Lead. Support: Infrastructure Whole Life Carbon Lead and EV Infrastructure Senior Project Manager.

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
				done entirely through consultants.			
WP2b	Area level Infrastructure carbon- Highways Maintenance (without interventions)	LTQCG ch 3,6,8	MGroup Carbon Meeting	**Minimum requirement** The baseline emissions forecast of WP2a should include the infrastructure emissions of highways maintenance up to 2050. We should include "firm and funded" carbon reduction opportunities. **Minimum scenario**: maintenance, replacement and operational energy consumption continues at current levels out to 2050. **Minimum boundary:** Quantification should include highway resurfacing as a minimum (p. 3.20), but generally it is expected to cover: • The maintenance of existing assets e.g. carriageway surface dressing, pothole repairs, gully cleaning.	**LTQCG proposed Methods**: 1) High Level Benchmarks 2) APSE CLP (Top down/bottom up) **APSE CLP Tool:** 1) CLP Carbon Footprint Assessment Tool **OCC position:** • OCC has reported Highway Maintenance emissions since 2023/24 from a top down approach and currently negotiating a Science Based Carbon Reduction Plan. • OCC is a founder participant of APSE Carbon Leadership Program but APSE reporting has not been aligned with OCC top-down approach.	Yes, In the past the CLP approach was not considered a suitable basis for ongoing annual reporting (Proving Services input). But now DfT is including it as a recommended basis for reporting. OCC cannot have two reporting approaches in parallel. MGroup/OCC need to assess to what extent we can align our reporting approach as much as possible to CLP requirements,	**Medium Level Carbon Management Capabilities:** Carbon reduction planning in progress at OCC-MGroup Partnership. OCC part of ADEPT Carbon Leadership Programme. Need to define boundary of "firm and funded". **Misalignments with DfT requirements** • Carbon baseline in MGroup Partnership is not aligned with DfT requirement (different year). • DfT recommends use of CLP tools, but this is a different approach to MGroup/OCC reporting agreements during mobilisation. **Actions:** • MGroup and OCC agreed to discuss how and to what extent we can streamline reporting process as much as possible to APSE CLP requirements. (Highways Maintenance Policy and Performance Lead/Carbon Lead/Paul Crisp/Infrastructure Whole Life Carbon Lead) • OCC to provide direct feedback to DfT about the differences between OCC/MGroup and ADEPT CLP approaches. We will ask to what extent DfT is expecting LA's to use ADEPT CLP approach (Infrastructure Whole Life Carbon Lead/Highways Maintenance Policy and Performance Lead) • Engage ADEPT CLP and DfT to access and training for using programme new carbon tools. (Infrastructure Whole Life Carbon Lead/Simon Wilson) **OCC SRO :** Head of Highway Maintenance and Road Safety/Highways Maintenance Policy and Performance Lead, Highways Maintenance **MGroup SRO:** Carbon Lead, MGroup **Internal support officer:** Infrastructure Whole Life Carbon Lead, Climate Action **External support:** ADEPT CLP (Proving Services)

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
				• The replacement of asset elements at the end of their service life e.g. full depth carriageway reconstruction. • The energy used to operate these assets e.g. energy for street lighting and traffic management systems. **Desirable:** 1) BaU (firm and funded) scenario in which material extraction, transportation and manufacturing processes will decarbonise. (RICS WLCA for BE 2023, 2nd Edition). (p.3.30) 2) “accelerated industrial decarbonisation scenario” (p. 3.31)	**OCC proposed method:** 2) MGroup/OCC approach increasingly aligned to APSE CLP. **Data requirements:** **Benchmark approach:** 1) Asset Inventory Data (m2 of carriageway, potholes filled annually). 2) Benchmark carbon factors **APSE CLP approach:** 3) CLP data template including Resurface scheme in sqm and thickness. (this requires additional work to be conducted by MGroup).	without giving motive for additional costs.	
WP3	Area level interventions assessment (Transport Strategy)	LTQCG	LTCP Area Strategy and MAPPs				**Outcome of this WP is supporting longlisting, shortlisting and prioritisation decisions based on carbon assessments.** **SRO:** Head of Place Shaping/Strategic Transport Manager. Delivery: Place Planning Manager (South), Place Planning Manager (North), Place Planning Manager (Central), Integrated Transport Programme Lead. Support: Infrastructure Whole Life Carbon Lead, Climate Action

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
							and CE Senior Partnerships Lead., Transport Pipeline Programme Coordinator
WP3a	User emissions area level interventions	LTQCG ch 4,6,7		**Minimum requirement is quantification of carbon interventions.** Methods: a) Scheme level benchmarking against area-wide user carbon analysis. b) Scheme level simple demand forecasting. c) Scheme level traffic modelling-based assessment. Tools: a) STB Carbon Assessment Playbook – (Benchmarking method) b) DfT's Active Mode Appraisal Toolkit. (scheme level simple demand forecasting) c) OCC Oxfordshire Strategic Model (does not account for active travelling,	**Minimum data requirements:** • Centralised list of place-based interventions: policies and infrastructure (not existing currently) • An estimate of carbon emissions can be made where an estimate of change in demand (e.g. traffic flows or vehicle kms), vehicle composition and speed is available (point 7.7, Table 7.3). This is usually an output of transport modelling. **OCC position:** 1) OCC tried STB Carbon Playbook and found it too resource intensive. 2) Transport modelling runs are done	Yes, how to enhance transport modelling and tools capabilities without reliance on external consultants. D1) Develop a centralised interventions strategic list that feeds into pipeline. D1) method selection depends on transport modelling and tools capabilities/resources (budget) D2) area boundaries and method selected in WP1a affect	**1) No centralised processes:** Decentralized short listing /pipeline processes. **2) No CIA compliance:** Climate impact assessment (qualitative) not applied consistently in short listing/pipeline process (as required in GDIS) **3) Decentralisation makes intervention list not easily accessible for area-based carbon assessment:** • No centralised pipeline process, but many local area-based pipeline processes. • No centralised list of policies and interventions by place of implementation 4) **MAPPs do not currently assess carbon impact** of interventions (see WP2a) **5) STB Carbon Playbook (benchmarking method) not adopted.** Local Area Travel Plan team tried to implement SBT Carbon Playbook without success. In discussion with the team we found that: • the tools underestimate the preparation work required to use the tool • intervention options do not cover all LTCP interventions • intensities of policy interventions not easy to assess • low value per effort: tools results are low value (uncertainty) for the effort required. Yet DfT claims that West of England Combined Authority have used the tool to quantify carbon. **6) Transport modelling is needed as an input for both business cases and carbon assessment.** Transport modelling capabilities outsourced (see also WP2a) **Strategic recommendations:** • Develop centralised list of interventions (policies and infrastructure) and where they will be implemented. Combines bottom up with top-down central process. • Enhance internal transport modelling capabilities/capacity (see point WP1a)

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
				but does modal shift) d) DfT's Vehicle Emissions Carbon Tool VECAT can be used to calculate carbon emissions from traffic modelling data using process in LTQCG Table 7.3.	through consultants, so potential high expenses (long-list stage represent large number of potential interventions) if internal transport modelling capabilities are not enhanced.	the analysis here.	• Initially implement STB Carbon Playbook or similar benchmark-based alternative whilst transport modelling capabilities are enhanced. • Implement DfT Active Mode Appraisal Toolkit • Enhance transport modelling to implement the use of DfT VECAT tool. **Actions:** • Discuss how other LAs are using STB Carbon Playbook. • Discuss capacity/capability gap in Local Place Shaping teams to implement STB Carbon Playbook (AH/FG/) **SRO:** Head of Place Shaping/Strategic Transport Manager. Delivery: Place Planning Manager (South), Place Planning Manager (North), Place Planning Manager (Central), Integrated Transport Programme Lead. Support: Infrastructure Whole Life Carbon Lead, Climate Action and CE Senior Partnerships Lead., Transport Pipeline Programme Coordinator
WP3b	Infrastructure emissions area level intervention (construction)	LTQCG ch 4,6,8		Methods: 1) Infrastructure benchmarks – Low level of detail 2) Bill of quantities based assessment – High level of detail Tools: 1) DfT Local Transport Infrastructure Carbon Benchmarking (LTICBT) Tool 2) Atkins Carbon Reckoner tool (commercial)		Yes, choose which tool will be used to make area level infrastructure carbon assessment.	**Low to Medium Level capabilities.** **Until recently there were not methodologies and/or tools to assess infrastructure carbon at strategy/area level.** **Action:** • **Recruit Infrastructure Whole Life Carbon Lead (Done).** • **Request access to LTICBT to DfT** • **Request access to Pell Frischman tool to Live Labs** • **Request access to ADEPT CLP HM tool** • **Allocate FG time for training in tools.** • **Implementation plan to follow a pilot approach, selecting projects through triage.** **SRO:** Head of Transport Infrastructure Delivery/Corporate Climate Manager. **Delivery Officer:** Infrastructure Whole Life Carbon Lead

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
				3) Pell Frischman Live Labs Tool (DfT funded) available to LAs. 4) ADEPT CLP Highways Maintenance tool.			
WP3c –	Embodied emissions area level intervention (maintenance)	LTQCG 4,6,8.		**Minimum requirement:** **LTQCG requires quantification of infrastructure carbon of scheme interventions at area level. For complying with a whole life carbon approach these assessments required to include maintenance emissions. These are included in WP3b.** **WP2b requires carbon quantification of "firm and funded" carbon reduction opportunities. These are included in WP2b and not here.** In this WP, we set out the remaining non firm and funded carbon reduction interventions outlined in MGroup-OCC Partnership Carbon Reduction Plan to 2030 and extrapolate residual	**Data requirements**: Carbon Reduction Plan with quantified carbon reduction opportunities and estimated timeline for implementation. Establishing a boundary between fix and funded carbon reduction opportunities.	Yes, establishing a boundary of "firm and funded" carbon reduction projects.	**Medium to High Level Capabilities** Highways Maintenance MGroup-OCC partnership. MGroup controls most data from the partnership, but new contract establishes data requirements. Actions: • Use Carbon Opportunity Matrix as carbon reduction interventions. Establish the boundary of "firm and funded" carbon reduction opportunities. • ADEPT CLP access to tool and training support. • MGroup-OCC collaboration for streamlining existing work into DfT requirements. **OCC SRO**: Highways Maintenance Policy and Performance Lead. Support: Infrastructure Whole Life Carbon Lead. External support: MGroup and ADEPT Carbon Leadership Group.

