



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 21 October 2025 at 2.00 pm

County Hall, Oxford, OX1 1ND

If you wish to view proceedings online, please click on this [Live Stream Link](#).

A handwritten signature in blue ink that reads 'Martin Reeves'.

Martin Reeves
Chief Executive

October 2025

Committee Officer: **Chris Reynolds**

Tel: 07542 029441; E-Mail: chris.reynolds@oxfordshire.gov.uk

Membership

Councillors

Liz Leffman	Leader of the Council
Neil Fawcett	Deputy Leader of the Council and Cabinet Member for Resources
Tim Bearder	Cabinet Member for Adults
Andrew Gant	Cabinet Member for Transport Management
Sean Gaul	Cabinet Member for Children and Young People
Kate Gregory	Cabinet Member for Public Health and Inequalities
Jenny Hannaby	Cabinet Member for Community Wellbeing and Safety
Ben Higgins	Cabinet Member for Future Economy and Innovation
Dan Levy	Cabinet Member for Finance, Property and Transformation
Judy Roberts	Cabinet Member for Place, Environment and Climate Action

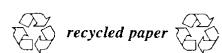
The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on 27 October 2025 unless called in by that date for review by the appropriate Scrutiny Committee.

Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

County Hall, New Road, Oxford, OX1 1ND

www.oxfordshire.gov.uk Media Enquiries 01865 323870

Date of next meeting: 13 November 2025





AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note below

3. Minutes (Pages 1 - 12)

To approve the minutes of the meeting held on 10 and 16 September 2025 (**CA3**) 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

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7. Reports from Scrutiny Committees (Pages 13 - 24)

Cabinet will receive the following Scrutiny reports:-

Education and Young People Overview and Scrutiny Committee report on OSCP Safeguarding Annual Report

Place Overview and Scrutiny Committee Report on Part-night Lighting

Performance and Corporate Services Overview and Scrutiny Report on Strategic Plan 2025-28 (TO FOLLOW)

8. Update to the Street Lighting and Illuminated Assets Policy with respect to Part Night Lighting (Pages 25 - 168)

Cabinet Member: Place, Environment and Climate Action

Forward Plan Ref: 2025/086

Contact: Caroline Coyne, Assistant Project Manager

Caroline.coyne@oxfordshire.gov.uk

Report by Director of Economy and Place (**CA8**)

The Cabinet is RECOMMENDED to

- A) APPROVE the updated Streetlighting and Illuminated Assets Policy and supporting Electrical Procedure (Annex A).**
- B) APPROVE the adoption of the proposed Part-Night Lighting Implementation Framework (Annex B), following stakeholder engagement and public consultation feedback (Annexes E&F).**

9. Future Bus Regulation Options (Pages 169 - 276)

Cabinet Member: Transport Management

Forward Plan Ref: 2025/091

Contact: Katherine Broomfield, Technical Lead

Katharine.broomfield@oxfordshire.gov.uk

Report by Director of Environment and Highways (**CA9**)

The Cabinet is RECOMMENDED to

- (a) approve the development of an Enhanced Partnership Plus (EP+) approach.**
- (b) delegate the development of the EP+ to the Director of Environment & Highways, including defining the desired and achievable outputs of the EP+, informed by passenger and resident feedback.**

(c) delegate formal adoption of the EP+ agreement to the Cabinet Member for Transport Management through the Cabinet Member Delegated Decisions process.

(d) elect not to undertake any further work on bus franchising or municipal operation at the current time.

10. Get Oxfordshire Working Plan (Pages 277 - 342)

Cabinet Member: Future Economy and Innovation

Forward Plan Ref: 2025/128

*Contact: Conor O'Sullivan, Assistant Project Manager
(Conor.O'Sullivan@oxfordshire.gov.uk)*

Report by Director of Economy and Place (**CA10**).

The Cabinet is RECOMMENDED to

- a. APPROVE the Get Oxfordshire Working Plan on behalf of Oxfordshire County Council.**
- b. NOTE Other partner organisations (including the Jobcentre Plus and NHS Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board) will be taking the Plan through their own approval processes.**
- c. DELEGATE authority to the Director of Economy & Place, in consultation with the Cabinet Member for Future Economy & Innovation, to make any amendments arising from the Cabinet discussion and to account for feedback from partner organisations, and sign off the final plan.**
- d. DELEGATE authority to the Director of Economy & Place, in consultation with the Cabinet Member for Future Economy & Innovation, to refresh and/or make revisions to the Plan as appropriate during its lifetime.**

11. Oxfordshire Safeguarding Children Partnership (OSCP) Annual Report (Pages 343 - 374)

Cabinet Member: Children and Young People

Forward Plan Ref: 2025/096

*Contact: Laura Gajdus, Business Manager (OSCB)
Laura.gajdus@oxfordshire.gov.uk*

Report by Director of Children's Services (**CA11**)

Cabinet is RECOMMENDED to note the annual report of the Oxfordshire Safeguarding Children Partnership senior safeguarding partners and to consider the key messages.

