OXFORDSHIRE
COUNTY COUNCIL

To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 18 March 2014 at 2.00 pm

County Hall, Oxford, OX1 1ND

Joanna Simons

Joanna Simons
Chief Executive

March 2014

Contact Officer: **Sue Whitehead**
Tel: (01865) 810262; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

Ian Hudspeth	*Leader of the Council*
Rodney Rose	*Deputy Leader of the Council*
Mrs Judith Heathcoat	*Cabinet Member for Adult Social Care*
Nick Carter	*Cabinet Member for Business & Customer Services*
Melinda Tilley	*Cabinet Member for Children, Education & Families*
Lorraine Lindsay-Gale	*Cabinet Member for Cultural & Community Services*
David Nimmo Smith	*Cabinet Member for Environment*
Arash Fatemian	*Cabinet Member for Finance*
Louise Chapman	*Cabinet Member for Policy Co-ordination*
Hilary Hibbert-Biles	*Cabinet Member for Public Health & the Voluntary Sector*

*The Agenda is attached. Decisions taken at the meeting
will become effective at the end of the working day on Wednesday 26 March 2014
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: 15 April 2014

Declarations of Interest

The duty to declare…..
Under the Localism Act 2011 it is a criminal offence to
(a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
(b) provide false or misleading information on registration, or
(c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?
The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**
- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.
The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *"You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself"* or *"You must not place yourself in situations where your honesty and integrity may be questioned…..".*

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:
Employment (includes*"any employment, office, trade, profession or vocation carried on for profit or gain"*.)*,* **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines. http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/ or contact Rachel Dunn on (01865) 815279 or rachel.dunn@oxfordshire.gov.uk for a hard copy of the document.

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.

AGENDA

recycled paper

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 6)

To approve the minutes of the meeting held on 25 February 2014 (**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 two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

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.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. Petitions and Public Address

6. Oxfordshire County Council Corporate Plan - 2014/15 - 2017/18 (Pages 7 - 48)

Cabinet Member: Policy Co-ordination
Forward Plan Ref: 2013/127
Contact: Maggie Scott, Head of Policy Tel: (01865) 816081

Report by Head of Policy (**CA6**).

This report and its Annexes provide Cabinet with a draft of the Corporate Plan for

2014/5-2017/18 (Annex 1) and the proposed Indicators of Corporate Performance for 2014/15 (Annex 2) in advance of consideration by Council.

The Cabinet is RECOMMENDED to:

(a)   note the proposed Indicators of Corporate Performance, and;

(b)   approve the draft Corporate Plan before it is taken to Council on 01 April 2014.

7.   Local Transport Plan: Update (Pages 49 - 102)

Cabinet Member: Environment
Forward Plan Ref: 2013/019
Contact: Tom Flanagan, Service Manager - Planning & Transport Policy Tel: (01865) 815691

Report by Director for Environment & Economy (**CA7**).

The Local Transport Plan 3 (2011-2030) was adopted by the County Council in 2011 as a 20-year strategy for Oxfordshire's transport system. Having an adopted Local Transport Plan and keeping it under review, is a statutory requirement on the county council, as set out in the 2000 Transport Act as amended by the 2008 Local Transport Act. It provides the framework for the county council's transport input into the Local Development Plan process and supports our ability to secure key infrastructure projects. It underpins our capital delivery programme, and the way in which we deliver our services. Owing to the long-term nature of the Plan it was agreed as part of the approval process that it would be regularly reviewed in order to keep it up to date and relevant. Five of the area strategies within the LTP3's implementation plan have been updated: these are for Banbury, Bicester, Carterton, Science Vale and Witney, covering the parts of the county likely to experience significant growth to 2030. The area strategy for Oxford is also currently undergoing review. The updates have been necessary to bring the proposed transport improvements in each area into line with Local Plans, thereby supporting our approach to securing funding for key infrastructure required to support planned growth. The proposed changes are in line with the overarching objectives and policies of LTP3.

Cabinet is RECOMMENDED to approve the removal of the existing area strategies for Banbury, Bicester, Carterton, Science Vale and Witney from LTP3 and their replacement with the updated strategies in Annexes 1 to 5 of this report.

8.   Oxfordshire Strategic Economic Plan (Pages 103 - 128)

Cabinet Member: Leader
Forward Plan Ref: 2013/182
Contact: Richard Byard, Service Manager – Economy Skills

Report by Interim Director for Strategy and Infrastructure Planning (**CA8**).

The purpose of the report is to provide an update on the Oxfordshire Strategic Economic Plan (SEP).

Local Enterprise Partnerships were invited to prepare Strategic Economic Plans that set out the vision and ambitions for economic growth in their areas. The strength of our SEP will determine the level of investment we will secure from the competitive £2 billion annual Local Growth Fund (LGF). Scale, ambition and deliverability are key assessment criteria - our project priorities are currently being finalised in parallel against these criteria.

Development of the Strategic Economic Plan has been a fast moving iterative process following the signing of the City Deal on the 30th January. A near to final draft document (100+ pages) has now been prepared and forms the basis of the summary attached. This draft has been discussed at Chief Executives, Leaders, LEP Board and Strategic Economic Plan Steering Board meetings prior to Cabinet.

Cabinet's approval is sought to ensure the SEP aligns to and delivers against corporate priorities, prior to the SEP's submission to Government by 31 March 2014.

The SEP executive summary which captures the key themes, geographical focus and governance of the SEP accompanies the report.

The Cabinet is RECOMMENDED to:

(a)   agree the appended Strategic Economic Plan Executive Summary which captures the key themes, geographical focus and governance of the strategy;

(b)   request that the Council Leader should be authorised to approve any further amendments and approve the final Strategic Economic Plan that will be submitted to government on 31 March 2014.

9.   Travel Plans (Pages 129 - 200)

Cabinet Member: Environment
Forward Plan Ref: 2014/011
Contact: Joy White, Senior Transport Planner Tel: (01865) 815882

Report by Director for Environment & Economy (**CA9**).

Travel Plans are long-term management strategies for sites, which seek to ensure that travel associated with them is sustainable. As part of the development control process, they have an important part in wider strategy to reduce the proportion of journeys made by private car, which is vital in order for networks to cope with increasing travel demand and thus to facilitate economic and housing growth. In accordance with national planning policy and local plans, Oxfordshire Councy Council requests travel plans from developers for sites which are expected to generate significant amounts of movement. Developers frequently ask for advice on preparing and implementing travel plans, and a standard guidance document has been developed in draft to ensure consistency and efficiency. As there is effort involved in implementing travel plans, they are likely to be ineffective in achieving their targets unless they are monitored. Councils are permitted to charge fees to cover the costs of monitoring, and the draft Guidance sets out our

proposed monitoring fees, as well as clarifying the types of development for which we will request a travel plan. Formalising and publishing the guidance and our fees will make our approach clear to developers and the public, and help to ensure that staffing costs can be covered.

Cabinet is RECOMMENDED to:

(a)   approve the Transport Assessments & Travel Plans Guidance Document and monitoring fee charging schedule (Annex 1) for publication; and

(b)   approve the charging of fees to cover staff costs for other non-statutory Travel Plan related services on an hourly basis by agreement.

10.   Better Care Fund (Pages 201 - 234)

Cabinet Member: Adult Social Care
Forward Plan Ref: 2014/012
Contact: Ben Threadgold, Strategy Performance Manager Tel: (01865) 328219

Report by Director for Social & Community Services (**CA10**).

The purpose of the report is to seek agreement on the proposed use of the Better Care Fund in Oxfordshire, prior to submission to NHS England (as an integral part of the Oxfordshire Clinical Commissioning Group's Strategic and Operational Plans) by 4 April 2014. The plan has already been discussed by the Health and Wellbeing BOard on 13 March 2014, and will also be discussed by the Oxfordshire Clinical Commissioning Group on 27 March 2014.

The Better Care Fund will total approximately £37 million in Oxfordshire from 2015/16 onwards, and is not new money as it will be reallocated from within the health and social care system. However, a significant proportion may be newly accessible to adult social care, and can be used to protect services where it can also be demonstrated that there are benefits to health.

11.   Carterton Community College Extension of Upper Age Limit to Establish Post-16 Education (Pages 235 - 246)

Cabinet Member: Children, Education & Families
Forward Plan Ref: 2013/178
Contact: Diane Cameron, School Organisation Officer Tel: (01865) 816445

Report by Director for Children's Services (**CA11**).

This report follows a public consultation run from 6 January 2014 - 17 February 2014, on a proposal by the Governing Body of Carterton Community College.

The governors wish to alter the upper age limit of the College in order to enable it to

offer post-16 education. The proposal is to implement the change from September 2014 and gradually increase the range of courses offered over a three-year period.

While under new School Organisation legislation there is no requirement for a public consultation before publication of proposals, the College has carried one out in order to gauge support for the proposal and to obtain a view on it from the county council.

Due to short timescales and meeting dates, this item is going before Cabinet rather than Cabinet Member for Children, Education & Families.

The College seeks a view on its proposal from the county council before deciding whether to proceed to publish proposals. If it does decide to publish, the final decision rests with the county council as the Local Authority.

The Cabinet is RECOMMENDED to consider the proposal by Carterton Community College to alter its upper age limit in order to establish post-16 education, and give its view to the Governing Body.

12. Forward Plan and Future Business (Pages 247 - 250)

Cabinet Member: All
Contact Officer: Sue Whitehead, Committee Services Manager (01865 810262)

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 **CA12.** 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.

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CABINET

MINUTES of the meeting held on Tuesday, 25 February 2014 commencing at 2.00 pm and finishing at 2.40 pm

Present:

Voting Members:
Councillor Ian Hudspeth – in the Chair
Councillor Rodney Rose
Councillor Mrs Judith Heathcoat
Councillor Nick Carter
Councillor Melinda Tilley
Councillor David Nimmo Smith
Councillor Arash Fatemian
Councillor Louise Chapman
Councillor Hilary Hibbert-Biles

Officers:

Whole of meeting	Joanna Simons, Chief Executive; Sue Whitehead (Chief Executive's Office
Part of Meeting	
Item	Name
6	Kathy Wilcox (Corporate Finance)
7	Tom Flanagan (Localities, Policies & Programmes); Daniel Round (Pooled Resource)
8	David Etheridge, Chief Fire Officer; Nathan Travis, Deputy Chief Fire Officer; Mat Carlile (Oxfordshire Fire & Rescue Service)

The Committee 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.

12/13 APOLOGIES FOR ABSENCE
(Agenda Item. 1)

An apology was received on behalf of Councillor Lindsay-Gale.

13/13 MINUTES
(Agenda Item. 3)

The Minutes of the meetings held on 28 January and 4 February 2014 were approved and signed.

14/13 QUESTIONS FROM COUNTY COUNCILLORS
(Agenda Item. 4)

Councillor Nick Hards had given notice of the following question to Councillor Hibbert Biles:

"I understand that the sexual health clinics which provide contraception advice on two evenings a week for Didcot and the surrounding area at Didcot Health Centre, will from 1 April be replaced by a morning clinic and an evening clinic at the Oak Tree Health Centre on the Ladygrove Estate. Please would the Cabinet Member for Public Health explain why these changes are being made?"

Councillor Hibbert Biles replied:

"Public health went out to tender for "sexual health services" at the end of 2013 and the contract was awarded to Oxford University Hospitals Trust (OUHT). The new service will commence 1 April 2014 and will provide an improved integrated sexual health service across the whole of Oxfordshire. This means clinics which could previously only provide either contraception or testing for sexually transmitted infections can now provide both services, thus meeting the changing needs of users in the County.

In commissioning these improved services we have required that the new provider secure premises in geographical locations where previous services were in place."

Councillor Nick Hards had given notice of the following question to Councillor David Nimmo Smith:

"What criteria did the County apply when deciding to preserve in-situ the Roman building at Great Western Park, Didcot, whilst allowing the considerably older and rarer Mesolithic camp and pond barrow to be mitigated, along with the Iron Age village and other well preserved Roman remains and what input did the Didcot community have in mitigation decisions?"

Councillor Nimmo Smith replied:

"The significance of all the archaeological features recorded by the evaluation on the proposed development site were assessed using the Secretary of States non-statutory criteria as set out in annex 4 of PPG16. It was noted that agricultural activity had caused considerable and extensive damage to many of the archaeological deposits and features. The small Roman villa building had also been heavily damaged by both ploughing and the robbing out of the stone walls, probably in antiquity. None of the sites, including the Roman villa, were concluded to be of national importance or of schedulable quality.

In line with the guidance in PPG16 and local plan policy the then County Archaeologist recommended that a condition requiring that their

preservation by record, i.e. the excavation and recording of these features, was attached to any planning permission for the site.

Subsequently the villa site and the other areas of archaeological interest were preserved in situ. This was a decision made by the developer but it was supported by the then County Archaeologist. It was not however a formal requirement of a planning condition or a requirement of the planning authority."

15/13 PETITIONS AND PUBLIC ADDRESS
(Agenda Item. 5)

The following request to address the meeting had been agreed:

Item 7, Mr Simon Hunt, Chair of Cyclox.

16/13 2013/14 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT - DECEMBER 2013
(Agenda Item. 6)

Cabinet considered a report that focused on the delivery of the Directorate Business Strategies which were agreed as part of the Service and Resource Planning Process for 2013/14 – 2016/17. Parts 1 and 2 included projections for revenue, reserves and balances as at the end of December 2013. Capital Programme monitoring was included at Part 3.

Councillor Fatemian in introducing the contents of the report, paid tribute to all the County's staff in delivering on the Business Strategies. He highlighted the projected small overspend and in particular the significant shift in the projected overspend of Social & Community Services. He also referred to changes in the Treasury Management lending list with the removal of Investec and noted that the Council no longer had a claim against Landsbanki.

Councillor Heathcoat recognised the hard work in Social & Community Services to reduce the overspend, commented that there were huge benefits to pooled budgets but that there were also risksand commended the work of staff.

RESOLVED: to:

(a)   note the report;

(b)   approve the virement requests set out in Annex 2a;

(c)   approve the supplementary estimate requests set out in Annex 2e and paragraph 50;

(d)   note the updated Treasury Management lending list at Annex 4; and

(e)   note the changes to the Capital Programme set out in Annex 7c.

17/13 RESPONSE TO WESTGATE PLANNING APPLICATION
(Agenda Item. 7)

The county council has been consulted by Oxford City Council, in their role as local planning authority on an application for re-development of the Westgate centre in Oxford. In addition to the main application, the developer had also submitted two applications for temporary parking to manage the situation and maintain access to the city centre during the construction phase. Cabinet considered a report setting out a suggested response to the consultation.

Mr Simon Hunt, Chair of Cyclox, spoke as a representative of cycling and highlighted the threats to cycling of the new development. He highlighted key issues including that the aspirations to attract cyclists were not sufficiently ambitious. He also commented that in the response too much was left for reserved matters that depended on favourable planning conditions. First class cycle access was needed with shared space rather than the ban between 10.00 am and 6.00 pm. The cycle hub was essential.

Councillor Nimmo Smith in moving the recommendations stressed that the transport assessment had been worked through with officers. The Cycling Strategy was wider than this development and would pick up a number of the points raised by Mr Hunt. Councillor Hudspeth added that there were active discussions ongoing about the siting of the cycle hub. He noted that paragraph 21 of the report highlighted cycling and and thanked Mr Hunt for his input.

During discussion Cabinet raised the following points:

(1)   There was some reservation about the level of car parking to be provided with a decrease in spaces in the new development. Officers agreed that there was a small decrease in the number of spaces but that there was capacity in the park and ride. It was noted that the current spaces were only full during the run up to Christmas. Officers added that it was necessary to look at the whole transport network and that overall there was capacity. In noting that not everyone with heavy shopping would want to use Park & Ride cabinet asked that this issue be looked at again before the detailed application stage.

(2)   Cabinet Members were glad to see that progress was being made and welcomed the addition of John Lewis to the City centre as a big draw.

(3)   In noting that it was an outline application a Cabinet member queried why no mention was made of charging points for electric cars. Councillor Hudspeth noted that generally the City had more charging points than elsewhere. An officer added that discussions were taking place with the developers.

(4)   Responding to a question from Councillor Heathcoat about parking during development Cabinet was assured that contingency plans were in place to ensure that sufficient temporary spaces were available.

RESOLVED: to:

(a)   note the issues raised in the responses to this consultation; and

(b)   approve the county council's single response to the consultation.

18/13 OXFORDSHIRE FIRE & RESCUE SERVICE - COMMUNITY RISK MANAGEMENT PLAN - ACTION PLAN 2014/2015
(Agenda Item. 8)

The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which Fire Authorities must have regard when discharging their functions. The 2012 Framework requires each Fire and Rescue Authority to produce a publicly available Integrated Risk Management Plan (IRMP). Within Oxfordshire Fire and Rescue Service (OFRS) we have called this our Community Risk Management Plan (CRMP) to make it more meaningful to the public. Cabinet considered a report that proposed a number of projects to be included within the Fire Authority's CRMP for the fiscal year 2014-15.

The proposals for the 2014 - 2015 Action Plan were as follows:

Project 1: Implement the Training Collaboration Review carried out in 2013

Project 2: Review our aerial appliance capability and implement changes to staffing supported by that review

Project 3: Review of Light Response Vehicle Capability and implement changes to staffing supported by that review

Project 4: Review of Prevention, Protection and Response Resources to meet the expansion and changing risk profile of Banbury, Bicester, Carterton, Wantage and the South of the County

Councillor Chapman introduced the contents of the report highlighting the four projects and noting that the budget set at full Council included funding for the proposals if approved for implementation.

During discussion Cabinet thanked OFRS for their work during the flooding. They along with others had done a brilliant job. It was an example of how OFRS worked best as a part of the County Council.

Responding to a comment from Councillor Hudspeth, Cabinet was assured that the Thames Valley approach to training would be taken forward. The Chief Fire Officer added that the benefits of the joint approach was seen in the response to the flooding.

Councillor Chapman, responding to a comment from Councillor Hibbert Biles not to forget the rural community, stated that Project 3 would benefit rural areas.

RESOLVED: to accept all the project proposals within this report for adoption in the final version of the CRMP Action Plan 2014-15.

19/13   STAFFING REPORT - QUARTER 3 - 2013
(Agenda Item. 9)

Cabinet had before them a quarterly staffing report that provided details of key people numbers and analysis of main changes since the previous report.

RESOLVED: to:

(a)   note the report; and

(b)   confirm that the Staffing Report meets the requirements in reporting and managing staffing numbers.

20/13   FORWARD PLAN AND FUTURE BUSINESS
(Agenda Item. 10)

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.

.... in the Chair

Date of signing   ....

Division(s): N/A

CABINET – 18 MARCH 2014

OXFORDSHIRE COUNTY COUNCIL
CORPORATE PLAN 2014/15-2017/18 AND
CORPORATE PERFORMANCE INDICATORS 2014/15

Report by the Head of Policy

Introduction

1. This report and its Annexes provide Cabinet with a draft of the Corporate Plan for 2014/5-2017/18 (Annex 1) and the proposed Indicators of Corporate Performance for 2014/15 (Annex 2).

Key Issues

2. As part of a range of documents which set out objectives and activities ahead, Oxfordshire County Council produces a Corporate Plan (Annex 1), covering a four-year period, and refreshed on an annual basis. It is a useful tool for highlighting key current priorities and direction of travel.

3. The new edition of the Plan represents a factual update and a refreshed statement of the Leader and council's priorities.

4. Section 11 (Values) is under revision. The updated information will be included in the Plan when it is considered by the Council on 01 April.

5. The Plan will be published on the Oxfordshire County Council website and on the intranet once it has been approved by Council. A small number of copies will be printed and sent to key stakeholders, including one copy for each library.

6. Indicators of performance against our corporate priorities are identified on an annual basis and are monitored quarterly by the Performance Scrutiny Committee and Cabinet.

7. The proposed Indicators of Corporate Performance for 2014/15 (Annex 2) have been developed by directorates to support the new Corporate Plan.

8. The Performance Scrutiny Committee discussed the Plan and the Corporate Performance Indicators on 13 March 2014 – comments from the Committee will be provided to Cabinet in a verbal update.

RECOMMENDATIONS

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

   (a) **note the proposed Indicators of Corporate Performance, and;**

   (b) **approve the draft Corporate Plan before it is taken to Council on 01 April 2014.**

MAGGIE SCOTT
Head of Policy

Background papers: Nil.

Contact Officers: Alison Yates, Senior Policy Officer
                       Tel: (01865) 815214
                       Eira Hale, Senior Policy Officer,
                       Tel: (01865) 323969

March 2014

A Thriving Oxfordshire

Oxfordshire County Council Corporate Plan 2014/15-2017/18

Contents

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1. Leader's Foreword

In this, the first corporate plan since the 2013 local elections, Oxfordshire County Council set out how we are planning to respond to the tremendous challenges which face our council - primarily our growing population, and our falling budgets.

I hope though, too, that a message of optimism about Oxfordshire - its individuals, families, charities, businesses, and the communities they make up, shines through as well. Oxfordshire is a great place to live and work for the vast majority of our people, and a huge contributor to the national economy.

Nonetheless, these are tough times for many of us, and I recognise that we are shouldering at least our fair share of the burden of getting the national deficit down. Staff and councillors have risen to this challenge, and we have already delivered savings on a scale hard to imagine at the start of this journey.

While flattered by government's well-placed confidence in us to deliver, I recognise the hard choices this implies, and the justifiable unhappiness we have heard loud and clear about some of the cuts we have needed to make in our recent budget. People have every right to protest, but as I have said throughout this process, our savings target is fixed. If we shy away from some cuts, we have to find others to replace them.

I am certain that our self-reliant communities, our thriving voluntary sector, and our innovative and growing private sector mean it will be possible for the state to do less, and individuals to do more - but I am committed to the Council managing this in a fair and equitable way across the county and across our communities, and in protecting our provision for the most vulnerable whenever possible.

We also have a key strategic role in supporting the private sector growth which generates the jobs people need to live independent lives, and shaping the education which enables local people to take up those opportunities. With the City Deal this year, and the Strategic Economic Plan in gestation, we will not be losing sight of this agenda, and the need for us to speak up for Oxfordshire on the national stage, particularly important as we approach the next general election.

Even after all these savings, we will remain a large organisation, delivering 80% of local government services to over 600,000 people, and we have a leading strategic role to play. Even if we were reduced to providing only the services we are required to provide by law, we would still be spending hundreds of millions of pounds a year.

To maximise value for taxpayers, we need to be as smart in our spending as possible - in our co-operation with public sector partners, business, and the voluntary sector, and in our use of property, sharing buildings, enabling people to work on the move, and reducing those costs.

I can't promise when these tough times will end. I can promise an open and responsible approach to find a way through them, in partnership, and drawing on all of Oxfordshire's many strengths to get the best outcome possible.

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2. About this Plan

The county council produces a Corporate Plan every year. The Plan is where we set out our strategic priorities for the next four years. It drives the work of all our services and feeds into each directorate's business strategy.

This Plan sits under the long-term plan for the county, as set out in the Sustainable Community Strategy called 'Oxfordshire 2030'.

The Corporate Plan is described as a 'golden thread' that links our very high level, long term, strategy with our day-to-day working priorities.

Figure 1: The Golden Thread

Oxfordshire 2030
Sustainable Community Strategy (SCS)
Sets out the long-term partnership vision and strategy for Oxfordshire
www.oxfordshirepartnership.org.uk/oxfordshire2030

Oxfordshire County Council's Corporate Plan
Sets out the council's vision and priorities for the next four years

Medium Term Financial Plan
Sets out how the council will allocate funding for the next five years
www.oxfordshire.gov.uk/financialplans

Other statutory plans
Set the framework for delivery across the council

Directorate Business Strategies
Annual plans that set out how the council's vision and priorities, and its spending programmes, are to be put into practice
www.oxfordshire.gov.uk/businessstrategies

Individual performance objectives
For every member of staff

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Measuring Progress

A series of performance indicators are used to assess our performance in delivering our priorities. These are monitored on a quarterly basis by the council's Performance Scrutiny Committee and Cabinet, and the reports are published on our website. [url]

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3. Our County

Oxfordshire is a diverse and dynamic county, home to 661,000 people and over 30,000 businesses. The county has a competitive economy, where the unemployment rate is one of the lowest in the country, and the number of young people unemployed has returned to pre-recession levels. In total, Oxfordshire's economy contributes £15.5 billion a year to the national economy.

The vibrancy of Oxfordshire's economy is inextricably linked to the activities of its two universities, its teaching hospital and research trust - which is one of the largest in the UK - and the concentration of science and research activity in the south of the county. Oxfordshire's bio-technology sector has grown 14% since 2008, while the space technology cluster located at Harwell is growing rapidly and includes the European Space Agency and the International Space Innovation Centre. Along with the neighbouring counties of Berkshire and Buckinghamshire, Oxfordshire forms part of one of the highest concentrations of high-tech employment in Europe. In addition, we are home to globally recognised, prestigious, brands such as BMW Mini and Oxford University Press.

Oxfordshire is the second most rural county in the south-east of England and three Areas of Outstanding Natural Beauty (AONBs) fall within its borders. Thanks to this natural beauty, along with its rich cultural and historic heritage, the county attracts over 26 million visitors every year. The total value of tourism in 2011 was estimated at £1.7 billion, and the industry supports around 30,000 jobs. Oxfordshire has a strong strategic location, in the heart of England, and its transport links mean many people who make their homes here enjoy a good quality of life, while having the opportunity to commute to employment opportunities both inside and outside the county. Many highly-qualified young people move here to study and work, and we also have a significant military population, including the largest station of the Royal Air Force, Brize Norton, in our county.

Notwithstanding our overall prosperity, the county faces some important challenges. Oxfordshire has a growing and changing population – more people, and more older people, particularly in rural areas. The county has pockets of significant deprivation, with eighteen local areas in the county amongst the 20% most deprived in England. Rural isolation also affects the lives of many people living outside our major towns and city. Oxfordshire is also one of the most expensive places to live in the country, and house prices in Oxford City are the second highest in the country outside of London.

Crucial to meeting some of these challenges, Oxfordshire is home to strong civic activism. While best known as the home of Oxfam, our county also has 3,800 other voluntary and community organisations.

If you would like to know more about the make-up of the county, visit the Oxfordshire Insight website: insight.oxfordshire.gov.uk

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4. About Oxfordshire County Council

Oxfordshire County Council is made up of 63 councillors who were elected by Oxfordshire residents in May 2013. The council is controlled by the Conservative Independent Alliance and its decision-making body - the Cabinet – has 10 councillors.

The day-to-day management and operations of the council are carried out by the County Council Management Team, which consists of the Chief Executive and directors who, between them, manage the delivery of public services provided by the council.

In 2012/13 we:

- filled 34,000 potholes
- assessed the care needs of 11,000 vulnerable people
- allocated 12,000 primary and secondary school places
- investigated 3,200 trading standards complaints
- served 2,000,000 school meals
- received 12,000 emergency calls to our Fire and Rescue Service
- safely disposed 300,000 tonnes of municipal waste, including 53,000 tonnes passing through recycling centres
- registered 17,500 births, deaths, marriages and civil partnerships

and much more…

The Strategic Role of Oxfordshire County Council

In 2013/14 Oxfordshire County Council's gross expenditure was £895.7m.

49% of our funding is from council tax. Central government grants make up another 26% and the remainder is a combination of income we raise from charging for services and our share of local business rates.

With this money the county council provides 80% of local government services in Oxfordshire. We work closely with many local partners, including Oxford City Council and the four Oxfordshire district councils, but as the 'Upper Tier' authority our budget is more than double all of Oxfordshire's district and city councils combined. The city council and district councils are responsible for local planning and housing services, but otherwise the county council delivers most of the services for Oxfordshire residents.

Our key strategic responsibilities are:

Children's Social Services	Social Care for Adults and Older People	Highways and Transport

Thriving Families	Fire and Rescue Service	Infrastructure Planning
Education Services	Emergency Planning	Waste Management
Public Health	Trading Standards	Customer Services

Respective statutory responsibilities of the county council and our city and district partners mean that there is substantial crossover in our work.

For example:

- It is widely acknowledged that Oxfordshire's economy is constrained by a lack of housing supply. Decisions about the numbers and locations of new housing rest with the city or district council and rely on the county council for provision of infrastructure.
- District councils are responsible for housing services. However if a vulnerable young person or family are made 'intentionally homeless' in some circumstances the county council has responsibility for providing housing support.
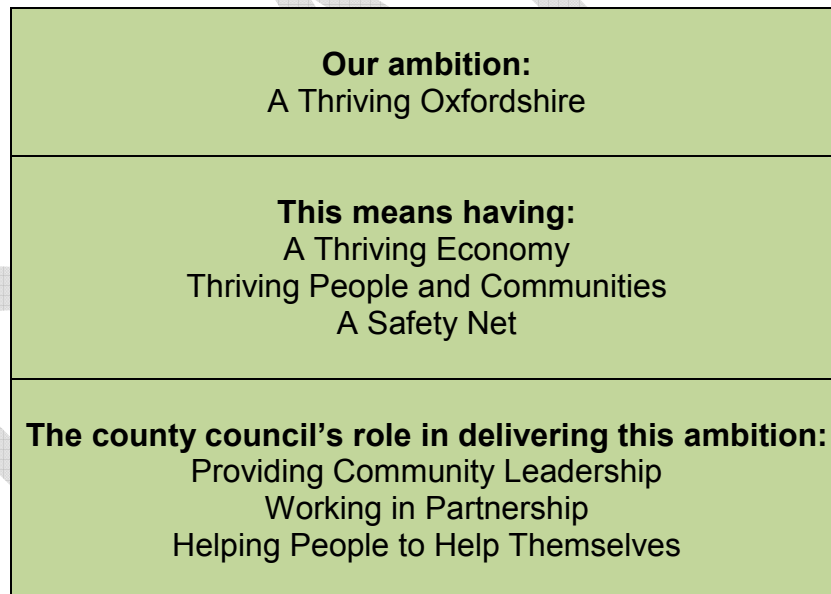
5. Our Vision for a Thriving Oxfordshire

Our ambition is for a county where local residents and businesses can flourish - a Thriving Oxfordshire. To us this means having:

- A Thriving Economy - with small businesses starting, existing small businesses growing, and large businesses choosing to locate here, creating good jobs for local people. A strong economy makes everything else possible.
- Thriving People and Communities - where residents are empowered to help themselves and can contribute to what happens locally, and where everyone can make informed decisions about their health and wellbeing.
- A Safety Net – where we support some of the county's most vulnerable residents, focusing on those we have a duty to consider such as older people, disabled adults, and children, and we ensure they have easy access to the services and care to which they are entitled.