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
				emissions to 2040 and 2050.			
WP4 –	Scheme level intervention emission assessments.	LTQCG					Outcome of this WP is to produce carbon assessment of schemes moving forward the capital pipeline and for these assessments to be used in decision making. Initially a triage system will be implemented, but eventually all interventions will need to be assessed against carbon budget targets. **SRO:** Head of Place Shaping. Delivery: Place Planning Manager (South), Place Planning Manager (North), Place Planning Manager (Central), Integrated Transport Programme Lead, Transport Pipeline Programme Coordinator, Senior Bid Coordinator and Capital Programme Manager. Support: Infrastructure Whole Life Carbon Lead/ Procurement Commercial Excellence Lead
WP4a –	Scheme level intervention user emission assessments	Capital Pipeline, Business Case,		Methods: d) Scheme level benchmarking against area-wide user carbon analysis e) Scheme level simple demand forecasting f) Scheme level traffic modelling-based assessment Tools: e) STB Carbon Assessment Playbook – (Benchmarking method)	• An estimate of carbon emissions can be made where an estimate of demand (e.g. traffic flows or vehicle kms) and speed is available (point 7.7, Table 7.3). This is usually an output of transport modelling.	Yes, how to enhance transport modelling and tools capabilities without reliance on external consultants. D1) Develop a centralised interventions strategic list that feeds into pipeline	**Transport modelling is needed as an input for carbon assessment. Transport modelling capabilities outsourced** (see also WP1a) **Strategic recommendations:** • Enhance internal transport modelling capabilities/capacity (see point WP1a) • Enhance transport modelling to implement the use of DfT VECAT tool. • Implement DfT Active Mode Appraisal Toolkit • Standardise Business Case template process with NISTA Whole Life Carbon • Implement TAG UNiT A3 to monetise carbon in Business Case. (WP5) • Introduce Infrastructure Carbon Management Plan investment in Business Cases. • Streamline Doughnut Economics Decision Making Framework with LTQCG. **Actions:**

Working Package	**Description**	**Guidance**	**Process**	**Standard Minimum Requirements vs OCC state of development/ capabilities.**		**Decisions involved?**	**Actions and responsible teams.**
				f) DfT's Active Mode Appraisal Toolkit. (scheme level simple demand forecasting) g) OCC Oxfordshire Strategic Model (does not account for active travelling, but does modal shift) Tools: h) DfT's Vehicle Emissions Carbon Tool VECAT can be used to calculate carbon emissions from traffic modelling data using process in Table 7.3.		D1) method selection depends on transport modelling and tools capabilities/resources. D2) area boundaries and method selected in WP1a affect the analysis here.	• **Understanding number of interventions in pipeline, capital pipeline, business cases and projects in delivery.** • **Triage of projects to introduce whole life carbon assessment contract requirements.** • **Enhance transport modelling capabilities** • **Implement carbon benchmark approach.** **SRO:** Head of Place Shaping. Delivery: Place Planning Manager (South), Place Planning Manager (North), Place Planning Manager (Central), Integrated Transport Programme Lead, Transport Pipeline Programme Coordinator, Senior Bid Coordinator and Capital Programme Manager. Support: Infrastructure Whole Life Carbon Lead/ Procurement Commercial Excellence Lead
WP4b	Scheme level intervention infrastructure emission assessment/ Streamlining Business Case and	Capital Pipeline, Business Case, Procuremen t		Methods: • Scheme level benchmark based assessment – low level of detail		Yes, 1)Introducing Carbon Management requirements into business	**Strategic recommendations:** 1) Introduce Infrastructure Carbon Management Plan investment in Business Cases. 2) Introduce minimum PAS2080 requirements in all contracts. 3) Triage projects to implement Carbon Tendering in Procurement. (WP6)

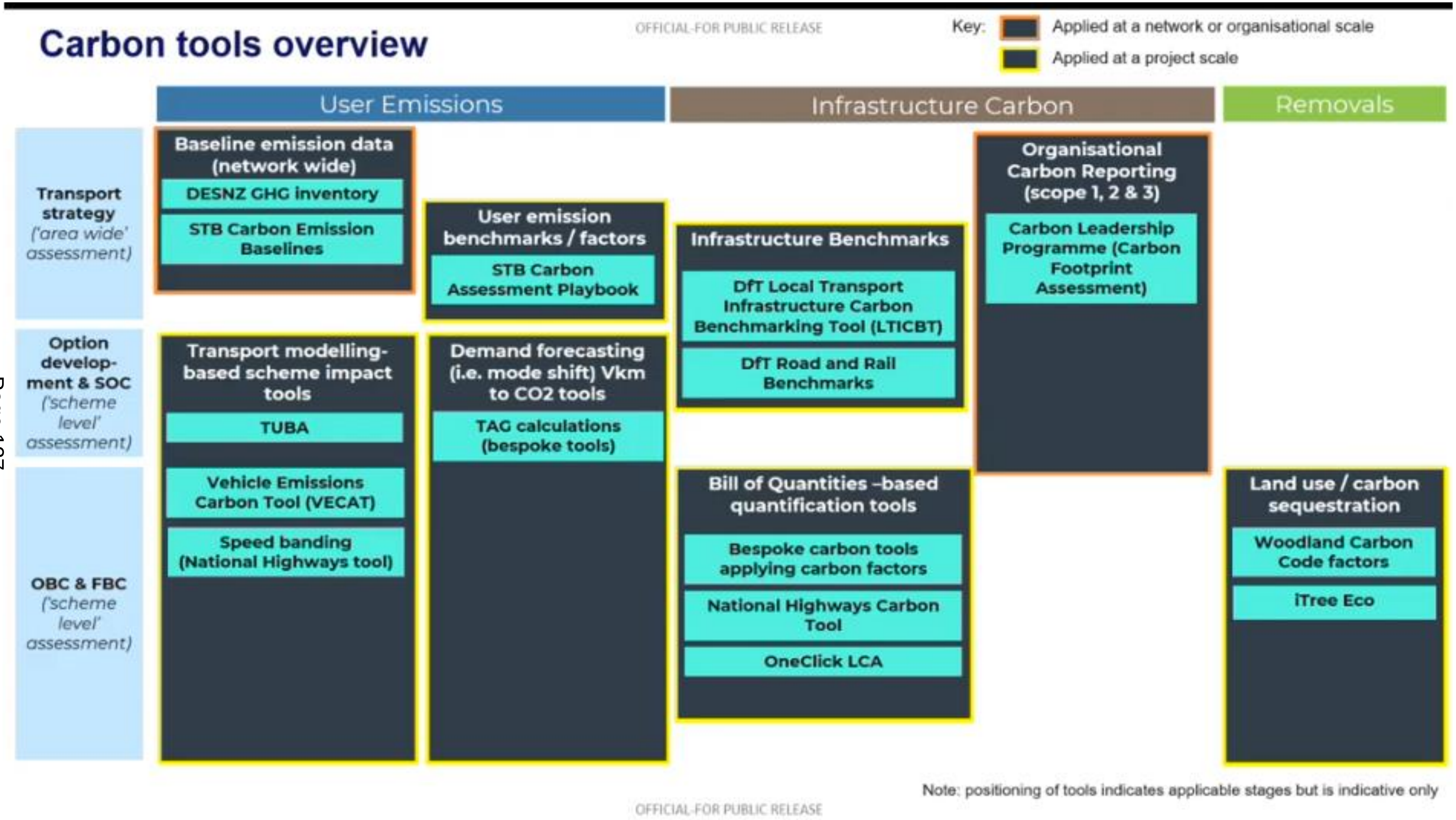
Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
	Procurement carbon management.			• Scheme level bill of quantities based assessment Tools: • National Highways Carbon Tool • External contractor Carbon Management Plans.		cases and contract emphasising cost reduction potential of climate action. 2)Setting carbon reduction targets in schemes. (based on WP1)	4) Standardise Business Case template process with NISTA Whole Life Carbon 5) Implement TAG UNiT A3 to monetise carbon in Business Case. (see WP5) **Actions:** • **Triage of projects to introduce CMP** • **Select pilot projects for new procurement practices (see WP6)** • Develop "Whole Life Carbon in Procurement" Best Practice Guide. (based on ICE PAS2080 Training and other case studies) **SROs:** Head of Place Shaping, Head of Transport Infrastructure Delivery. Delivery: Infrastructure Whole Life Carbon Lead, Transport Pipeline Programme Coordinator, Senior Bid Coordinator and Capital Programme Manager. Support: Procurement Commercial Excellence Lead
WP4c	Scheme Land use / Carbon Sequestration Assessment			Tools: • Woodland Carbon Code Factors. • iTree Eco	TBD	TBD	• Ask DfT access to these tools. Support: Infrastructure Whole Life Carbon Lead, Climate Action and CE Senior Partnerships Lead., Team Lead Landscape and Nature Recovery,
WP5	Integrating Carbon in Decision Making	Strategy short-listing, Pipeline, Budget, Cabinet		Methods • Quantifying carbon: Methods described in LTQCG and in above WP1-4. • NISTA Whole Life Carbon –	• Embedding LTQCG quantitative carbon assessment outputs into CIA and DE-IDMF.	YES, introducing quantitative whole life carbon as an assessment criterion in decision	**Strategic recommendations:** • **Introducing whole life carbon quantitative component in existing Climate Impact Assessment Process:** Introduce quantitative carbon assessments in Climate Impact Assessment of transport policies, plans and schemes (see CIA assessment points in Guidance for Delivery of Infrastructure Schemes), along with using this quantitative assessment in Budget decision making processes.

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
				Business Case Guidance • DfT TAG Unit A3 Tools: • Quantitative carbon tools summarised in Annex 1.		making processes.	• **Transition to Doughnut Economics Framework.** When CIA is replaced by Doughnut Economics Decision Making Framework, include whole life carbon quantitative assessments as part of transport policies, plans and schemes decision making processes. • **Monetise carbon impacts in business cases:** methodology is provided in TAG Unit A3. Carbon assessment inputs depend on transport modelling capacity/capabilities in place. **Actions:** • High level Climate Impact Assessment of LTDP • Climate Impact Assessment adopts whole life carbon quantitative assessments. • Integrated Doughnut Economics Integrated Decision-Making Framework (DE-IDMF) integrates quantitative whole life carbon from LTQCG. • DE-IDMF replaces CIA. • Short listing process adopts DE-IDMF • Pipeline process adopts DE-IDMF and Business Cases with monetised carbon • Budget and Cabinet decisions are made with DE-IDMF and Business Cases with monetised carbon. **SROs**: Head of Place Shaping and Head of Climate Action. Delivery: Place Planning Manager (South), Transport Pipeline Programme Coordinator, Senior Bid Coordinator, Capital Programme Manager and Head of Corporate Finance. **Support officers:** Infrastructure Whole Life Carbon Lead and Climate Action and CE Senior Partnerships Lead..
WP6	Whole Life Carbon in Procurement – Infrastructure Sector Strategy and new PAS2080 procurement guidance.	PAS2080 Clause 10		Methods: • Supply Chain Expenditure Based Carbon Emissions assessment can be used to develop Infrastructure	Supply chain emissions data and expenditure by supplier already available.	Yes, approval of Infrastructure Sector Carbon Management Strategy in Procurement.	**Actions:** **Development of an Infrastructure Sector Carbon Strategy including:** • OCC's relative position in the infrastructure market • How we are currently allocating infrastructure projects.

Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
				Sector Carbon Strategy. • ICE PAS2080 Procurement training as basis for procurement guideline.			• scope (which procurements / thresholds / project types), • analysis of PAS2080 procurement case studies and extract key practices to implement in OCC procurement (e.g. carbon tendering) • Evaluation approach review: how carbon will be assessed in contracts in new procurement practices? • Contract clauses and standard wording. • Strategy implementation. link to WP4b pilot projects. **SRO:** Head of Commercial and Procurement and Head of Climate Action. Delivery: Procurement Commercial Excellence Lead and Infrastructure Whole Life Carbon Lead.
WP7	Scheme Delivery and Evaluation	LTQCG Chapter 9, PAS2080 clause 9		• Establish PAS2080 minimum contractual requirements in all projects. • Contract management PAS2080 guidance. • Establish a library of carbon data.	• Collect carbon data from all projects for future assessments.		**Action:** **Scheme delivery carbon management.** • Introduce minimum PAS2080 contractual requirements to all projects: reporting and carbon reduction. • Work with construction contractors on delivering HIF1 PAS2080 6-month progress report. • Develop PAS2080 delivery stage contract management guidance. • Implement carbon management guidance in triaged PAS2080 projects. **Post-delivery reporting and evaluation** • Develop Scope 3 Infrastructure Annual Reporting Process. • Establish a library of carbon data of OCC projects. • Annual review of carbon assessments at various stages: expenditure based, preliminary area level, detailed design scheme level and actual reported emissions. • LTCP Board high level reporting of progress with scheme level carbon reduction targets and carbon budget compliance (link with WP1). **User emissions SRO:** Head of Place Shaping, Delivery: Innovation Delivery Manager and Integrated Transport Programme Lead, Support: Infrastructure Whole Life Carbon Lead and Climate Action and CE Senior Partnerships Lead.