12. Oxfordshire Safeguarding Adults Board Annual Report 2024-25 (Pages 375 - 394)

*Cabinet Member: Adults
Forward Plan Ref: 2025/097
Contact: Steven Turner, OSAB Business Manager*

Report by Director of Adult Social Services **(CA12)**

CABINET is RECOMMENDED to

Note the findings of the Oxfordshire Safeguarding Adults Board (OSAB) Annual Report 2024-25. It is a requirement of statutory guidance that this report is shared with the Local Authority hosting the Safeguarding Board in their area.

13. Oxfordshire County Council's Biodiversity Action Framework and Action Plan (Pages 395 - 528)

*Cabinet Member: Place, Environment and Climate Action
Forward Plan Ref: 2025/141
Contact: Beccy Micklem, Team Leader – Landscape and Nature Recovery
Beccy.micklem@oxfordshire.gov.uk*

Report by Director of Environment and Place **(CA13)**

The Cabinet is RECOMMENDED to approve the Biodiversity Action Framework and Biodiversity Action Plan contained in Annexes 1 and 2.

The Cabinet is RECOMMENDED to delegate authority for approval of an annual update to the Biodiversity Action Plan to the Director for Environment and Highways in consultation with the Portfolio Holder for Place, Environment and Climate Action.

14. Oxfordshire's Local Nature Recovery Strategy (LNRS) (Pages 529 - 852)

*Cabinet Member: Place, Environment and Climate Action
Forward Plan Ref: 2025/159
Contact: Chloe Edwards, LNRS Project Manager
Chloe.edwards@oxfordshire.gov.uk*

Report by Director of Environment and Highways **(CA14)**

Cabinet is RECOMMENDED to

- (a) **Approve the adoption of the Local Nature Recovery Strategy (LNRS)**
- (b) **Support the County Council's commitment to deliver, monitor, and review the LNRS in future (post-adoption) in partnership with local people and organisations.**

15. Strategic Plan 2025-2028 (Pages 853 - 908)

Cabinet Member: Leader

Forward Plan Ref: 2025/167

Contact: Susannah Wintersgill, Director of Public Affairs, Policy and Partnerships
Susannah.wintersgill@oxfordshire.gov.uk

Report by Director of Public Affairs, Policy and Partnerships **(CA15)**

The Cabinet is RECOMMENDED to:

- a) agree that the Strategic Plan 2025-2028 should be submitted to Council
- b) recommend the Council to approve and adopt the Strategic Plan 2025-2028.

16. S106 Project – Accelerated Delivery and Corporate Funding

(Pages 909 - 916)

Cabinet Member: Place, Environment and Climate Action

Forward Plan Ref: 2025/191

Contact: Hannah Battye, Head of Place Shaping
Hannah.battye@oxfordshire.gov.uk

Report by Director of Economy and Place **(CA16)**

The Cabinet is RECOMMENDED to:

- a) Note the approach to accelerated s106 developer agreement scheme delivery.
- b) Approve the programme of £27.5m investment as set out in Appendix A
- c) To delegate the approval of procurement, sign off and any detailed changes needed to be made to the programme of schemes to the Director for Economy and Place, in consultation with the Cabinet Member for Cabinet Member for Place, Environment and Climate Action

17. Enterprise Zone Business Rates – Forecast and Update on Planned Use (Pages 917 - 928)

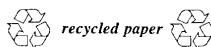
Cabinet Member: Finance, Property and Transformation

Forward Plan Ref: 2025/183

Contact: Kathy Wilcox, Head of Corporate Finance
Kathy.wilcox@oxfordshire.gov.uk

Report of the Executive Director of Resources and Section 151 Officer **(CA17)**

Cabinet is RECOMMENDED to:



- a) Note the intention to develop an Enterprise Zone Investment Plan.
- b) Consider and endorse the proposed Enterprise Zone investment priorities as set out at paragraph 41.
- c) Conditionally approve an allocation of up to £10m from the retained funding for Enterprise Zone 1 (Science Vale) to enable the delivery of priorities arising from the forthcoming OxRail strategy.
- d) Conditionally approve an allocation of up to £4m from Enterprise Zone 2 (Didcot Growth Accelerator) for infrastructure that directly enhances access to the Enterprise Zone itself.
- e) Conditionally approve an allocation of £0.700m in 2025/26 for additional economic strategy and delivery capacity and capability at Oxfordshire County Council and Enterprise Oxfordshire from the Enterprise Zone 1 retained business rate funding.
- f) Conditionally approve an on-going allocation of up to £1.254m each year for additional economic capacity and capability at Oxfordshire County Council and Enterprise Oxfordshire from 2026/27 – 2027/28, from the Enterprise Zone 1 retained business rate funding.
- g) Note that, regarding Enterprise Oxfordshire, the acceptance of those funds will be subject to agreement of the Enterprise Oxfordshire Board and Shareholder Committee and will be considered in light of both a revised business plan for 2025/26, and a business plan for 2026 plus.
- h) Delegate authority to the Director for Economy & Place in consultation with the Cabinet Member for Future Economy & Innovation, to oversee the preparation of business cases for recommendations e) and f).
- i) Note that the Cabinet Member for Future Economy & Innovation, in conjunction with the Director for Economy & Place, will undertake engagement with district councils regarding the Investment Plan and pipeline of investible propositions.
- j) Approve switching the use of remaining funding of £15.7m from supporting on-going borrowing costs to a direct contribution to finance the capital investment allocated towards the City Deals & Pinch Point Programme.