We will work to achieve these objectives by delivering essential core services and playing a key leadership role within the county to bring partners together to encourage the best possible outcomes for the residents of Oxfordshire. We will also, wherever appropriate, look first at how we can help people and communities to help themselves.

Our ambition:
A Thriving Oxfordshire

This means having:
A Thriving Economy
Thriving People and Communities
A Safety Net

The county council's role in delivering this ambition:
Providing Community Leadership
Working in Partnership
Helping People to Help Themselves

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6. The Financial Challenge

In planning how to deliver this vision it is impossible to ignore the financial context in which we will be working over the next four years. Unprecedented reductions in funding for local government, coupled with increasing demand, present a huge challenge for Oxfordshire County Council.

We already know that between 2010 and 2018 the grant we receive from government will be cut by a total of 40%. This means that by 2018 our annual budget will have reduced by £260m compared with 2010. And there may be further cuts to come.

So far we have worked hard to deliver efficiencies which have contributed annual savings of £170million. But we are only two-thirds through our savings target - we still have a further £90m worth of annual savings to make. It is clear that these savings are not achievable through efficiencies alone and that cuts to services are now necessary.

We also need to adapt to a changing financial framework, as in many instances funding that in the past came direct to the council is now either distributed via other organisations, such as the Local Enterprise Partnership (LEP), or is being pooled with partners, such as the local health service. We must change our focus to ensure we have the skills to influence and work with these partners if we are to access the money we need to deliver key projects.

Money is not the only factor we need to consider in our planning. We must also take account of the changing needs of our local population: we need to plan for the growing number of older people; we need to manage a changing relationship with key public sector partners in health, education, and policing; and we need to respond to the changing demands placed upon us by national government. We must also work within the context that Oxfordshire is an expensive place to live and that house prices in Oxford City are the second highest in the country outside of London. This presents serious challenges, including a substantial barrier to recruiting essential staff, such as care workers.

Despite all this change, we remain a county with many strengths - our world class academic and research institutions, our areas of outstanding natural beauty, our strong heritage, and our proximity to key transport links, especially access to London. The council is determined to make the most of these strengths and will work closely with local and national partners to set the agenda and create the environment in which Oxfordshire can thrive.

Making Savings

The council has made major savings since 2010, including:

• reducing the workforce by 30%
• reducing the number of managers by 40%
• pay freezes and reduced terms and conditions for remaining staff
• reducing the cost of the pension scheme
• increasing productivity
• reducing the number of councillors
• reducing the number of offices we have
• making more services easier to use online
• sharing services with other councils
• outsourcing more services to the private or voluntary sector
• tighter contracts, getting better value for money
• reducing our spend on discretionary services
• using volunteers wherever possible to supplement our permanent staff, e.g. day services, libraries
• supporting the transfer of services to the voluntary sector e.g. youth services
• introducing charging for services that were previously free, e.g. Park and Ride

But there is still a lot more to do.

Talking Oxfordshire

In the autumn of 2013 the county council ran a county-wide consultation exercise called 'Talking Oxfordshire'. This aimed to inform residents about the level of additional savings the council would have to make in 2014/15 and asked them to put forward ideas and suggestions as to how we should deal with them. Nearly 1,000 residents attended public meetings, over 400 responded to the online consultation and 600 took part in a telephone survey –here is a selection of quotes that were submitted:

- *"Preventative services are required in order to reduce the eventual need for statutory services. Very short-sighted to cut preventative services."*

- *"The principle that people should pay (at least something) for the services they get should be practised as much as possible. Provided there is support for those on low incomes then it is right that the user is the person charged for the service."*

- *"People in rural communities always lose out because the towns & cities are always seen as more in need."*

- *"I regard library services as essential but payment for them should be considered, with exemption for students and anyone on public benefit."*

- *"The Council should be doing all it can to retain those services which vulnerable people require whether they are legally required services or not."*

- *"I was shocked to find that most children's centre sessions asked only a £1 donation. I would happily have paid a little more, perhaps £2.50 - £3?"*

- *"I think volunteering and opportunities to contribute are valuable. However, they often need to be enabled by a paid member of staff or service - without this coordination or expert input, volunteers are often unable to operate"*

Full findings from Talking Oxfordshire can be found here:
http://www.oxfordshire.gov.uk/cms/content/talking-oxfordshire

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7. The County Council's role in a Thriving Oxfordshire – Community Leadership and Partnership

To both respond effectively to our significant financial challenges and meet our vision for a Thriving Oxfordshire we need to fundamentally rethink the role of the county council. The council will make the transition to being an organisation that:

- prioritises work we are required to do by legislation, regulation or policy, and;
- has a concentrated focus on providing a vital safety net for the most vulnerable people in our communities that we have a duty to support.

The council is actively refocusing its work, and is engaged in looking for new ways to deliver the most efficient services that provide the best outcomes for our residents. We have to be single-minded in ensuring that we use the resources we have to provide services that have the greatest impact.

We remain responsible for services that are essential to the county - supporting older people, protecting vulnerable children, and securing crucial strategic infrastructure, like roads and rail, that underpins the economy. However, wherever appropriate we will look first to:

- **Enable people and communities to help themselves** – the days when the county council could deliver all services to all people have gone. Responsibility and accountability needs to be shared throughout our communities for the county to thrive, so enabling people to become more empowered and proactive is crucial.
- **Commission and support partners** in the public, private and voluntary sectors to provide services – already, £400m of our revenue spend goes to partners to deliver services on our behalf. Our role is to ensure these arrangements have high levels of quality control and deliver the best value for money for the county. We will use our influence to encourage and facilitate a thriving market of suppliers and providers. We are paying particular attention to this in relation to social care where providers face serious challenges around recruiting and retaining care workers due to the high cost of living across the county, and particularly in Oxford City. We must also continue to build on the good relationships we have with our partners in order to deliver seamless services to residents in a way that makes sense to them and results in the best possible outcomes.
- **Take a community leadership role** – we remain extremely ambitious for the county, and we also recognise that many complex social, economic and environmental challenges can only be successfully addressed through collaboration with our partners and communities. When we are best placed to lead or co-ordinate work we will play a key role in linking up efforts, particularly where they deliver on our ambition for a Thriving Oxfordshire. We have a responsibility to provide strong and positive community leadership to encourage the best possible outcomes for our residents.

By sharpening our focus in this way we can ensure that the council remains resilient to the ongoing changes we face and that we work effectively to ensure those most in

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need have access to quality services. If we do this we will be best placed to ensure Oxfordshire is the Thriving County we want to see for all our residents.

We are already taking great strides towards meeting our ambition for a Thriving Oxfordshire. Examples of our work in the last year include:

- **The Oxfordshire Reading Campaign:** Working with schools, Oxford University Press, the National Literacy Trust, and local volunteers we delivered targeted support to improve reading skills for children aged 6 to 7 years in Year 2. The Campaign's annual report shows that in the first 10 months of the scheme, the average reading age of children taking part has shot up by 13.5 months.
- **The Oxford and Oxfordshire City Deal:** We worked alongside the Oxfordshire Local Enterprise Partnership, District Councils, Universities, and scientific research institutions to win a City Deal agreement from the government. This means that around £55.5 million of government funding can now be controlled locally to boost innovation and business growth, create jobs and help secure Oxfordshire's place as a world leader in technology, knowledge and expertise. Ultimately the deal is expected to be worth over £1.2 billion when private sector investment is taken into account. The plans we have developed with our partners include the delivery of improvements to the A40 and A34, as well as a real push to drive up skills to support the accelerated development of our high-tech business sector. This means more jobs for the county and more inward investment across the board.
- **Fire and Rescue Service and Community Safety**: We are working to safeguard our communities from fire risk through the provision of advice and enforcement of fire protection, risk reduction, intervention activities and provision of information to improve community safety. We also provide (directly or with partners) preventative programmes for children and young people at risk of offending. We manage and deliver the Junior Citizen Programme countywide as well as the Consumer Challenge Quiz for children with special needs.
- **Broadband for all in Oxfordshire:** Our £25 million programme - a partnership with BT, with government support - aims to ensure that at least 90 per cent of all premises across the county have access to superfast broadband by 2016. Through the same partnership with BT we are working with District Councils and individual communities on plans to extend coverage further into the remaining rural areas.
- **Working closely with the NHS:** Over £330m is currently committed to pooled budget arrangements to spend on service users of both the county council and the local Clinical Commissioning Group. This includes a significantly expanded pooled budget covering care for older people, and others to improve care and outcomes in physical disability, learning disability and mental health and wellbeing. We are developing integrated locality teams, and working towards a single point of access for health and social care. We are involved in the South East GP pilot that provides an Adult Social Care Link Worker in six GP practices to share information, signpost and discuss appropriate care for high risk patients requiring both

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health and social care services. Both organisations are motivated to provide services that we would be happy for our own families to receive.

- **Public Health:** Following the return of public health responsibilities to local government in April 2013 we are working to integrate these services across our work, saving money in the long run through prevention and early intervention work, and helping our residents stay healthy.
- **Tackling Child Sexual Exploitation - The Kingfisher Unit**: This Unit is a joint social worker, police and health team focused on preventing, protecting and prosecuting cases of child sexual exploitation in Oxfordshire. The team provides a first response to concerns about exploitation and provides support to children, families and other professionals to reduce the risk to children through awareness raising, disruption activity and, where required, gathering evidence and achieving prosecutions. In 2013, over 12,000 Oxfordshire children saw the educational play 'Chelsea's Choice' to raise awareness of grooming and sexual exploitation.
- **Community Information Networks**: We have partnered with Age UK to create networks of local advisers across the county to improve the dissemination of information and advice about the range of social care and the support services available, and to support people to access them. The networks will roll out in 2014.
- **Thriving Families:** Our targeted approach continues to support troubled families – those with the most problems and who cause problems to the community around them - to make lifestyle changes and become thriving families. By July 2013 Oxfordshire had turned around 279 troubled families, the fourth highest rate in the country (out of 152 local authorities), and the approach will be extended to more families in 2014.
- **East-West Rail:** The county council provided a leadership role in achieving agreement amongst national and local partners to develop a new train route providing direct connection to London, Milton Keynes, Heathrow via Reading and all points east and west. Plans include a new 'Oxford Parkway' station at Water Eaton. The economic impact of the project is estimated to be £15m per year and is estimated to create up to 12,000 new private sector jobs.
- **Office Co-location**: The county council has been working with Vale of White Horse District Council to co-locate staff into the District offices at Abingdon. This arrangement will see property released to enable cost savings, and deliver better outcomes for staff and their clients. We have good working relationships with health, and staff are able to work from offices at the Clinical Commissioning Group and John Radcliffe Hospital. The Health and Wellbeing Resource Centres are used by health services and voluntary organisations to extend the use of the buildings and offer important support to service users. We will work closely with other public sector agencies to identify further opportunities for co-locating services as a way of improving the customer experience.

> Oxfordshire County Council is responsible for 80% of local government services in the county.

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A selection of our key partners

Cherwell
DISTRICT COUNCIL
North Oxfordshire

WEST OXFORDSHIRE
DISTRICT COUNCIL

OXFORD
CITY
COUNCIL

South Oxfordshire
District Council

Vale
of White Horse
District Council

THAMES VALLEY
POLICE

GOV.UK

Oxford University Hospitals
NHS
NHS Trust

NHS
Oxfordshire
Clinical Commissioning Group

Oxford Health **NHS**
NHS Foundation Trust

UNIVERSITY OF
OXFORD

OXFORD
&CHERWELL VALLEY
COLLEGE

ORCC
OXFORDSHIRE RURAL
COMMUNITY COUNCIL

OCVA
Oxfordshire Community and Voluntary Action

Oxfordshire
Partnership

ROYAL
AIR FORCE
BRIZE NORTON

Community
Covenant

Environment
Agency

OSCA

OXFORD
BROOKES
UNIVERSITY

HIGHWAYS
AGENCY
Safe roads, reliable journeys, informed travellers

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8. A Thriving Economy

As the country returns to economic growth Oxfordshire is well placed to play a pivotal role in supporting the recovery - thanks to local businesses, our attractiveness as a location for investment, our skilled workforce, and our national and international transport links. A thriving economy is crucial to the wider success of the county.

The council has a key role to play in realising the potential of the county's economy but cannot drive economic development alone. Instead, we increasingly take a community leadership role to achieve these goals. For example, we are working with partners including the Universities, research institutions, City and District Councils and Local Enterprise Partnership to deliver the 'Oxford and Oxfordshire City Deal' – this is a deal we have made with government to enable us to set ambitious policies to promote local economic growth. Our aim with the Deal is to support high-tech and research industries in the county to grow into thriving businesses, and to attract similar companies to the county through providing improved road and rail links. The result will be high quality jobs and an opportunity to drive the improvement of skills of local people.

The county council continues to have a direct influence over some crucial areas. For example, we are the local 'Highways Authority' which means we must be consulted on planned infrastructure for all new developments and have a duty to maintain a safe highway network. Across the county we are responsible for approximately 3,000 miles of roads, 2,000 miles of footways, 2,900 bridges and structures and 59,600 street lights. We recognise this is an area of our business that has an immediate impact on everyone's day to day lives, and we are improving public access to information through initiatives such as the 'Fix My Street' web site – where the public can report road defects. We are also responsible for network management of traffic flows, and a central part of the City Deal is to take forward much needed improvement to the highways system – particularly on the congested A34 and A40.

We are also engaged in some exciting new developments on the railways, including the East-West Rail line, which will connect to London, Milton Keynes, Heathrow via Reading and all points east and west, and will include the development of a new Oxford station at Water Eaton. This type of work is core to our focus on supporting and enabling future growth.

We must be realistic in that we have significantly less money under our own control for such work, but we will make sure that wherever alternative pots of money are available – either from central government or other partners - we are able to access them so that we can deliver this essential work. For example, we are working to ensure we have an up-to-date 'Local Transport Plan' so that we have strategies in place early to secure sufficient financial contributions from developers to fund essential infrastructure. We are also a proactive partner in the development of the 'Strategic Economic Plan' which provides a basis for future Oxfordshire bids to the Local Growth Fund. From 2015 this Fund will be the primary source of Government funding for capital investment in major structural maintenance and new highway schemes.

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More broadly, our Cultural Services team attracts wedding business into Oxfordshire, provides citizenship ceremonies to welcome our new citizens, and contributes to cultural tourism. Our Trading Standards team enable local businesses and industry to successfully compete in the marketplace, ensure their business continuity, and minimise the likelihood and impact of regulatory challenge.

The proportion of Oxfordshire GCSE students achieving at least five A*- C grades including English and Maths is at its highest ever level, and there have been significant improvements in reading, writing and mathematics for seven and eleven year olds. There has also been an increase in the number of schools rated 'good' or 'outstanding' by OFSTED. This suggests the council's education strategy launched last year is already having a positive impact, although our performance has still not reached the aspirations the council, pupils, parents and schools hold, and performance varies significantly for some groups of children. 'A Strategy for Change – Improving Educational Outcomes in Oxfordshire' sets out a clear vision for Oxfordshire to be a dynamic and forward-looking place for education and learning, providing the best quality experiences for children and young people to grow up, learn, develop and achieve.

Our priorities for action in the next 12 months are:

- **Growth and Investment** – we will continue to support the Oxfordshire Local Enterprise Partnership and help deliver its priorities, including those of the Oxford and Oxfordshire City Deal and the Strategic Economic Plan. We will support our district colleagues to provide local housing for local people and work with them to ensure the right infrastructure plans are in place for areas of significant planned development, such as Bicester.
- **Skills** – we will continue to support the Oxfordshire Skills Board to implement the Oxfordshire Skills Strategy, which aims to increase the availability and take-up of apprenticeship training, and help stimulate further demand for apprenticeships in Science, Technology, Engineering and Maths subjects (known as 'STEM' subjects) in young people – it also seeks to up-skill people who have few or no formal qualifications. We will also work wherever we can to promote educational excellence for all children and young people and improve educational attainment in the county. Many of our schools – especially our secondary schools – are now academies, meaning they are independent from us, but we will continue to work hard to build positive relationships with our academy partners, including through the Oxfordshire Schools Forum. We still have a crucial leadership role in ensuring there is a diverse supply of strong schools for the county's children, and a key role in continuing to improve educational attainment in the county.
- **Infrastructure** – we will build upon the work associated with the City Deal to set out the infrastructure required to support economic growth in the longer term. We will develop this further to form the basis of our Growth Bid to Government for which we will seek funding to deliver. We will work with District and City councils to ensure that new development pays for the infrastructure and services that are needed to support it. We will also work with the District and City councils to ensure these costs are reflected in proposals for the introduction of the Community Infrastructure Levy.

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- **Transport** – we will work closely with our partners to deliver funded projects, including significant improvements to Oxfordshire's road and rail infrastructure, such as Milton Interchange, Chilton Interchange, the first phase of Oxford Science Transit and phase 1 of East-West Rail. We will continue our work to update our Local Transport Plan – which sets out the long-term strategy for Oxfordshire. We will continue to respond to proposals associated with the development of HS2 to ensure local interests are protected. We will continue to work hard to maintain the county's roads – we fix tens of thousands of potholes a year - while keeping a close eye on value for money and quality of delivery.

- **Broadband** – we will deliver high speed broadband for at least 90% of Oxfordshire premises by 2016, in partnership with BT. We will work with district council partners to help those not yet covered to identify local solutions.

- **Rationalisation** – we will continue the work of rationalising the county council's property portfolio to release funds to use for direct service delivery. We will continue to make fundamental changes to our back office services and increase the flexibility of our workforce to ensure we work as efficiently as possible. Across the organisation we are focussed on ensuring that our contracts with partners deliver value for money and positive outcomes for council tax payers.

> The council maintains almost 3,000 miles of road. We filled 34,000 potholes in 2012/13 and there was a 70% increase in the number of road defects reported from the same period last year. The average cost of filling a pot hole is £60.

9. Thriving People and Communities

According to most of our residents, Oxfordshire is a good place to live. People are generally affluent and healthy, the sense of community is strong, and people feel safe in their local areas. The county council is focussed on maintaining this.

We do however have areas of acute isolation and pockets of deprivation in the county - both urban and rural – and will continue to tailor our work to meet the unique needs of these areas, working through our locality-focussed teams. More broadly, we will continue to play a key role in supporting and building resilient communities by working closely with our partners where appropriate, such as the military community and town and parish councils.

We want to play a positive role in giving all local children the best start in life – building further on our relationships with schools and academies and working with all partners, including the health service, to ensure we all have high expectations for our children's educational attainment and future prospects.

For older people we are placing great energy into developing approaches that, wherever possible, keep people well and help them to live at home and remain active in their local communities for as long as possible. We want to continue to increase personalisation in the services we provide – increasing the numbers of people who have Self Directed Support and who receive a Direct Payment so that they have more control and choice over the care they receive. We also have a focus on waiting lists, aiming to reduce the amount of time people have to wait for an assessment or a care package. We will concentrate on joint working with colleagues in the NHS – as well as closer working between our own service teams - to drive efficiency, and join-up care for service users. Delayed Transfers of Care (sometimes called 'bed blocking') remains a key area of concern and focus, and the only way to tackle such a challenge is through positive coordinated working between agencies.

We want to avoid, reduce and delay the need for more complex care or admission to a care home – as well as close working relationships with the NHS, our work with district council colleagues to establish more Extra Care Housing developments is a good example of this. We will continue to invest in equipment and assistive technology and we will invest in reablement – this means helping people to maintain or regain their independence by learning or relearning the skills necessary for daily living. We are also working to ensure that as many carers as possible are known and supported by us, as their role is essential in achieving our goal of seeing more people live as independently as possible in their own homes. Our Supported Transport Programme will see us working closely with bus operators and other transport providers to adapt how we support the transport needs of the communities of Oxfordshire. Underpinning all of this is our wider work to ensure that there is accessible and useful information and advice for all of our service users so that they are able to make the care choices that are right for them.

In addition, our public health work continues to pioneer prevention and early intervention approaches which maximise local people's healthy lifespan – whatever their age – through, for example, supporting them in making healthy lifestyle choices and keeping safe from diseases. This increases residents' likelihood of living longer without the need to rely on the health service or social services.

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We are the Minerals and Waste Local Planning Authority, so play a key role in ensuring household waste is disposed of efficiently and that recycling is maximised. Next year our Energy from Waste facility, which will generate enough electricity for 38,000 homes, will be in operation. We will also continue to ensure the countryside is accessible to all and that our responses to emergencies, such as flooding, remain robust and effective. Our Fire and Rescue Service has a proven track record of engaging with the community to further the message of fire prevention and will continue to have a crucial role in promoting community cohesion, while our Cultural Services team contribute to creative educational programmes and help to connect communities to their heritage.

Our priorities for action in the next 12 months are:

- **Housing options for older people** – the county council has worked closely with housing associations and district councils to push forward ambitious plans to develop more appropriate housing options for older people. This includes Extra Care Housing schemes which provide tailored support to allow people with care needs to live independently.
- **Community Information Networks** – we are investing in community networks to support people to stay in their communities for as long as possible by helping them access the information, advice and local services they need to make informed choices about how best to meet their needs.
- **Libraries –** our library service provides access to books, information and knowledge to support the recreational, cultural and educational needs of those who live, work, and study in Oxfordshire. In the coming year we will be supporting the development of Community Libraries and enabling community and stakeholder involvement in the delivery of library services across the county.
- **Joint working and pooled funding** – we will relentlessly seek to improve and maintain standards of services and care, working in partnership with the NHS and providers, from across the public, voluntary and private sectors, to ensure people receiving care continue to be treated with dignity and respect. We have in place agreements to jointly manage over £300m worth of funding every year with the NHS which means better value for money for tax payers and more streamlined services for those who need them.
- **Public Health** – the council will work with the Oxfordshire Clinical Commissioning Group and other partners to ensure effective commissioning arrangements are in place to improve health and social care outcomes for all Oxfordshire residents while ensuring that our contracts with partners deliver value for money. We will also address health inequalities and prioritise areas of local need. The Director of Public Health's most recent annual report highlights the six main long term challenges to long term health in Oxfordshire as: an ageing population; breaking the cycle of disadvantage; mental health and wellbeing; obesity; excessive alcohol consumption; fighting killer infections. Particular emphasis is given to health in rural areas, loneliness as a health issue and the increase in residents from minority ethnic groups.
- **Preparing for Emergency** - our Fire and Rescue Service continues its crucial work to prevent fire, plan for the risk of major events such as flooding, and respond to serious road accidents. Their strategy to work jointly with other

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counties and other emergency services will continue, as will the council's provision of valuable regulatory services, including Trading Standards.

- **Military Covenant** – the council will continue to work in partnership with the armed forces locally to ensure our services reflect the Covenant principles so that members of the armed forces and their families do not face disadvantage. The council will support groups that apply to the MOD community covenant grant scheme for funding to run projects which encourage local communities to integrate with the armed forces community in their area.
- **Minerals and Waste –** as the Minerals and Waste Local Planning Authority we will develop and consult on a new Minerals and Waste Local Plan before submitting it for independent examination. The new Local Plan will provide the framework within which new proposals are considered. The opening of Ardley Energy from Waste facility will reduce the amount of residual waste going to landfill and provide the capacity to generate enough electricity for up to 38,000 homes.
- **Natural Environment –** we will continue to work with our partners to promote our natural environment, both as a resource for recreation and leisure activities and as a place in which our rural economy can prosper. We will work with our partners to that our response to extreme weather events – such as flooding – is robust and effective.
- **Customer Services –** our Customer Services Centre will complete its move into County Hall, bringing it closer to the centre of service delivery and helping maintain its focus on delivering solutions to customer queries.

Oxfordshire's population has grown by almost 50,000 in 10 years and is still growing.

We expect a 16% increase in the primary school populations (4-11 year olds) from 2011/12 to 2016/17. Over the next five years we expect the county will need nine additional primary schools and three additional secondary schools.

The county has an excellent recycling record, with 60% of the 300,000 tonnes of waste produced per year either composted or recycled. However this means that 40% of waste is sent to landfill. The council is taxed on waste that is sent to landfill and in 2014/15 we will have to pay £80 per tonne.

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10. A Safety Net

Despite our relative affluence we do have pockets of both rural and urban disadvantage within the county, and demands on both our adult and children's social care services continue to increase significantly. As a council we are determined to face these challenges by concentrating our work on supporting these most vulnerable of Oxfordshire's residents – groups for which we have a duty to provide support - and ensuring they have real control over getting the care to which they are entitled.

We are focussed on embedding multi-agency working across the county in order to best protect our most vulnerable children and provide targeted support to their parents. We are committed to providing early help in order to avoid problems escalating and family needs becoming more complex. Our early intervention service remains pivotal to our targeted prevention approach. As an example of our joint working, the Fire and Rescue Service works with the early intervention hubs to mentor young people who are otherwise lacking positive influences. For our cohort of children in care we also want to start delivering our ambitious plans to ensure they are placed within the county's borders, whenever appropriate.

Children's social care will continue to focus on protecting children at risk of harm or neglect and tackling, as well as preventing, cases of child sexual exploitation. We have made considerable investments in frontline children's social care services to ensure we have sufficient capacity to maintain high standards and ensure children and young people are appropriately safeguarded. A joint resource, the Kingfisher team, has been established specifically to focus on child sexual exploitation. It is a demonstration of our commitment, and we will continue working with the police and health – as well as other key partners such as Oxfordshire's district councils and its voluntary sector – to extend the reach of this team.

We have a critical safeguarding role for all vulnerable adults, ensuring that people live their lives free from abuse and taking action to protect people where necessary. We will continue to provide information and support to individuals and their carers to ensure people can live a life free from abuse and the fear of abuse, and can have care and support which meets their needs.

There is already a lot of cross-working between teams to focus work on the most vulnerable. For example, Trading Standards support and protect those at greatest risk from doorstep crime, fraud and scams.

Our priorities for action in the next 12 months are:

- **Thriving Families programme** – this programme works with the most disadvantaged and challenged families to reduce worklessness, antisocial behaviour, crime and school exclusions and to increase school attendance. The key focus is on our most resource intensive and vulnerable families with the aim of reducing the numbers needing the type of support offered by social care. This continues to be a vital strand in the on-going work locally to narrow the gap in outcomes that exists across the county.
- **Breaking the Cycle** – we will continue to work to improve the quality of life in the most deprived areas of the county by: promoting better engagement in

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education, employment and training; supporting the vulnerable and those with multiple and enduring problems; promoting healthy lifestyles and reducing health inequalities; reducing and mitigating the effects of child poverty.

- **Multi-agency children's safeguarding** – we will continue to work in close partnership with the police, schools, health service and others to ensure that our vulnerable children and young people can live a life free from both abuse and the fear of abuse. This includes establishing a Multi-Agency Safeguarding Hub that will co-locate staff from across these agencies so they can work closely together to respond to the needs of vulnerable young people.

- **Corporate parenting** – we act as effective and caring 'corporate parents' for looked after children, with key roles in improving their educational attainment, providing stable and high quality placements and proper planning for when they leave care. However, children being looked after by the council are currently being placed too far away from home, in many cases out of the county. We will deliver our new placement strategy that has been developed to ensure these children can live closer to home, to make it easier to keep contact with relatives and for them to move back home as soon as it is appropriate to do so.

- **Adult safeguarding** – we will undertake a comprehensive review of existing processes and procedures in adult social care, with the aim of delivering better ways of working to pressures on staff, enable quicker responses and create more capacity to cope with increasing safeguarding alerts.

- **Early intervention** - we work with partners to understand local need and secure provision of services that promote prevention and early intervention, and offer early help to children, young people and families so that emerging problems are dealt with before they become more serious. We will continue to make better links between early intervention services and children's social care to create a more cohesive all-round service that improves outcomes for children and young people. We will also be focusing on improving the experience of children and young people and their families from needing care and support to receiving it, and moving between services where necessary.

> More children are entering care across the UK and like other councils Oxfordshire has seen more referrals into care following high profile cases. In 2012/13, 247 children came into the care of the council. The average cost of supporting a child in residential care is £175,000.

> People are living longer, creating a greater need for social care.
> We also know that over the next 10 years the number of over 85s will rise by 38%.
> The average cost of a care home place for an older person per year is £27,000.

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*11.***Our Values** *[These are currently under review and may be revised before Council.]*

The council will continue to be guided by CHOICE, our six organisational values, in how we work with each other and with the people of Oxfordshire:

- **Customer focus** – putting the needs of our customers at the heart of everything we do and improving opportunities for local people to have their say and get involved with council decision-making.
- **Honesty** – being open and transparent about how we operate, prepared to admit where we need to do better and communicating the reasons if we are not able to meet the needs of local communities.
- **One team** – working collectively as a council and valuing and developing our staff to perform to the best of their abilities.
- **Innovation** – challenging the way that things have always been done, encouraging and embracing new approaches to meeting the needs of customers, making the delivery of services more efficient and effective.
- **Can-do** – seeing problems and issues as opportunities and looking for solutions, rather than viewing difficulties as obstacles to what we want to achieve.
- **Efficient and effective** – making the best use of our reduced financial resources by harnessing the skills and experience of our staff to help individuals and communities access or arrange the services they need, learning from our successes and constantly challenging ourselves to do better.

Equalities

We are committed to making Oxfordshire a fair and equal place in which to live, work and visit. We are meeting the requirements of the Equality Act 2010 via a five year Equality Policy which runs until 2017 and sets out the four key objectives that guide all of our work:

- Understanding the needs of individuals and communities
- Providing accessible, local and personalised services
- Supporting thriving and cohesive communities
- Promoting a culture of fairness in employment and service delivery

If we plan to make changes to a service we will continue to consult relevant people (residents, service users, providers, partners), and will undertake Service and Community Impact Assessments ('SCIAS') to consider whether vulnerable and other sections of our communities are unfairly disadvantaged by any changes.

12. The Finances

We have had to take some tough financial decisions in order to live within our means in the face of continued reductions in central Government funding and increasing demand for our services. We have worked hard to hold down costs and deliver services in new ways to manage this challenging financial situation.