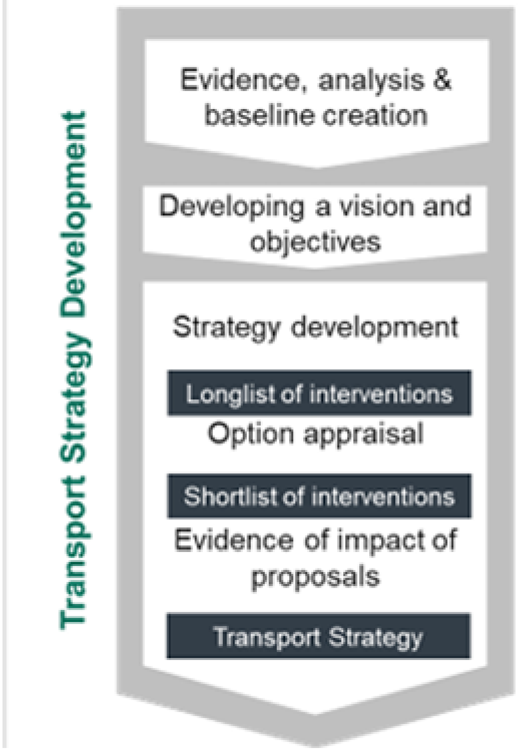
Working Package	Description	Guidance	Process	Standard Minimum Requirements vs OCC state of development/ capabilities.		Decisions involved?	Actions and responsible teams.
							Infrastructure emissions SRO: Head of Transport Infrastructure Delivery and Head of Climate Action, Delivery: Infrastructure Portfolio Manager and transport project managers. Support: Infrastructure Whole Life Carbon Lead and Corporate Climate Manager.
WP8	Continuous improvement	PAS2080, Clause 11		• Establish process for continuous improvement from Transport Strategy to Infrastructure Delivery			**Action:** **Reactive:** • Organise PAS2080 continuous learning workshop with HIF1 contractors. • Translate lessons from HIF1 Didcot into triaged PAS2080 projects. **Proactive:** • Keep library of archived carbon reduction opportunities with reasons for not implementation. • Methodology improvements • Carbon factors improvements • Key project continuous improvement workshop (triaged projects). **SRO:** Head of Place Shaping, Head of Transport Infrastructure Delivery, Head of Highway Maintenance and Road Safety, Head of Commercial and Procurement. Delivery: all teams. Support: Infrastructure Whole Life Carbon Lead

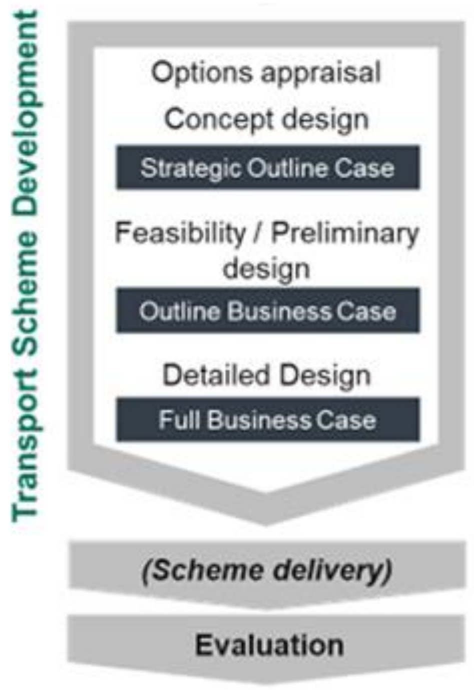
ANNEX 1 CARBON TOOLS OVERVIEW



ANNEX 2 Transport Modelling Requirement Specification:

TECHNICAL SPECIFICATION TRANSPORT MODELLING INPUT REQUIREMENTS.

	Minimum Option	Detailed option
	STRATEGY – AREA LEVEL BASELINE TO 2050 – no modelling required, obtained from STB carbon playbook Longlist to shortlist. • It is recognised that this option generation and sifting process may involve large numbers of schemes, many of which might be less well defined and lack any of the data needed for detailed WLC assessments. • An appropriate approach is likely to involve quantitative benchmarking (such as STB Carbon Playbook) approaches described in Chapters 7 and 8 and/or qualitative methodologies (more likely with quantitative inputs when possible/available), drawing on available evidence and professional judgement. KEY QUESTIONS: • Which interventions will target the largest sources of carbon in our area? • Which interventions will have an impact appropriate to decarbonisation ambitions? • Which interventions will deliver the outcomes needed to decarbonise transport? • Which interventions will be most effective in different place types? Shortlist to Strategy • Benchmark approach (such as STB Carbon Playbook or others).	Strategy - Area level BASELINE TO 2050 • Transport Modelling output for all links in a given area UP TO 2050: + Link flow by vehicle type. + Link distance + Average link speed. Scenarios to be considered. 1) BAU Scenario up to 2050 (firm and funded policies) that uses DfT/TAG datasets (p. 3.24) 2) “Accelerated ZEV uptake” up to 2050 with LTA EV charging infrastructure strategy contribution. 3) Above scenarios includes Highways Maintenance emissions (this is being done by Highways Maintenance team, can use output of transport modelling in terms of road network growth). 4) other scenarios for uncertainty. Longlist to shortlist – Same as Minimum option. Shortlist to Strategy • Combination of STB Carbon Benchmark and Scheme Level Transport Modelling for selected potential high impact projects. • Scheme Level Transport Modelling specification required would be for all links in a given scheme: **Do nothing:** + Link flow by vehicle type. + Link distance + Average link speed. **Do intervention:** + Link flow by vehicle type. + Link distance + Average link speed.

 	Scheme Level Transport Modelling Needs • Scheme Level Transport Modelling specification required would be for all links in a given scheme: **Do nothing:** + Link flow by vehicle type. + Link distance + Average link speed. **Do intervention:** + Link flow by vehicle type. + Link distance + Average link speed.	Scheme Level Transport Modelling Needs – Same as Minimum. • Scheme Level Transport Modelling specification required would be for all links in a given scheme: **Do nothing:** + Link flow by vehicle type. + Link distance + Average link speed. **Do intervention:** + Link flow by vehicle type. + Link distance + Average link speed.

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Oxfordshire County Council

Local Transport Delivery Plan 2026/27-2029/30

Overarching climate impact review of project proposals

Context & Background

1. This document provides an overarching assessment of the potential climate action impact of each proposed project of the Local Transport Delivery Plan (LTDP). These assessment follows OCC's established qualitative Climate Impact Assessment process.

2. These assessments will have to be complemented with quantitative assessments as part of the implementation plan of DfT's Local Transport Quantifiable Carbon Guidance (Annex B). The implementation of this guidance is part of DfT published statutory guidance for Local Transport Plans on April 2026 Local transport plans - GOV.UK outlining the carbon reporting requirements of local transport authorities.

3. Under the Transport Act 2000, Local Transport Authorities (LTAs) have a duty to produce Local Transport Plans. When producing LTPs, LTAs have a statutory duty to have regard to both government guidance and any policies announced by the government. LTPs should support the government's national priorities as well as the Department for Transport's vision for domestic transport in England which is set out in 'Better Connected: a strategy for integrated transport'.

4. On 4th November 2025, Council approved the Strategic Plan 2025-2028 (pdf format, 5.6 MB). This builds on the 2022-2025 plan and retains the overarching vision of a greener, fairer and healthier Oxfordshire. This is centred around strong and connected communities, healthy places to live, and a thriving local economy that benefits everyone. This commitment is strengthened further by the Councils' priority to 'put action to address the climate emergency at the heart of our work'. The council's adopted climate action framework also commits the council to:
    - Being carbon neutral in its operations by 2030
    - Enabling a zero-carbon Oxfordshire well ahead of 2050

    In addition, aligned climate action targets and commitments have been included in Oxfordshire's Local Transport and Connectivity Plan:
    - Achieving a net zero transport network by 2040
    - Take into account embodied, operational and user emissions when assessing a potential infrastructure project and its contribution to Oxfordshire's carbon budget and to a net-zero transport network by 2040
    - Use PAS 2080 to assess, manage and minimise carbon emissions in transport infrastructure projects throughout the project lifecycle, including maintenance.

Local Transport Delivery Plan Revenue Proposals

5. A number of revenue proposals are included in the LTDP that directly support the implementation of DfT's Local Transport Quantifiable Carbon Guidance.

    - **Quantified Carbon Assessment and Integration:** this fund will accelerate the implementation of LTQCG through funding the training needs in relation to carbon assessment tools.

    - **Transport Modelling, Monitoring and Evaluation**: this funding will particularly support resources required for the council's new transport modelling strategy whilst integrating needs for monitoring and evaluation of impacts of transport interventions.

6. A number of revenue funds are included in the LTDP that directly support the objective of achieving a net zero transport network by 2040.

    - **Bus Service Revenue Fund including** MyBus Oxfordshire ticketing scheme and Maintenance of the expanded RTPI screen asset base among others.

    - **Active Travel Integrated Transport Fund Revenue including interventions such as:** scheme development and feasibility studies, bike loan scheme, community outreach active travel programme among others.

    - **Electric Vehicles & infrastructure Integrated Transport Fund Revenue:** update Oxfordshire EV Infrastructure Strategy (OEVIS) and OxLEVI programme delivery support and communications.

Local Transport Delivery Plan Capital Proposals

7. A number of proposals are included in the LTDP that support the Local Transport and Connectivity Plan target for a net zero transport network by 2040 and policy 27 (embodied carbon).

    - **Highways Maintenance programme:** the largest proportion of the ITF capital funding (76%) is dedicated to the highways maintenance programme. This funding will support the ongoing carbon decarbonisation plan of the service being developed in partnership with the Council's highways maintenance contractor. The Council's highways maintenance partnership has successfully participated in DfT-ADEPT Carbon Leadership Programme first cohort and is currently working in developing an science based aligned carbon reduction plan. This funding will partially contribute to finance this carbon reduction pathway. This investment addressed directly the need to reduce embodied carbon of the whole local road network and therefore it is aligned with policy 27 of LTCP.

8. A number of proposals are included in the LTDP that support the Local Transport and Connectivity Plan target for a net zero transport network by 2040 **whilst improving air quality across Oxfordshire including.**

    - **Active travelling schemes:** the second largest proportion of ITF capital funding (10%) will finance active travelling schemes across the county. This funding will potentially contribute to the LTCP target to reduce 1 in 4 current car trips by 2030. Schemes included: Ambrosden to Bicester Active Travel Scheme (Phase 2), East Oxford Active Neighbourhood (C.AT00840.01), Quiet Lanes Pilot Programme, School Streets Phase 4 2027/28, School Streets Phase 5 2028/29, Thame to Haddenham Active Travel Link.

    - **Bus capital funding:** finally 8.5% of ITF capital funding will contribute to delivery of the council's bus service improvement plan, which will likely contribute to the LTCP target to reduce 1 in 4 current car trips by 2030 and therefore to achieve a net zero transport network by 2040.

9. Capital proposals have been made within the programme that have potential **to improve the public realms whilst promoting active travelling** and therefore reduce emissions:

    - **Banbury Market Place**
    - **Henley Town Centre Improvements**
    - **St Giles and Broad Street Improvements**
    - **Wantage Market Place Regeneration**

10. **Other capital funded interventions** contribute directly to achieve the net zero transport network by 2040.

    - **Heavy Goods Vehicles Pilot Interventions:** This programme will deliver targeted improvements based on the findings of the 2024/25 High Goods Vehicle (HGV) studies, aiming to enhance road safety, reduce congestion, and support sustainable freight movement across Oxfordshire**.**

    - **Benson Mobility Hub:** The Benson Mobility Hub is one of the first under Policy 23 of the LTCP. This hub co-locates various transport modes and community assets to improve access to services and infrastructure. This scheme aims to create a sustainable transport network in Benson by combining transport and community facilities, enhancing inclusivity, safety, and accessibility for all users, and reducing reliance on private cars.