18. Business Management & Monitoring Report – Revenue Update and Monitoring Report (August 2025). (Pages 929 - 946)

Cabinet Member: Finance, Property and Transformation

Forward Plan Ref: 2025/181

Contact: Kathy Wilcox, Head of Corporate Finance

Kathy.wilcox@oxfordshire.gov.uk

Report by the Executive Director of Resources and Section 151 Officer (**CA18**)

Cabinet is RECOMMENDED to

- a) Note the report and annexes.
- b) Note that c£6.6m funding for pay inflation added to service area budgets is included in the virements relating to funding changes (paragraphs 27).
- c) Approve the following debt write offs as detailed in paragraph 28
- d) Approve the change to the Dedicated Schools Grant (DSG) High Needs Block 2025/26 updated budgeted deficit (paragraphs 33 - 37).

19. Capital Programme Update and Monitoring Report (Pages 947 - 970)

Cabinet Member: Finance, Property and Transformation

Forward Plan Ref: 2025/013

Contact: Natalie Crawford, Capital Programme Manager

Natalie.crawford@oxfordshire.gov.uk

Report by Executive Director of Resources and Section 151 Officer (**CA19**)

The Cabinet is RECOMMENDED to:

Capital Programme

- a. Note the capital monitoring position for 2025/26 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. Approve the inclusion of the Section 106 Accelerated Delivery Programme, into the capital programme, with a budget of £27.575m to be funded by S106 developer contributions and from £4m corporate resources agreed in February 2025 (para 67-68).
- d. To note the inclusion of several projects to deliver high-quality specialist supported housing with a total value of £2.8m, to be funded from the £5.9m allocation agreed by Council in February 2025 (para 56-57).

Funding Updates

- e. To note the following grant funding updates and allocations into the capital programme:

- £2.050m Consolidated Active Travel Funding (CATF) from Active Travel England (ATE), (para 70).

20. Delegated Powers Report for July to September 2025

Cabinet Member: Leader

Forward Plan Ref: 2025/163

Contact: Colm Ó Caomhánaigh, Democratic Services Manager

colm.o'caomhánaigh@oxfordshire.gov.uk

Report by Director of Law and Governance (**CA20**)

There has been no use of delegated powers during this period to report to the Cabinet.

21. Forward Plan and Future Business (Pages 971 - 978)

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 **CA**. 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.

22. Report on urgent decision by Chief Executive re supply of community equipment (Pages 979 - 984)

Cabinet Member: Adults

Forward Plan Ref: 2025/199

Contact: Izzie Rockingham, Commissioning Manager

izzie.rockingham@oxfordshire.gov.uk

Report by Director of Adult Social Care (**CA22**)

The Cabinet is RECOMMENDED to note the report

23. Report on urgent decision by Chief Executive re Telecare Monitoring and Response Service (Pages 985 - 990)

Cabinet Member: Adults

Forward Plan Ref: 2025/200

Contact: Izzie Rockingham, Commissioning Manager

Izzie.rockingham@oxfordshire.gov.uk

Report by Director of Adult Social Care (**CA23**)

The Cabinet is RECOMMENDED to note the report

24. For information only: Cabinet response to Scrutiny items (TO FOLLOW)

Oxford temporary congestion charge

Strategic Plan 2025-28

*****NB THE ANNEXES FOR THE ITEM BELOW, FIRE AND RESCUE COVER MODEL, THAT WERE ORIGINALLY EXEMPT IN THE AGENDA HAVE SINCE BEEN MADE PUBLIC. In addition, figures in Annex 1, Table 2, Option 2 have been corrected. *****

EXEMPT ITEM

It is RECOMMENDED that the public be excluded for the duration of item 25 since it is likely that if they were present during that 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.

THE ANNEXES TO THE ITEM HAVE NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

THIS ALSO MEANS THAT THE CONTENTS SHOULD NOT BE DISCUSSED WITH OTHERS AND NO COPIES SHOULD BE MADE

25. Fire and Rescue Cover Model (Pages 991 - 1052)

Cabinet Member: Community Wellbeing and Safety

Forward Plan Ref: 2025/152

Contact: Jason Crapper, Area Manager

Jason.crapper@oxfordshire.gov.uk

Report by the Chief Fire Officer and Director of Community Safety (CA25)

The information contained in this report is exempt in that it falls within the following prescribed categories

Paragraph 4 – Information relating to any consultations, negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority

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 are RECOMMENDED to Support the Fire and Rescue Cover Model being taken forward to public consultation with a view to authority being delegated to the Chief Fire Officer and Director for Community Safety Services (CSS) to undertake a 12-week employee, stakeholder and public consultation on the proposals and to report back to Cabinet thereafter.

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-registerable 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 registerable 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.