Our financial plans

The principles upon which our medium term financial plan and capital programme are based are set out in our financial strategy. Our medium term financial plan 2014/15 to 2017/18 is available online at www.oxfordshire.gov.uk/mtfpsummary and sets out how resources are allocated in accordance with the council's priorities.

Our financial planning reflects:
- The reducing level of financial support from central Government and consequential revenue savings required over the medium term
- The allocation of resources to meet statutory service requirements and key strategic priorities
- Our commitment to council tax payers, and
- Our on-going commitment to achieve efficiencies to ensure improved value for money

We plan to spend *£585.3m* in 2014/15 on services (excluding schools). In addition, spending by schools maintained by the council is funded by a specific government grant of *£288.3m.*

What we spend on services (excluding schools)

Adult & Children's Social Care 47% (£273.4m)
Education and Early Intervention 18% (£106.4m)
Highway & Transport 10% (£61.1m)
Capital Borrowing Costs 6% (£39.6m)
Fire & Rescue and Community Safety 6% (£32.0m)
Waste Management 5% (£28.7m)
Public Health 5% (£28.2m)
Libraries & Cultural Services 3% (£15.9m)

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Waste Management, 28.7, 5%
Public Health, 28.2, 5%
Capital Borrowing Costs, 38.7, 7%
Fire & Rescue and Community Safety, 32.0, 5%
Highways & Transport, 60.0, 10%
Education and Early Intervention, 105.6, 18%
Libraries and Cultural Services, 15.8, 3%
Adult & Children's Social Care, 272.1, 47%
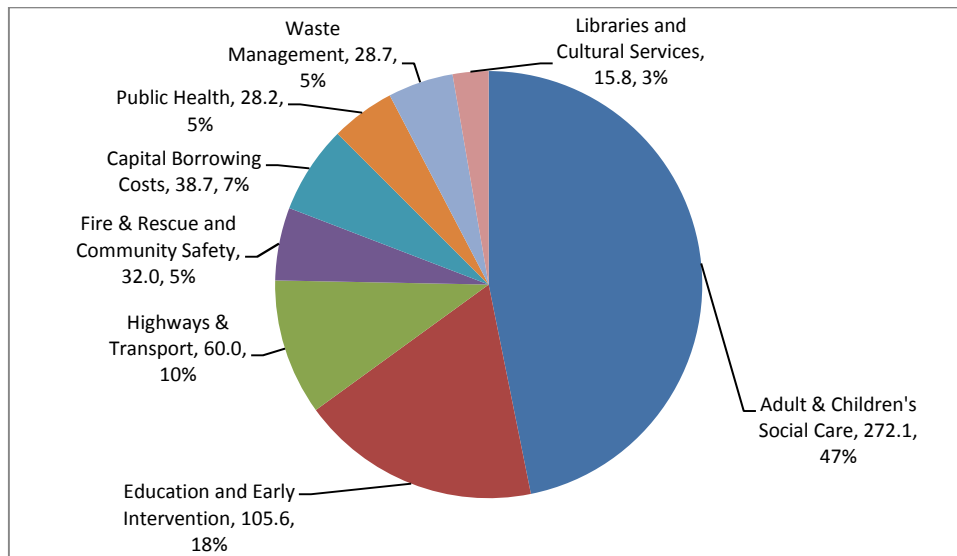
Our funding (excluding schools)

Our funding comes from a number of sources, including government grants and business rates, with just under half of our total funding coming from council tax. This means that a rise of one per cent in total spending (excluding schools) would require a council tax increase of just over two per cent, all else being equal.

Where the money comes from

Council Tax *49% (£284.7m)*
Central Government Grants *26% (£152.2m)*
Income from Fees and Charges *14% (£83.4m)*
Business Rates *11% (£65m)*

Business Rates, 64.8, 11%
Income from Fees and Charges, 81.9, 14%
Central Government Grants, 149.8, 26%
Council Tax, 284.7, 49%
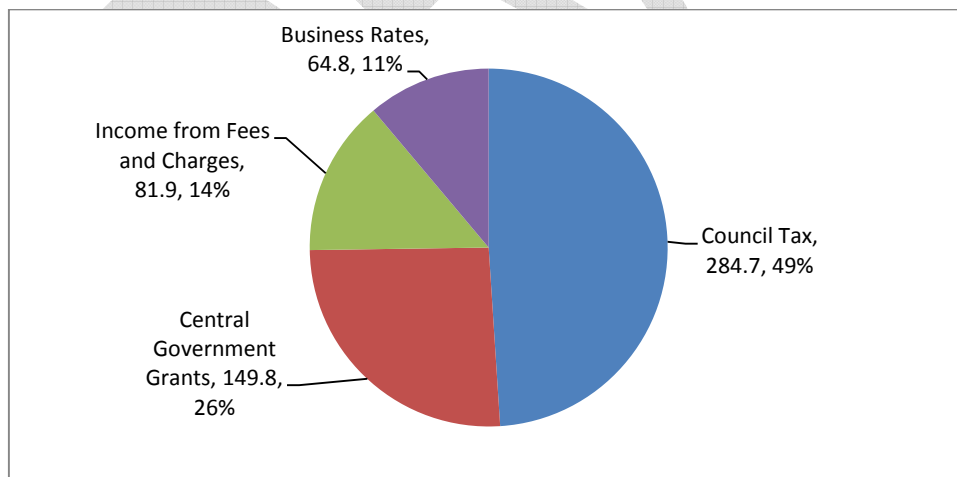
Earmarked Revenue Reserves

Our earmarked revenue reserves are held for specified one-off projects, contractual commitments and to support the medium term financial plan. Most of the council's reserves will be used up over the next four years, with the total expected to fall from £103.0m at the start of 2014/15 to £12.6m by the end of 2017/18.

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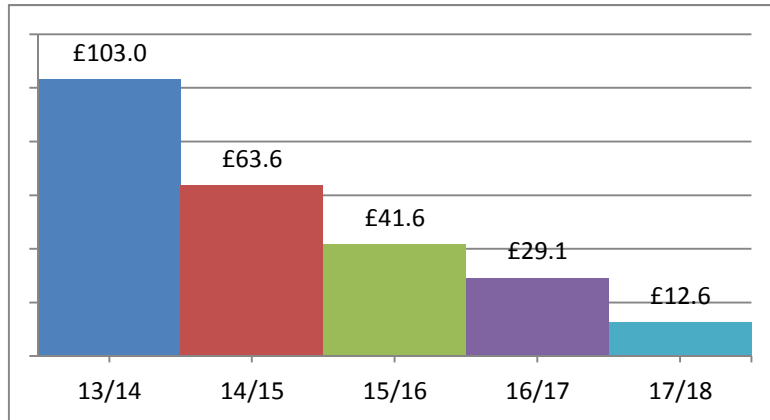
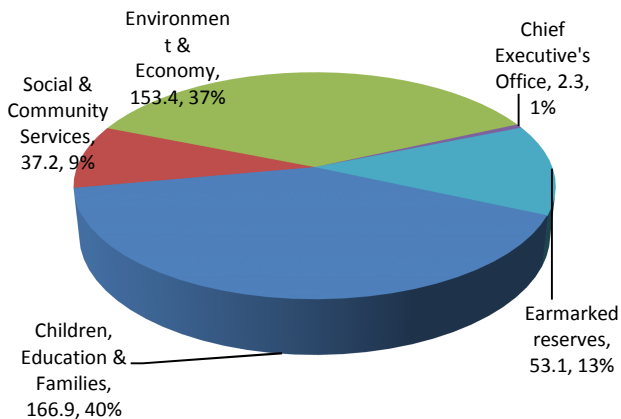## Capital

The capital element of our financial strategy provides a framework for ensuring the use of limited capital resources supports the achievement of the priorities set out in this plan. Our principles for prioritising capital investment are to:

- Comply with our statutory duties
- Improve the efficient and effective delivery of our services, and
- Promote economic growth

We intend to spend £412.9m on capital investments in Oxfordshire between 2013/14 and 2017/18. The projects included in the capital programme are wide-ranging, covering all areas of the council's activity (for example on schools, roads, children's homes and fire stations) and all areas of the county.

Spending on capital investment

Funding for capital investment
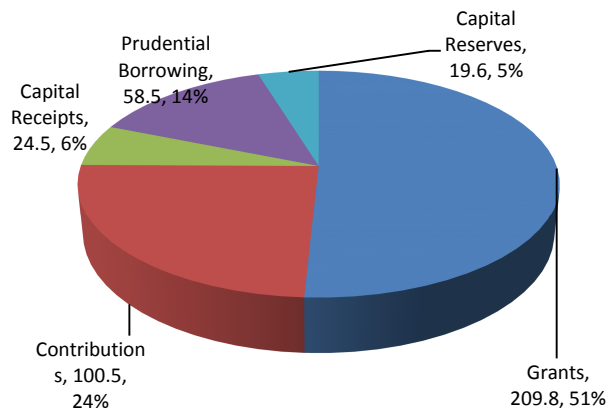
13. Further Information

This Corporate Plan provides a high level summary of the strategic issues facing the council and the organisational responses planned for the medium term. If you would like more detailed information about the work of the council you may be interested in the following:

More about Oxfordshire County Council [url]

The Sustainable Community Strategy 'Oxfordshire 2030' [url]

Our Directorate Business Strategies [url]

The Medium Term Financial Plan [url]

Key facts about Oxfordshire [url]

[Back cover]

At a Glance

Our ambition: A Thriving Oxfordshire
This means having: A Thriving Economy Thriving People and Communities A Safety Net
The county council's role in delivering this ambition: Providing Community Leadership Working in Partnership Helping People to Help Themselves

What We Do

Children, Education and Families	Social and Community Services	Public Health	Economy and Environment	Chief Executive's Office
Services include: Children's Social Services Education Services Early Intervention Service/Thriving Families	Services include: Social Care for Adults and Older People Fire and Rescue Service Emergency Planning Trading Standards Safer Communities Gypsy and Traveller Service	Services include: Public Health Health Improvement, Disease Prevention and Substance Misuse Treatment Health Protection and Emergency Planning	Services include: Economy and Skills Highways and Transport Infrastructure Planning Waste Management Property and Facilities Customer Services	Services include: Legal Democratic Services HR Cultural Services - including Libraries Finance Policy Major Programmes Research

OXFORDSHIRE COUNTY COUNCIL

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Proposed 2014-2015 Corporate Performance Indicators

ADULT SOCIAL CARE

Success Indicator		Corporate Plan Area	2014/15 Priority for Action
Safeguarding			
1	Number of safeguarding alerts *(graph trend)*	A Safety Net	Adult Safeguarding
Care Home Placements			
2	Reduce the number of older people permanently placed in a care home and funded by the local authority *(Better Care Fund Metric) (graph)*	Thriving People & Communities	Joint Working and Pooled Funding (Better Care Fund)
3	Increase the number of older people supported in the community with a personal budget for long term care	Thriving People & Communities	Community Information Networks
4	Increase the number of Extra Care Housing units provided	Thriving People & Communities	Housing options for older people
Personalisation			
5	Maintain the high level of eligible people on Self-Directed Support	Thriving People & Communities	Community Information Networks
6	Increase the proportion of people using social care who receive a direct payment		
7	Maintain the high proportion of service users who have had a review in the last 12 months		
Reablement Service			
8	No one will wait more than 5 days for their reablement service to start	A Safety Net	Adult Safeguarding
9	Over 10 people per day will access reablement	Thriving People & Communities	Community Information Networks
Delayed transfers of Care			
10	Reduce delayed transfers that are the responsibility of social care *(Better Care Fund Metric)*	Thriving People & Communities	Joint Working and Pooled Funding (Better Care Fund)
11	Reduce delayed transfers that are the responsibility of both social care and both (social care & health) *(Better Care Fund Metric)*		
Waiting lists			
12	Reduce the number of people not receiving a service who are waiting for more than 28 days for an assessment *(graph)*	A Safety Net	Adult Safeguarding
13	Reduce the average time for an agency to start care from referral to start for packages in the community		
Carers Services			
14	Increase the number of carers known and supported	Thriving People & Communities	Community Information Networks
15	Increase the number of carers accessing emergency support		
Providing information to all			
16	Information and advice measures to be developed over the course of the year	Thriving People & Communities	Community Information Networks

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CHILDREN EDUCATION & FAMILIES

Success Indicator		Corporate Plan Area	2014/15 Priority for Action
Keeping Children Safe			
1	Number of referrals to children's social care – broken down by referring agency *(graph)*	A Safety Net	Multi Agency Children's Safeguarding
2	No child protection plan cases without an allocated social worker		
3	No looked after children cases without an allocated social worker		Corporate Parenting
4	At least 98% of child protection reviews completed on time		Multi Agency Children's Safeguarding
5	90% of visits to children on child protection plans completed in line with the plan and within the Council's 28 day standard		
6	90% of visits to looked after children completed in line with the plan		Corporate Parenting
7	Number of children who go missing from home on two or more occasions (subject to health and wellbeing board consultation)		Multi Agency Children's Safeguarding
8	Number of children adopted as a percentage of all children who ceased to be looked after *(graph)*		Corporate Parenting
9	No more than 50 children placed out of county and not in neighbouring authorities		
10	Number of intentionally homeless young people		Multi Agency Children's Safeguarding
Raising Attainment			
11a	% of children attending primary schools judged good or outstanding by OFSTED	Thriving Economy	Skills
11b	% of children attending secondary schools judged good or outstanding by OFSTED		
11c	% of children attending special schools judged good or outstanding by OFSTED		
12	Number of schools judged inadequate by OFSTED		
13	% Children's Centres that are judged good or outstanding by Ofsted		
Closing the Gap			
14a	Primary school persistent absence rate	A Safety Net	Thriving Families Programme
14b	Secondary school persistent absence rate		
15a	Number of Permanent exclusions – primary schools		
15b	Number of Permanent exclusions – secondary schools		
16a	Number of Fixed Term exclusions– primary schools		
16b	Number of Fixed Term exclusions– secondary schools		
17	Proportion of young people Not in Education, Employment or Training (NEET)		
18	Proportion of young people whose NEET status is 'not known'		
19	Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds		
20	Looked after children overall absence rate		Corporate Parenting
21	Looked after children persistent absence rate		
22	% Troubled Families Turned Around		Thriving Families Programme

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ANNEX 2

CHILDREN EDUCATION & FAMILIES
ACHIEVEMENT AND ATTAINMENT INDICATORS REPORTED ANNUALLY

	Success Indicator	Corporate Plan Area	2014/15 Priority for Action
1	EYFS - % reaching a good level of development	Thriving Economy	Skills
2	KS1 - % level 2b+ reading		
3	KS1 - % level 2+ reading		
4	KS1 - % level 2+ writing		
5	KS1 - % level 2+ maths		
6	KS2 - % level 4+ reading, writing & maths		
7	Oxfordshire's rank nationally for KS2 level 4+ reading, writing & maths		
8	% making expected 2 levels of progression KS1-2 reading		
9	% making expected 2 levels of progression KS1-2 writing		
10	% making expected 2 levels of progression KS1-2 maths		
11	Number of primary schools below KS2 Floor Standard		
12	KS4 - % 5 A*-C GCSEs including English & maths		
13	Oxfordshire's rank nationally for KS4 – 5 A*- C inc English and maths		
14	% making expected 3 levels of progression KS2-4 English		
15	% making expected 3 levels of progression KS2-4 maths		
16	Number of secondary schools below KS4 Floor Standard (NB definition of floor standards changes in 2014)		

ADDITIONAL INDICATORS TO BE REPORTED TO EDUCATION SCRUTINY ANNUALLY

	Success Indicator	Corporate Plan Area	2014/15 Priority for Action
17	FSM pupils - % making expected progress KS1-2 reading	A Safety Net	Thriving Families Programme
18	FSM pupils - % making expected progress KS1-2 writing		
19	FSM pupils - % making expected progress KS1-2 maths		
20	FSM pupils - % making expected progress KS2-4 English		
21	FSM pupils - % making expected progress KS2-4 maths		
22	School Action Plus pupils - % 5 A*-C GCSEs including English & maths		
23	School Action Plus pupils - % making expected progress KS1-2 reading		
24	School Action Plus - % making expected progress KS1-2 writing		
25	School Action Plus pupils - % making expected progress KS1-2 maths		
26	School Action Plus pupils - % making expected progress KS2-4 English		
27	School Action Plus pupils - % making expected progress KS2-4 maths		
28	Looked After Children - % Level 4+ reading, writing & maths		
29	Looked After Children - % making expected progress KS-2 reading		
30	Looked After Children - % making expected progress KS-2 writing		

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31	Looked After Children - % making expected progress KS-2 maths		
32	Looked After Children - % 5 A*-C GCSEs including English & maths		
33	Looked After Children - % making expected progress KS2-4 English		
34	Looked After Children - % making expected progress KS2-4 maths		

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ECONOMY & ENVIRONMENT

Success Indicator		Corporate Plan Area	2014/15 Priority for Action
Strategy & Infrastructure Planning			
1	Increase the number of apprenticeship placements by 125 to contribute to City Deal target of 525 additional apprenticeships by March 2017 (against baseline of 2013/14)	Thriving Economy	Skills
2	Achieve 120 inward investment enquiries through Invest in Oxfordshire		Growth & Investment
3	70% of mineral and waste applications determined within 13 weeks		Minerals & Waste
4	80% of major District Council applications responded to within the agreed deadline		Growth & Investment
5	Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process (Target: 80%)		Infrastructure
6	% of S106 monies held, the use of which is identified in confirmed/provisional programme (Target: 75%)		
7	Deliver £21m of City Deal spend by 2016 by spending against agreed indicative spend profile		
Commercial			
8	98% of highway defects posing an immediate risk of injury repaired within 24 hours	Thriving Economy	Transport
9	80% of highway defects that create a potential risk of injury repaired within 28 calendar days		
10	Maintain a minimum 50% public satisfaction rate with the highways service		
11	At least 61% of household waste is reused, recycled or composted	Thriving People & Communities	Minerals & Waste
12	Reduce the number of council owned properties in accordance with the property rationalisation strategy	Thriving Economy	Rationalisation
13	High level indicator based on property issues reported in locality bulletins (to be developed before start of year)		
Oxfordshire Customer Services			
14	At least 80% calls answered within 20 seconds	Thriving People & Communities	Customer Services
15	90% of calls are dealt with at first contact where the CSC has responsibility for a complete solution		
16	100% of calls are dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC		
17	Broadband – deliver quarterly target against total homes passed (THP) as per contract (starting June 2014)		
Contextual Data			
18	Number of jobs generated through Invest in Oxfordshire *(graph)*	Thriving Economy	Growth & Investment
19	Number of claimants of Job Seekers Allowance *(graph)*		
20	Annual road condition against £ spent per mile *(graph)*		Transport
21	Road condition (number of defects) against the same quarter last year *(graph)*		
22	Amount of waste arising per head of population (year on year comparison) *(graph)*	Thriving People & Communities	Minerals & Waste

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ANNEX 2

PUBLIC HEALTH

Success Indicator		Corporate Plan Area	2014/15 Priority for Action
National Childhood Measurement Programme			
1	% of Primary school children classified as Obese in Year 6	Thriving People & Communities	Public Health
2	% of Primary school children classified as Obese in Reception		
Healthchecks			
3	% of people offered a health check who have taken up the offer	Thriving People & Communities	Public Health
4	Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)		

LIBRARY SERVICE

Success Indicator		Corporate Plan Area	2014/15 Priority for Action
1	21 community libraries fully implemented by April 2015	Thriving People & Communities	Libraries
2	Number of community libraries in negotiation period		

OXFORDSHIRE FIRE AND RESCUE SERVICE

Success Indicator		Corporate Plan Area	2014/15 Priority for Action
Fire and Rescue			
1	37 lives saved per year against the OFRS 10 year 365Alive target through our emergency response and preventative activity concerning fires and road traffic collisions	Thriving People & Communities	Preparing for Emergency
2	84,000 citizens provided with safety advice / education per year		
3	£10,000,000 saved to the economy per year from the reductions in fires involving homes, businesses and road traffic collisions		
Trading Standards			
4	Money saved for consumers as a result of our interventions	Thriving People & Communities	Preparing for Emergency
5	100% of inspections completed of high risk businesses as identified at the start of the year		

CONTRACT MANAGEMENT AND QUALITY MONITORING

Success Indicator		Corporate Plan Area	2014/15 Priority for Action
1	% of Platinum contract 'good practice' assessments completed *[assessments completed as a proportion of the number of platinum contracts identified]*	Thriving Economy	Rationalisation
2	% of Platinum contracts with operational performance 'Satisfactory' or 'Good'		

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ANNEX 2

	[based on the Platinum snapshot assessment undertaken quarterly using the three indicators Quality, Responsiveness & Communication and Cost]		
In addition Commercial Services Board to escalate any relevant issues for consideration			

FINANCIAL PERFORMANCE INDICATORS (TO BE INCLUDED FOR EACH DIRECTORATE)

1	Forecast/actual expenditure for XYZ service area is in line with the latest agreed budget	< 2.0% of net budget
2	Forecast/actual expenditure for ABC Pooled Budget is in line with latest agreed budget	<2.0% of net budget
3	Forecast/actual expenditure for the capital programme is in line with the original budget (Use of Resources)	<10.0% of programme
4	Directorate reserves	
5	Number of 2013/14 budget virements requested requiring Council approval as they are a change in policy	0
6	Planned savings assumed in the MTFP are expected to be achieved	100% achieved

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ANNEX 2

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Divisions: All

CABINET – 18 MARCH 2014

LOCAL TRANSPORT PLAN UPDATE

Report by Director for Environment and Economy

Introduction

1.   The Local Transport Plan 3 (2011-2030) was adopted by the County Council in 2011 as a 20-year strategy for Oxfordshire's transport system. Having an adopted Local Transport Plan and keeping it under review is a statutory requirement on the county council, as set out in the 2000 Transport Act as amended by the 2008 Local Transport Act. It provides the framework for the county council's transport input into the Local Development Plan process and supports our ability to secure key infrastructure projects.   It underpins our capital delivery programme, and the way in which we deliver our services.

2.   Updates to LTP3 were agreed by Cabinet in 2012 and 2013. For 2014, five of the area strategies within the LTP3's implementation plan have been updated in draft: these are for Banbury, Bicester, Carterton, Science Vale and Witney, covering the parts of the county likely to experience significant growth to 2030. These strategies are attached at Annexes 1-5. The area strategy for Oxford is also currently undergoing review, although the timescales for this mean this is likely to be considered as part of LT4 development.

Reason for updates

3.   The area strategy updates have been necessary to bring the proposed transport improvements in each area into line with Local Plans, thereby supporting our approach to securing funding for key infrastructure required to support planned growth. Officers have worked closely with district council colleagues to ensure that they are in line with adopted and emerging local plans, and reflect the work carried out by the Oxfordshire Spatial Planning and Infrastructure Partnership since the adoption of LTP3, to prioritise the transport infrastructure required to support the location and quantum of planned economic and housing growth in the county in a sustainable way.

Main changes

Banbury

4.   The Banbury Area Strategy has been amended to reflect Cherwell District Council's emerging Banbury Masterplan, and to effectively respond to the strategic development sites which are set out in the Local Plan. The aim in Banbury is to strengthen the town centre by boosting its vitality and quality through regeneration and strengthening commercial and retail activities, while

safeguarding its historical character. A further movement study of Banbury's transport network has enabled us to identify specific schemes to realise this aim. The study also concluded that investment in the town's existing highway network would offer a more deliverable and affordable approach to facilitate future growth and complement the regeneration of the town centre. This work has led to the following new schemes being put forward:

- Developing Bankside as an alternative north-south route;
- Additional capacity at the South Bar Street / Bloxham Road (A361) junction;
- Increasing capacity along the Hennef Way (A422) – M40 route;
- Increasing the capacity of junctions along Warwick Road (B4100);
- Rejuvenating the existing bus station, or possibly a new one on the site currently occupied by the NCP car park north of George Street;
- Improving traffic circulation in the town centre;
- Reorganising and improve the distribution of car parks in the town; and
- Further improvements to the town's walking, cycling and bus networks.

The strategy includes working closely with strategic partners to develop Banbury Station as a transport interchange and take advantage of the opportunities created by the Government's plans to electrify the rail line.

Bicester
5. The Bicester Area Strategy has been revised in light of the planned and committed development which has come forward since 2011, and to respond to the strategic development sites which are identified in the recently completed Cherwell Local Plan. The overlying aim in Bicester is to deliver jobs-led growth supported by housing, with up to 20,000 new jobs and 10,500 new homes in Bicester by 2040. Further examination of the Bicester's transport network and future needs has enabled us to be more specific about the transport schemes required to accommodate future growth and strategic initiatives such as East West Rail. New schemes which improve capacity on the network include:

- a strategic perimeter route around Bicester;
- improvements to the A41 Oxford Road, including enhancements to the Pingle Drive junction, new site accesses to the proposed Bicester Business Park and Kingsmere site;
- Creating a Park & Ride facility adjacent to the A41, close to the Vendee Drive junction;
- South East Link Road;
- enhancements to the A4421 (between the junctions with Bicester Road and Launton Road);
- Improvements to the Buckingham Road / A4221 junction;
- Increasing capacity at the Howes Lane / Bucknell Road junction and approaches; and
- Further developments to the town's walking, cycling and bus network.

Carterton

6. The Carterton Area Strategy has been updated to reflect the scale of growth identified in the emerging Local Plan. The chapter strengthens our aims to establish a transport network for Carterton that supports residential growth, attracts economic investment and enables growth of RAF Brize Norton. Work undertaken since the last LTP3 update has enabled officers to be more specific about the transport schemes, in particular identifying the B4477 between Carterton and A40 at Minster Lovell as the most advantageous route to improve to accommodate traffic growth. As well as supporting operations at RAF Brize Norton, we will work with Carterton Town Council to improve the environment of the town centre, and reduce the impact of traffic accessing the town centre. This revision of the LTP also offers the opportunity to formally secure developer funding to mitigate the cumulative impact of development across the Carterton area.

Science Vale

7. The strategy has been revised to reflect the rapid rate of change and development due to Local Plan growth, and the designation of the Science Vale Enterprise Zone. The transport priority for Science Vale is to improve access to the Enterprise Zone sites at Milton Park and Harwell Oxford for international, national and local travel. Transport planning work is on-going, however work undertaken since the last LTP3 update has enabled officers to be more specific about the transport schemes required to support growth, particularly the major road schemes to improve the A34 Interchanges at Milton and Chilton. The scale of growth across Science Vale presents the opportunity to significantly strengthen bus services, rail infrastructure, and cycle infrastructure to provide a fully integrated transport system, fitting of the UK's leading centre for science, technology and innovation. This revision of the LTP also offers the opportunity to formally secure developer funding to mitigate the cumulative impact of development across Science Vale.

Witney

8. The Witney Area Strategy has been updated to reflect the scale of growth identified in the emerging Local Plan. This sets out our strategic transport vision for Witney, as approved by Cabinet in March 2013. This approved a transport infrastructure investment package to support the town's development potential which includes capacity improvements at the Ducklington Lane/Station Lane junction, a new all movement junction on the A40 at Down's Road and the provision of west facing slip roads at Shores Green together with associated improvements. Opportunities to improve facilities for walking, cycling and bus users are also set out in the revised strategy.

Implementation

9. Many of the schemes within the area strategies are in the early stages of development and their delivery will depend on further feasibility work and obtaining funding. The intention is to seek developer funding wherever

possible, but to retain flexibility to allow us to take opportunities of different routes to government funding as they arise. Some schemes will be subject to environmental assessment and consultation as required. The key schemes up to 2016/17 are listed in the Capital Programme and Transport Forward Plan, approved by Council on 18 February 2014 (see Appendix D): http://mycouncil.oxfordshire.gov.uk/documents/s24304/CC_FEB1814R11%20-%202.11.pdf

Policy implications

10. If approved, the area strategies will replace the current area strategies contained within LTP3, including the policy statements within them. They are consistent with the overarching objectives and policies of LTP3 as set out in Part 1. They support the Corporate Plan objectives of building a world-class economy, supporting healthy and thriving communities and enhancing the environment.

11. The Council is in the early stages of developing a new Local Transport Plan, LTP4. A Member Working Group has been set up, comprising Councillors from the Transport Advisory Panel. Stakeholder and public consultation will take place during its development, and public consultation on a draft LTP4 is currently envisaged for early 2015. The area strategies developed as part of LTP4 will build on the LTP3 strategies and take into account any outcomes from the Strategic Housing Market Assessment. LTP4 will also take account of changes to the central Government transport funding allocation regime, in particular the linkages with the LEP's Strategic Economic Plan and the Local Growth Fund.

Consultation

12. The updated area strategies are in line with local plans, either adopted or emerging, and in each case the high level content has been the subject of local consultation. Therefore it has not been considered necessary to carry out separate public consultation. However, the strategies have been reviewed by district council officers and considered by the Member Working Group. As part of the development of LTP4 (see above), there will be a review and full public consultation on the area strategies, along with the general policies and other strategies. Individual major scheme options will be subject to public consultation as they come forward.

Equalities

13. An equalities impact assessment was carried out on LTP3. As these updates fall under the overall policy framework of LTP3, they are not considered to raise any new equalities issues. Equalities will be considered as part of the development and design of individual schemes within the strategies. A full assessment will be carried out as part of the development of LTP4.

Financial and Staff Implications

14. The development of schemes within the area strategies requires capital and revenue funding, including staffing resource for feasibility and design work. These matters are covered as part of the Council's budget setting process and capital governance procedures.