11. Capital proposals have been made within the programme that have potential to impact the council's commitment in its Local Transport and Connectivity Plan of achieving **a net zero transport network by 2040 and Policy 27 but will require follow up to address remaining aspects:**

    - **Didcot Central Corridor.** Didcot Central Corridor is a programme of work to combine transport improvements with urban design to create a more accessible environment, through walking, wheeling and cycling opportunities, a more attractive central space for markets, events and community activity and therefore supporting local businesses. The proposed investment will progress the programme of work to deliver a short list of options to progress. Whilst the scheme will likely reduce car use and therefore reduce greenhouse emissions, it also needs to aim to minimize emissions released during its construction (whole life carbon emission approach). For such purpose it should adopt the carbon governance standard PAS2080 following Policy 27 of Local Transport and Connectivity Plan.

Oxfordshire County Council

Equalities Impact Assessment

DFT LOCAL TRANSPORT DELIVERY PLAN

2026 - 2030

Contents

Section 1: Summary details

Directorate and Service Area	Environment and Highways, Place Shaping.
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	The proposed Local Transport Delivery Plan for 26/27-29/30, for submission to the DfT.
Is this a new or existing function or policy?	Existing
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	The Local Transport Delivery Plan outlines how the DfT's consolidated funding settlement will be spent. The Delivery Plan includes schemes to break down the barriers to public transport and active travel, encouraging residents to travel more sustainably and enabling them to access important local services. The Delivery Plan also includes Highways Maintenance, and Vision Zero schemes which aim to improve road safety for users across all modes. The Local Transport Delivery Plan is considered to have a positive impact on both individuals and communities. Some of the expected benefits are reduced congestion, increased active travel and public transport use, improved road safety and accessibility and improved air quality. There are considered to be no negative impacts from an EIA standpoint.
Completed By	Claire Godbolt
Authorised By	Hannah Battye
Date of Assessment	02/03/2026

Section 2: Detail of proposal

Context / Background Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.	Oxfordshire County Council has received a Local Transport Consolidated Funding Settlement letter from the Department for Transport (DfT), commissioning the Council to produce a Local Transport Delivery Plan (LTDP), which will identify how the funding will be prioritised and spent. Oxfordshire County Council is required to submit a draft of the LTDP with all spending for 2026/27 and an outline plan to 2029/30, by 20 March 2026. The final LTDP to 2029/30 should be submitted to the Department by 18 September 2026. The consolidated funding settlement from 2026/27 to 2029/30 totals £244.8m.
Proposals Explain the detail of the proposals, including why this has been decided as the best course of action.	The Local Transport Delivery Plan (LTDP) produced is aligned with the Council's ambitions of the Local Transport & Connectivity Plan (LTCP), known more commonly to DfT as the Local Transport Plan (LTP), and its supporting strategies, delivering outcomes through the key themes of: Environment, Health, Healthy Place Shaping, Productivity, Connectivity and Inclusivity. The programmes/schemes listed within the Plan are local network priorities and align with wider place-based and local/regional objectives (growth, spatial, environmental and social). The LTDP is aligned with and directly supports the Council's priorities for fostering an inclusive, integrated, and sustainable transportation network, contributing to making Oxfordshire a greener, fairer, and healthier county.
Evidence / Intelligence List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that	For 2026/27, the majority of schemes within the existing capital programme will have already undergone Equalities Impact Assessment on a scheme-by-scheme basis as part of their development and approval.

supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.	For future years, Equalities Impact Assessments will take place prior to schemes being included within the Local Transport Delivery Plan and before any funding is allocated. Consideration of equalities impacts forms a core part of the prioritisation process, ensuring that schemes delivering the greatest overall benefits are progressed. Accessibility and inclusion will be embedded throughout scheme development (in line with the DfT's frameworks and emerging requirements) both prior to and during scheme development and delivery. This approach is supported by alignment with corporate priorities for development and delivery, alongside individual scheme-level consultation to inform design and mitigation of potential impacts.
Alternatives considered / rejected Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.	Producing a Delivery Plan is a condition for the receipt of the DfT funding. The DfT have assumed that particularly for 2026/27, the programmes and schemes identified within the LTDP will already be within the Council's committed programme. The LTDP will be further refined with regards to the allocations of future years funding i.e. 2027-2030, with the final LTDP submitted to DfT on 18 September 2026. Schemes were selected based on continued operation of existing programmes and perceived importance in improving the sustainable transport offer, as well as their deliverability within the time and budgets allowed. The Highways Maintenance programme and how to utilise the Local Electric Vehicle Infrastructure Grant (LEVI) effectively have also been considered. Other schemes not included in the LTDP were considered but rejected on the basis that they were not a priority and/or not deliverable within the time and budgets allowed. They remain an aspiration for the future.

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	☐	☒	☐	Younger and older people are statistically more likely to rely on buses. This group will benefit from improvements to bus services and access outlined within the Delivery Plan. Vision zero/accessibility and road safety schemes outlined within the Plan support safer roads for all users, but notably more vulnerable groups (including older people). Highways maintenance schemes improve the condition of carriageways, footways and crossings, reducing trip hazards and improving overall safety for all road users. Improving the carriageway should also support those using mobility aids to travel actively.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.

Disability	☐	☒	☐	People with disabilities are statistically more likely to rely on buses. This group will benefit from improvements to bus services and access outlined within the Delivery Plan. Vision zero/accessibility, road safety and highways maintenance schemes outlined within the Plan support safer roads, footways and crossings for all users, and can support those with disabilities by reducing physical barriers and improving accessibility of the public realm. Research shows that often the built environment is cited as a barrier to mobility for disabled users of the highway. Active travel schemes are intended to change the environment in order to enable all users to walk, wheel and cycle and link up with other forms of transport.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.

Gender Reassignment	☒	☐	☐	There is likely to be a neutral impact on this group.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.
Marriage & Civil Partnership	☒	☐	☐	There is likely to be a neutral impact on this group.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme

Pregnancy & Maternity	☐	☒	☐	Women are statistically more likely to rely on buses and are more likely to undertake multi-modal journeys. Therefore this group will benefit from improvements to bus services and active travel provision outlined within the Delivery Plan. Exposure to polluted air can be harmful during pregnancy, increasing the risk of premature birth or low birth weight. Transport schemes that encourage modal shift away from private car use and reduce traffic congestion (such as active travel schemes and bus schemes) are therefore likely to have positive health impacts for pregnant women through improved air quality. Improved highway conditions (delivered via the highways maintenance programme) support safer and more comfortable walking environments for those using prams, pushchairs or accompanying young children.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.

Race	☐	☒	☐	Black, Asian, and minority ethnic (BAME) households tend to have the highest rates of poverty and are therefore statistically more likely to rely on buses. Therefore, this group will benefit from improvements to bus services outlined within the Delivery Plan. Active travel schemes are intended to change the environment in order to enable all users to walk, wheel and cycle and link up with other forms of transport Highways maintenance schemes benefit people from all ethnic backgrounds by improving access to essential services, employment and education through safer and more reliable transport networks.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.

Sex	☐	☒	☐	Women are statistically more likely to rely on buses. Therefore, this group will benefit from improvements to bus services outlined within the Delivery Plan. Enhancements such as improved crossings, wider footways, segregated cycle routes, reduced traffic volumes and lighting upgrades can improve real and perceived safety. This is particularly relevant for women, who are more likely to cite safety concerns as a barrier to walking or cycling. Active Travel and Vision Zero schemes outlined in the Delivery Plan that reduce vehicle dominance and prioritise pedestrians and cyclists can therefore increase women's confidence to travel actively. Improved road and footway conditions contribute to safer public spaces for all users, supporting greater confidence when travelling, particularly for women who may feel more	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.

				vulnerable in poorly maintained environments. Enhanced highway safety and accessibility benefit everyone by supporting safer, more predictable journeys.			
Sexual Orientation	☒	☐	☐	There is likely to be a neutral impact on this group.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.
Religion or Belief	☒	☐	☐	There is likely to be a neutral impact on this group.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	☐	☒	☐	The impacts of transport poverty are worst for poor people in rural areas. Therefore, this group will benefit from improvements to bus services and active travel infrastructure outlined within the Delivery Plan. Active travel schemes aim to connect people in rural areas with services in urban locations. Highways maintenance schemes improve the condition, safety and reliability of the local road network, supporting access to employment, education, healthcare and essential services and therefore having a positive impact on residents in rural areas.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.
Armed Forces	☒	☐	☐	There is likely to be a neutral impact on this group.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring

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Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
							of KPIs for each scheme/programme
Carers	☐	☒	☐	Carers are likely to be unpaid or on low income and therefore would benefit from improvements to bus services listed within the Delivery Plan. Carers are also more likely to trip-chain undertake multi-modal journeys.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme
Areas of deprivation	☐	☒	☐	Those on lower incomes are statistically more likely to rely on buses. In addition, access to work is greatly improved by more accessible and affordable public transport opportunities. Therefore, this group will benefit from improvements to bus services outlined in the Delivery Plan. Increased Active Travel provision also supports users who do not have access to their own vehicle.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Refugees, Asylum seekers and Undocumented migrants (i.e. vulnerable migrants	☐	☒	☐	A programme of transport schemes supporting active travel and improved bus services, as outlined in the Delivery Plan, can improve access to employment, healthcare, education and other community services. Investment in public transport and safe walking and cycling infrastructure can reduce reliance on taxis/private vehicles, supporting refugees on low incomes to manage travel costs more effectively.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.
Socio-Economic Duty	☐	☒	☐	The Local Transport Delivery Plan, which includes highways, bus and active travel schemes, supports the Socio-Economic Duty by improving affordable access to employment, education, healthcare and community services, particularly for people on lower incomes, in rural areas and in areas of deprivation. By prioritising public transport, walking and cycling, and	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
				embedding inclusive design and mitigation through scheme-specific EqIAs, the programme seeks to reduce inequalities of outcome associated with socio-economic disadvantage.			

Section 3: Impact Assessment - Additional Wider Impacts

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Staff	☐	☒	☐	Access to work is greatly improved by more accessible and affordable public transport opportunities and increased active travel provision (such as safer cycle routes). Therefore, this group will benefit from improvements to bus services and improved active travel links. As staff mostly use the highways network in Oxfordshire, they will also benefit from the highways maintenance schemes outlined within this delivery plan.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.
Other Council Services	☐	☒	☐	Other Council Services have a reliance on the highways network within Oxfordshire. An example of this is the Fire Service. Increased spend on highways maintenance could also help to reduce road accidents.	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme
Providers	☒	☐	☐	There is likely to be a neutral impact on this group.	To consider this group when developing the details of	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
					schemes within the Delivery Plan.		March 2027. Quarterly monitoring of KPIs for each scheme/programme
Social Value [1]	☐	☒	☐	The Delivery Plan lists a mixture of highways, bus and active travel schemes. Overall, this is expected to deliver positive social value by improving accessibility, safety, affordability and health outcomes. The schemes outlined within the Delivery Plan help to connect people to jobs and customers to businesses, facilitate access to education and essential services. and contribute to environmental improvements by encouraging a shift from private to public transport/active travel. Social value is also embedded within the Highways	To consider this group when developing the details of schemes within the Delivery Plan.	Programme Lead, OCC	Delivery of schemes outlined within the 26/27 plan by 31 March 2027. Quarterly monitoring of KPIs for each scheme/programme.

[1] If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area

Additional Wider Impacts	**No Impact**	**Positive**	**Negative**	**Description of Impact**	**Any actions or mitigation to reduce negative impacts**	**Action owner*** (*Job Title, Organisation)	**Timescale and monitoring arrangements**
				maintenance contract, therefore additional investment in this area allows for more of this activity to take place.			

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Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	**September 2026**
Person Responsible for Review	**Ben Smith (Strategic Transport Manager)**
Authorised By	**Hannah Battye (Head of Place Shaping)**

CABINET

15 SEPTEMBER 2026

TREASURY MANAGEMENT QUARTER 1 PERFORMANCE REPORT 2026/27

Report by Deputy Chief Executive (Section 151 Officer)

RECOMMENDATION

a) **Cabinet is RECOMMENDED to note the council's treasury management activity at the end of the first quarter of 2026/27.**

Executive Summary

1. Treasury management is defined as: "The management of the organisation's borrowing, investments and cash flows, including its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks."

2. The Chartered Institute of Public Finance and Accountancy's (CIPFA's) 'Code of Practice on Treasury Management 2021' requires that committee to which some treasury management responsibilities are delegated, will receive regular monitoring reports on treasury management activities and risks. This report is the first for the 2026/27 financial year and sets out the position at 30 June 2026.

3. Throughout this report, the performance for the first quarter of the year to June 2026 is measured against the budget agreed by Council in February 2026.

4. As at 30 June 2026, the council's outstanding debt totalled £261m and the average rate of interest paid on long-term debt during the quarter was 4.42%. No external borrowing was raised during the quarter, whilst £4m of maturing Public Works Loan Board (PWLB), was repaid. The council's forecast debt financing position for 2026/27 is shown in Annex 1.

5. The Treasury Management Strategy for 2026/27 agreed in February 2025 assumed an average base rate of between 3.25 and 3.50%.

6. The average daily balance of temporary surplus cash invested in-house was expected to be £257m in 2026/27, with an average in-house return on new and existing deposits of 4.00%.

7. During the three months to 30 June 2026 the council achieved an average in-house return of 4.35% on average cash balances of £334.713m, producing gross

interest receivable of £3.630m. In relation to external funds, the return for the three months was £0.594m, bringing total investment income to £4.224m. This compares to budgeted investment income of £3.332m, giving a net overachievement of £0.892m for the first three months of the year.

8. At 30 June 2026, the council's investment portfolio totalled £387.914m. This comprised £258.000m of fixed term deposits, £37.184m at short term notice in money market funds and £92.730m in pooled funds with a variable net asset value. Annex 4 provides an analysis of the investment portfolio at 30 June 2026.

Treasury Management Activity

Debt Financing & Maturing Debt

9. The strategy for long term borrowing agreed in February 2026 included the option to fund new or replacement borrowing up to the value of £300m through internal borrowing. The aim was to reduce the council's exposure to credit risk and reduce the long-term cost of carry (difference between borrowing costs and investment returns).

10. The council is able to borrow from the Public Works Loan Board (PWLB) or through the money markets. Global and domestic macroeconomics events have caused UK Gilt yields to remain elevated. These are forecast to reduce over the medium term. Given the forecast for borrowing rates, the strategy for 2026/27 assumes no new external borrowing during the year, with any increase in the capital financing requirement met through internal borrowing. As an exception to this the council may consider raising further funding through a second community municipal investment.

11. As at 30 June 2026, the authority had 40 PWLB loans totalling £235.383m, four LOBO loans totalling £20m and two money market loans totalling £5.4m. The average rate of interest paid on PWLB debt was 4.47% and the average cost of market debt was 3.98%. The combined weighted average for interest paid on long-term debt was 4.42%. The council's debt portfolio as at 30 June 2026 is shown in Annex 1.

12. The council repaid £4m of maturing PWLB loans. The weighted average interest rate payable on the matured loans was 4.45%. No LOBO[1] loans were called and repaid in the first quarter of 2025/27. The forecast outturn for interest payable in 2026/27 is £11.110m.

Investment Strategy

13. The council holds deposits and invested funds representing income received in advance of expenditure plus balances and reserves. The guidance on Local Government Investments in England gives priority to security and liquidity and the council's aim is to achieve a yield commensurate with these principles. The

[1] LOBO (Lender's Option/Borrower's Option) Loans are long-term loans which include a re-pricing option for the bank at predetermined intervals.

council continued to adopt a cautious approach to lending to financial institutions and continuously monitored credit quality information relating to counterparties.

14. During the first quarter of the financial year term fixed deposits have been placed with other Local Authorities as per the approved lending list, whilst Money Market Funds have been utilised for short-term liquidity. Inter local authority lending remains an attractive market to deposit funds with from a security view point.

15. The Treasury Management Strategy Statement and Annual Investment Strategy for 2026/27 included the use of external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments, investment in different markets, and exposure to a range of counterparties. Whilst it is expected that these funds should outperform the council's in-house investment performance over a rolling three-year period, the Treasury Management Strategy Team (TMST) are considering reducing the exposure to these funds. This is in the context of the current value, which is above the purchase price of £88m and to assist with an orderly transfer of investments and the availability of cash balances in the medium term ahead of of Local Government Reorganisation from 1 April 2028.

16. At the start of the year the UK Bank Rate was 3.75% which was in line with the forecast. Base rate remained at this level for the first quarter. The market is forecasting that base rate will rise to 4.25% by the end of the financial year, however the TMST central forecast is that it will remain at 3.75% for 2026/27.

The Council's Lending List

17. In-house cash balances are deposited with institutions that meet the council's approved credit rating criteria. The approved lending list, which sets out those institutions, is updated to reflect changes in bank and building society credit ratings. Changes are reported to Cabinet as part of the Business Management & Monitoring Report. The approved lending list may also be further restricted by officers, in response to changing conditions and perceived risk. There were no changes to the lending list during the first quarter of 2026/27.

Investment Performance

18. Temporary surplus cash balances include: developer contributions; council reserves and balances; and various other funds to which the council pays interest at each financial year end. The budgeted annual return on these in-house balances for 2026/27 was 4.00% and assumed an average annual in-house cash balance of £256.872m.

19. The actual average daily balance of temporary surplus cash invested in-house for the first quarter was £334.713m and the average in-house return was 4.35%, producing gross interest receivable of £3.630m. Gross distributions from pooled funds totalling £0.594m were also realised in the quarter, bringing total investment income to 4.224m. This compares to budgeted investment income of £3.332m, giving a net overachievement of £0.892m. This over achievement is a

combination of higher than forecast balances, base rate forecasts remaining higher than previous forecasts, and the local to local lending market remaining linked to the gilt market, which remains elevated.

20. Cash balances for the year are forecast to be lower than they otherwise would be as a result of negative Dedicated Schools Grant (DSG) balances relating to High Needs. After taking account of the anticipated receipt of High Needs Stability Grant relating to deficits up to 31 March 2026 later in the financial year, and the forecast deficit for 2026/27, the negative DSG balance by the end of 2026/27 is forecast to be £83.7m. This would have an estimated opportunity cost of £3.35m in unearned interest during 2026/27.

21. The council operates a number of instant access call accounts and money market funds to deposit short-term cash surpluses. During the first quarter of 2026/27 the average balance held on instant access was £68.679m, at an average rate of 3.81%.

22. At 30 June 2026 the total value of pooled fund investments was £92.730m. This is above the purchase value of £88.059m.

23. At 30 June 2026, the council's investment portfolio totalled £387.914m. This comprised £258.000m of fixed term deposits, £37.184m at short term notice in money market funds and £92.730m in pooled funds with a variable net asset value. Annex 4 provides an analysis of the investment portfolio at 30 June 2026.

24. The council's Treasury Management Strategy Team regularly monitors the risk profile of the council's investment portfolio. An analysis of the investment portfolio at 30 June 2026 is included at Annex 4.

Prudential Indicators for Treasury Management

25. During the first three quarters of the year, the council operated within the treasury limits and Prudential Indicators set out in the council's Treasury Management Strategy for 2025/26. The position for the Prudential Indicators as at 30 June 2025 is shown in Annex 3.

Financial Implications

26. This report is mostly concerned with finance and the implications are set out in the main body of the report. The impact of additional interest on cash balances and income from investments is reflected in the forecast position set out in the Business Management & Monitoring Reports to Cabinet.

Legal Implications

27. The report meets the requirements of both the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The

Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003. There are no other legal implications.

Staff Implications

28. There are no staffing implications arising from the updates set out in this report

Equality & Inclusion Implications

29. There are no equality or inclusion implications arising from the report.

Local Government Reorganisation Implications

30. Work will be undertaken to forecast and disaggregate the balance sheet and treasury positions for the three new successor councils and the Fire & Rescue Service.

31. TMST will use this this information as context to ensure that the council's treasury position as at 31 March 2028 is proportionate to the new authorities and will help ensure there is suitable liquidity on vesting day and a sustainable financial position for each council.

Sustainability Implications

32. This report is not expected to have any negative impact with regards to the Council's zero carbon emissions commitment by 2030.

Risk Management

33. The purpose of treasury management is the management of the council's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks". The Prudential Code

34. Prudential indicators and credit criteria are agreed by Council each year as part of the Treasury Management Strategy.

35. The credit quality of institutions, changes in the interest rate forecast, cash flow, and prudential indicators are monitored throughout the year and reported monthly to the TMST and quarterly to the council's Audit & Governance Committee, Cabinet and Council.

LORNA BAXTER
Deput Chief Executive (Section 151 Officer)

Annex:	Annex 1 – Oxfordshire County Council Debt Financing 2026/27 Annex 2 – Long Term Debt Maturing 2026/27 Annex 3 – Prudential Indicator Monitoring to 30 June 2026 Annex 4 – Oxfordshire County Council Investment Portfolio at 30 June 2026
Background papers:	Treasury Management Strategy for 2026/27
Contact Officer:	Tim Chapple, Treasury Manager

August 2026

Annex 1

OXFORDSHIRE COUNTY COUNCIL DEBT FINANCING 2026/27

Debt Profile		£m
1. PWLB	47%	239.38
2. Other Long Term Loans	5%	25.41
3. Sub-total External Debt		264.79
4. Internal Balances	48%	248.13
5. Actual Debt at 31 March 2026	**100%**	**512.92**
6. Prudential Borrowing		83.46
7. Borrowing in Advance		0.00
8. Minimum Revenue Provision		-17.92
9. Forecast Debt at 31 March 2027		**578.46**
Maturing Debt		
10. PWLB loans maturing during the year		-32.00
11. PWLB/LOBO Loans repaid prematurely		-5.00
12. Total Maturing Debt		**-37.00**
New External Borrowing		
13. PWLB Normal		0.00
14. PWLB loans raised in the course of debt restructuring		0.00
15. Money Market loans		0.00
16. Total New External Borrowing		**0.00**
Debt Profile Year End		
17. PWLB	36%	207.38
18. Money Market loans (incl £20m LOBOs)	4%	20.41
19. Forecast Sub-total External Debt		227.79
20. Forecast Internal Balances	60%	350.67
21. Forecast Debt at 31 March 2027	**100%**	**578.46**

Line Explanation

1 – 5 This is a breakdown of the Council's debt at the beginning of the financial year (1 April 20256 The PWLB is a government agency operating within the Debt Management Office. LOBO (Lender's Option/ Borrower's Option) loans are long-term loans, with a maturity of up to 60 years, which includes a re-pricing option for the bank at predetermined time intervals. Internal balances include provisions, reserves, revenue balances, capital receipts unapplied, and excess of creditors over debtors.

6 'Prudential Borrowing' is borrowing taken by the authority whereby the associated borrowing costs are met by savings in the revenue budget.

7 'Borrowing in Advance' is the amount the Council borrowed in advance to fund future capital finance costs.

8 The amount of debt to be repaid from revenue. The sum to be repaid annually is laid down in the Local Government and Housing Act 1989, which stipulates that the repayments must equate to at least 4% of the debt outstanding at 1 April each year.

9 The Council's forecast total debt by the end of the financial year, after taking into account new borrowing, debt repayment and movement in funding by internal balances.

10 The Council's normal maturing PWLB debt.

11 PWLB/LOBO debt repaid early during the year.

12 Total debt repayable during the year.

13 The normal PWLB borrowing undertaken by the Council during 2026/27

14 New PWLB loans to replace debt repaid early.

15 The Money Market borrowing undertaken by the Council during 2026/27

16 The total external borrowing undertaken.

18-22 The Council's forecast debt profile at the end of the year.

Annex 2

Long-Term Debt Maturing 2026/27

Public Works Loan Board: Loans maturing during 2026/27

Date	Amount £m	Rate %
14/06/2026	4.000	4.450
31/12/2026	5.000	4.650
30/09/2026	10.000	4.600
31/12/2026	13.000	4.500
Total	**32.000**	

LOBO Loans called & repaid during 2026/27

Date	Amount £m	Rate %
31/07/2026	5.000	3.840
Total	**5.000**	

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Annex 3

<u>Prudential Indicators Monitoring at 30 June 2026</u>

The Local Government Act 2003 requires the Authority to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. To demonstrate that the Authority has fulfilled the requirements of the Prudential Code the following indicators must be set and monitored each year.