RECOMMENDATION

15. **Cabinet is RECOMMENDED to approve the removal of the existing area strategies for Banbury, Bicester, Carterton, Science Vale and Witney from LTP3 and their replacement with the updated strategies in Annexes 1 to 5 of this report.**

SUE SCANE
Director for Environment and Economy

Background papers:

> (1) LTP3 existing area strategies for Banbury, Bicester, Carterton, Science Vale and Witney:

If the links below do not work please copy and paste the address into your internet address box

http://www.oxfordshire.gov.uk/cms/sites/default/files/folders/documents/roadsandtransport/transportpoliciesandplans/localtransportplan/ltp3/15-banbury.pdf

http://www.oxfordshire.gov.uk/cms/sites/default/files/folders/documents/roadsandtransport/transportpoliciesandplans/localtransportplan/ltp3/16-bicester.pdf

http://www.oxfordshire.gov.uk/cms/sites/default/files/folders/documents/roadsandtransport/transportpoliciesandplans/localtransportplan/ltp3/19-carterton.pdf

http://www.oxfordshire.gov.uk/cms/sites/default/files/folders/documents/roadsandtransport/transportpoliciesandplans/localtransportplan/ltp3/17-svuk.pdf

http://www.oxfordshire.gov.uk/cms/sites/default/files/folders/documents/roadsandtransport/transportpoliciesandplans/localtransportplan/ltp3/18-witney.pdf

> (2) Bicester Peripheral Route Assessment Report - January 2014

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March 2014

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15. Banbury Area Strategy

The Local Context

15.1   Banbury is a thriving historic market town and serves as retail, commercial and employment centre for a wide catchment. Located 25 miles north of Oxford, it is the largest town in the Cherwell district with a population of around 45,000. It has a diverse economy which is focused on manufacturing, logistics and distribution, and services. The historic Banbury Cross, together with the Oxford Canal and Castle Quay Shopping Centre, make for great leisure and retail attractions.

15.2   The aim in Banbury is to strengthen the town centre by boosting its vitality and quality through regeneration and strengthening commercial and retail activities, while safeguarding its historical character.

15.3   The *Cherwell Local Plan* anticipates that the town will continue to grow and become a larger and more important economic and social focus for its residents, businesses and surrounding area. By 2031 the town is planned to have up to 4,000 new homes. It will establish a more diverse economy and new employment areas. The *Banbury Masterplan* aspires to raise the quality and rejuvenate parts of the town centre with a focus on developing shopping, leisure and night time economy activities.

15.4   The *Masterplan* promotes the expansion of the town centre through a new retail development on the junction of Calthorpe Street and Marlborough Road, as well as an extension of the Castle Quay Shopping Centre, which will include more leisure, dining and entertainment uses. In addition, the plan sets out proposals for residential and office developments, including Bolton Road and the revival of the area linking St Mary's Church to the town centre.

15.5   The Canalside proposal represents a major opportunity to revitalise a substantial area close to the town centre, improve linkages to the railway station and integrate the Oxford canal as a historical industrial asset, with new commercial, retail and 950 residential premises.

15.6   Away from the town centre, there is to be a new strategic employment site west of the M40. The layout of the area enables a high degree of mixing with existing employment development, while the proximity of the M40 provides an opportunity for attracting inward investment from businesses specialising in storage and distribution, services and manufacturing. Attracting mixed employment use will increase the diversity, vitality and resilience of Banbury's local economy. This will be complemented by the further delivery of up to 4,000 new homes at strategic sites on the fringes of Banbury as outlined in the *Local Plan*.

Transport Strategy Aims

15.7   This strategy supports the *Local Plan*, the emerging *Banbury Masterplan* and future *Canalside* and *Spiceball Masterplans* by setting out the required transport improvements to tackle the challenges identified in the 2013 *Banbury Movement Study*. This will allow Banbury to prosper and accommodate the further economic growth and residential development that is proposed up to 2031, as well as promoting the regeneration of the town centre while preserving Banbury's historical charm.

15.8   This strategy identifies a series of improvements to increase the overall capacity of transport networks and systems within the locality, enabling them to accommodate the additional trips generated by development; to adapt to their cumulative impact and to mitigate the local environmental impact of increased travel. Where schemes are needed to mitigate one particular development, the developer will be expected to either construct or provide funding for the scheme; where a scheme is required due to the impact of more than one development, each developer will be expected to make a contribution proportional to the scale of their impact.   Additional funding may also be sought via the Local Transport Board to the Local Growth Fund and other sources.

15.9   Oxfordshire County Council is working towards a strategic transport contribution rate for developer funding, which will be adopted in a future update of this strategy.

15.10   We will:

- Strengthen Banbury's position on the strategic road and rail network and promote it as a transport interchange, connecting homes and businesses to Oxford, Science Vale and business centres like London and Birmingham;
- Deliver transport schemes which make the best use of existing highway capacity and reduce congestion through historically sensitive areas of the town;
- Develop alternative north-south corridors to connect to the M40;
- Review car parking in the town;
- Enhance the town's bus, cycling and walking networks and facilities to ensure good links between residential areas and key employment, leisure and retail destinations. .

> **BAN1 – we will seek opportunities to deliver transport schemes which will boost the vitality and raise the quality of the town centre, as well as protect the historically sensitive areas through:**
>
> - **Strengthening Banbury's position on the railway network through revitalising the railway station and improving access to it by foot, cycle and bus.** We will work with our strategic partners to

develop Banbury Station as a transport interchange and take advantage of the opportunities created by the Government's plans to electrify the rail line which will provide a catalyst for economic growth and will result in increased passenger demand. This is likely to involve re-designing the station forecourt to create an interchange that will feature a taxi rank, better cycle facilities, such as cycle storage, and more pedestrian space, with improved public realm giving a sense of arrival. We will improve walking, cycling and public transport links to the station in order to meet future demand and to better connect the station to the town.

- **Developing the Cherwell Street 'Eastern Corridor' as the preferred north-south route through the town**. This will include improvements to the Bridge Street / Cherwell Street, Swan Close Road / Cherwell Street and Bloxham Road (A361) / South Bar Street junctions. This will be delivered in conjunction with the town centre redevelopment and Canalside development, with the aim to relieve congestion through sensitive areas and improve the area's environment.

  Improvements to the Bridge Street junction, together with supporting public realm enhancements, will enhance connectivity of the railway station with the town centre, and accommodate trips associated with development in the area.

- **Developing Bankside as an alternative north-south route**, including enhancements to the Bankside / Hightown Road and Bankside / Oxford Road junctions. This will be progressed and funded as part of the Bankside development, with the aim of reducing congestion through the historical centre of the town.

- **Additional capacity at the South Bar Street / Bloxham Road (A361) junction**. This is required to accommodate the additional trips associated with residential and employment growth within the town and nearby settlements. It will further promote the Cherwell Street 'Eastern Corridor' as the preferred north-south route through the town.

- **Rejuvenating the existing, or possibly deliver a new relocated bus station.** The town centre regeneration offers a great opportunity to replace the existing bus station to allow for the expansion of the Castle Quay retail centre. We will investigate a new bus station facility on the George Street car park, including linkage with the town centre. This will support the above 'Eastern Corridor' improvements by moving a number of bus movements onto the less congested George Street junction, resulting in greater journey time reliability for buses. It will also provide more bus stops to handle the future increase in buses

- **Improving traffic circulation in the town centre,** including bus routeing and junction enhancements, combined with new signage.

This is required in order to facilitate the town centre redevelopment, in particular the mixed use development in the north-east quarter of the town centre.

- **Reorganise and improve the distribution of car parks in the town**, including the provision of multi-storey parking off Calthorpe Street to be delivered as part of the planned redevelopment in the town centre. This will help to manage traffic movement and influence route choice.

- **Providing multi-storey car parks to serve Banbury Rail Station** in order to accommodate the increased rail commuting and passenger demand associated with the future growth in Banbury and the surrounding areas. This is being wholly funded and delivered by the principal rail operator.

- **Reviewing the highway signage on routes into the town centre** to sign north-south through-traffic away from sensitive areas of the town centre and promote appropriate route choices at key decision making junctions, especially on Oxford Road A4260.

15.11   Completion of the above transport schemes will be fundamental in supporting Canalside and the regeneration of Banbury town centre. The schemes will also help towards protecting the town's historical features and enhancing the environment, particularly in sensitive areas such as Banbury Cross which is expected to become an Air Quality Management Area.

15.12   Improving connectivity to the strategic transport network by removing bottlenecks on junctions and developing alternative north-south routes through the town, as well as investing in bridging the gaps in the town's walking, cycling and bus network will ensure effective access between homes, jobs and leisure and retail opportunities. This will boost the attractiveness of Banbury as a place to live, work and establish business ventures. Figure 2 shows the proposed bus network enhancement.

BAN2 – We will strengthen connections between key residential and employment sites and the strategic transport network, including the M40 by:

- **Increasing capacity along the Hennef Way (A422) – M40 route,** including modifications to the Ermont Way, Cherwell Street and Southam Road junctions. This will help to facilitate employment generation to the east of the town, including the additional 500 jobs expected with the expansion of the industrial area to the west of the M40, by improving access to the motorway network, via the M40.

- **Increasing the capacity of junctions along Warwick Road (B4100)**, including the roundabout junctions with A422 Ruscote

Avenue and Orchard Way. This is required to accommodate the additional trips associated with proposed residential developments to the West of Bretch Hill and North of Hanwell Fields.

BAN3 – we will work closely with Cherwell District Council and other strategic partners, including developers, to improve sustainable transport links and infrastructure between key development sites and the town centre by:
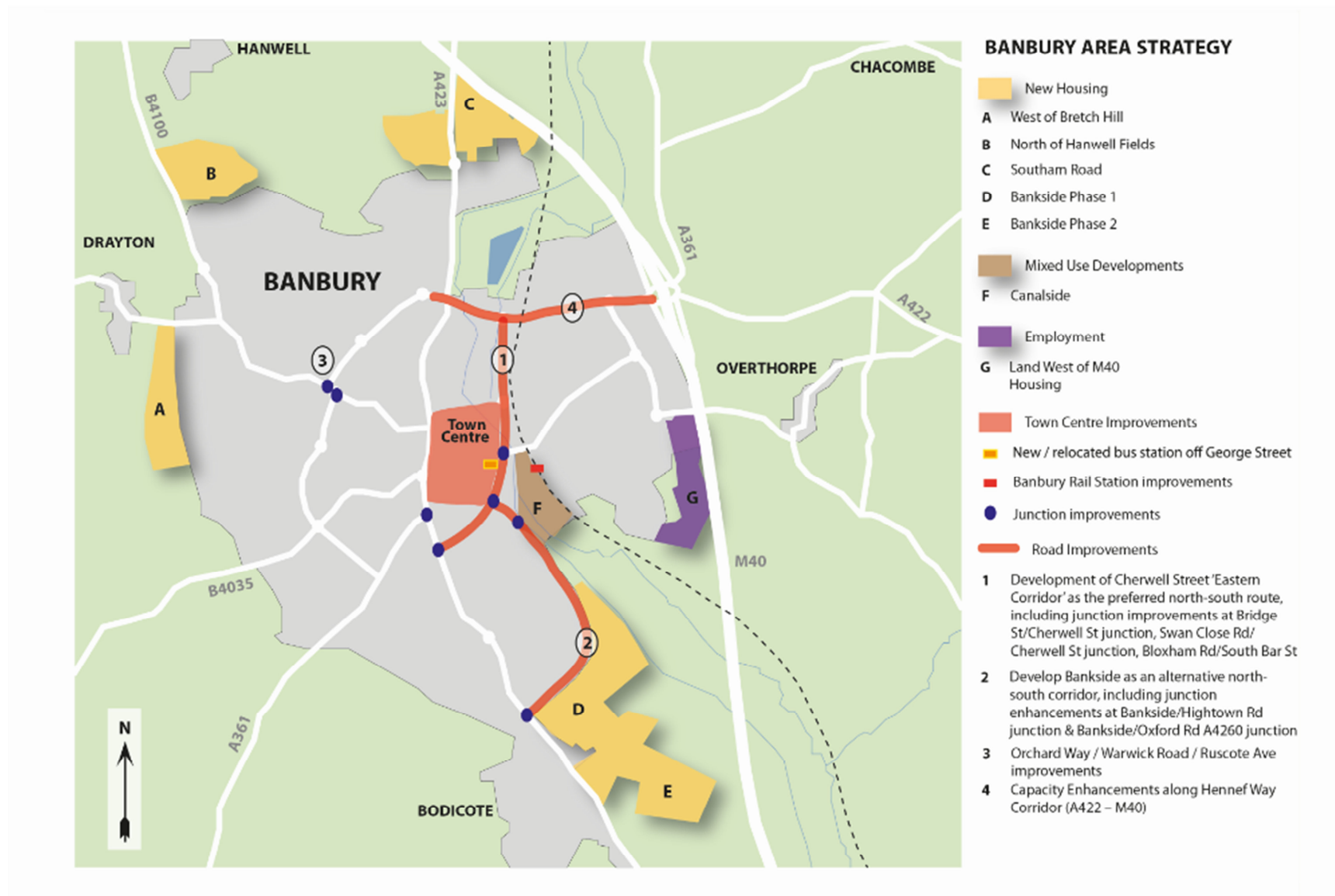
- **Developing the town's bus network, including local services and inter-urban services from Deddington and Bloxham,** through enhancing existing bus services or providing new ones to ensure that an appropriate level of public transport service is provided to effectively connect residential developments with employment centres, with the long term aim of services reaching full commercial viability. This is critical in providing an attractive alternative to private car trips and will be funded by developer contributions. Bus priority at key congestion pinch points will be considered within key projects in the town, in particular the north-south corridor and the bus station relocation. This will complement the above bus service enhancements by enabling faster, more reliable bus journeys.

- **Working with public transport operators to ensure the public has access to high quality public transport infrastructure and passenger information.**

- **Improving facilities for pedestrians and cyclists and working to fill in gaps in the walking and cycling network, including Public Rights of Way.** This is required in order to reduce the proportion of journeys made by car in the town, so that the network can cope with the trips generated from planned development. This will promote healthy and active transport, as well as complement Cherwell District Council's emerging Air Quality Strategy.

15.13   This Area Strategy replaces the Banbury Integrated Transport and Land Use Study – 2000 (BITLUS). Planning obligation contributions, secured in order to mitigate the impacts of development, towards BITLUS will be able to be used to deliver the proposals in this strategy and be in accordance with the planning obligations.
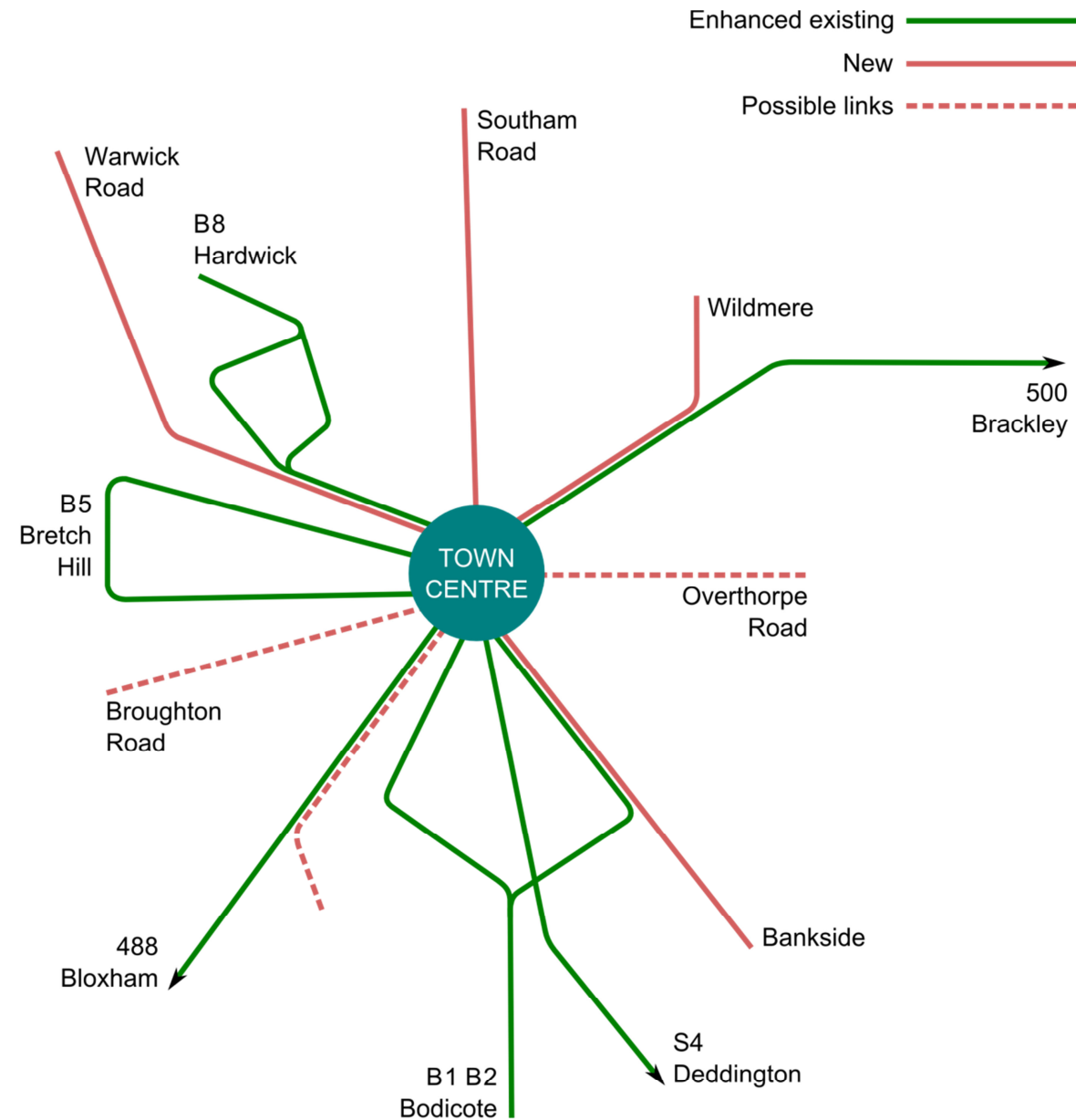
15.14   A comprehensive list of transport schemes proposed for Banbury can be found on the Oxfordshire County Council website (Link to web page from which Cabinet Paper can be downloaded).

Maps and Plans

15.15   Figure 1 below shows the key pieces of transport infrastructure required to deliver the proposed growth and investment in the area.

BANBURY AREA STRATEGY

	New Housing
A	West of Bretch Hill
B	North of Hanwell Fields
C	Southam Road
D	Bankside Phase 1
E	Bankside Phase 2

	Mixed Use Developments
F	Canalside

	Employment
G	Land West of M40 Housing

Town Centre Improvements

New / relocated bus station off George Street

Banbury Rail Station improvements

Junction improvements

Road Improvements

1   Development of Cherwell Street 'Eastern Corridor' as the preferred north-south route, including junction improvements at Bridge St/Cherwell St junction, Swan Close Rd/ Cherwell St junction, Bloxham Rd/South Bar St

2   Develop Bankside as an alternative north-south corridor, including junction enhancements at Bankside/Hightown Rd junction & Bankside/Oxford Rd A4260 junction

3   Orchard Way / Warwick Road / Ruscote Ave improvements

4   Capacity Enhancements along Hennef Way Corridor (A422 – M40)

15.16 Figure 2 shows the proposed public transport network.

Enhanced existing ────────

New ────────

Possible links ─────────

Southam Road

Warwick Road

B8 Hardwick

Wildmere

500 Brackley

B5 Bretch Hill

TOWN CENTRE

Overthorpe Road

Broughton Road

Bankside

488 Bloxham

S4 Deddington

B1 B2 Bodicote

Note – this plan does not show certain lower frequency bus services

Not to scale

References

Cherwell Local Plan (submitted to the Secretary of State for Communities and Local Government for formal Examination on 31st January 2014). – http://www.cherwell.gov.uk/index.cfm?articleid=9803

Banbury Masterplan – http://www.cherwell.gov.uk/media/pdf/2/k/Banbury_Masterplan_Stakeholder_Workshop__130213.pdf

Banbury Movement Study – http://www.cherwell.gov.uk/media/pdf/3/g/Banbury_Movement_Study_February_2013_Part_1_of_2.pdf

16. Bicester Area Strategy

The Local Context

16.1   Bicester is one of the fastest growing economic centres in the county, with a population of approximately 31,000. Its economy is focused on storage, defence and distribution activities, food processing and engineering. Bicester Village shopping outlet is a significant UK tourist attraction, drawing in nearly six million visitors a year, including many from overseas. It benefits from good rail connections with London, which will be improved by a direct connection to London from Bicester Town Station as part of East-West Rail Phase 1. Further improvements will come forward as part of East-West Rail Phase 2 which will connect Bicester with Mitlon Keynes, Bletchley and Bedford.

16.2   The Oxfordshire Local Enterprise Partnership identifies Bicester as a growth town. It will play a key role in the economic growth of the county, which will be focussed on the central area encompassing Bicester, Oxford and Science Vale. Given its advantageous location on the transport network which connects the town with Oxford, Science Vale and the wider south-east region, it has significant potential for growth through the expansion of Bicester Village, proposed business park and employment sites allocated in the emerging Local Plan, investment in the town centre as shown by the recently completed £70m town centre redevelopment, and the shift to a low carbon community exemplified by North West Bicester eco development.

16.3   The Cherwell Local Plan seeks to use this potential to deliver jobs-led growth, supported by housing, with up to 12,000 new jobs (or 122 ha of employment land) and 4,100 new homes in Bicester by 2031. The Local Plan also sets out an ambition for Bicester to become a greener more pleasant place to live, work and visit.

16.4   This strategy supports the *Local Plan.* The implementation of the *Local Plan* will be helped by proposals and iniatives in the *Bicester and Northwest Bicester Ecotown Masterplans*. These documents promote an enlarged and vibrant town with a comprehensive range of employment opportunities and local amenities to complement its substantial role in the wider region's economy. The *Local Plan* stresses the importance of securing jobs-led growth in the town to address the critical employment shortfall, and the high levels of out-commuting.

16.5   The *Local Plan* will enable employment development on allocated sites, with the aim of creating a diverse economy that attracts growth and investment from the business, manufacturing, science and hi-tech sectors. Employment sites include the Bicester Business Park and South East Bicester, which between them will create up to 48 ha of employment land. This will be supported by housing development of approximately 4,100 new homes by 2031, and a further 3,500 new

homes by 2040. The *Local Plan* also seeks to strengthen the town centre and create additional green and recreational space.

16.6   Enhancing access to the strategic transport network and making it easier for people to travel between homes and jobs is critical in accelerating and accommodating future growth in Bicester. Investment in core transport infrastructure will boost the attractiveness and desirability of Bicester as a place where businesses want to locate and grow, and where people want to live and work.

Transport Strategy Aims

16.7   The priority for Bicester is to provide the transport infrastructure which supports the aspirations set out in the *Local Plan* and the iniatives for their implementation in the forthcoming *Bicester and North West Bicester Eco-Town Masterplans*. This includes tacking the challenges identified in the *Bicester Movement Study* and those specific to Central Government standards for transport in Eco Towns. This will enable the town to thrive and realise its full growth potential, and its essential role in Oxfordshire's economy.

16.1   This strategy identifies a series of improvements to increase the overall capacity of transport networks and systems within the locality, enabling them to accommodate the additional trips generated by development; to adapt to their cumulative impact and to mitigate the local environmental impact of increased travel. Where schemes are needed to mitigate one particular development, the developer will be expected to either construct or provide funding for the scheme; where a scheme is required due to the impact of more than one development, each developer will be expected to make a contribution proportional to the scale of their impact. Additional funding may also be sought via the Local Transport Board to the Local Growth Fund and other sources.

16.2   Oxfordshire County Council are working towards a strategic transport contribution rate for developer funding, which will be adopted in a future update of this strategy.

16.3   It is essential to provide high quality access to the strategic highway and railway network to secure business investment and encourage people to make Bicester their home.

16.4   We will:
  • Provide highway infrastructure which effectively reduces current and predicted transport congestion in Bicester;
  • Increase highway capacity on perimeter routes to make these attractive to employment and longer distance traffic and thereby reducing the strain on the town centre and central corridor;
  • Accommodate proposed strategic rail initiatives, including East West Rail and plans for electrification, and a possible future Rail Freight Interchange, in order to strengthen Bicester's position on the national

rail network and maximise access to regional economic centres, such as Milton Keynes;

- Strengthen the town's walking, cycle and bus networks to reduce congestion, improve air quality and ensure good links to local employment opportunities and amenities within the town, as well as transport hubs.

BIC1 – We will seek opportunities to improve access and connections between key employment and residential sites and the strategic transport system by:

- **Increasing capacity at Junction 9 of the M40 and supporting plans to improve Junction 10,** to relieve congestion on these busy interchanges, particularly in the peak periods, and to accommodate the future increase in traffic to Oxford, Science Vale and other nearby centres (along the A41,A34, M40, A43), alongside significant improvements to rail and bus services between Bicester, Oxford and Science Vale.

- **Delivering a strategic perimeter route around the town is the key component of this strategy.** Work undertaken through the Bicester Movement Study identified the need for a fit-for-purpose peripheral route to facilitate all proposed growth in Bicester, i.e. with North West Bicester fully developed out. Further assessment work has been undertaken which identifies online improvements which will be required during this LTP period and a new peripheral route that will provide necessary additional capacity beyond 2021. An initial sifting report (Bicester Peripheral Route Quantitative Assessment Report) identifies preferred routes to the south-east of the town. Both routes entail the use of land within the Graven Hill and East Bicester (East of Wretchwick Way) development sites and will therefore require safeguarding/dedication as part of development proposals. The scheme will provide full access to the strategic road network which is fundamental in helping to attract and secure business investment in Bicester.

- **Working closely with partners to facilitate the delivery of proposed strategic rail initiatives, especially East West Rail.** The travel opportunities created from this Network Rail and Chiltern Railways-led investment will enhance connections between homes and jobs, making Bicester a more attractive place to work, live and establish enterprises. This investment will attract investors to set up businesses and bring new jobs to Bicester.

- **Working with the rail industry and developers to deliver solutions at the Charbridge Lane and London Road railway level crossing points** to enable more rail services operating to and from Bicester as a result of East West Rail and anticipated growth in rail freight without causing excessive traffic delay. These improvements are critical in order to manage traffic flows and impacts on the wider road network.

- **Supporting the proposals to secure a potential freight interchange at Graven Hill and working with the district and developers to achieve this.** This would reinforce Bicester as a distribution hub within the region's economy and make a significant contribution to the future employment provision in Bicester, especially in the Graven Hill site, which in itself could provide 26 ha of employment land. The facility would also assist in removing freight traffic on the M40, A34 and A43, further reducing strain on the strategic road network and benefiting the environment.

- **Working with developers to improve the A41 Oxford Road, including enhancements to the Pingle Drive junction, new site accesses, new bus stops and footpath and cycleway improvements**. This work will support the creation of over 3,800 new jobs through the Bicester Village expansion and the Bicester Business Park proposal by improving connections along this congested corridor.

- **Creating a Park & Ride facility adjacent to the A41, close to the Vendee Drive junction**, to serve Bicester town centre, employment centres and rail stations, Bicester Village and Oxford, alleviating congestion along the A41 by intercepting car trips and promoting increased use of the high quality bus services.

- **Providing measures to reduce congestion through the central corridor (from Kings End (B4030) to the 3-arm Field Street, Buckingham Road and Banbury Road roundabout)**. The longer term aim will be to reduce the level of traffic through this route and increase the opportunities for east-west traffic movements through traffic management options, including bus priority and potential speed control measures.

- **Implementing focused enhancements to the A4421 (between the junctions with Bicester Road and Launton Road)** to complement the transport solution at the railway level crossing at Charbridge Lane and facilitate development in the area. This scheme will improve the operation of this section of the eastern perimeter road, and enhance the integration of the North East Bicester Business Park site with the rest of the town.

- **Improvements to the Buckingham Road / A4221 junction** to provide the necessary capacity for the additional trips generated from nearby employment and residential development, as well as support the heritage tourism development of the neighbouring Former RAF Bicester site.

- **Increasing capacity at the Howes Lane / Bucknell Road junction and approaches** to accommodate the increase in traffic using this route, further enabling development in the area, including the North

West Bicester development.

- **South East Link Road** to enable residential and employment growth on the eastern side of the town, especially at the Graven Hill and East Bicester development sites, without compromising the strategic perimeter route around the town.

16.5   All this will be critical to attracting employment growth in Bicester, especially for the peripheral development sites. Effective transport links between the residential areas, employment sites and other facilities will facilitate economic growth, and provide more opportunities for people to live and work in Bicester, thus reducing the current level of out-commuting. The reduction in the length of people's journeys provides opportunities for them to use non-car modes of travel. Complementary investment in the town's bus, walking and cycling network will have an essential role in accommodating growth, encouraging sustainable travel choices, and raising the quality of the environment.

16.6   Bus priority measures may be required at anticipated pinch points on the main approaches to the town centre as future developments come forward. This is likely to include the Bucknell Road/Field Street junction, and the Buckingham Road approach to the three arm roundabout.

BIC2 – We will work with strategic partners to develop the town's walking, cycling and bus networks and links between key development sites and the town centre and railway stations by:

- **Enhancing pedestrian, cycle and public transport links to the two railway stations, in particular Bicester Town Station**. We will use the opportunities offered by the redevelopment of Bicester Town Station to create a 'state-of-the-art' multi-modal interchange offering high quality facilities for pedestrians, bus users and cyclists, including a cycle hub incorporating hire and repairs. We will also improve walking and cycling routes leading to the station, in particular, the walking route between the station and the town centre, as well as creating a new walking route linking the station with Langford Village and the expanded Bicester Village outlet and the Kingsmere estate.

- **Improving Bicester's bus services along key routes** to connect residential areas with existing and future employment centres, particularly Graven Hill, North West Bicester, the Launton Road Industrial estate and North-East Bicester Business Park. This will be achieved by using funding from development to enhance the quality and frequency of existing services, with the aim of services reaching full commercial viability.

- **Significantly improving public transport connectivity with other key areas of economic growth within Oxfordshire**, through access

to high-quality, high frequency services on the core network between Bicester, Oxford and Science Vale, operating on a 'turn up and go' basis throughout the day; integrated connections between local bus services and services on the core network, and flexible, cashless payment, with the ability to switch between modes of travel without penalty or the need to make separate payments. Proposed network improvements are shown in Figure 2.

- **Providing improved public transport infrastructure**, where there are identified needs arising from strategic development sites and working with Bicester Town Council to enhance passenger information at strategic locations, and potential bus priority measures.