Authorised and Operational Limit for External Debt

Actual debt levels are monitored against the Operational Boundary and Authorised Limit for External Debt below. The Operational Boundary is based on the Authority's estimate of most likely, i.e. prudent, but not worst case scenario for external debt. The council confirms that the Operational Boundary has not been breached during the third quarter of 2026/27.

The Authorised Limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The Authorised Limit was not breached in the in the first quarter of 2026/27 and is not expected to be breached by year end.

Authorised limit for External Debt	£630,000,000
Operational Limit for External Debt	£615,000,000
Capital Financing Requirement for year	£579,504,000

	Actual 31/03/2026	**Forecast 31/03/2027**
Borrowing	£264,791,128	£260,791,128
Other Long-Term Liabilities	£ 836,000	£ 836,000
Total	**£265,627,128**	**£261,627,128**

Interest Rate Exposures
These indicators are set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest exposures. Fixed rate investments are borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Fixed Interest Rate Exposure	
Fixed Interest Net Borrowing limit	£350,000,000
Actual at 30 June 2026	-£17,208,872
Variable Interest Rate Exposure	
Variable Interest Net Borrowing limit	£0
Actual at 30 June 2026	-£109,078,198

Principal Sums Invested over 365 days

Total sums invested for more than 364 days limit	£150,000,000
Actual sums invested for more than 364 days	£ 15,000,000

Maturity Structure of Borrowing

This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing and the actual structure at June 2025, are shown below. Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

	Limit %	**Actual %**
Under 12 months	0 - 20	19.71
12 – 24 months	0 - 25	3.45
24 months – 5 years	0 - 35	8.20
5 years to 10 years	5 - 40	24.92
10 years +	25 - 95	43.71

Annex 4

OXFORDSHIRE COUNTY COUNCIL INVESTMENT PORTFOLIO 30/06/2026

Fixed term deposits held at 30/06/2026

Counterparty	Principal Deposited	Maturity Date
West Dunbartonshire Council	£5,000,000.00	01/07/2026
Plymouth City Council	£5,000,000.00	02/07/2026
Blackpool Council	£5,000,000.00	13/07/2026
Cheshire East Council	£10,000,000.00	13/07/2026
Bury Metropolitan Borough Council	£5,000,000.00	30/07/2026
Derbyshire County Council	£5,000,000.00	25/08/2026
Blaenau Gwent County Borough Council	£5,000,000.00	28/08/2026
Kingston Upon Hull City Council	£5,000,000.00	03/09/2026
Blaenau Gwent County Borough Council	£5,000,000.00	22/10/2026
Bury Metropolitan Borough Council	£5,000,000.00	30/10/2026
Wrexham County Borough Council	£5,000,000.00	16/11/2026
Moray Council	£5,000,000.00	27/11/2026
Aberdeen City Council	£5,000,000.00	30/11/2026
Dover District Council	£5,000,000.00	02/12/2026
Babergh District Council	£5,000,000.00	29/12/2026
Gloucester City Council	£5,000,000.00	30/12/2026
London Borough of Hillingdon Council	£8,000,000.00	06/01/2027
Wrexham County Borough Council	£5,000,000.00	12/01/2027
Kirklees Council	£5,000,000.00	22/01/2027
Kirklees Council	£5,000,000.00	17/03/2027
Halton Borough Council	£5,000,000.00	30/03/2027
Manchester City Council	£5,000,000.00	06/04/2027
Police and Crime Commissioner for Lancashire	£10,000,000.00	06/04/2027
Fife Council	£5,000,000.00	07/04/2027
London Borough of Croydon Council	£10,000,000.00	08/04/2027
London Borough of Croydon Council	£10,000,000.00	13/04/2027
Manchester City Council	£5,000,000.00	13/04/2027
North Tyneside Council	£5,000,000.00	16/04/2027
Worcestershire County Council	£10,000,000.00	20/04/2027
Aberdeen City Council	£5,000,000.00	20/04/2027
Aberdeen City Council	£5,000,000.00	20/04/2027
Cambridgeshire County Council	£5,000,000.00	21/04/2027
Cambridgeshire County Council	£10,000,000.00	22/04/2027
Bradford Metropolitan District Council	£5,000,000.00	12/05/2027
Rotherham Metropolitan Borough Council	£5,000,000.00	13/05/2027
Cheltenham Borough Council	£5,000,000.00	13/05/2027
Manchester City Council	£5,000,000.00	17/05/2027
Manchester City Council	£5,000,000.00	17/05/2027
London Borough of Newham Council	£5,000,000.00	28/05/2027
Blackpool Council	£5,000,000.00	02/06/2027

Plymouth City Council	£5,000,000.00	04/06/2027
Gravesham Borough Council	£5,000,000.00	09/06/2027
Short Term Deposit Total	**£243,000,000.00**	
	Minimum Rate	4.15%
	Maximum Rate	5.00%
	Average Rate	4.59%
Counterparty	**Principal Deposited**	**Maturity Date**
Worcestershire County Council	£5,000,000.00	17/12/2027
Worcestershire County Council	£5,000,000.00	23/12/2027
Falkirk Council	£5,000,000.00	31/01/2028
Long Term Deposit Total	**£15,000,000.00**	
	Minimum Rate	4.40%
	Maximum Rate	5.10%
	Average Rate	4.63
Total Deposits	**£258,000,000.00**	

Money Market Funds

Counterparty	Balance at 30/06/2025(£)	Notice period
Aberdeen Liquidity Fund	£200,000.00	Same Day
Goldman Sachs Sterling Liquid Fund	£0.00	Same Day
Deutsche Sterling Liquid Fund	£28,707.65	Same Day
Federated Sterling Liquidity Funds	£25,080,767.75	Same Day
Legal & General Sterling Liquidity Fund	£9,858,052.26	Same Day
CCLA Public Sector Deposit Fund	£8,048.27	Same Day
Morgan Stanley Sterling Liquid Fund	£7,194.43	Same Day
Insight GBP Liquidity Fund	£1,980,000.00	Same Day
JP Morgan Sterling Liquidity Fund	£18,737.43	Same Day
Total	**£37,181,507.79**	

Notice / Call Accounts

Counterparty	Balance at 30/06/2025 (£)	Notice period
Handlesbanken	£2,389.13	Same day
Total	**£2,389.13**	

Strategic Bond Funds

Fund	Balance at 30/06/2025 (£)	Notice period
Threadneedle strategic bond fund (income)	£12,611,719.73	4 Days
Threadneedle Global Equity Income Fund	£21,584,420.66	4 Days
Kames Diversified Income	£10,590,807.59	4 Days
Ninety One Diversified Income	£9,159,242.23	4 Days
M&G Strategic Corporate Bond Fund	£11,138,631.33	4 Days
CCLA Better World Cautious Fund	£4,593,382.63	4 Days
Total	**£69,678,204.17**	

Property Funds

Fund	Balance at 30/06/2025 (£)	Notice period
CCLA Local Authorities Property Fund	£23,052,217.31	Monthly
Total	**£23,052,217.31**	

Summary of Investments as at 30/06/2025

Term Deposits	£258,000,000.00
Money Market Funds	£37,181,507.79
Notice & Call Accounts	£2,329.13
Pooled Funds	£69,678,204.17
Property Funds	£23,052,217.31
Total Investments	**£387,914,258.40**

Division(s): N/A

CABINET – 15 September 2026

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision **Portfolio/Ref**

CABINET MEETINGS

20 OCTOBER 2026

Cabinet, 20 October 2026

▪ **Proposed Resource Base transfer from SENSS to schools** This report seeks Cabinet approval to transfer responsibility for Resource Bases currently managed by Oxfordshire County Council's Special Educational Needs Support Service (SENSS) to host schools. The proposal forms part of wider SEND reform and Target Operating Model (TOM) work to create a sustainable, equitable and school-led model of specialist provision. Resource Bases provide specialist support to children and young people with Education, Health and Care Plans (EHCPs), including those with communication and interaction needs, physical disabilities, and hearing impairments. The proposed changes will align delivery and funding arrangements with established Resource Base models, ensuring greater consistency across the system while strengthening accountability and improving outcomes for children and young people.	Cabinet, 26/162 - Cabinet Member for Children and Young People
▪ **Economic Development Strategy** A new economic strategy for Oxfordshire is currently in development. This item is to approve the strategy, make funding decisions, and delegate authority as necessary.	Cabinet, 26/017 - Cabinet Member for Environment and Economy
▪ **Speedwell House Early Works Package** The Speedwell House project was re-baselined for both cost and programme against the revised scope in November 2025 (refurbishment and remodelling of existing building). The revised design avoids work in the ground therefore removes the risk of archaeology discovery. To achieve both budget and programme it has been determined that an Early Works package needs to be instructed to enable construction work to commence early and in advance of full business case approval.	Cabinet, 26/183 - Cabinet Member for Finance, Property and Transformation

The key benefits to the instruction of these early works include avoidance of a delay of up to 4 month to completion, and, placing early orders for several large packages will help to reduce the impact of inflation caused by the Middle East situation.	
▪ **Business Management and Monitoring Report (October 2026)** The business management reports are part of a suite of performance, risk and budget documents which set out our ambitions, priorities, and financial performance. Finance Forecast - August month end Performance & Risk - Quarter 1	Cabinet, 26/034 - Cabinet Member for Finance, Property and Transformation
▪ **Capital Programme Monitoring Report (August 2026)** Financial Report on capital spending against budget allocations, including any necessary capital programme approvals	Cabinet, 26/040 - Cabinet Member for Finance, Property and Transformation
▪ **Movement and Place Plans** The West Oxfordshire Lowlands Movement and Place Plan (MAP Plan) is the third plan the council has prepared and developed in the MAP Plan Programme. It sets out key objectives for the areas of Witney, Carterton, Burford and surrounding villages, working collaboratively with local members, key stakeholders and the community to inform the submission version. The Plan works towards the council supporting and delivering upon its Local Transport and Connectivity targets and delivering Policies 52 and 53 respectively which noted the aspiration to deliver localised movement and place plans.	Cabinet, 26/086 - Cabinet Member for Transport
▪ **Lane Rental Board Governance Arrangements** For Cabinet to discuss and decide upon preferred governance arrangements for surplus Lane Rental funds.	Cabinet, 26/168 - Cabinet Member for Transport
▪ **Community Benefit and Shared Ownership Policy** Adoption of a policy on community benefit from, and shared ownership of, future commercial renewable energy development in the County. Agree the establishment of the necessary governance and operational structures required to implement the policy. Agree to review the policy one year from the date of	Cabinet, 26/165 - Cabinet Member for Environment and Economy

implementation.	
▪ **Response to Motion by Councillor Barlow on Climate Impact** Council requests that cabinet considers: • Significantly increased investment through the Council's remaining years' budget process to accelerate Oxfordshire's capacity and capability to convene and work at impactful scale, in multi-stakeholder action groups, embedding climate adaptation as standard operational procedure. • Supporting multiple location-specific initiatives, working with councillors, officers, partner organisations and local communities, to build resilience through collaborative action to: o Reduce the risks associated with river, groundwater, surface water and flash flooding o Improve resilience to extreme heat and mitigate urban heat island effects."	Cabinet, 26/184 - Cabinet Member for Environment and Economy
▪ **OxRail 2040 Update and Delivery Plan** Providing an update on OxRail 2040, including the delivery plan and proposed funding allocations.	Cabinet, 26/194 - Cabinet Member for Transport
▪ **Establishment of Thames Valley Strategic Planning Board** This report seeks Cabinet approval for Oxfordshire County Council to become a constituent authority of the proposed Thames Valley Strategic Planning Board, a joint governance body being established by Thames Valley local authorities to provide strategic leadership and oversight of the Thames Valley Strategic Development Strategy (SDS). The Board will enable participating authorities to work collaboratively on cross-boundary strategic planning matters, including housing, economic growth, infrastructure, transport, climate, and environmental priorities. It will provide a formal framework for joint decision-making and engagement with regional and national partners to support sustainable growth across the Thames Valley.	Cabinet, 26/198 - Cabinet Member for Environment and Economy

SHAREHOLDER COMMITTEE (CABINET COMMITTEE)

20 OCTOBER 2026

Shareholder Committee (Cabinet Committee), 20 October 2026

▪ **Business Plan Update** Updated EO Business Plan	Shareholder Committee (Cabinet Committee), 26/188 - Cabinet Member for Environment and Economy
▪ **Adoption of Audited Accounts** Shareholder to adopt EO Audited accounts	Shareholder Committee (Cabinet Committee), 26/186 - Cabinet Member for Environment and Economy

CABINET MEMBER MEETINGS

CABINET MEMBER: CHILDREN AND YOUNG PEOPLE - CLLR SEAN GAUL

20 OCTOBER 2026

Delegated Decisions by Cabinet Member for Children and Young People, 20 October 2026

▪ **Homes2Inspire Children's Residential Block Contract** Homes2Insoire provide a block contract of 11 placements for children we care for in Oxfordshire. We are seeking a contract extension with a variation. End date of current contract is 31st March 2027, with a 3 year extension period possible.	Delegated Decisions by Cabinet Member for Children and Young People, 26/154
▪ **Young Peoples Supported Accommodation (YPSA) - Contracts and 18+ Asylum Seeker Care Leaver Service Contract** Direct award of contracts from 1st October 2027 for a period of 18 months.	Delegated Decisions by Cabinet Member for Children and Young People, 26/166
▪ **South Central Independent Fostering Agency Framework** Approval needed to agree the final year of the extension of the South Central IFA Framework, also to approve the variation in the uplift clause of the contract.	Delegated Decisions by Cabinet Member for Children and Young People, 26/185
▪ **Home and Future Fostering Hub Arrangements** As part of the Department for Education Families First reforms,	Delegated Decisions by

it is a requirement for Local Authorities to enter into a Fostering Recruitment Hub. This will be overseen by a Regional Care Cooperative (RCC), which is another requirement of the Families First reforms. This requires Oxfordshire County Council to allow its fostering recruitment services to be carried out on a regional basis, hosted by another Local Authority.	Cabinet Member for Children and Young People, 26/197

CABINET MEMBER: FINANCE, PROPERTY AND TRANSFORMATION - CLLR DAN LEVY

9 OCTOBER 2026

Delegated Decisions by Cabinet Member for Finance, Property and Transformation, 9 October 2026

▪ **Didcot Valley Park SEND School** A new 1FE 'All Through' Community School to include Nursery, Primary, Secondary and Post 16 teaching provision, encompassing ages 2-19 SEND (Community) - 120 pupil school located at Didcot Valley Park	Delegated Decisions by Cabinet Member for Finance, Property and Transformation, 26/160
▪ **Grove CE Primary School Expansion Funding Agreement** Key Decision to approve the entering into a completion of the Funding Agreement with Oxford Diocesan Schools Trust (ODST) with a maximum funding contribution of £10m	Delegated Decisions by Cabinet Member for Finance, Property and Transformation, 26/215
▪ **Small to Medium Enterprises/Voluntary, Community and Social Enterprises Payment Terms Standard Operating Procedures** Proposed amendments to payment terms from 30 days to 5 days for SMEs & VCSEs.	Delegated Decisions by Cabinet Member for Finance, Property and Transformation, 26/179

CABINET MEMBER: TRANSPORT - CLLR GARETH EPPS

8 OCTOBER 2026

Delegated Decisions by Cabinet Member for Transport, 8 October 2026

▪ **Oxford Parkway & Thornhill Park and Ride - Tariff Changes** Fees and Charges 2026/2027 saw the introduction of 2 new tariffs at Thornhill Park & Ride to accommodate long stay parking. This is because airport buses service the site 24/7. A new 8 day tariff for £15 and a new 15 day tariff for £30 will be created. An amendment to the current maximum stay period of 72 hours users is required.	Delegated Decisions by Cabinet Member for Transport, 26/145
▪ **Burford, Priory Lane - Proposed Bus and Coach Length Restrictions** Following a decision at the Cabinet members for Transport meeting in February 2025 to defer an item for the introduction of Bus and Coach restriction on Priory Lane, Burford - the item is being brought back to CMD for a decision	Delegated Decisions by Cabinet Member for Transport, 26/212
▪ **Local Bus Contracts - Spring 2027** There is a requirement for new and re-awarded bus service contracts across the whole county in January and March 2027. Due to the value of these contracts, they require a Cabinet Member decision.	Delegated Decisions by Cabinet Member for Transport, 26/216
▪ **Proposed Traffic Calming - Townsend Road, Shrivenham (Speed Cushions)** Following approval of traffic calming measures including gateway treatments, dragon's teeth road markings and a Speed Indicator Device (June CMD meeting). Following a decision to defer at the June meeting, officers are bringing back a report on the speed cushion element for a further decision.	Delegated Decisions by Cabinet Member for Transport, 26/175
▪ **Proposed Waiting and Loading Restrictions - Oxford City** Proposed permit holder restrictions for bays in Temple Road and loading restrictions on Between Towns Road, Oxford. Required to resolve local anomaly in the restrictions and to prevent obstruction to traffic	Delegated Decisions by Cabinet Member for Transport, 26/126
▪ **Oxford City - Proposed Disabled Person's Parking Places (DPPP's - June 2026)** Proposed introduction and changes to Disabled Persons Parking Places in Oxford City, consulted in June 26	Delegated Decisions by Cabinet Member for Transport, 26/142
▪ **Proposed 20mph Speed Limits - Stoke Talmage** Introduction of a 20mph speed limit to promote road safety and part of the councils vision zero project	Delegated Decisions by Cabinet Member for Transport, 26/182
▪ **Sutton & Stanton Harcourt – Speed limit amendments and traffic calming**	Delegated Decisions by

Local scheme pursued in collaboration with Sutton and Stanton Harcourt villages to improve road safety.	Cabinet Member for Transport, 26/180
▪ **Proposed Traffic Management orders - Oxford** Proposals include prohibition of driving restriction on Bridleway 294/8/40 Old Marston & formalisation of existing signed restrictions in Barracks Lane and A40 North Way	Delegated Decisions by Cabinet Member for Transport, 26/158
▪ **Proposed 7.5t Weight Limit - Oxford Road/ Hinksey Hill, Kennington** During the initial public consultation for the A34 Lodge Hill Planning Application, comment's and concerns were raised by local residents and parish Cllrs regarding potential adverse effects of the new slip road being additional HGV usage along Hinksey Hill to by pass the A34 and re-join at Lodge Hill, and vice versa. The proposals aim to mitigate the potential impacts.	Delegated Decisions by Cabinet Member for Transport, 26/191
▪ **Approval to Enter into Agreements - Ambrosden to Bicester Active Travel Scheme** Construction contract for Ambrosden to Bicester Active Travel Scheme	Delegated Decisions by Cabinet Member for Transport, 25/266
▪ **A415 Abingdon Road, Kingston Bagpuize - Proposed 30 & 40mph Speed Limits** The proposed Traffic Regulation Order will reduce the existing national speed limit to 40mph on the approach to the roundabout to improve highway safety by lowering vehicle speeds and reducing collision risk. The change will also support safer operation of the junction by improving driver awareness and reaction times. In addition, it will provide consistency with the proposed 40mph speed limit on the adjacent link road, creating a uniform and safer speed environment.	Delegated Decisions by Cabinet Member for Transport, 26/121

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Overview & Scrutiny Recommendation Response Pro forma

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Issue: Community Asset Transfer Policy

Lead Cabinet Member(s): **Cllr Dan Levy, Cabinet Member for Finance, Property and Transformation**

Date response requested:[2] **21 April 2026**

Response to report:

Enter text here.

[1] Date of the meeting at which report/recommendations were received
[2] Date of the meeting at which report/recommendations were received

Overview & Scrutiny Recommendation Response Pro forma

Response to recommendations

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That the Cabinet amends the CAT policy to make explicit reference to the sale of land	Partially accepted	The policy as already makes explicit reference to the sale of land, defining in section 1.0 CAT as "transferring the ownership of land or buildings". However, on the internet page where CAT / Community Leases are linked, we will give a further brief explanation which defines each term, which will make another explicit reference to this.
2. That the Cabinet provides in the CAT policy fuller explanation of the approach taken in relation to transfers of dilapidated buildings	Partially accepted	The condition of the building that we transfer via a CAT will be considered as part of the terms of the transfer / sale. Our approach to the state of the building would be dependent on the terms of the sale. With a Community Lease, this would be different as we would only lease out assets if they were in a fit state.
3. That the Cabinet provides within the policy greater detail of the legal framework and process surrounding the transfer of ownership	Rejected	The CAT Policy already references the legal framework that enables us to proceed with a CAT (found in Section 1.1 "The National Policy Context"), referencing The Local Government Act 1973 and General Disposal Consent (England) 2003. Our internal process for a CAT is set out in Section 3.0 "The Application Process". We believe that these sections already provide sufficient detail.

Overview & Scrutiny Recommendation Response Pro forma

4. That the Cabinet reviews the operation of the Community Asset Transfer and Community Leasing Working Group with a view to increasing the resourcing to support it, broadening the membership to include Finance, Legal and Public Health colleagues, and making the regularity of its meetings more flexible.	Accepted	We have added in Public Health to the Terms of Reference as a member of the Community Asset Transfer and Community Leasing Working Group. This member will be an appropriate officer as nominated by the Director of Public Health. Finance and Legal colleagues will naturally already be involved in the process of carrying out a CAT or Community Lease.
5. That the Cabinet ensures the property team works with relevant other Council departments to develop common definitions of 'social value' across teams	Accepted	We will contribute to any Council work around developing a common definition of 'social value', and will feed back any lessons we learn from the CAT / Community Leasing process.
6. That the Cabinet provides clarification over its social value priorities, to enable proactive place-shaping with regards to land and assets	Accepted	We will incorporate any clarification we are given regarding social value priorities and update our assessment criteria to reflect them accordingly.
7. That the Cabinet ensures the property team are aware of and, as far as possible, in alignment with approaches taken by Oxfordshire's district and city councils with a view to avoiding creating inconsistencies following the upcoming unitarisation(s) under Local Government Reorganisation	Partially Accepted	The Community Asset Transfer and Community Leasing Working Group will be informed of the district and city approaches, although the approach taken will differ at times in reflection of OCC's differing property and asset portfolio.
8. That the Cabinet ensures that there is a consistency of approach towards leases and transfers granted under the proposed	Accepted	The CAT and Community Leases are designed to create a consistent approach to all community tenants. We have written the current "rent holiday" tenants to work with them over the next year,

policy and existing leases when they come up for renewal		and we will continue the same, equal approach to all leases when they come up for renewal.

Overview & Scrutiny Recommendation Response Pro forma

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Issue: Bus Services and Rural Transport including Mobility Hubs

Lead Cabinet Member(s): **Cllr Gareth Epps, Cabinet Member for Transport**

Date response requested:[2] **19 June 2026**

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That the Council should explore pilot shuttle or feeder bus services in rural areas to improve connectivity between smaller settlements and main bus corridors, where this would reduce isolation and improve access to services.	Rejected	Following the withdrawal of bus service support by a previous Administration in 2016, several community transport organisations were established which serve areas of lower demand – and some of these, for example Our Bus Bartons and West Oxfordshire Community Transport, already provide feeder

[1] Date of the meeting at which report/recommendations were received
[2] Date of the meeting at which report/recommendations were received

		services to the main network at Steeple Aston and Eynsham respectively and could be considered as existing pilots. There have also been other previous attempts at such services, such as between Watlington and Lewknor, and a Rural Bus Challenge pilot service connecting to the Oxford – Banbury bus service, which have not been successful. The County Council is also working with developers to explore the potential for such services between Heyford Park and Heyford station, and between Chipping Norton and Kingham station. The County Council invests £1.2m per annum of its own budget in rural and community transport services, in addition to other services already funded by other means. This supports 30 local bus services across the county, plus a grant scheme which this year is expected to deliver £150,000 of support to community transport and voluntary car schemes. As a result of this investment, since 2024 every parish in Oxfordshire with a population of more than 500 has benefited from a scheduled bus service of some form, with most parishes under this figure also being served. The County Council works with community transport organisations to maintain services and develop ticket products which can be used on both feeder and main service routes. We are mindful not to establish competing services, but the capacity of community transport operators to expand (for example to all day operations) is limited.