- **Providing new sections of urban pedestrian and cycle routes to better connect residential developments with the town centre and key employment destinations**. This includes:

  - A direct link from the centre of North West Bicester (Eco Town) to Bicester North Station and onwards to the Launton Road industrial estate.
  - Improved pedestrian connections to Graven Hill including A41 crossing options to reduce severance and increase the accessibility of this site;
  - A new link through the town park to Kings End to reinforce the east-west pedestrian and cycle links across Bicester;
  - Promoting George Street as a pedestrian route linking to the Sports Centre, Community College and town centre;
  - Providing a pedestrian footbridge over the railway as part of East West Rail to maintain access to the national cycle route
  - Southern connectivity project to provide sustainable connections between housing and employment developments to the south of the town.

- **Public realm improvements in Bicester Market Square and The Causeway** to enhance the quality of the pedestrian environment by creating a sense of 'place'. This will complement the major investment in the town centre redevelopment.

- **Securing green links between proposed development sites on the outskirts of the town and existing Public Rights of Way, providing a series of leisure / health walks.** We will also pursue opportunities to join a number of missing links in the Public Rights Of Way network through working with developers

16.7   We are currently promoting a range of travel options within Bicester, through the Travel Choices demonstration project, with the aim of reducing the proportion of single occupancy car journeys, in order for the transport network to cope with trips generated from planned development .

BIC3 – we will work to get the most out of Bicester's transport network by investigating ways to increase people's awareness of the travel choices available in Bicester by:

- **Undertaking travel promotions and marketing measures** to complement the wider Bicester Vision place-making initiatives to strengthen the town as a place to live, work and invest in commercial enterprises. This will increase the use of walking, cycling and public transport measures by increasing people's awareness of the travel choices available, and will be achieved primarily through developer travel plans.

- **Developing a coordinated parking strategy in partnership with Cherwell District Council** to identify an appropriate balance of parking provision in the town, including the quantity and location of short stay and long stay parking, as well as appropriate parking management and pricing mechanisms.

- **Discourage undesirable routeing of traffic by developing a signage strategy**, improving the directional signage on the town's road network by directing strategic traffic away from the town centre. This will alleviate congestion on the central corridor and enhance the quality of the environment in the town centre. It will also support Cherwell District Council's emerging Air Quality Strategy, which aims to tackle air pollution in the Kings End / Queens Avenue Air Quality Management Area.

16.8   This Area Strategy replaces the Bicester Integrated Transport and Land Use Strategy – 2000 (BicTLUS). Planning obligation contributions, secured in order to mitigate the impacts of development, towards BicTLUS will be able to be used to deliver the proposals in this strategy and be in accordance with the planning obligations.
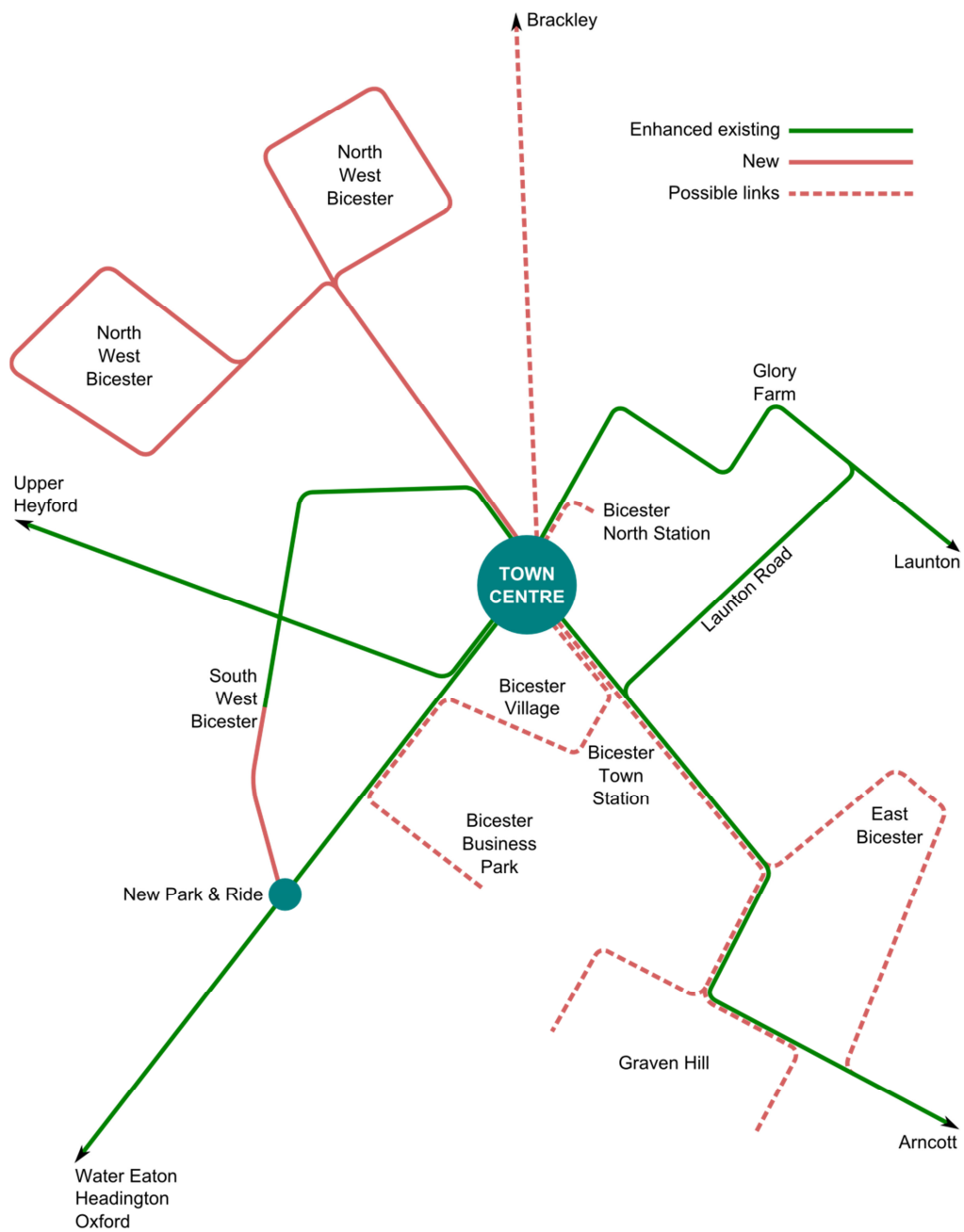
16.9   A comprehensive list of transport schemes proposed for Bicester can be found on the Oxfordshire County Council website (Link to web page from which Cabinet Paper can be downloaded).

Maps and Plans

16.10   Figures 1 below shows the key pieces of transport infrastructure required to deliver the proposed growth and investment in the area.

BICESTER AREA STRATEGY

Mixed Use Developments

A   North West Bicester (Eco Town)
B   Graven Hill
C   South East Bicester

New Housing

D   South West Bicester Phase 2
E   South West Bicester Phase 1 - (Approved)

New Business Parks

F   Bicester Business Park
G   Bicester Gateway
H   North East Bicester Business Park

Tourism Development

I   Former RAF Bicester

Town Centre Improvements including Market Square

Road Improvements

1   A4421 enhancements between Bicester Road and Launton Road
2   Central Corridor enhancements (King's End to Queens Avenue junction)
3   A41 / Oxford Road corridor enhancements

P+🚃   Bicester Park and Ride site next to the Vendee Drive / A41 Oxford Road junction

●   Junction Improvements
1   Howes Lane / Bucknell Road junction
2   Buckingham Road A4221 junction
3   M40 Junction 9 improvements

Rail Improvements

a   Charbridge Lane railway level crossing solution
b   Bicester Town Station improvements
c   London Road railway level crossing solution
d   Rail Interchange for freight at Graven Hill
e   Bicester North Rail Station improvements

16.11 Figure 2 shows the proposed public transport network.

Note – this plan does not show certain lower frequency bus services

Not to scale

References

Bicester Masterplan –
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Oxfordshire Local Enterprise Partnership -
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Local Government for formal Examination on 31st January 2014). –
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19. Carterton Area Strategy

1. Carterton, the second largest settlement in West Oxfordshire, is a relatively modern town which has grown, in the main, to serve RAF Brize Norton. Carterton has a small but varied economy, largely focused around the provision of local services. Carterton has been identified as a growth area by West Oxfordshire District Council, and has opportunities for both residential and employment growth.

2. The role of the Ministry of Defence (MOD) within Carterton is very strong with many local people associated with RAF Brize Norton. The MOD seeks to strengthen the strategic importance of RAF Brize Norton, as the largest RAF base in the country and significant increases in both military operations and personnel are expected in the next few years due to Programme Gateway – the RAF's plan for future growth.

3. West Oxfordshire's Draft Local Plan 2012 identiified that within the Carterton sub-area there will be around 1,850 new homes by 2029, including Strategic Development areas to the east of Carterton (700 homes) and 400 homes at REEMA North and Central (current military personnel housing areas). The draft Local Plan also seeks to deliver a more attractive and vibrant town centre.

4. This strategy supports the Draft Local Plan's ambitions for Carterton and identifies the need for further investment in the town's transport infrastructure in order to support the planned level of growth.

Transport Strategy Objectives

5. The key transport objectives for Carterton are to:

-   establish a transport network that supports residential growth, attracts economic investment and enables growth of RAF Brize Norton;
-   enable people to access jobs and services by all modes of transport;
-   improve the environment of the town centre, and reduce the impact of traffic accessing the town centre.

6. The transport strategy for Carterton supports the development proposed to 2030 by:

-   improving accessibility
-   signing traffic to the most appropriate routes

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- improving bus services and public transport infrastructure
- improving facilities for walking and cycling

7. The routes between Carterton and the A40 are currently only of 'B' road standard. This results in military freight using unsuitable routes, particularly through Carterton town centre and local traffic using a variety of routes, of varying standard, to access Witney and the A40. Improving access to the A40 is therefore a key objective reflected in Proposal CA1 below.

> Proposal CA1 – To establish a transport network for Carterton that supports residential growth, attracts economic investment and enables growth of RAF Brize Norton the County Council will work closely with the District Council and key local partners to:
>
> - undertake feasibility and option generation work to improve the B4477 between Carterton and A40 at Minster Lovell and upgrade from B classification road to A classification including signage review.
>
> - continue to work with RAF Brize Norton to establish the implications of Programme Gateway on the existing transport network, to ensure new infrastructure is provided by the MOD to enable its intensification of activity;

8. There are frequent bus services operating between Carterton, Witney and Oxford, including a service of approximately two buses per hour to Oxford Rail Station. However, these services are vulnerable to delay because of congestion within Witney, through Eynsham and approaching Oxford on the A40. We will develop a strategy to improve access between development in West Oxfordshire and employment in Oxford, in particular new employment at Oxford's 'Northern Gateway', and to connect with rail services to London from Oxford Parkway station.

9. In some locations within Carterton, poor quality surfaces, personal safety concerns and lack of directional signage deter walking and cycling. Cycle networks linking the town to Witney and nearby villages could also be improved to enable cycling to work and for leisure.

> Proposal CA2 – To enable people to access jobs and services by all modes of transport the County Council will work with the District Council, bus operators and developers to secure public transport, walking and cycling improvements to:
> - improve the frequency of bus services to Witney and Oxford, through

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> pump-prime funding from new developments to reach the desired Premium Route level of service of four buses per hour;
>
> - improve the frequency of bus services to Swindon, through pump-prime funding from new developments to eventually run these services on a commercial basis;
>
> - provide bus stops close to the RAF Main Gate;
>
> - provide a cycle route between Carterton and Witney;
>
> - provide a cycleway from the employment and residential areas in the east of the town to Carterton town centre via Brize Norton Road;
>
> - work with RAF Brize Norton to improve traffic flow for all modes at RAF Brize Norton's Main Gate including ensuring pedestrian and cycle facilities join established routes;
>
> - support the redevelopment of Ministry of Defence housing stock within Carterton to provide excellent pedestrian access throughout the redeveloped site and clear pedestrian links to facilities across the town, including, where financially practical, the removal of the Upavon Way pedestrian subway.

10. Carterton Town Council is working on an improvement strategy for the town centre. The main aims are to promote retail and service growth by improving the environment in the town centre including reducing the impact of traffic, whilst maintaining access. On completion of the strategy the county council will review the transport issues that are highlighted.

> Proposal CA3 – To improve the environment of the town centre, and reduce the impact of traffic accessing the town centre the County Council will work with the District Council, Town Council, key local partners and developers to secure improvements to:
>
> - reduce queuing traffic and improve the environment in the town centre;
>
> - discourage undesirable routing of traffic by improving directional signs and traffic calming measures;
>
> - provide cycle links from the west of the town to the town centre.

11. Congestion on the A40 to the east of the Witney causes very lengthy delays for journeys to and from Oxford at peak times. This impacts on the ability of local businesses to achieve growth, and makes Carterton a potentially less desirable place for new businesses to locate.

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> Proposal CA4 - We will improve access between local centres and new
> development in West Oxfordshire, and employment in Oxford, in particular
> new employment at Oxford's 'Northern Gateway', and to connect with rail
> services to London from Oxford Parkway (Water Eaton) station by:
>
> - Developing a transport improvements strategy to facilitate trips along
>   the A40 corridor, including the existing proposal for an Eynsham Park
>   & Ride Site.

Funding

12. Funding for the Carterton area strategy will be largely secured from developer
    contributions using the strategic transport infrastructure contribution rate.

13. The Carterton area strategy identifies a package of transport measures that
    are required to mitigate the cumulative impact of development across the
    Carterton area, where the impact of development is not attributable to a single
    development.

14. The public transport service contribution is based on the estimated cost of new
    or improved public transport services divided proportionally by the quantum of
    planned growth to give a cost per development site.

15. The level of contributions has been calculated on based on the scale of
    funding required for the transport infrastructure and the quantum of planned
    growth. This will be reviewed if the planned housing growth or infrastructure
    requirements change.

16. The Strategic Transport Contribution does not include direct mitigation
    measures, which will be sought separately.

> Proposal CA5 – To mitigate the cumulative impact of development across the
> Carterton area and implement the transport measures identified in the Carterton
> area strategy we will:
>
> • Secure strategic transport infrastructure contributions from all new
> development based on the contribution rate per dwelling or per m2 for non-
> residential developments.
>
> • Secure strategic public transport service contributions based on the
> contribution rate per dwelling or per m2 for non-residential developments

References

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RAF Brize Norton Programme
Gatewayhttp://www.raf.mod.uk/rafbrizenorton/organisation/proggateway.cfm.

West Oxfordshire's Draft Local Plan 2012
http://www.westoxon.gov.uk/planning/CoreStrategy.cfm?frmAlias=/corestrategy/?frmAlias=/draftlocalplan/

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CARTERTON AREA STRATEGY

New Housing

A Proposed Strategic Development Area – East Carterton SDA

B Strategic Development Area – REEMA SDA

C Remaining Adopted Local Plan Housing Allocation with resolution to grant permission – North Swinbrook Road

Employment

D Existing Employment Sites

RAF Brize Norton

Town Centre

Shill Brook Valley Conservation Target Area

Landscape buffer / Recreation area

Road Improvements

1 Proposed Link Road

SHILTON

CARTERTON

B4477

B4020

B4477

Witney Rd

BRIZE NORTON

Station Rd

Town Centre

RAF BRIZE NORTON

B4477

B4020

ALVESCOT

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17 Science Vale Area Strategy

The Local Context

1.   Science Vale is the UK's leading centre for science, technology and innovation. It includes the fast growing settlements of Didcot, Wantage and Grove along with employment centres of Harwell Oxford and Milton Park at the heart of the area

2.   Science Vale is already one of the most successful areas of science based industry in the country. The area has high concentrations of businesses and employment in industries such as research and development, publishing, education and hi-tech manufacturing activities such as motor vehicles and IT, reflecting the presence of some large and prestigious employers in these industries. The success of science based enterprise in central Oxfordshire relies on connectivity between Oxford's university campuses and the centres of innovation.

3.   The growth documented in the Vale of White Horse draft Local Plan 2029 (published February 2013) and South Oxfordshire Core Strategy 2027 (adopted December 2012), is to deliver job led growth of 16,000 new jobs, principally at the main employment centres of Harwell Oxford, Culham Science Centre and Milton Park. There is significant medium to longer term potential for 1,500 - 4,000 jobs on the site of the recently decommissioned Didcot A Power Station. This will be supported by 14,000 new homes by 2029.

4.   At the core of this growth area is the Science Vale Enterprise Zone covering 64 hectares within Harwell Oxford and 28 hectares within Milton Park Business Park. Development within the Enterprise Zone will generate income for the Local Enterprise Partnership (LEP) for investment in infrastructure to support wider economic development in Oxfordshire. Oxfordshire County Council is part of the Enterprise Zone Delivery Group (EZDG) helping to deliver the projects and work streams identified in the Enterprise Zone Investment Plan. Our role is predominately leading projects around skills, inward investment, broadband and transport.

5.   We are working closely with South Oxfordshire and the Vale of White Horse district councils to deliver a shared vision for growth set out in the Local Plans. The main focus is to create the conditions to facilitate and enable residential

and employment growth: creating a thriving place that is an attractive place to both live and work. Expansion of the science and technology business and creation of attractive town centres that offer good local services and amenities are key to achieving this.

6.   Didcot is a focus for new growth, where over 9,000 homes by 2029 are proposed. Four strategic housing schemes have been identified as priorities (Didcot North East, Lady Grove East, Great Western Park, Valley Park). These schemes have the capacity to provide around 2,700 homes over the next five years. A further phase of town centre retail and leisure development is also underway. The town centre development is estimated to create more than 1,000 new jobs.

7.   Wantage and Grove will receive major housing development to support the expansion of employment in the Science Vale area. The existing Local Plan 2011 allocated Grove Airfield for 2,500 homes and the emerging Local Plan 2029 is proposing to allocate up to 2,250 homes across sites north-east of Wantage and north of Grove.

8.   To support and enable this planned growth it is vital that new and improved transport infrastructure is delivered. This includes ensuring excellent access to international gateways. Fast, reliable access to Heathrow Airport and international rail at London St Pancras is a critical factor in attracting investment and growing the knowledge sector business in Science Vale. Didcot Station, as the main transport hub for the area, has a key role in delivering this. Movement within Science Vale and connections with the rest of Oxfordshire's transport network also need to be efficient and reliable.

9.   Effective partnership working with the Highways Agency, Bus Operators and Network Rail, achieving a common ambition, will be required to deliver the vision and transport aims for the area.

Transport Aims

10.   The transport priority for Science Vale is to improve access to the Enterprise Zone sites at Milton Park and Harwell Oxford for international, national and local travel. To achieve this we will improve:
   - Access to the strategic road and rail networks
   - Connectivity to Oxford's universities and the centres of innovation
   - East-west journeys across the Science Vale area

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- Journeys between Didcot and the Enterprise Zone
- Trips to town centre facilities and amenities

Strategic Road and Rail Networks

11.   To support the global nature of businesses within the Science Vale area good reliable access to and along the A34 is crucial. The A34 provides essential access to Birmingham, Heathrow, the ports at Southampton, and the Channel Tunnel.

12.   Didcot Station has a significant role in enabling the vision for Science Vale to be achieved. There is an ambition for Didcot Station to be transformed into a 'state of the art' multi-modal interchange and gateway to the area, fronted by a new public square. Improved rail services will enable journeys to connect to Eurostar services and airports at Heathrow, Birmingham and Gatwick.

13.   Strengthening the public transport networks between Science Vale and Oxford's universities and the centres of innovation is essential. Public transport will be significantly improved to provide high quality, high frequency dedicated bus services linking Didcot Station, the centres of innovation, and university campuses. These will offer a 'turn-up-and-go' frequency throughout the day, and provide integrated connections at the core interchanges, as well as cashless payments with the ability to switch between modes of travel without penalty or the need to make separate payments.

14.   Culham Science Centre (CSC) benefits from Culham Station being close to the site. Full utilisation of this by CSC and the rail operators is key to support and enable economic growth. Improved services with better station integration will achieve this. Improvements that greater enhance access to the site by bus and cycle are also necessary.

15.   Improvements to the Culham and Clifton Hampden road river crossings or implementation of a new bridge are not identified projects within the Transport Strategy. This was discussed extensively at SODCs Core Strategy examination and the arguments still stand. The Strategy to accommodate movement north /south is focussed on rail and the A34. Capacity problems are not only created by the bridges themselves but also by the surrounding road network and junctions. This capacity issue acts as a deterrent to some drivers and aids commuters to make a choice about how/when they Travel.

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16.   Widening of Cow Lane is also not an identified scheme within the Transport
       Strategy due to the significant cost and implications of such a scheme.
       Greater accessibility from Lady Grove East to the Station and Town centre is
       recognised as important. Creation of a new northern entrance to Didcot
       Station is promoted as a way to deliver this.

Proposal SV 1 – We will work with partners to improve accessibility to the
strategic road and rail network by:

- **Delivering access and journey reliability improvements at Milton
  Interchange.** To improve capacity, to relieve congestion and
  accommodate additional traffic from planned development.

- **Delivering north-facing slips at Chilton Interchange to provide a full
  movement junction.** To enable full movement to and from Harwell Oxford
  from the A34, helping attract investment and to relieve local roads.

- **Delivering Harwell Oxford entrance improvements.** An increased
  capacity roundabout, to facilitate additional trips into/from the site and
  supplement the improved Chilton Interchange.

- **Promoting an improved level of rail service at Didcot,** seeking a
  minimum of four trains per hour to Oxford and Bicester.

- **Developing Didcot Station into a 'state-of-the-art' multi-modal
  interchange,** to meet demand from new development and improved rail
  services. This includes decking of the station car park and station access
  from the north.

- **Strengthening access from Didcot Station to Milton Park and Harwell
  Oxford** through dedicated bus and cycle connections.

- **Promoting an improved level of rail service at Culham Station.** To
  improve accessibility and encourage further business investment.

- **Promoting greater presence and accessibility of Culham Station** both
  for the local area and Culham Science Centre.

- **Promoting an improved and fully integrated public transport system**
  linking Science Vale with innovation hubs and research locations in
  Oxford.

East-west journeys across the Science Vale area

17.   Delivery of a range of new housing attractive to different markets is required to support the level and type of job growth expected. To accelerate and support housing growth at Didcot and Wantage and Grove settlements the delivery of key new roads, junction improvements, investment in public transport, and walking and cycling routes are required to enable access to housing sites and facilitate movement between homes and the main employment areas.

18.   In addition there is a need to promote and provide better opportunities for walking, cycling and public transport. This is in order to give people a real choice about how they travel, with the aim of meeting additional travel demand across a range of modes. This is vital to ensure that the road network can cope with future traffic volumes.

19.   Delivery of the following schemes is therefore seen as a priority for retaining and growing businesses in the area and connecting the variety of residential growth areas with key employment and service centres.

Proposal SV 2 – We will work with development partners to improve east-west journeys across the Science Vale area, connecting new homes with jobs and service centres, by better connecting Wantage and Grove with Didcot, Milton Park and Harwell Oxford through:

- **Promoting the Wantage Eastern Link Road** to support developments in Wantage and Grove and provide relief to central Wantage.

- **Delivering improvements along the A417 corridor** to improve the capacity of the road, improve journeys for public transport users and cyclists, and address the conflict between east-west travel and access to the villages along this route.

- **Delivering improvements at Steventon traffic lights at the A4130 / B4017 junction**. To remove the 'bottle-neck' and improve journey times to the A34, Milton Park and other Didcot employment sites.

- **Reducing congestion at Rowstock roundabout** through measures to increase capacity of the junction itself and improvements to Featherbed Lane.

- **Securing Grove Northern Link Road to access development.**

- **Securing new bus services** between new residential sites at Didcot, Wantage and Grove and the employment sites of Milton Park, Harwell Oxford, and Oxford. A minimum standard of two buses per hour during the morning/evening peak travel periods is required to provide a credible level of service.

- **Securing improvements to existing bus services** between Oxford, Didcot, Wantage and Grove and Abingdon and the employment sites.

- **Promoting the use of sustainable transport** by undertaking travel promotions and marketing measures, particularly with partners at Milton Park, Culham Science Centre and Harwell Oxford.

- **Safeguarding and protecting the ability to deliver a Station at Grove** to ensure the future longer term ambition of connecting Wantage and Grove with Didcot , Swindon and beyond can be achieved.

Journeys between Didcot and the Enterprise Zone

20.   To enable Didcot to grow, the transport network needs to be developed to improve network capacity between residential areas, and the Enterprise Zone employment areas. Improving highway routes to Harwell Oxford will help provide route choice and travel options between residential and employment areas.

21.   To provide an attractive, sustainable and safe alternative to driving within the Science Vale area, a substantial upgrade and expansion of the cycle network is required. This will include developing very high quality cycle routes linking Didcot Station with Milton Park, Harwell Oxford and Culham Science Centre, backed up by a series of feeder and secondary routes, all making use of continental best-practice where possible and being clearly and consistently signed throughout. Use of the network will be supported by a major cycle hub at Didcot Station. The hubs will feature cycle hire, cycle maintenance, secure cycle storage, changing facilities and a route information point. Further local cycle hubs will be provided, where possible, at strategic employment sites.

22.   Delivery of the following schemes is therefore seen as a priority to improve connectivity between Didcot and the Enterprise Zone.

Proposal SV 3 - We will work with development partners to improve connectivity between Didcot and the Enterprise Zone by:

- **Provide relief to Manor Bridge and A4130 through delivery of a new bridge over the railway at the Power Station site** to help relieve congestion, improve the network capacity and reduce severance caused by the railway line.

- **Improving access and connections to Harwell Oxford, Milton Park and Didcot** to provide better connectivity, reduce congestion on the local network and protect villages. We will investigate the provision of a new road from the B4493 to the A417, and improve Hagbourne Hill.

- **Enabling new and substantially upgraded strategic walking and cycling routes** between Didcot and Milton Park, Harwell Oxford and Culham Science Park. These routes will be supported by a network of feeder routes which will result in a high quality, safe and attractive network. Routes will include opening the Back Hill Lane tunnel in Milton Park, in order to reduce the severance caused by the mainline railway.

- **Championing a new cycle hub at Didcot Station,** creating interchange facilities and integrating cycling with other forms of transport.

Trips to town centre facilities and amenities

23. To attract new residents to the area, Science Vale needs to provide a high quality of life by being an attractive place to live, with good accessibility to vibrant town centres providing a wide range of facilities and services. Good transport links to

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                                                                        Page 7 of 17
                                                Chapter 17 – Science Vale Area Strategy

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access town centres, will enable the town centres to grow. This will be achieved through the following schemes.

Proposal SV 4 – To improve local connectivity to town centre facilities and amenities by:

- **Securing the delivery of a realignment of Hitchcock Way and capacity improvements at Jubilee Way roundabout,** to improve access to the town centre to support the on-going vitality of the Orchard Centre.

- **Delivery of the Didcot Northern Perimeter Road part 3** (NPR3), to complete the perimeter road, relieve Didcot town centre and to improve access to Milton Park (from the east).

- **Promoting the widening of Foxhall Road Bridge**, to improve access to Didcot Station car park.

- **Pedestrian and cycle network enhancements** to provide improved routes to the town centre and Didcot Station together with better facilities at local employment and residential sites.

- **Promoting Didcot Station as a public transport hub** providing greater opportunity for interchange.

- **Establishing a parking strategy for Didcot** to identify an appropriate balance of parking provision in the town and at the rail station to support town centre vitality.

- **Establishing green links from new development to Public Rights of Way.**

Funding

24.   Funding for the Science Vale area strategy will be from a variety of sources. Due to the large scale of growth we will seek central Government funding where possible and work with the Local Enterprise Partnership, and Local Transport Board to secure the income from the Enterprise Zone business rate retention to fund infrastructure. Developer contributions will also be sought using a standard contribution rate across the area.

25.   The Science Vale area strategy identifies a package of transport measures that are required to mitigate the cumulative impact of development across the Science Vale area where the impact of development is not attributable to a single development. Developer contributions will be sought using the strategic

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transport infrastructure contribution rate to mitigate the cumulative impact of development.

26.   The public transport service contribution is based on the estimated cost of new or improved public transport services divided proportionally by the quantum of planned growth to give a cost per development site.

27.   The level of contribution has been calculated by dividing the funding required to deliver the package of transport measures by the quantum of planned growth. This will be reviewed if the planned housing growth or infrastructure requirements change.

> **Proposal SV 5 –** To mitigate the cumulative impact of development across the Science Vale area and implement the transport measures identified in the Science Vale area strategy we will:
>
> *   Secure strategic transport infrastructure contributions from all new development based on the contribution rate per dwelling or per m2 for non-residential developments.
>
> *   Secure strategic public transport service contributions based on the contribution rate per dwelling or per m2 for non-residential developments.

28.   The Strategic Transport Contribution does not include direct mitigation measures, which will be sought separately.

29.   This Area Strategy replaces the Didcot Integrated Transport Strategy - 2004/2005 (DidITS). The new Area Strategy accommodates the measures of the DidITS. Planning obligation contributions, secured in order to mitigate the impacts of development, towards DidITS will be able to be used on the LTP3 Science Vale Area Strategy and be in accordance with the planning obligations.

30.   A comprehensive list of transport schemes proposed for Science Vale can be found on the Oxfordshire County Council website (Link to web page from which Cabinet Paper can be downloaded).

Maps and Plans

31.   Figures 1- 4 below show the key pieces of transport infrastructure required to deliver the proposed growth and investment in the area. Figures 2 and 3 show the proposed public transport network, and figure 4 the cycle network required

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to deliver the proposed growth in the Science Vale area. These include both existing routes and future routes.