		Many areas of the county which were previously public transport deserts have been improved, for example the villages north of Bicester on routes 81/82 which now enjoy the best level of service they have had for many years. The County Council's public transport team regularly review the network for improvement opportunities within the available funds, and all such funds are currently fully committed. As a result of funding reductions from central Government, the situation is challenging but the County Council continues to work to identify suitable opportunities and develop them where it is sensible, practical and affordable to do so. In addition, the County Council is currently undertaking an accessibility review of rural transport, which will consider gaps in the network and identify how these could be filled. We expect to receive this report soon.
2. That the Council should review the terminology and communications used for “mobility hubs” including consideration of adopting clearer, more accessible language such as “transport hubs”.	Partially accepted	An updated version of the National Planning Policy Framework (NPPF) was published in August 2026. The NPPF does use terminology such as “transport hubs”. At this stage, there is no intention to update the Mobility Hubs strategy, so the terminology needs to remain until it is, which is likely to be post Local Government Reorganisation (LGR). However, when describing or promoting projects and schemes, we will ensure suitable narrative/explanation rather than just ‘mobility hub’ is used.

3. That the Council improves communication and engagement to ensure residents, particularly in rural areas and vulnerable groups, are aware of available bus services and how to access them.	Partially accepted	The emerging Oxfordshire Bus Enhanced Partnership Plus will strengthen the connections between the County Council and operators, with a greater focus on marketing and promotion of services. Since 1985, the County Council's role in information provision has been lessened as this has primarily been the role of commercial bus operators, who are responsible for providing information for their services. However, several major improvements have been made to this area in recent years, including the production of new bus maps and timetables which are available here. A county map is available, plus individual town maps and a diagram of connections to Oxford hospitals. A new Enhanced Partnership website, which also contains details about service changes and bus initiatives, has also been developed to enhance information provision. The County Council hosts a triannual Parish Transport Representatives (PTR) online meeting, which is usually attended by more than 30 people from across the county. Key bus service projects and changes are discussed at this meeting and PTRs are encouraged to disseminate this information within their respective areas. The meeting also includes a 'surgery' where individual parish issues can be discussed with officers. We are also involved in various forums such as the IMPACT group for disabled people, which meets regularly to discuss transport-related issues. The key stakeholders in these

		discussions are also in contact with officers directly for advice and engagement at other times. The County Council is not responsible for printed bus stop information, which is undertaken by the bus operators. The larger bus operators in the county are proficient at this and ensure that coverage is universal and up to date, however this is more difficult with smaller operators who often lack the resources to do so – despite this, almost all marked bus stops in rural areas have a timetable display. Improvements to bus stops being undertaken by the County Council will often include adding route numbers and destinations to flags, which aid awareness of which services call at which points. The County Council endeavours to make parish councils aware of bus services in their areas, particularly when they are changing, but unfortunately this is dependent on resources and has not always been possible in the past. Some parish councils have made real time bus information available on their website, and there are resources such as the Council's Oxontime system and bustimes.org, where it is possible to search by place name and live tracking of buses is available. Our two principal bus operators have dedicated marketing teams to promote their services and ticket products, including for services funded by the County Council – there are various provisions in contracts for this to be done, including through printed leaflets on some services. The County Council's public transport team has collaborated with these stakeholders and with

		our internal marketing colleagues on promotional material and videos, for example for the MyBus tickets following their launch in 2024.
4. That the Council continues to prioritise improvements to accessibility of bus stops and routes, including footways, crossings, and dropped kerbs, as part of the Bus Service Improvement Plan and capital programmes.	Accepted	The County Council has allocated significant elements of its Bus Grant capital allocation from Government to bus stop improvement and will continue to do so over the current funding period to March 2029. Current projects include enhancements to stops on routes 75/76 from Banbury to Shipston and service X40 between Wallingford and Reading, amongst many others. The bus stop audit, which has covered more than 4,000 locations, has now been completed and is being used to identify improvements which can be taken forward with available funding. As part of the Section 106 Acceleration Programme, an additional officer has been recruited for six months in the public transport team to further develop plans to utilise held developer funding for bus stop infrastructure. As part of our commitments in return for Bus Grant funding, the County Council is required to complete a Bus Network Accessibility Plan in the 2026/27 financial year. Funding for this work has been identified, but further guidance from the Government is awaited on their expectations.
5. That the Council should consider options for more granular assessment of demand	Partially accepted	Most of Oxfordshire's bus services are provided on a commercial basis by operators, who do so based on their own assessments

Overview & Scrutiny Recommendation Response Pro forma

for bus services, to complement population-based analysis and inform future service planning.		of demand against available resources. The County Council has traditionally not undertaken such analysis, as its role has primarily been to provide subsistence levels of bus service to areas not served by the commercial market. However, it is acknowledged that over time this role has changed and the County Council now has greater oversight and influence of the network through the Enhanced Partnership and its deeper relationship with bus service providers. In addition, the targets set by the County Council's Local Transport Plan and the DfT's Outcomes Framework will require us to maximise patronage growth on key corridors. The County Council has explored the use of specific software to assist with bus service network development, but to date has not invested what would be a significant sum into its deployment. Given that public transport functions could potentially transfer to a future Mayoral Strategic Authority, the County Council will consider whether such an investment would be value for money.
6. That the Council should ensure that Movement and Place Plans and section 106 priorities clearly reflect local transport needs, including bus services and active travel, alongside strategic infrastructure.	Accepted	As part of the Movement and Place Plans programme process, significant data in reference to local travel demands is collected to inform each plan thereby it can be tailored to specific needs. Key active travel improvements and LCWIP interventions in each area are always incorporated into MAPs. The County Council is highly successful at obtaining Section 106 funds and spends more than £5m per annum on supporting bus routes as a result. Our current approach in this regard works and will continue to be adopted in the future, but LGR and devolution will present significant challenges and risk over receipt, collection

		and transfer of funds which will need to be overcome to continue this success.
7. That the Council should accelerate progress on key transport and interchange schemes, including interim improvements at Oxford railway station and integration with wider corridor and rail strategies.	Accepted	A key part of delivering OxRAIL 2040: Plan for Rail is improving interchange facilities at key railway stations across the County and ensuring that the proposed five new stations – Oxford Cowley/Oxford Littlemore/Begbroke/Ardley/Wantage and Grove – are designed from the outset with best-in-class active travel facilities/connectivity. The comprehensive/phased redevelopment of Oxford railway station will be presaged by the proposed delivery of a 'Passenger Improvement Programme' from April 2027 covering major refurbishment of the main eastern concourse – larger gateline, new toilets, repositioned CIS screens, more seating – and proposals for forecourt improvements including new bus shelters/real time information and additional cycle parking are currently being progressed with the rail industry. Significant improvements have been made to interchange at Banbury station, with new bus stops on the forecourt and regular services from Bodicote and Chipping Norton. Work is ongoing through the review of local bus contracts to identify further improved connections, and the Town Centre Masterplan will consider options to improve the facilities at the station. We are also working on enhancements at Oxford Parkway and at Didcot Parkway station focussed on interchange between rail and bus. The ambitions for improved interchange are also a key theme of the emerging OxBUS 2040: Plan for Bus, which is

		complementary to the rail plan and will contain similar emphasis on interchange and integration. The Council remains committed to the progression of such schemes in advance of LGR.

Overview & Scrutiny Recommendation Response Pro forma

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Issue: School Streets

Lead Cabinet Member(s): Cllr Gareth Epps, Cabinet Member for Transport

Date response requested:[2] 19 June 2026

Response to recommendations:

Recommendation	**Accepted, rejected or partially accepted**	**Proposed action (if different to that recommended) and indicative timescale (unless rejected)**
1. That the Council should strengthen early engagement and sign-off arrangements for School Streets proposals, including clearer involvement of county councillors and town and parish councils, drawing on	Accepted	A pipeline of future school streets schemes is being developed, as part of this there will be early engagement with the local member, Schools and town and parish councils. Phase 4 to be delivered by Summer 2027, phase 5 to be developed for delivery in summer 2028.

[1] Date of the meeting at which report/recommendations were received
[2] Date of the meeting at which report/recommendations were received

established processes used for other traffic interventions.		Lead officer – Mark Gregory, Team Leader, Behavior Change and Travel plans Team
2. That the Council should ensure adequate officer capacity and funding is made available to support expansion of the School Streets programme, including consideration within future budget planning.	Accepted	Budget is available for phase 4 (2026/27) and phase 5 (2027/28) delivery, this includes an allowance for staff time recharge for the delivery of the projects. As part of the Place Shaping service redesign a new role in the Infrastructure Delivery Team has been created, this role will in part support the delivery of the school streets infrastructure. As part of the report from WSP consultants a prioritisation list for the roll out school streets to sites that are suitable is being developed. Development of prioritisation list October 2026 Lead officer – Mark Gregory, Team Leader, Behavior Change and Travel plans Team
3. That the Council should accelerate engagement with independent schools to reduce traffic impacts associated with school travel.	Accepted	The school engagement team will continue to work with and engage independent schools to reduce the traffic impacts associated with school travel including developing school travel plan. The independent schools are offered the same range of supporting measures as other schools; Magdalen College schools have signed up to the living streets WOW (walk once a week) scheme and several of the schools offer bike-ability training to their pupils. Work is ongoing with the independent schools to enable them to use the park and ride sites that the County Council Control as a

		pickup stop for their school bus services. There are ongoing discussion with Oxford City Council to enable access to the Park and Ride site in their control. Ongoing work as part of Business as normal. Lead officers – Kathryn Horsepool and Alice Dale, School Engagement officers, Behavior Change and Travel plans Team
4. That the Council should review exemptions and enforcement arrangements for School Streets, within legislative constraints, and considers options to tighten controls where persistent issues arise.	Partially accepted	A school street is underpinned by a Traffic Regulation Order (TRO) which sets out the timing of the restrictions and if any exemptions are made, for example for residents of the street. Legislatively the council must enforce against the TRO. Officers are currently reviewing the TROs and propose to have the same exemptions for each school street to allow for consistency across Oxfordshire. In terms of how enforcement is undertaken, this is though part 6 powers of the Traffic Management Act. The legislation on how local traffic authorities enforce is set out, which officers must adhere to. Therefore, how the council enforces with cameras is not something that can be changed. In areas where non-compliance is higher, officers will consider introducing additional measures, where funding is available, such as additional advanced signage to make it clear to drivers that there are restrictions. Ongoing work as part of Business as normal. Lead officers – Cathy Champion, Operational Manager Civil Enforcement

Overview & Scrutiny Recommendation Response Pro forma

5. That the Council ensures School Streets principles and wider active travel measures are prioritised within planning, section 106 agreements, and developer-funded infrastructure for new schools and housing developments.	Accepted	The school engagement team work with the Developers, District Councils Planning teams and OCC Transport Development Management (TDM) to secure a school street design as part of the master planning for any new developments that have a school. It is a planning requirement for all new and expanding school to develop a school travel plan to mitigate the impact of their opening or increase in pupil numbers. Ongoing work as part of Business as normal. Lead officers – Kathryn Horsepool and Alice Dale, School Engagement officers, Behavior Change and Travel plans Team