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Science Vale Enterprise Zone - http://www.sciencevale.com/

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http://www.oxfordshire.gov.uk/cms/content/oxfordshire-local-transport-board-0

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Figure1: Indicative plan of infrastructure required to support development in Science Vale

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SCIENCE VALE AREA STRATEGY

Employment Growth Areas

A Culham Science Centre
B N Power Site
C Milton Park
D Harwell Oxford
E Williams Formula 1
F Grove Technology Park

New Mixed Use Sites

G Didcot Gateway site
H Orchard Centre

New Strategic Housing Sites

I North East Didcot
J Ladygrove East
K Valley Park
L Great Western Park
M Harwell Oxford
N Crab Hill
O Monks Farm
P Grove Airfield

Station Improvements

1 Culham Station
2 Didcot Station

Road Improvements

1 A417 Strategy
2 Featherbed Lane Improvements

New Roads

3 Wantage Eastern Link Road
4 Didcot Northern Perimeter Road 3
5 Improved accessibility between Harwell Campus, Milton Park & Didcot
6 Relief to Manor Bridge

Junction improvements

a Milton Interchange – 'Hamburger' junction
b Chilton Interchange – North facing slips
c Harwell Oxford Entrance
d Relief to Rowstock Roundabout
e Steventon Lights
f Jubilee Way Roundabout
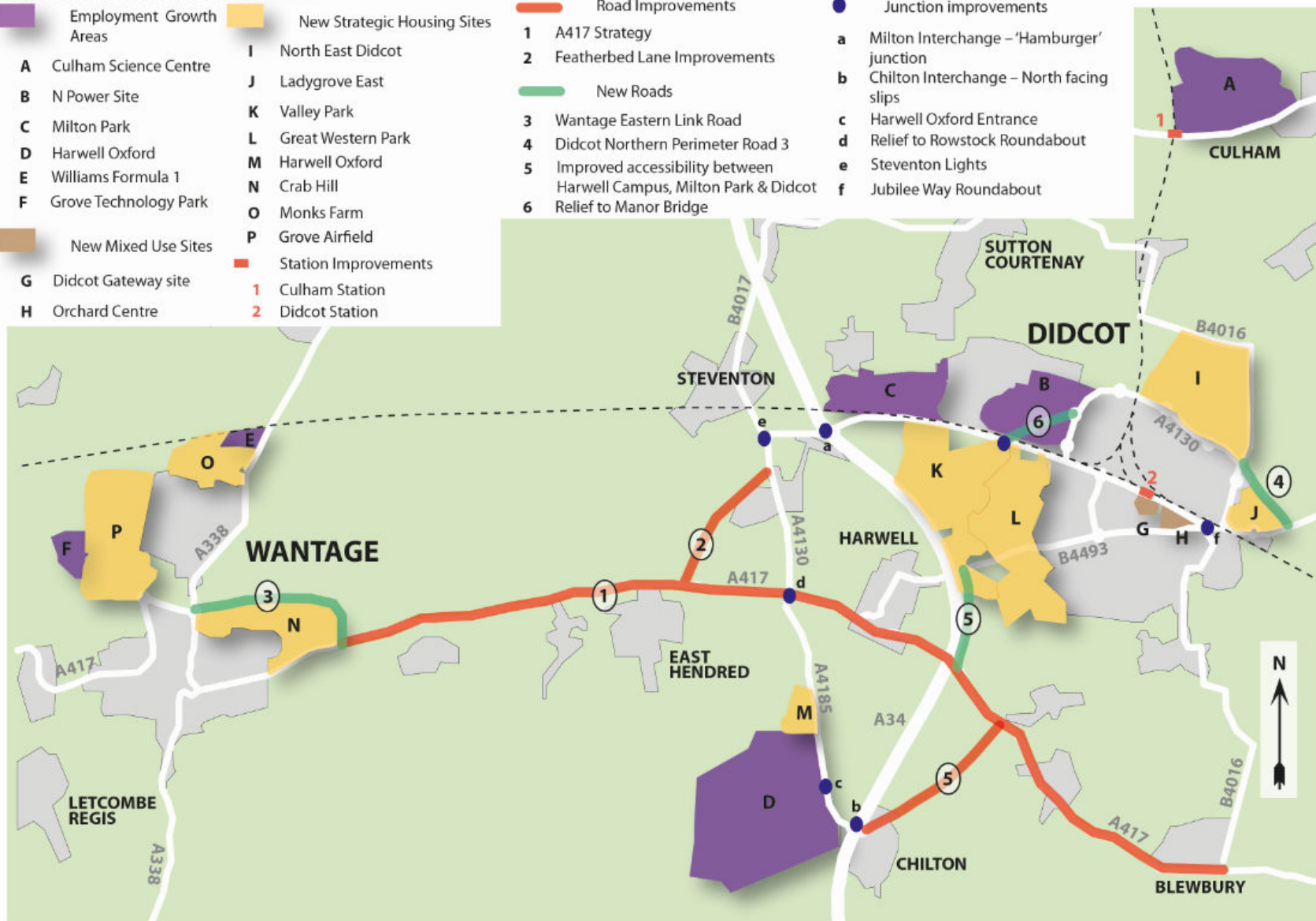
Figure 2: Indicative future public transport routes required to support development in the Didcot Area

Didcot area

Potential service frequencies

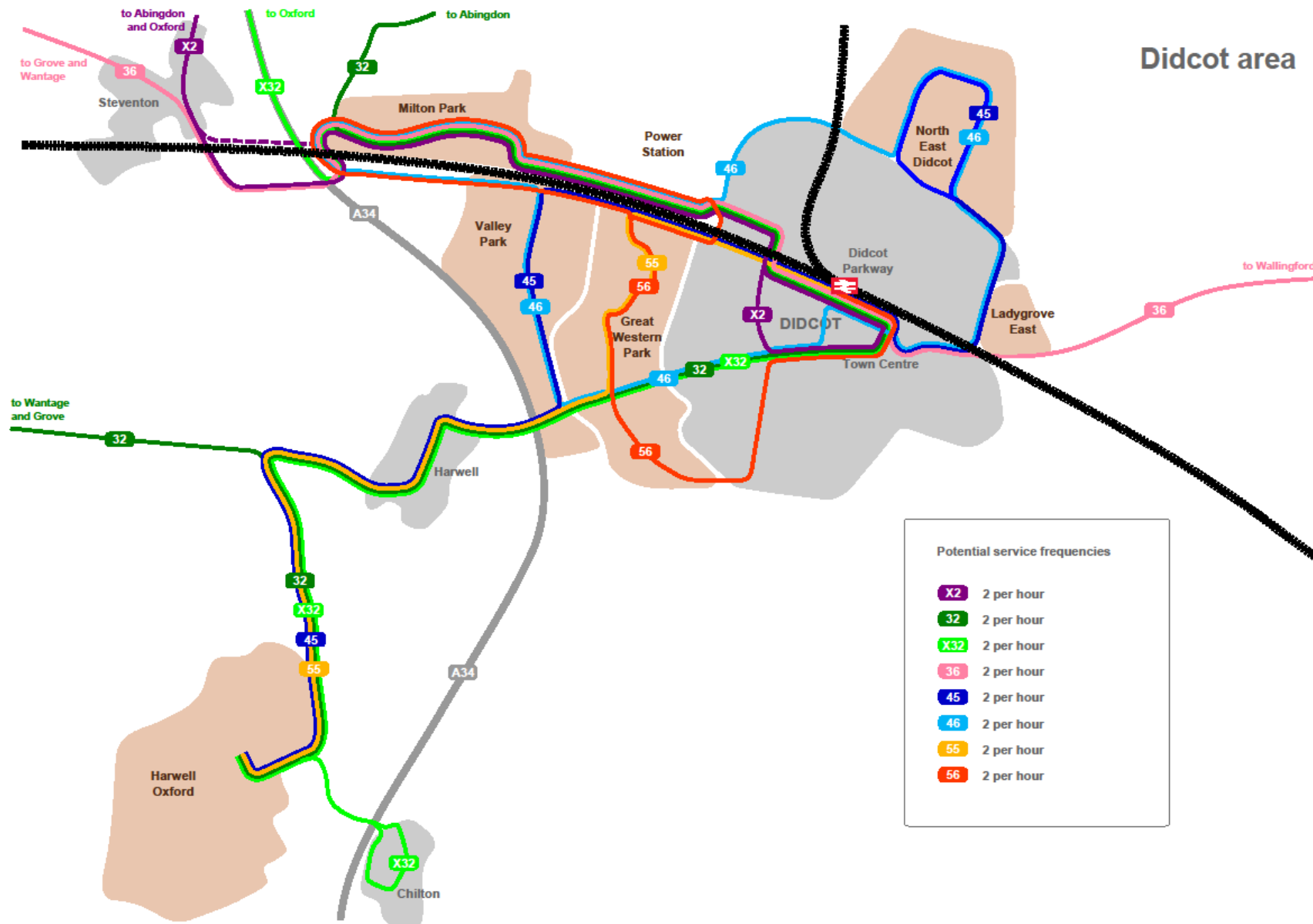|	
X2	2 per hour
32	2 per hour
X32	2 per hour
36	2 per hour
45	2 per hour
46	2 per hour
55	2 per hour
56	2 per hour

Figure 3: Indicative future public transport routes required to support development in the Science Vale area

Science Vale UK

Potential service frequencies

X2	2 per hour
X30	2 per hour
31	2 per hour
32	2 per hour
36	2 per hour

OXFORD

A34

A4142

X30

31

X2

ABINGDON

Marcham

A34

Culham Science Centre

X2

32

Milton Park

North East Didcot

X30
31

36

Steventon

Valley Park

Great Western Park

Ladygrove East

130

Grove Airfield

GROVE

Crab Hill

32   36

DIDCOT

WALLINGFORD

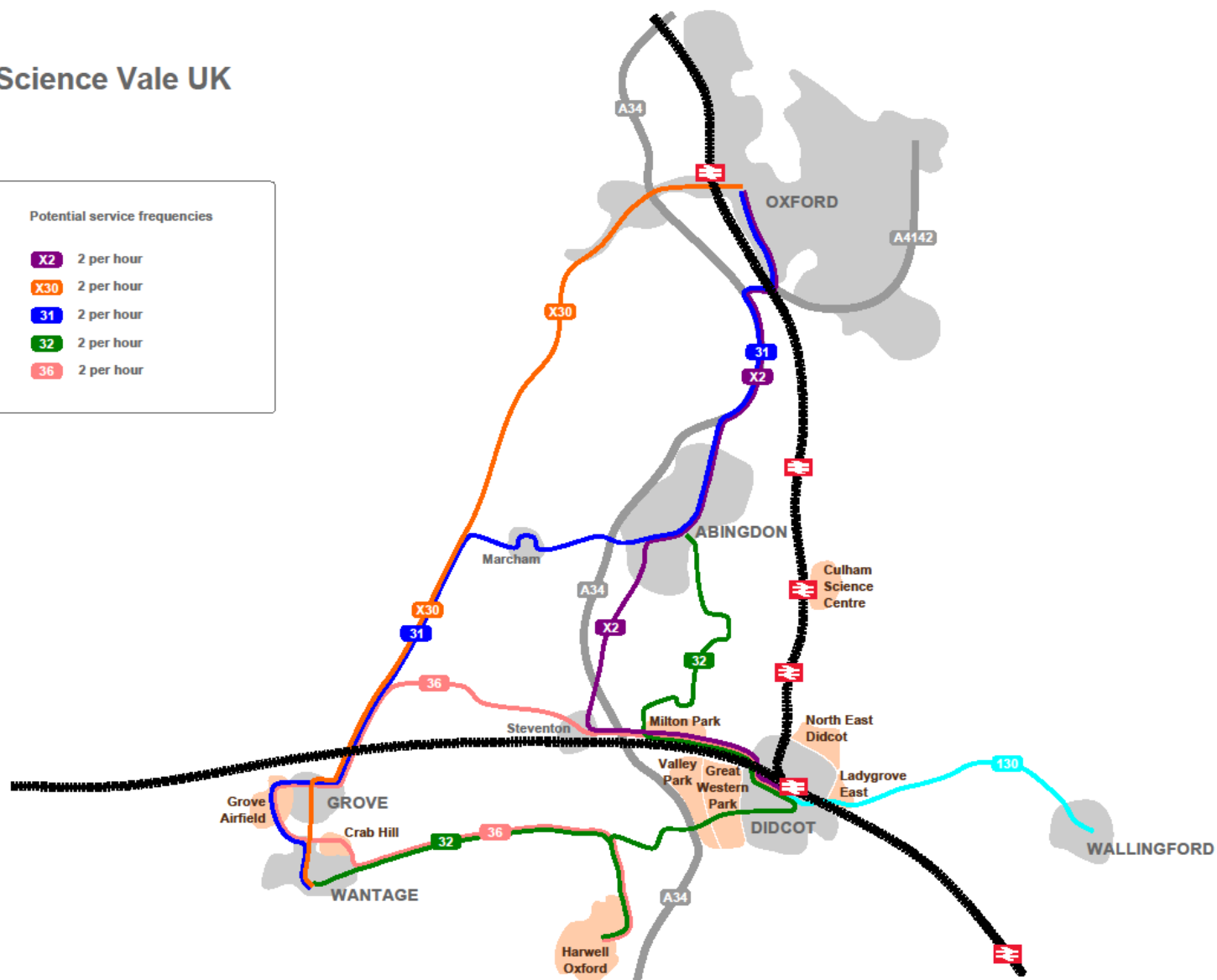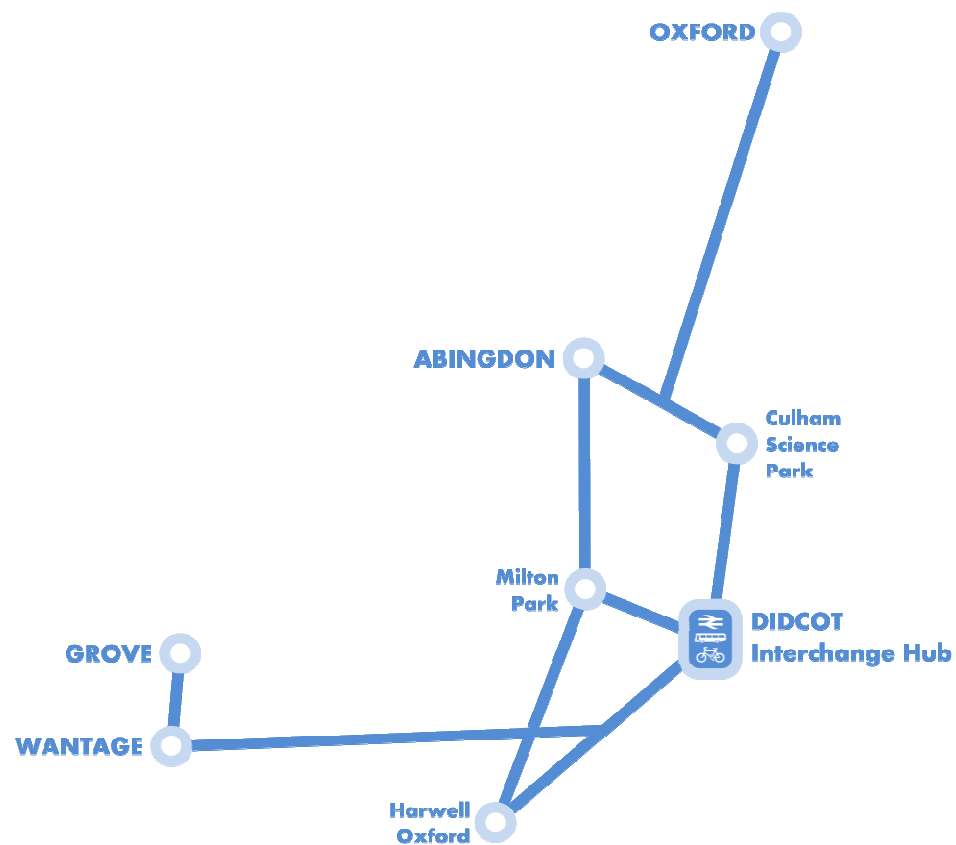WANTAGE

A34

Harwell Oxford

Figure 4: Indicative cycle routes required to support development in the Science Vale area

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18. Witney Area Strategy

1   Witney is the largest town in West Oxfordshire, containing the main commercial, leisure, health and other services for the district. It has a diverse economy and is home to some of Oxfordshire's most successful high technology manufacturing and engineering firms. The historic Market Square, High Street, Woolgate Centre and Marriott's Walk make Witney an outstanding retail and leisure attraction. This makes Witney one of the best locations for new development in the district in terms of services and facilities.

2   West Oxfordshire District Council's draft Local Plan (2012) includes proposals for 1,900 new homes in the Witney sub area by 2029, with Strategic Development Areas identified of 1,000 homes at West Witney and 300 at East Witney. Twenty hectares of land has been identified for employment to enable Witney to attract inward investment and new jobs. The draft Local Plan also contains policies to maintain and enhance Witney's town centre shopping, leisure and cultural attractions.

Transport Strategy Objectives

3   The key transport objectives for Witney are to:

- establish a transport network that supports future growth and attracts economic investment
- enable people to access jobs and services by all modes of transport
- support town centre vitality, by providing a transport network that enables easy access to services

4   The County Council supports West Oxfordshire District Council's approach for Witney and has identified a transport infrastructure investment package required to support the town's development potential which includes capacity improvements at the Ducklington Lane/Station Lane junction, a new all movement junction on the A40 at Down's Road and the provision of west facing slip roads at Shores Green together with associated improvements.

5   As well as these schemes, we will also seek developer funding to improve access between homes, the town centre, employment sites and other key destinations for the benefit of car drivers, bus users, pedestrians and cyclists.

6   Witney's transport strategy will be progressed by the county council and the district council using developer funding and with input from local partners and businesses. This strategy identifies a series of improvements to increase the overall capacity of transport networks and systems within the locality, enabling them to accommodate the additional trips generated by development; to adapt to their cumulative impact and to mitigate the local environmental impact of increased travel. Where schemes are needed to mitigate one particular development, the developer will be expected to either construct or provide funding for the scheme; where a scheme is required due to the impact of more than one development, each developer will be expected to make a contribution proportional to the scale of their impact.   Additional funding may also be sought via the Local Transport Board to the Local Growth Fund and other sources.

7   Oxfordshire County Council is working towards a strategic transport contribution rate for developer funding, which will be adopted in a future update of this strategy.

8   Congestion exists at the Ducklington Lane/Station Lane junction, which is the main access for journeys to and from the A40. Witney's other main bottleneck is at Bridge Street. With an average of 29,000 vehicles a day, it is the only vehicular crossing of the River Windrush for local journeys. This results in delays to cars and buses and air pollution (it is an Air Quality Management Area), deterring cyclists and pedestrians and causing problems for local vehicular traffic if Bridge Street has to be closed. Proposals WIT1 and WIT2 identify a sequence of schemes to overcome these issues.

Proposal WIT1 – To support the growth proposed for Witney, we will work closely with the District Council and local partners to deliver:

- **Capacity improvements at the Ducklington Lane/Station Lane junction in 2014/15** to bring early improvements for access to and from the A40;
- **An all-movement at-grade junction on the A40 at Downs Road related to the West Witney strategic housing and employment site** to provide a new access to the A40 for businesses and residents to the west of the town;
- **West-facing slips at Shores Green and improvements to the B4022 Oxford Hill junction with Jubilee Way and Cogges Hill Road related to housing development to the east of the town.** This will provide an all-movement junction east of Witney, and a second river crossing for local journeys.

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9   Following the opening of the Shores Green slip roads, a series of further
        improvements can be realised to support sustainable travel choices:

Proposal WIT2 – We will work with the District Council, Town Council, bus
operators, local businesses and residents as well as local transport interest groups
to promote more attractive access to Witney's central areas by:

- **Re-designating the A4095 via Jubilee Way, Oxford Hill, A40, Ducklington
  Lane and Thorney Leys** so through traffic travels around the edge of the
  town rather than through it;
- **Implementing schemes to deter through traffic from using Bridge Street
  and the Woodstock Road** to improve the environment and safety and
  encourage through traffic to use the re-designated A4095;
- **Improving the environment in the town centre by reducing congestion,
  and enhancing the Air Quality Management and Conservation Areas.**
- **Discouraging undesirable routing of traffic by** improving directional signs

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Proposal WIT3 – We will work with West Oxfordshire District Council to safeguard
land for future transport infrastructure by:

- Continuing to **safeguard land for the proposed West End Link stage 2 for
  the longer term.**
- **Protecting the line of the Shores Green Slip Roads and promoting its
  safeguarding in the Local Plan**

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10   Although the A40 Witney by-pass is generally free flowing, congestion on the
        A40 to the east of the town causes very lengthy delays for journeys to and
        from Oxford at peak times. This impacts on the ability of local businesses to
        achieve growth, and makes Witney a potentially less desirable place for new
        businesses to locate.

Proposal WIT4 - We will improve access between local centres and new
development in West Oxfordshire, and employment in Oxford, in particular
new employment at Oxford's 'Northern Gateway', and to connect with rail
services to London from Oxford Parkway (Water Eaton) station by:

- Developing a transport improvements strategy to facilitate trips along
  the A40 corridor, including the existing proposal for an Eynsham Park
  & Ride Site.

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11   By reducing congestion and improving accessibility across Witney, journeys by non-car modes will become more attractive. In the case of public transport, congestion currently delays buses on the key Oxford-Witney routes via Newland and Bridge Street. Buses are significantly delayed in the morning peak due to the way the double-mini roundabouts favour traffic from West End and from Woodgreen, despite Newland being the more important route for buses.

12   Witney benefits from high quality, high capacity frequent bus services to Oxford, including Oxford rail station. The two proposed Strategic Development Areas in Witney benefit from being adjacent to the S1 and S2 Premium Routes (Carterton / Witney to Oxford). With appropriate design, it is anticipated the existing services will serve these sites, linking them to town centre facilities and employment areas, and enable sustainable out-commuting to Oxford by bus to take place.

13   Proposal WIT5 identifies how access to public transport and service enhancements will be achieved:

Proposal WIT5 – We will work with the District Council, bus operators and developers to make improvements to public transport and encourage its use by:

- **Improving the frequency of bus services to Oxford and between Woodstock and Burford via Hanborough rail station and Witney's main residential and employment areas** by using funding from new developments;
- **Implementing measures to reduce delays to bus services** through Witney particularly along Corn Street, Market Place, Bridge Street and Newland;
- **Improving the location and quality of bus stops along these routes, pedestrian and cycle paths to them and the facilities available such as cycle parking.**

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14   Witney has good foot and cycle paths, but signing to and along them could be improved. There is scope to join up existing foot and cycle paths to improve the overall network and to link through to Rights of Way in the countryside. In some locations high levels of traffic, poor quality surfaces and on-street parking deter walking and cycling. Cycle networks between Witney and nearby settlements, specifically Carterton, could be improved, as highlighted in Proposal WIT6.

Proposal WIT6 – the County Council will improve facilities for pedestrians and cyclists focusing on enhancing links between homes, employment and the town

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centre. Improvements will include:

- Enhancing links from Witney's existing and future residential and employment areas to the town centre;
- Improving conditions for pedestrians and cyclists in Bridge Street and the town centre;
- Providing a cycle route between Witney and Carterton

15   This Transport Strategy replaces the Witney Integrated Transport Strategy (WITS) 2003. The new Area Strategy accommodates the measures of the previous strategy. Planning obligation contributions, secured in order to mitigate the impacts of development, towards WITS will be able to be used on the updated LTP3 Witney Strategy and be in accordance with the planning obligations.

References

West Oxfordshire's Draft Local Plan 2012http://www.westoxon.gov.uk/planning/CoreStrategy.cfm?frmAlias=/corestrategy/?frmAlias=/draftlocalplan/

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WITNEY AREA STRATEGY

New Housing

A West Witney – Houses: 1000,
New Primary School

B East Witney – Houses: 300

Employment

C West Witney – Employment Area: 10ha

Bridge Street area

Road Improvements

1 Shores Green west facing slips

2 Land for West End Link 2 safeguarded

3 Downs Road at grade junction

4 Ducklington Lane junction

Division(s): All

CABINET – 18 MARCH 2014

THE OXFORDSHIRE STRATEGIC ECONOMIC PLAN

Report by Interim Deputy Director Strategy and Infrastructure Planning

Introduction

1. Purpose of report is to provide an update on Oxfordshire Strategic Economic Plan and seek Cabinet's approval prior to submission to Government.

2. Strategic Economic Plans should set out:

    *   Vision for the local area to 2030;
    *   Strategic objectives required to deliver the vision;
    *   Opportunities for growth – diagnosis, evidence and support (based on local understanding of the area's competitive advantage, and unique combination of strengths and challenges);
    *   Area barriers to growth – (market failures) – diagnosis, evidence and support required;
    *   Evidence – that proposed interventions are appropriate to address market failure based on a clear evidence base and logical chain;
    *   Explanation – of why the proposed solutions are optimal; consideration of alternatives.

3. Our approach to growth, focussed on Bicester – Oxford – Science Vale – the 'Knowledge Spine' builds upon our successful City Deal, and is supported through our c£20m European Structural Investment Fund delivery plan and is founded upon our four thematic objectives;

    *   Innovative Enterprise - Innovation led growth is at the heart of our strategy, underpinned by the strength of our University research and development capacity, business collaboration and supply chain potential
    *   Innovative Place - providing both the quality environment and choice of homes needed to support growth whilst capitalising upon the exceptional quality of life, vibrant economy and the dynamic urban and rural communities of our county
    *   Innovative People - delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive employment and fulfilling jobs
    *   Innovative Connectivity - allowing people to move freely, connect easily and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

Financial and Staff Implications

4.   Our Strategic Economic Plan provides the basis for Local Growth Deal negotiations with government and will determine the level of investment we secure from the competitive £2 billion annual Local Growth Fund (LGF) announced last year.

5.   Growth Deals represent a paradigm shift in how government funds localities – with many of the funding streams previously awarded direct to local authorities now rolled into the competitive Local Growth Fund. The Growth fund is not new money; it is the bringing together of a number of existing funds, mainly transport related capital funds.

RECOMMENDATIONS

6.   The Cabinet is RECOMMENDED to:

(a)   agree the appended Strategic Economic Plan Executive Summary which captures the key themes, geographical focus and governance of the strategy; and

(b)   request that the Interim Director of Strategy and Infrastructure Planning in consultation with the Leader of the Council be authorised to approve any further amendments and approve the final Strategic Economic Plan that will be submitted to government on 31 March 2014.

PETER LERNER
Interim Deputy Director Strategy and Infrastructure Planning

Background papers: SEP executive summary

Contact Officer: Richard Byard

18 March 2014

Oxfordshire LEP
Strategic Economic Plan
Executive Summary

Economic Growth Through Innovation

Long-term plan for our region

DRAFT

Talented individuals are also typically highly mobile… Boston and Oxford are both synonymous with higher education, but relatively few graduates stay there after graduating…

The Economist Intelligence Unit, 2012

This Government has set about fostering local enterprise by creating the conditions for businesses to thrive and our Enterprise Zones are one of the best ways places like Oxford can entice new companies to their area.

Communities Secretary Eric Pickles

Car manufacturing is a vital engine for growth. … Our industrial strategy is a key part of the Government's economic plan and we're helping to drive the car industry further and faster with over £4bn of investment.

Prime Minister David Cameron

Introduction

Our Strategic Economic Plan

Oxfordshire's potential is huge. Our county could hardly be in a better location - close to the world's greatest capital city, sitting at the western axis of the UK's 'Golden Triangle' of innovation intensive economic potential with Cambridge and London - a knowledge rich cluster set to rival its few world competitors.

Already a successful economy, Oxfordshire is regularly cited amongst the top 10% of Local Enterprise Partnerships (LEPs) nationally. However we operate in a globally competitive arena where historic and continued success cannot be taken for granted.

Our Strategic Economic Plan (SEP) focuses on our unique economic assets and seeks to drive investment in our sectors and locations of greatest economic return and potential. It sets out our ambition for Oxfordshire to 2030 – to drive accelerated economic growth to meet the needs of our science and knowledge rich economy.

We aim to increase business growth and productivity supported by accelerated housing delivery, better integrated transport, and a better qualified workforce underpinned by a quality of place that few locations can offer.
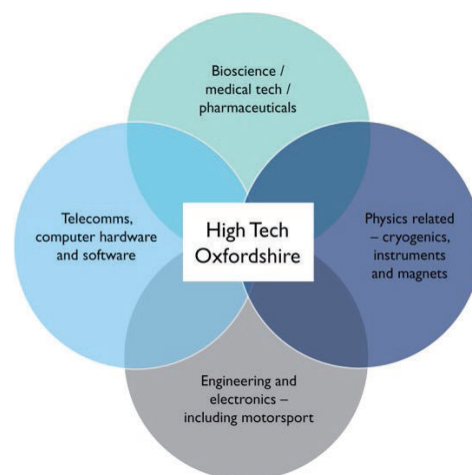
Oxfordshire Today

Oxfordshire Local Enterprise Partnership brings together business, the universities, colleges, research facilities and local authorities in the area: Oxford City Council, Cherwell District Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council. Together the area is home to 660,800 residents.

Oxfordshire is asset rich – the University of Oxford is amongst the best in the world, Oxford Brookes University is a top-performing new university, and the Defence Academy provides post-graduate education to the tri-services from home and abroad. Our universities and science institutes are pre-eminent in UK technology transfer. Together with Oxford's global profile this provides an outstanding environment for inward investment and businesses to spin out and grow in high quality business locations across the region: Oxford's science parks, Bicester, Science Vale, the Enterprise Zone, and beyond.

This globally renowned academia supports a unique grouping of 'big science' and other research facilities including the UK Atomic Energy Authority Culham Centre for Fusion Energy; the Science and Technology Facilities Council (STFC) Rutherford Appleton Laboratory; Diamond Light Source, the national synchrotron facility; the Medical Research Council's facilities at Harwell; and the Satellite Applications Catapult Centre.

These assets provide huge opportunities and resources to drive high tech business growth. They have supported the development of many high tech firms that now form an Oxfordshire technology cluster with outstanding strengths in four overlapping industries:

- Bioscience/medical tech/ pharmaceuticals
- Physic related specialisms including cryogenics (Europe's largest cluster), instruments and magnets
- Engineering and electronics, including motorsport
- Telecoms and computer hardware and software

'Oxfordshire is among the top five Technology Innovation Ecosystems in the world, with 1,500 high tech firms employing around 43,000 people'
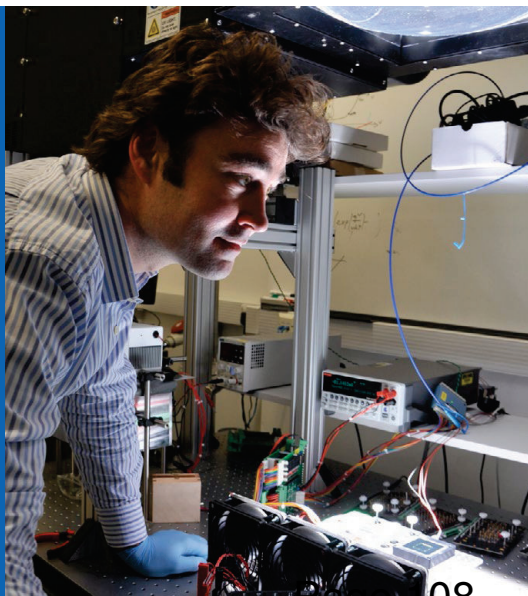
Oxford is a global brand, known the world over for its academic excellence and historical significance. Oxfordshire and the UK's 'Golden Triangle', competes with Silicon Valley and San Francisco, Boston and Massachusetts, and greater Shanghai. The area is amongst the top five Technology Innovation Ecosystems in the world, home to an impressive knowledge-intensive cluster, with 1,500 high tech firms employing around 43,000 people.

It is estimated that Oxfordshire's visitor and cultural economy contributes approximately £3.1bn to the local economy. Oxfordshire benefits from three Areas of Outstanding Natural Beauty – the Cotswolds, North Wessex Downs and the Chilterns, with the City of Oxford flanked by Greenbelt.

Our Strengths

Oxfordshire is one of the best-performing and most innovative areas in England and has unique assets to support growth in the national economy:

Innovative Enterprise

Global brand for academic excellence

Significant strengths in six of the 'eight great technologies'

Net contributor to the Exchequer

Top five Technology Innovation Ecosystems in the world

International leader in the advanced engineering and manufacturing sector

Largest concentration of multi-million science research facilities in Europe

Over 85,000 new jobs projected to 2030

Internationally significant Life Sciences sector

Strong international inward investment offer and pipeline

Harwell Oxford at the heart of the growing international space cluster

Innovative People

Higher than average high skilled workforce

Lowest Job Seeker Allowance claimant count of all LEPs

Above trend apprenticeship delivery

Higher than national average economic activity rates

Innovative Place

Major tourist destination with a growing visitor and cultural economy

At the western axis of the UK's 'golden triangle' – Oxford-London-Cambridge

Attractive urban and rural housing and communities near Areas of Outstanding Natural Beauty

A high quality of life that attracts knowledge rich business investment

Innovative Connectivity

Strategically located at the heart of the UK road and rail network

Ease of access to the two largest cities in the UK

Within an hour of Heathrow Airport with access to global markets

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Our Opportunities

Oxfordshire is an epicentre of technology clusters, university research programmes and high-technology businesses. The **close proximity of these economic assets** provides major opportunities to expand university and business interaction. Closer links between academic research excellence and entrepreneurs can **stimulate significant business spin-outs and growth opportunities** for the existing business base, by converting knowledge to wealth.

Oxfordshire is uniquely placed by having significant presence and potential in sectors that are poised for growth. The Government has identified 'eight great technologies ': big data, space, robotics, synthetic biology, regenerative medicine, advanced materials, agricultural technologies, and energy storage. **Oxfordshire has a strong and growing capability in the first six 'great technologies'**

Oxfordshire has significant opportunities for economic growth based on the commercialisation of world class academia, unrivalled 'big science' and quality of life second to none – and a shared innovation led growth narrative.

Growth in Oxfordshire will significantly contribute to economic prosperity on a national scale, with increased growth leading to increased GVA, productivity and additional income to the Exchequer.

Innovative Enterprise

Internationally unique proximity of technology clusters, university research programmes and high-technology businesses to stimulate significant business spin-outs and growth opportunities

UK expertise in innovation based technologies and new approaches to green (environmental) and blue (water use) management with significant growth potential

Innovative People

Retention of graduates within the local economy both as employees, and as new business owners

Maximise the levers of growth to offer a range of employment opportunities to all who are able to participate in our labour market

High value, higher paid employment opportunities

Innovative Place

Economic assets attractive to the international labour force that has a choice of where to work

A globally renowned visitor and cultural economy

Innovative Connectivity

Maximise the opportunity presented by around £40 million investment in enhanced broadband connectivity

Over £500 million rail investment to unlock growth

£716 million highways investment to unlock growth and better connect the county

Around 85,000 planned housing growth

Academic excellence	Research	Product and Services
Access to ideas, intellect, networks	Access to ideas, intellect, networks, skills, facilities	Access to skills, facilities, markets, commerce

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Our Challenges

The Oxfordshire Innovation Engine Report commissioned by Science Oxfordshire showed that though Oxfordshire has a strong economy, growth between 1997 and 2011 was an estimated £500 million lower than would have been expected given its potential to turn scientific research into business opportunities. There are multiple reasons for this, and a number of inter-linked factors and challenges need to be addressed for the LEP to realise its growth ambitions.

Innovative Enterprise

Low new business formation and growth in the number of businesses

Knowledge economy currently relies on fragmented and informal collaborative networks

Poor accessibility between investment locations and university/knowledge clusters

Lack of suitable business start-up, incubation, grow-on premises and research / collaboration facilities

Complex business support schemes

Shortage of early stage investment for new businesses and start-ups

The UK Government's 'eight great technologies'

Innovative People

Mismatch of skills with current and projected employment

Labour market competition - retaining graduate talent

A 'tight' labour market with pockets of unemployment

Low growth in working age population projections and rapidly ageing population

Increasing the attractiveness of apprenticeships as a viable career option

Innovative Place

Low housing affordability

Four major flood incidents in past decade impacting on businesses and communities

Reliance on private sector land owners to bring forward development

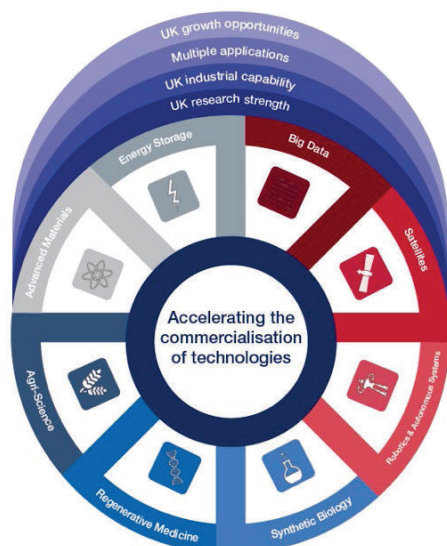Geographically constrained Oxford city

Innovative Connectivity

Slow or indirect international connections compared to our competitors

Key arterial connections at capacity

Limited connectivity within Oxfordshire: infrastructure that doesn't match new travel patterns

Exploiting the investment and resilience of super-fast Broadband

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'going forward we envisage needing many more engineers and technicians to support our future Fusion technology roadmap which includes developing centres of excellence in remote handling, materials testing and other specialist areas…. at present the single greatest risk to CCFE is the lack of skilled technicians'

Culham Centre for Fusion Energy

Oxfordshire's business base is static and is listed in the **lowest quarter for new business formations** when compared to other LEP areas. Employers report that empty job vacancies are impacting on their business due to a **lack of applicants with the required skills**, qualifications or experience particularly in the advanced manufacturing/motorsport industries.

There are **insufficient people with the right intermediate level skills** flowing through into Science Technology Engineering and Mathematics (STEM) occupations. Whilst STEM businesses account for 18.6% (approximately 60,000 employees) of our business base, the **Skills Funding Agency fund less than 1,500 individual learning aims per annum**.

Although Oxfordshire is a relatively wealthy, there remains **twelve areas that fall into the category of 20% most deprived** in the country, mostly in Oxford, Cherwell and the Vale of White Horse. Young people who do not obtain five GCSEs at A*-C are seven times more likely to be not in education, employment or training (NEET) at 17 than those who achieve this level, thus stifling their potential.

Many of Oxfordshire's industries are **competing in an international market**, and are contingent on fast and convenient connections to the international forum. **Retaining graduates from Oxford University is also highly competitive** on an international scale. The county is ideally located in close proximity to the global city of London and Heathrow International Airport, although **connections remain slow compared to many competitors**.

Our knowledge economy currently relies on **fragmented and informal collaborative networks** and there is **limited access to resilient and fast Broadband** across the county. Our information and exchange networks and hubs **need greater focus, connectivity, scale and reach** across the region. The **current road and rail connections are poor across the key areas of Bicester, Oxford and Science Vale** and this is reducing the physical connections between and across these investment locations. These connectivity issues are further constrained through **capacity constraints exacerbated by high levels of in-commuting**.

The Harwell Science and Innovation Campus

Lack of space is a major limitation to the Oxfordshire economy, particularly for expanding businesses and start-ups. It also restricts housing supply, particularly in Oxford, which drives up house prices and limits the attractiveness and diversity of labour supply in the county. Despite the 85,000 new homes planned in Oxfordshire over the next 15 years, **local housing is at the limit of affordability** for many who live and work here.

Flooding constraints

The past decade has seen four major flood incidents occur in Oxfordshire impacting on businesses and communities. The long term economic success of Oxfordshire will depend on being able to grow and stay open for business. The emerging Oxford Flood Risk Management Strategy (OFRMS) is a critical piece of enabling infrastructure that will keep the City's key transport links clear, businesses open and a workforce able to concentrate on work rather than the recovery of their property from flood damage. It will also conserve and enhance Oxford's special environment and provide a greater draw for visitors. Floods in the Oxford area are lengthy, typically seven to nine days.

'The UK is the heart of MINI production – thanks to the experience, competence and strong commitment of all our employees.'

Harald Krueger, BMW Group board member for production

Impact of flooding on transport links – flooding of the railway line north of Old Abingdon Road. July 2013.

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Oxfordshire's Strategic Economic Vision to 2030

Our Vision

Focussing on the overarching theme of *Driving Economic Growth through Innovation* and recognising our opportunities and challenges, the Oxfordshire vision is:

"By 2030 Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence."

In achieving our vision we foresee an economy based on the continual cross-fertilisation of ideas, investment and application. This will take place within an entirely permissive business environment, and which is fully integrated with and supportive of its natural environment.

In order to achieve our Vision, we will need to focus our energy and investment to capitalise on our opportunities, and address our challenges.

Our City Deal provides the immediate impetus for delivery in the short term, and will be complemented by our Strategic Economic Plan to further accelerate delivery to 2020 initially, and to 2030 in the longer term.

Objectives

Our ambition is to create the conditions that make Oxfordshire the location of choice for the world's leading science, research and technology businesses.

In order to achieve this we have developed four key themes based on identification of Oxfordshire's opportunities and

challenges. These themes are underpinned by specific objectives that are achievable and measurable. Through our interventions and delivery plan, we have the opportunity to fulfil the objectives and drive economic growth across Oxfordshire, growing the UK economy as a whole.

The objectives reflect our priorities for economic growth to 2030, focusing limited government resources on areas of greatest economic impact. They are based on four themes:

Innovative Enterprise

Innovation-led growth is at the heart of our strategy, underpinned by the strength of our University research and development capacity, business collaboration and supply chain potential.

Innovative People

Delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive employment and fulfilling jobs.

Innovative Place

Providing both the quality environment and choice of homes needed to support growth whilst capitalising upon the exceptional quality of life, vibrant economy and the dynamic urban and rural communities of our county.

Innovative Connectivity

Allowing people to move freely, connect easily and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

"By 2030 Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence."

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The Oxfordshire Knowledge Spine

The Strategic Economic Plan prioritises interventions in key locations, specifically along the **'Oxfordshire Knowledge Spine'**. The Knowledge Spine runs through the centre of the county with the three key areas for growth potential in population, employment and housing at Bicester, Oxford City and Science Vale Oxford.

- **Science Vale Oxford** - where we will build on its extensive research infrastructure and the designation of Harwell as the home of the national Satellite Applications 'Catapult' and the European Space Agency.

- **Bicester** - where we will support significant increases in employment growth through infrastructure improvements and land availability.

- **Oxford** - where we will continue to invest in developing the critical infrastructure necessary to realise the full potential of its world-class education, research and innovation that underpins our growth.

The projects identified in this Economic Plan for delivering growth focus on the connectivity of the Knowledge Spine that will link the key hubs to the wider transport network locally, nationally and internationally. In this way, growth in the Knowledge Spine will drive benefits throughout the whole economy of Oxfordshire, the south east region, and nationally.

As this growth is critical to the future of Oxfordshire and the ability to add to the national GVA in real terms attracting international business, this is the focus of our strategy for this Strategic Economic Plan.

Map provided by kind permission of Oxfordshire County Council

The Oxfordshire Knowledge Spine

As such, the investment for the Strategic Economic Plan, builds on this potential to seek to release the maximum economic growth for the UK as possible. This will have significant indirect jobs growth across the county as a whole in the supply chain industries.
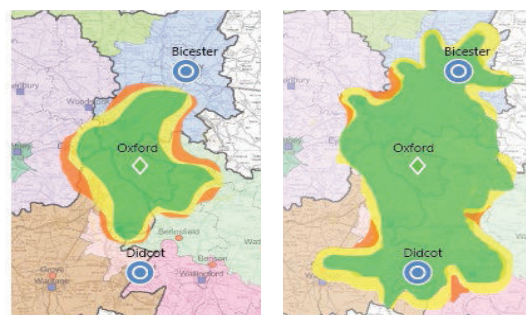
30 Minute Public Transport travel time within Oxfordshire knowledge spine, before and after City Deal/Local Growth Fund investment in infrastructure

Our Programme for Growth

Our aim is to create the conditions that make Oxfordshire the location of choice for the world's leading science and technology businesses. Crucial to realising that aim is investor confidence: a commitment to ensuring that our networks and infrastructure are fit for purpose is central to creating that confidence which will build on Oxfordshire's natural advantage as a world leading centre of knowledge and innovation.

Our City Deal provides the immediate impetus for delivery in the short term. Aligned to City Deal, our European Structural and Investment Fund (ESIF) plan sets out our proposals for the use of the approximately £20 million European funds, which have been earmarked for Oxfordshire for the 2014-2020 period. Our ESIF delivery is designed to boost our ability to innovate, support business growth and job creation, and provide opportunities for residents throughout the county to participate in our high skills, high quality labour market, including measures specifically targeted on our rural areas.

Our Local Growth Fund (LGF) bid through our Strategic Economic Plan will further shape our future, creating the conditions necessary to underpin our long-term economic success, focusing limited government resources on areas of greatest economic impact, which will permeate economic growth across the whole of the county.

Our programme for growth will deliver:

- Gross Value Added uplift of £1 billion at constant prices representing 30% uplift on current projections
- 80,000 new jobs by 2031 (a 1% increase per annum) compared to 0.8% per annum achieved between 2001 and 2011
- A minimum of 20 new international investments per year
- 85,600 new homes by 2031
- A minimum of £410 million private sector investment
- £125 million flood alleviation scheme
- Superfast (25mb/s +) and Ultrafast (100mb/s+) broadband speeds across the county that support innovative knowledge rich businesses and communities
- Deliver a c£716 million programme of transport infrastructure improvements
- An increase in the amount of Skills Funding Agency funding that supports our STEM sectors increase by 15%
- An increased proportion of the working age population qualified to level 2 and above to 90%
- An additional 1150 apprenticeships for young people in our priority and growth sectors
- Growth in Oxfordshire's Green Economy and Natural Capital

Innovative Enterprise

- Grow Oxfordshire's world-class technology clusters leading to a GVA uplift of £1bn to 2030.
- Achieve a more balanced economy through fostering a dynamic private sector and new business start-ups, creating at least 80,000 new jobs by 2031.
- Capitalise on the global reputation of Oxfordshire's knowledge base translating academic and research excellence into wealth generation for all our residents.
- Fulfil our potential as an internationally renowned business, academic and research centre to attract a minimum of 20 new international investments per year.

Our Local Growth Fund Offer

A world leading science and technology cluster, including the UK's synchrotron facility, the Medical Research Council and the European Space Agency the Science Vale Oxford Enterprise Zone

Proximity of major research facilities to the Universities is unique in Europe and possibly worldwide1

Through the SEP and Local Growth Fund, Oxfordshire will maximise the world-class assets in the area and encourage more commercialisation from research.

We will develop, and unite behind the 'Oxford' brand as a recognised global leader in innovation. This will ensure those outside the region receive clear messages about our offer, and are able to easily access the people and networks that they need.

One of only three economies contributing positively to the Exchequer

A growing number of environmental and land based bodies and initiatives making important contributions through research and demonstration, such as the Earth Trust's work on ash die-back, and the Trust for Oxfordshire's Environment.

Around £8.6m European Regional Development Funds aligned to innovation led growth

15 month Oxfordshire Innovation Support Program pilot. OISP is a tailored business support programme which will bring together a network of existing provision, amplify and enhance existing services to businesses and plug gaps with bespoke programmes in order to promote innovation based growth

Our Local Growth Fund Ask

Dedicated support from UKTI to promote Oxford's global reputation.

A strategic long term commitment from the Technology Strategy Board to deliver support to growing technology businesses

DEFRA and DECC to direct investment resources through the Growth Fund programme to enable a more integrated and innovative use of natural resources aligned to growth.

Work with Oxfordshire to realise potential through the locating research centres of excellence alongside our academia

Commitment to build upon our Innovation Support Programme beyond 2015

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Innovative People

- Increase the working age population qualified to level 2 and above to 90%.
- Increase the amount of Skills Funding Agency that supports STEM sectors by 15%.
- Deliver 1,150 more apprenticeships for young people in our priority growth sectors.
- Retain our business and graduate talent.

Our Local Growth Fund Offer

The research capacity and engagement of our globally renowned Universities.

A culturally diverse, highly skilled, innovative population that embraces knowledge

c£8.6m European Social Funds aligned to improving socio-economic inclusion, improved skills and better employment.

Build on the strong base of skills, knowledge and experience of existing Oxfordshire VCFS (voluntary, community and faith sector) to support the development of social and environmentally-orientated enterprises targeted on social and employment issues such as ageing, worklessness and NEETs

Increase the working age population qualified to level 2 and above to 90%.

Increase the amount of Skills Funding Agency funding that support STEM sectors by 15%.

Deliver 1,150 more apprenticeships for young people in our priority growth sectors.

Retain graduate talent to drive growth.

Our Local Growth Fund Ask

Increased local autonomy over education funding and skills funding agency investments aligned to our growth needs.

Employability embedded at the heart of the education curriculum at all levels.

Ability to influence greater levels of business engagement with schools.

Ability to ensure better alignment between services to up-skill and train people, especially those most marginalised into realistic job opportunities – focus on sectors of current and projected labour shortages.

More flexibility in the apprenticeship system to encourage employers to take on apprenticeships

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Innovative Place

- Provide accessible housing that is affordable for the people who work in Oxfordshire and the people with skills needed to meet current and forecast employer needs.
- Provide housing that makes innovative use of blue and green infrastructure.
- Provide 85,600 new homes by 2031.

Our Local Growth Fund Offer

Commit to use the Oxfordshire Strategic Housing Market Assessment and agreed Oxfordshire Statement of Cooperation to meet any additional housing demand required to align strategies for housing to the economic potential of the county

Local planning authorities are developing schedules for levying a Community Infrastructure Levy – and regularly review housing completions against plans.

Local authorities will review policy and practices on building regulations to ensure they do not create unnecessary bureaucracy

Work in partnership with Government to prioritise measures to address housing affordability across the county and in the city

The Local Growth Deal bid from Oxfordshire will include proposals to:
- Deliver a further 1,095 homes on the Oxpens and Blackbird Leys sites within 10 years as part of a 3,000 home programme within the city beginning on site in 2015; and
- Oxford City Council will bring forward the Oxpens site for comprehensive redevelopment by 2015 to include a minimum of 300 residential units, together with office, leisure and other employment uses

Work in partnership with Government and LAs to implement a system to calculate and enforce residual land value rather than hope values.

Aligned local resources to deliver a coordinated approach to S106 and to facilitate innovative sustainable design that improves the attractiveness of housing offer

LA's to work with the Environment Agency and partners to identify up to 50% of resources required to deliver Oxford Flood Risk Management Strategy (£125 million indicative cost)

Develop local initiatives to help pump prime delivery of infrastructure to enable accelerated development

Our Local Growth Fund Ask

Raise the Oxford City Housing Revenue Account debt cap by £121m over 10 years. As a first installment the Growth Fund proposals will include a bid of £30m in 2015/16 and £30m in 2016/17

Work with LEP and LAs to enable LPAs to enforce true residual land value rather than hope values.

HCA to buy land to act as a test bed for innovation in building and design (e.g. competition to deliver sustainable design at lower build cost to enable to be sold at lower prices due to savings achieved)

Government departments to work with Oxfordshire partners to release strategically important land for development e.g. MOD at Craven Hill and British Rail Board at Oxpens

Increased flexibility to enable LPAs to implement CPO or equivalent powers to achieve a more proactive approach to combating slow delivery and land banking

Legislate to prevent land being held in option agreements virtually for perpetuity without development taking place

Given the scale of development planned we would welcome early and strategic engagement with utilities forward planning processes resulting in a better integrated approach to development

Develop initiatives that encourage a widening of the market housing model e.g. HCA Build to Rent scheme

Provide finance to enable Oxfordshire LEP to help pump prime delivery of infrastructure for accelerated developments including blue and green infrastructure

Commitment of up to 50% support the Environment Agency's Oxford Flood Risk Management Strategy to alleviate flood risk

Innovative Connectivity

- Improve accessibility of international connections through direct rail connections from The Knowledge Spine to national hubs and airports and reduced congestion on strategic highway links, particularly the A34.
- Reduce the distance and barriers between our core economic areas across the Knowledge Spine through providing a minimum level of public transport services of 4 per hour and maximum journey time of 30 minutes.
- Increase the capacity and improve the efficiency and resilience of our local transport network by reducing congestion on key highway links.
- Spread the benefits of transport investment across wider Oxfordshire.
- Deliver superfast (25mb/s +) and Ultrafast (100mb/s+) broadband speeds across the county that support innovative knowledge rich businesses and communities
- Increase connectivity between people and the quality natural environment to develop integrated
- sustainable transport routes linking communities, economic centres and the natural environment

Our Local Growth Fund Offer

Deliver a c£716m integrated transport improvement programme across Oxfordshire offering new, direct strategic public transport connections.

Work with DfT & TSB Transport Catapult to test bed smarter network management.

A rights of way network providing strategic opportunities to develop integrated sustainable transport routes linking communities, economic centres and the natural environment.

£20m contribution to East-West rail western section

Improve accessibility of international connections through direct rail connections from The Knowledge Spine to national hubs and airports and reduced congestion on strategic highway links, particularly the A34.

We will deliver a maximum journey time of 30 minutes across the Knowledge Spine, with a minimum frequency of public transport services of 4 per hour

Explore the development of a revolving investment fund that supports development of key infrastructure

We will deliver a c£40m broadband investment programme

Continued support to test bed new technology and approaches including data, transport systems and 5G mobile technology

Our Local Growth Fund Ask

£200m contribution to delivery our integrated transport improvement programme across Oxfordshire

Flexibility in the allocation of funding to support targeted project delivery.

Support for revolving investment fund to deliver key infrastructure.

Accelerate the A34 Highways Agency Route Based Strategy incorporating County led development work that identifies our strategic network investments for the period 2015-2020 period.

Early delivery of the Western Rail Access to Heathrow scheme (WRAtH)

Governance, Management and Collaboration

Governance

The LEP's role is to set strategic priorities and direction for the Oxfordshire economy as articulated in this Strategic Economic Plan.

As well as sitting on the LEP local authorities will come together as a new Growth Board to deliver the key local authority functions needed to achieve priorities as set out in this document. This will include marshalling resources to support the necessary infrastructure for growth across housing, transport and skills.

Oxfordshire Growth Board

The Growth Board will formally function as a joint statutory committee enabling local authority powers and functions to be vested within a democratically accountable structure. The Oxfordshire Growth Board will include all Oxfordshire local authorities within the Oxfordshire LEP area, namely:

- Cherwell District Council
- Oxford City Council
- Oxfordshire County Council
- South Oxfordshire District Council
- Vale of the White Horse District Council
- West Oxfordshire District Council

The Oxfordshire Growth Board will bring together and subsume existing Spatial Planning and Infrastructure Partnership (SPIP) and Local Transport Board (LTB) functions. The Board will play a key role in ensuring delivery of the Oxfordshire City Deal, the Strategic Economic Plan and Local Transport Board priorities within agreed government timescales, including specific project priorities, plans and programmes; and to represent the interests of the constituent authorities when taking these investment decisions.

A Joint Statutory Committee is an established governance model for joint arrangements between two or more local authorities. The power to establish these is conferred on local authorities by section 101 of the Local Government Act 1972 and such a committee can exercise any functions delegated by the authorities in membership.

Membership

The Oxfordshire Growth Board will be composed of the Leaders of each of the Oxfordshire local authorities, each of whom will have one vote. The Chairman and Vice-Chairman will rotate among local authority leaders.

The Growth Board will also have non-voting co-optee members from each of:

- • Oxford University.
- • Oxford Brookes University.
- • Oxfordshire Local Enterprise Partnership.
- • STFC, Harwell/UKAEA, Culham.

In addition, to ensure good links between the LEP and Growth Board, the Chairman of the Growth Board will be appointed as one of two LEP Vice-Chairmen.

Terms of Reference

The Terms of Reference for the Oxfordshire Growth Board are currently being developed but it is envisaged that these will include:

- Approve and monitor the implementation of a detailed work programme as laid out in the City Deal and Strategic Economic Plan and any future Growth Deals or other programmes as agreed.
- LTB Objectives (see existing terms of reference - and to be subject to the Growth Board accepting the discipline of the DfT approved Assurance Framework for prioritising schemes and making investment decisions).
- SPIP Objectives (see existing terms of reference)

Local Transport Board

The LTB will retain responsibility for the delivery of the existing prioritised programmes in accordance with Department of Transport (DfT) guidance. In the future, with the transport funding allocations included within the Local Growth Fund, the Local Transport Board (LTB) will be aligned with the Oxfordshire Growth Board. The timing of the transition will be dependent on the Growth Board accepting the discipline of the DfT approved Assurance Framework for prioritising schemes and making investment decisions. The objectives of the LTB, which will be included in the Terms of Reference of the Growth Board, are:

- Responsibility for ensuring value for money is achieved.
- Identifying a prioritised list of investments within the available budget.
- Making decisions on individual scheme approval, investment decisions and release of funding, including scrutiny of individual scheme business cases.
- Monitoring progress of scheme delivery and spend, acting on project/ programme evaluation.
- Actively managing the devolved budget and programme to respond to changed circumstance [scheme slippage, scheme alteration, cost increases etc.].

The LTB Assurance Framework, agreed with the Department for Transport, will be embedded with the future Oxfordshire Growth Board post 2015. The governance, prioritisation, value for money assessment, monitoring and evaluation procedures will be as set out in our refreshed Transport & Infrastructure Assurance Framework. Collaboration with other Local Enterprise Partnerships
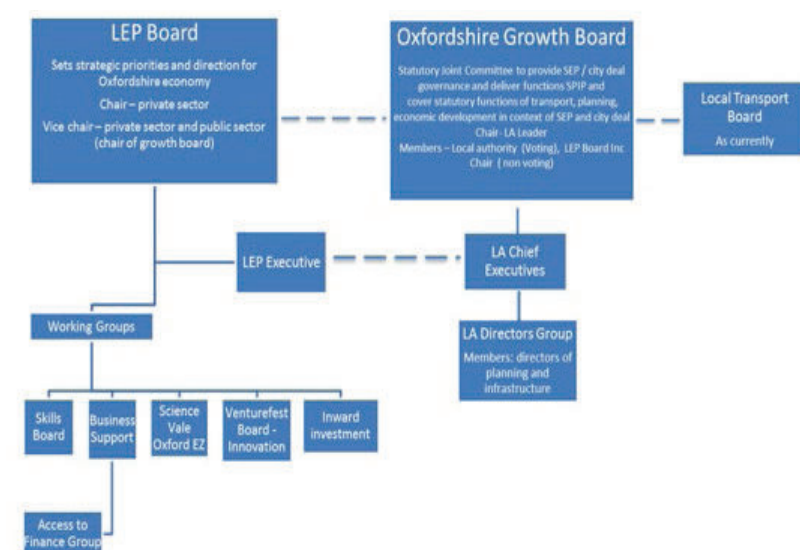
Strategic Economic Plan: Oxfordshire
LEP/LA Architecture

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Evaluation

Delivery

All partners are committed to working on a collaborative basis and will ensure that their technical resources work closely, as part of the Oxfordshire Growth Board, with the common objective of delivering the unified vision for the Oxfordshire economy. The Growth Board will be tasked with taking forward the growth ambitions of the Strategic Economic Plan, City Deal, the Local Transport Board, the Spatial Planning & Infrastructure Partnership, the LNP and the LEP through the Strategic Economic Plan.

The Growth Board will involve County Council, City Council, District Councils, the Universities and partner agencies contributing, sharing and seconding resources as appropriate to lead efforts for growing the knowledge based economy in Oxfordshire. This will formulate and proceed to deliver the SEP Implementation Plan and the Local Enterprise Partnership economic narrative for raising the profile of the location for inward investment and growth. It is anticipated that the Growth Board will facilitate co-location of identified staff working on the implementation of the SEP, City Deal and ESIF programmes, as well as seconding specific staff developing the bespoke themed programme proposals.

The Implementation Plan will follow sound programme management principles. The LEP will develop its operational plan for SEP delivery identifying;

- Programmes
- Projects
- Outcomes
- Variants and mitigation

The operational plan will identify lead officers responsible for delivery, with on-going monthly operating updates with the LEP Board receiving quarterly operating reports.

The Growth Board will monitor the programmes on a themed basis reflecting the priorities of the LEP's Strategic Economic Plan. There will be a designated lead officer within each partner organisation responsible for delivery within their remit or locality. We will use our programmes to report the totality of the SEP, City Deal and ESIF programmes, showing what contributions are made from each partner and monitor it against the implementation plans.

Where funds are available for specific programmes they will be managed by the Lead Partner responsible for the programme, e.g. through the Local Transport Board for the transport programme. Where funds require prioritisation within the overall SEP programme, they will be held by the Local Enterprise Partnership Accounting Body until such time as the prioritisation is agreed.

Each Lead Partner will act as a sub-Accounting Body in respect of SEP programmes in their locality or themed area, and they will report to the Local Enterprise Partnership Accounting Body for overall SEP reporting.

The Local Enterprise Partnership as a the lead partner in the SEP is already committed to the use a significant proportion of the revenue stream from the retained business rates in the Science Vale Oxford Enterprise Zone to finance the infrastructure investment secured through City Deal. It is worth noting that some of our programmes are already being co-funded from this programme which demonstrates partner ownership, commitment and support

Managing risk

Oxfordshire's risk management will follow standard, well proven protocols found throughout public authorities and in the delivery and management of Growth Board responsibilities, involving two dimensions. Firstly, we will establish a risk register, identifying and categorising risks in different parts of the programme, and setting out mitigations which will be built into programme design. This will be established in detail during the process of final negotiation of our programme with Government, and will be regularly reviewed and updated as the programme progresses.

The second key component will be strategic oversight of programme risks and responses by the LEP board, which will receive at a minimum a detailed annual risk report, setting out the extent to which identified risks have come to pass and responses, along with identification of emerging threats and evolving responses. In the interim, the board will receive monthly summary reports to highlight any issues of concern. The programme's designated risk management officer to be appointed will be responsible for categorising risks using a standard traffic light system on a continuing basis. Each board meeting will receive a risk update:

- 'green' on programme – simply listed
- 'amber' risks accompanied by a brief narrative of nature and responses
- 'red' risks accompanied by a detailed narrative and, as necessary, included in the Board agenda for discussion

At the outset, the Oxfordshire programme should have no red risks at all, these being dealt with as part of the programme design and implementation process. Amber risks (defined by the combination of probability and potential impact) may be acceptable but will be subject to management attention from the outset. Green programmes will be subject to routine monitoring against identified indicators identified in the operational plan to mitigate any potential future impact.

At this stage in our preparation of our SIF, the following are the main areas we foresee potential risks. These will be further assessed and categorised during negotiations and programme preparation, and subject to action as necessary.

Overlapping geographies

Oxfordshire has six Local Authority (Cherwell, Oxford City, South Oxfordshire, Vale of White Horse, West Oxfordshire and Oxfordshire) areas. Of these Cherwell sits within both OLEP and SEMLEP geographies. This overlapping geography could present delivery and compliance issues if not effectively managed, and therefore both LEPs have worked collaboratively to develop new arrangements to effectively mitigate any risks that may arise as a result of this overlap. Importantly, the new arrangements are designed to ensure clarity for businesses and individuals – a single front door, irrespective of which LEP is providing funding and support.

The Oxfordshire risk register

Impact →

	Low	Medium	High
Low	Green	Amber	Amber
Medium	Green	Amber	Red
High	Amber	Red	Red

Probability ↓
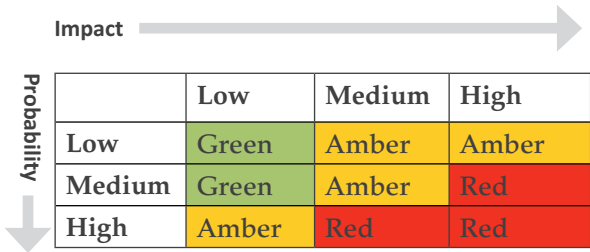
Evaluation and Monitoring

Our proposed investments can be classified as a series of key deliverables. Using proven benefits management techniques we have extracted a range of benefits that the deliverables will bring to Oxfordshire. Those benefits have been mapped to provide a picture of how they lead to the outcomes of economic growth to which we aspire.

Progress towards success will be monitored through the use of appropriately identified performance indicators for each benefit and outcome, phased according to predicted delivery and realisation. Monitoring in this way will provide early warning of any potential unsuccessful outcome, which will allow mitigating action to be taken.

This Government has set about fostering local enterprise by creating the conditions for businesses to thrive and our Enterprise Zones are one of the best ways places like Oxford can entice new companies to their area.

*Communities Secretary
Eric Pickles*

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City Deal implementation provides us with a learning opportunity, through the evaluation of the impact of different policies on the overall outcomes. We will develop an evaluation strategy with our commercial and academic partners to establish which elements of Strategic Economic Plan work well and why they are successful. This will involve the analysis of specific initiatives, with early realisation of benefit and outcome, as opposed to overall evaluation of the whole Strategic Economic Plan programme.

Tracking the outcomes of our proposed investments is the key tool to understanding the extent of the success of the Strategic Economic Plan.

Our proposed investments can be classified as a series of key deliverables. Using proven benefits management techniques we have extracted a range of benefits that the deliverables will bring to Oxfordshire. Those benefits have been mapped to provide a picture of how they lead to the outcomes of economic growth to which we aspire.

Outcomes

Increase in Innovation	Quality Infrastructure	Quality Housing	Quality Skills	Quality Environment	Quality of Life

Benefits

Increase in GVA	Retention of expertise and knowledge	Increased investor confidence	Increased graduate recruitment	Housing provision matches demand for type and location	Low Carbon Innovation	Improved health outcomes
More innovation active enterprises	Skills development provision matched to local business need and demand	Increased working age population	More apprenticeships	More construction employment	Better paid workforce	Less deprived neighbourhoods
Improved co-ordination with educational establishments	Consistent times for road journeys	Smarter public transport	Better advice, guidance and information available to young people	Greater availability of construction skills training	Improved Resident Satisfaction	More social enterprises
A34 shut for less time	Growth of rail freight	More trains to employment sites	Faster access to Heathrow	Increased visitor levels	Export Growth	Less commuting into Oxford and Oxfordshire	Low Emission Zones	More engaged citizens

Key Deliverables

Improved A34 capacity by Active Traffic Management	Access to Innovation support & advice for SME's	Science & Business Park Development	Network of Escalator Hubs	Innovation Strategy & Network Support	Local influence over SFA Funds	OxFutures Programme	Expansion of CAG programme
Improved rail access to London, Milton Keynes & Heathrow	Oxford Science Transit	Acceleration of new home delivery	Providing high quality business accommodation	Improved access via Northern Gateway	Delivery of key Environment projects	Oxon Low Carbon Hub

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Talented individuals are also typically highly mobile… Boston and Oxford are both synonymous with higher education, but relatively few graduates stay there after graduating…

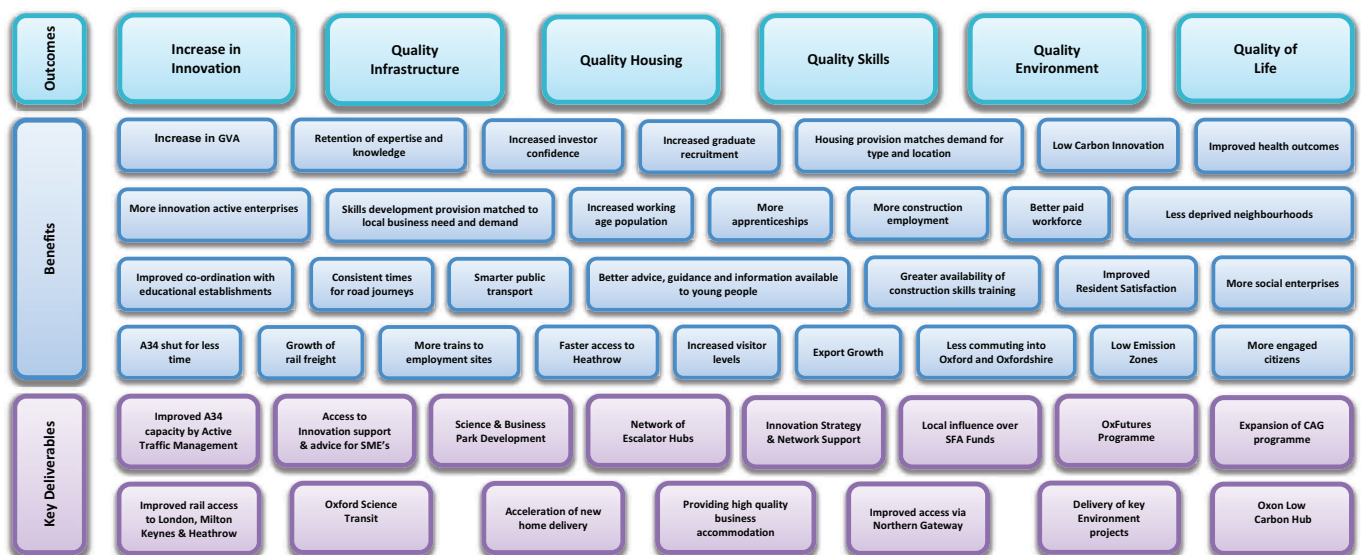*The Economist Intelligence Unit, 2012*

This Government has set about fostering local enterprise by creating the conditions for businesses to thrive and our Enterprise Zones are one of the best ways places like Oxford can entice new companies to their area.

Communities Secretary Eric Pickles

Car manufacturing is a vital engine for growth. … Our industrial strategy is a key part of the Government's economic plan and we're helping to drive the car industry further and faster with over £4bn of investment.

Prime Minister David Cameron

**For more information about Oxfordshire's
Strategic Economic Plan contact:**

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2nd Floor
Oxford Centre for Innovation
New Road
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Oxfordshire
OX1 1BY

T. 01865 261433

Division(s): All

CABINET – 18 MARCH 2014

TRAVEL PLANS:
TECHNICAL GUIDANCE & MONITORING FEE SCHEDULE

Report by Director for Environment and Economy

Introduction

1. Travel Plans are long-term management strategies for sites, which seek to ensure that travel associated with them is sustainable. As part of the development control process, they have an important part in wider strategy to reduce the proportion of the growth in travel which is made up of journeys by private car, something that is vital in order for networks to cope with increasing travel demand and thus to facilitate economic and housing growth.

2. In accordance with the National Planning Policy Framework, Oxfordshire County Council requires developers to provide Travel Plans for sites which are expected to generate significant amounts of movement. Travel Plans also feature in Local Plans and in many cases District Councils insist on them.

3. Whilst Travel Plans are site-specific, there is potential in co-ordinating Travel Plans on a larger scale (across an urban area for example) to achieve a positive benefit for movement in and around that particular area.

4. To be effective, Travel Plans need to be implemented and remain active for several years (typically five) after a development is occupied. This involves a modest effort and expense for the developer, so to ensure that they are implemented the Council generally seeks S106 agreements supported by appropriate conditions.

The benefits of Travel Plans

5. To complement improvements to public transport, walking and cycling infrastructure, it is also important to try and reduce the need for people to travel by private car. Travel Plans play a key part in providing travellers with quality information and advice across all modes so that they can make an informed choice for their journey.

6. Opportunities for councils to promote sustainable travel are limited, both by resources, and by the ability to reach people at an individual level. Travel Plan co-ordinators at the site where people work, live or study are far better placed to influence people, via a range of incentives and local management practices. Through Travel Plans, individuals' travel behaviour can be directly influenced through on-site management. Tangible and realistic targets can be monitored and enforced relatively easily. Thus, the Council can tap into

additional resources at no cost to the public purse, as a means of delivering wider transport objectives.

7.   Travel Plans help to maximise the benefit and value of spending on sustainable travel infrastructure and services, and boost demand for public transport, thereby making services more sustainable.

8.   Additionally, there are direct benefits to businesses from encouraging and enabling their staff and customers to travel sustainably. Walking, cycling and public transport use encourage people to be active, which brings health benefits for individuals and employers and helps to reduce pressure on public spending.

Transport Assessment and Travel Plans Guidance

9.   Developers frequently ask for advice on preparing and implementing Travel Plans, and a standard guidance document has been developed in draft to ensure that Travel Plans are effective as well as consistent, making it easier for the council to assess planning applications. The guidance will also help to make efficient use of officer time, and make the process more straightforward for the applicant. The document has been combined with guidance on the Council's requirements for Transport Assessments, which set out the expected impact of new development on the transport network. The draft Transport Assessments and Travel Plans Guidance is attached at Annex 1.

10.   The document is in line with official guidance issued by the Department for Transport and includes information on whether and what type of Travel Plan will be required, for each size and type of development. It sets out clearly the Council's expectations for what should be contained in a Travel Plan and how it will be monitored. It is hoped that by formalising and publishing the Guidance, our requirements will be clear to developers from an early stage and therefore that developers will resource and prioritise the development of Travel Plans appropriately, making them more effective.

Fees

11.   Councils are permitted to make charges to cover the costs of monitoring S106 agreements. Department for Transport guidance on Travel Planning states that 'Local authorities should consider charging for the process and publish any agreed fee scales.' Hitherto, the County Council has made very modest charges for Travel Plan monitoring on an ad hoc basis. However, as resources have become much more limited for the County Council to subsidise this type of work, it is necessary to formalise a charging schedule in order to raise revenue to recover the costs of monitoring.

12.   An assessment of the staff time required for monitoring has been made and a proposed scale of fees based on staff cost has been included in the draft guidance document. Officers have made comparative checks on what other local authorities charge for this service and consider the proposed fees to be

realistic, fair and unlikely to raise significant objections from developers. The proposed monitoring fees are shown on pages 60 & 61 of Annex 1.

13. In order to contribute further to covering staff costs, it is also proposed to introduce charges for other Travel Plan related work, in the event that third parties would wish to procure such services from us. These services could include support with writing and implementing Travel Plans for prospective developments in the county and consultancy support to organisations who may wish to develop voluntary Travel Plans outside the planning application process. This kind of work is not a statutory requirement for the County Council but it has previously been carried out at no charge.

Policy implications

14. The use of Travel Plans is supported by national planning policy as set out in the National Planning Policy Framework (NPPF), paragraph 36. In addition, some of Oxfordshire's Local Plans, for example that for Oxford City, have a specific policy requirement for Travel Plans. Travel Plans also contribute to meeting the objectives and high level policies of the Oxfordshire Local Transport Plan, LTP3 2011-2030.

15. A review of the Oxfordshire Local Transport Plan (LTP) has now begun and Travel Plans are likely to remain an important strategic tool in the implementation of that document. It may therefore be appropriate to adopt the Transport Assessments and Travel Plans Guidance as a subsidiary policy document to the new LTP.

Equalities

16. An equalities impact assessment is not considered to be necessary on this technical guidance. However, it should be noted that Travel Plans can contribute significant equality benefits, through improving accessibility to sites.

Financial and Staff Implications

17. The process of advising on, checking and monitoring Travel Plans will be carried out by a small team of 3 existing staff, who will be re-directed from other work areas as part of a re-structure to reflect changed priorities within Environment & Economy. It is projected that by 2016/17 the full staffing costs of the officers involved will be covered from the proposed fees, thereby delivering an already agreed budget saving of £75,000 p.a. in that area.

18. Although the introduction of the Community Infrastructure Levy across the county over the next few years will narrow the range of the S106 Planning Obligations regime, limiting it to site mitigation measures, it is anticipated that Travel Plans will remain within the remit of that regime, hence the associated monitoring fees should also continue to be chargeable through S106 contributions. There will, however, need to be an agreed arrangement with our District Councils that monies collected by them, via S106 agreements, for Travel Plan monitoring will be passed on to the County Council.

RECOMMENDATIONS

19.   **Cabinet is RECOMMENDED to:**

(a)   **approve the Transport Assessments & Travel Plans Guidance Document and monitoring fee charging schedule (Annex 1) for publication; and**

(b)   **approve the charging of fees to cover staff costs for other non-statutory Travel Plan related services on an hourly basis by agreement.**

SUE SCANE
Director for Environment and Economy

Background papers: Good Practice Guidelines: Delivering Travel Plans through the Planning Process, DfT, 2009.
http://webarchive.nationalarchives.gov.uk/20101124142120/http://www.dft.gov.uk/pgr/sustainable/travelplans/tpp/goodpracticeguidelines-main.pdf

Contact Officer: Chris Kenneford
Tel: (01865) 815615

March 2014

TRANSPORT FOR NEW DEVELOPMENTS –
TRANSPORT ASSESSMENTS AND TRAVEL PLANS

This document sets out the format and requirements of Transport Assessments and Travel Plans associated with new developments throughout Oxfordshire. It sits under the overarching polices set out in the Council's Local Transport Plan.

It is part of a suite of documents for use by people involved in planning for new developments and is aimed at developers, promoters, consultants, architects, highway engineers, planning officers, the public and any other interested parties.

Throughout the document some illustrations are used to help explain some of the important design principles but should not be interpreted literally.

TRANSPORT FOR NEW DEVELOPMENTS –

TRANSPORT ASSESSMENTS AND TRAVEL PLANS

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TRANSPORT FOR NEW DEVELOPMENTS –

TRANSPORT ASSESSMENTS AND TRAVEL PLANS

1 Introduction

Policy Context and General Methodology

1.1 The requirement for Transport Assessments and Travel Plans is set out in the National Planning Policy Framework (NPPF) (Department of Communities and Local Government, March 2012). Paragraph 32 states that: 'All developments that generate significant amounts of movement should be supported by a Transport Statement or Transport Assessment'. Paragraph 36 states that 'All developments which generate significant amounts of movement should be required to provide a Travel Plan'.

1.2 Transport Assessments and Travel Plans are important tools in the Council's strategy to achieve the goals and objectives set out in its third Local Transport Plan, LTP3 (2011-2010). They are a means of delivering LTP3 Policy SD1, which sets out how we will seek to influence development to meet our transport objectives:

Policy SD1   Oxfordshire County Council will seek to ensure that:
- the location and layout of new developments minimise the need for travel and can be served by high quality public transport, cycling and walking facilities;
- developers promote sustainable travel for all journeys associated with new development, especially those to work and education, and;
- the traffic from new development can be accommodated safely and efficiently on the transport network.

For further policy references see Appendix 14.

1.3 This document sets out the format and requirements of Transport Assessments and Travel Plans associated with new developments throughout Oxfordshire. It is part of a suite of documents for use by people involved in planning for new developments and is aimed at developers, promoters, consultants, architects, highway engineers, planning officers, the public and any other interested parties.

1.4 The general methodology adopted by the Council is contained in:
- Transport assessments: Department for Transport publication *Guidance on Transport Assessment* (March, 2007)

TRANSPORT FOR NEW DEVELOPMENTS –

TRANSPORT ASSESSMENTS AND TRAVEL PLANS

- Travel Plans: Department for Transport and Department for Communities and Local Government publication *Delivering Travel Plans Through the Planning Process* (April, 2009)
- Residential Travel Plans: Department for Transport publication *Making residential travel plans work: guidelines for new development* (September, 2005)
- Workplace Travel Plans: Department for Transport publication *The essential guide to travel planning* (October, 2007)
- Personal Travel Plans: Department for Transport publication *Making personal travel plans work: Practitioners' guide* (November, 2008)

1.5   The assessment of all of the modes of transport and travel patterns of any development may range from a simple and straight forward process to one that is complex and 'non standard'; since it must address the transport impacts of alternative modes of transport for a variety of differing types and sizes of development in different locations. No two transport assessments or Travel Plans are likely to be the same, what is appropriate for one development is unlikely to be the same for another.

1.6   It is however necessary to fully understand the transport requirements for development proposals regardless of size. There are a variety of different ways in which developers can assess the transport impacts of their development. The methods used will depend upon the type and scale of the proposal and whether it is located in an area that is considered to have transport problems. Early scoping discussions with Oxfordshire County Council will steer the type of assessment required.

1.7   Broadly; the impact of the majority of proposed development needs to be assessed. The very smallest of developments will not require an assessment. For the greater number of planning applications, a Transport Statement and accompanying Travel Plan Statement are required. These are in a simple form which must be fully completed and submitted with the planning application. For larger developments a Transport Assessment and Travel Plan are required. Transport Assessments are generally bespoke assessments which at first will require a scoping study to establish the level of detail and geographic area of the study. A series of thresholds are applied to determine what is required according to the size and impact of the development proposal (please refer to appendix 1 for more details).

TRANSPORT FOR NEW DEVELOPMENTS –

TRANSPORT ASSESSMENTS AND TRAVEL PLANS

1.8   The Transport Assessment may form part of an Environmental Assessment if the latter is required by the Planning Authority.

Process

1.9   When it is known by a potential applicant or developer that a planning application is going to be made then the first step is to ascertain what kind of Travel Plan and Transport Assessment will be required. The table for Thresholds for Travel Plans and Transport Assessments must be referred to (appendix 1). On determining what kind of assessments and submissions are needed then the appropriate scoping must be undertaken. In the case of needing to submit a Travel Plan Statement and Transport Statement the appropriate forms must be used.

1.10   The information contained within appendix 1 is for guidance only and a Travel Plan may be appropriate for a development smaller than suggested by the thresholds. Factors other than size of development may be taken into account when determining the need for a Transport Assessment or Travel Plan. For this reason early pre-application discussions with Oxfordshire County Council are strongly recommended.

1.11   If an applicant or developer is unsure about interpreting the thresholds, it is advisable to contact the Travel Plans Team within the Transport Development Control Group at Oxfordshire County Council for clarification. Please refer to appendix 15 for contact details.

1.12   Where a planning application involves an extension to an existing site that is either at or above the relevant threshold, or if the development will cause the combined existing and proposed land uses to go above the threshold, a Travel Plan Statement or Travel Plan is required according to the extended size. In these cases the whole site should be covered.

The aim of the Council in producing this document is to provide easily accessible standard advice, thereby improving the efficiency of the planning application process. However, we recognise that some developers may require additional support or practical help with drawing up travel plans or with their implementation. The Council may be able to provide tailored support for which it will charge a fee based on officer time plus any expenses, for example associated with site visits. Note that this would be in addition to monitoring fees which will be applied in all cases where a travel plan is required.

TRANSPORT FOR NEW DEVELOPMENTS –

TRANSPORT ASSESSMENTS AND TRAVEL PLANS

1.13   The submission of a Travel Plan is not a guarantee that a proposed development will not be objected to on highways grounds if other supporting documentation, such as a Transport Assessment, does not demonstrate acceptability in highways terms.

TRANSPORT FOR NEW DEVELOPMENTS –

TRANSPORT ASSESSMENTS AND TRAVEL PLANS

2   Transport Statement

Principle

2.1   The Transport Statement sets out the transport issues relating to a proposed development site; existing conditions and the impact of the development proposals in a simple form. It is completed by the developer and supplied with a planning application. Note that for larger developments a Transport Assessment is required. For guidance on whether a Transport Statement or a Transport Assessment is required, see appendix 1.

Content

2.2   The Transport Statement is filled in from the blank form which can be found in appendix 2.

TRANSPORT FOR NEW DEVELOPMENTS –

TRANSPORT ASSESSMENTS AND TRAVEL PLANS

3   Transport Assessment

Principle

3.1   It is advisable to establish as early as possible when a Transport Assessment is required by referring to the thresholds found in appendix 1.

3.2   When it has been established that a Transport Assessment is required then the scope and content of the study needs to be ascertained.

3.3   The Scoping Report should be completed and forwarded to the Highway Authority at the outset and will form the basis of discussions before the Transport Assessment is commenced.

3.4   The Scoping Report for Transport Assessments Form is filled in from the blank form which can be found in appendix 3.

3.5   If a Transport Assessment is required, we will expect it to be submitted with and accompany the planning application.

Content

3.6   Whilst it is accepted that much of a Transport Assessment will be written in technical language with diagrams and data being generated by the use of specialist software packages, it is important that the Conclusions, Recommendations and Non-technical Summary are written in clear, concise language, and fully describe the way the development will affect existing highway and transport facilities including public rights of way.

3.7   Where relevant, details of the following must also be provided:-

- the extent and feasibility of the development access proposals, including plans showing any necessary highway improvements and the impact these and any additional traffic will have on the existing local environment;
- how the development can be accessed by walking, cycling, motor cycling, public transport, cars, service and delivery vehicles, and emergency services;

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- how encouragement will be given to travel by walking and cycling within the development;
- proposals for new public transport provisions and details of any facilities related to these;
- how future travel patterns will be monitored and reviewed, and
- parking provisions to be made for cars, cycles and motorcycles.

3.8 Plans must be included of all relevant transport routes leading to, and adjacent to the development site including public rights of way.

3.9 For commercial and distribution developments, details must be provided for delivery arrangements. Developers should refer to the Oxfordshire Lorry Routes maps, which are available to download from the county council's website: http://www.oxfordshire.gov.uk/cms/content/lorry-routes

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4 Travel Plan Statements

Principle

4.1 The Travel Plan Statement is a simple form that sets out the existing conditions within and near to the development and contains a commitment to the promotion of sustainable travel. It also sets out objectives and measures to encourage travel by sustainable modes. It is completed by the developer and supplied with a planning application. Note that for larger developments a Travel Plan is required. For guidance on whether a Travel Plan Statement or a Travel Plan is required, see appendix 1.

4.1 A Travel Plan Statement: • must be completed when the application is for a small-to-medium sized development where a Full Travel Plan is not justified   • must set out commitment to the promotion of sustainable travel   • contains less detail than a Full Travel Plan to reflect the fact that it is designed for smaller developments.

Content

4.2 Please see appendix 4 for a copy of Oxfordshire County Council's Travel Plan Statement form. This must be completed, submitted and approved prior to planning permission.

TRANSPORT FOR NEW DEVELOPMENTS –

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5   Travel Plans

Principle

> 5.1   The requirement to produce Travel Plans is set out in the National Planning Policy Framework (paragraph 36). This guidance supplements the Department for Transport's (DfT) and Department for Communities and Local Government's (CLG) document *Delivering Travel Plans through the Planning Process* (April, 2009). It has been developed to assist with the preparation of Travel Plans associated with the development control process in Oxfordshire. It also supports the achievement of objectives in Oxfordshire's third Local Transport Plan.

5.2   Traffic levels have grown significantly in the last 20 years. The National Travel Survey (DfT, 2009) found that in 2012 car travel accounted for 64 per cent of all trips made and 78 per cent of all distance travelled. The same survey found that 20 per cent of all trips were shorter than one mile in length.

5.3   Oxfordshire County Council is committed to ensuring that development in the county is carried out in sustainable locations and in a sustainable way. Travel Plans can help with this aim by identifying ways in which developments can reduce car travel through reducing the need to travel, more efficient journey planning and planning for journeys to be made on foot, by bike, by public transport or by car sharing.

5.4   Opportunities for journeys to and from new developments to be made without using the car depend on good access to alternatives (such as walking, cycling and public transport) and for these modes of travel to be made more attractive.

5.5   An increase in the number of people travelling to and from an individual site may result when a new development is constructed, extended or when there is a change of use. To relieve increased pressure on Oxfordshire's road network, we may request that a Travel Plan is written, implemented and monitored.

5.6   A Travel Plan is a long-term management strategy that seeks to deliver sustainable transport objectives for an organisation or site. It is a living document that is implemented, regularly monitored and reviewed, and has an identified owner.

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> 5.7 Travel Plans are developed by employers, schools, retailers, hospitals, residential developments and other sites / organisations to reduce the impact of travel by their employees, customers, visitors, clients and residents.

5.8 The objectives of a Travel Plan are:

- to ensure that locations are accessible by non-car travel modes
- to identify ways of reducing the need to travel to and from a development
- to minimise single occupancy car travel to and from a development, particularly through providing scope for journeys to be made by other modes
- to identify which measures are needed to maximise the use of non-car travel modes
- to lead to a change in the travel behaviour of individuals to a sustainable mode of travel and maintaining that change once it has occurred

5.9 The benefits of a Travel Plan can include:

- the provision of greater choice and opportunities for site access by non-car travel modes
- reduced social exclusion through improved access to employment and key services such as hospitals, education and shops
- reduced congestion on surrounding roads and access points and reduced demand for parking spaces
- local environmental improvements from reduced congestion, air pollution and noise
- reduced travel and transportation costs for organisations and individuals
- ensuring adequate provision for people without access to a car or with mobility impairment
- provision of opportunities for active, healthy travel
- achievement of environmental standards for businesses
- assistance with the recruitment of staff
- reduced car parking costs for businesses

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5.10 The purpose of the following information provides guidance to developers in producing high quality Travel Plans. By providing clarity and a standardised approach towards what is required in a Travel Plan, this will allow the quality of Travel Plans submitted in support of planning applications to be assessed in a fair and consistent way.

5.11 This document covers different types of Travel Plan that may be produced for new developments including: commercial; retail; residential; public sector; education; religious establishments; leisure facilities and so on.

5.12 In particular, the following information:

- identifies what type of Travel Plan is required
- explains the differences between different types of Travel Plan
- explains the Travel Plan process – from preparation of the plan to the implementation of measures to reduce car use
- explains how Travel Plans are assessed by Oxfordshire County Council
- outlines a monitoring methodology for Developer Travel Plans

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Types of Travel Plan

5.13 Developers are encouraged to contact the Travel Plans Team within Oxfordshire County Council Transport Development Control Group at the earliest stage, i.e., prior to the submission of a planning application. This will allow officers to provide advice on what type of Travel Plan should be submitted.

5.14 The following types of Travel Plan will be required, depending on the characteristics of the development.

Full Travel Plan

5.15 A Full Travel Plan should be submitted in the majority of cases. It must be produced for all residential developments over 80 dwellings and in other cases when:
- the proposed use and accessibility needs are known
- the occupying organisation has been identified
- the site is already occupied (e.g. if it is being extended), allowing the collection of baseline travel data and consultation with staff / visitors / residents.

5.16 **Full Travel Plans must be submitted and approved (as per Oxfordshire County Council requirements) at a point agreed by Oxfordshire County Council, usually prior to planning permission.**

Interim Travel Plan

5.17 An Interim Travel Plan may only be produced instead of a Full Travel Plan when
- The development is non residential and the site occupiers/users are unknown
- in circumstances where it is not possible to complete a Full Travel Plan
- to accompany an outline planning application.

5.18 Interim Travel Plans must be submitted and approved prior to planning permission. **A Full Travel Plan must be developed and approved (as per Oxfordshire County Council requirements) prior to first occupation.**

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Framework Travel Plan

5.19 A Framework Travel Plan must:
- be produced for mixed-use developments with multiple occupiers and/or phases where any of the uses exceeds the travel plan threshold set out in Annex 1. Note that a Framework Travel Plan may also be required where individual uses do not exceed the threshold, depending on the combined impact of the development
- include joint overall outcomes, targets and indicators which are centrally administrated
- outline a commitment for individual sites (or uses/elements) within the overall development to prepare and implement their own Subsidiary Travel Plans.

5.20 Framework Travel Plans must be submitted and approved prior to planning permission. **Individual Subsidiary Travel Plans must be written and submitted to Oxfordshire for approval (as per Oxfordshire County Council requirements) within three months of occupation.**

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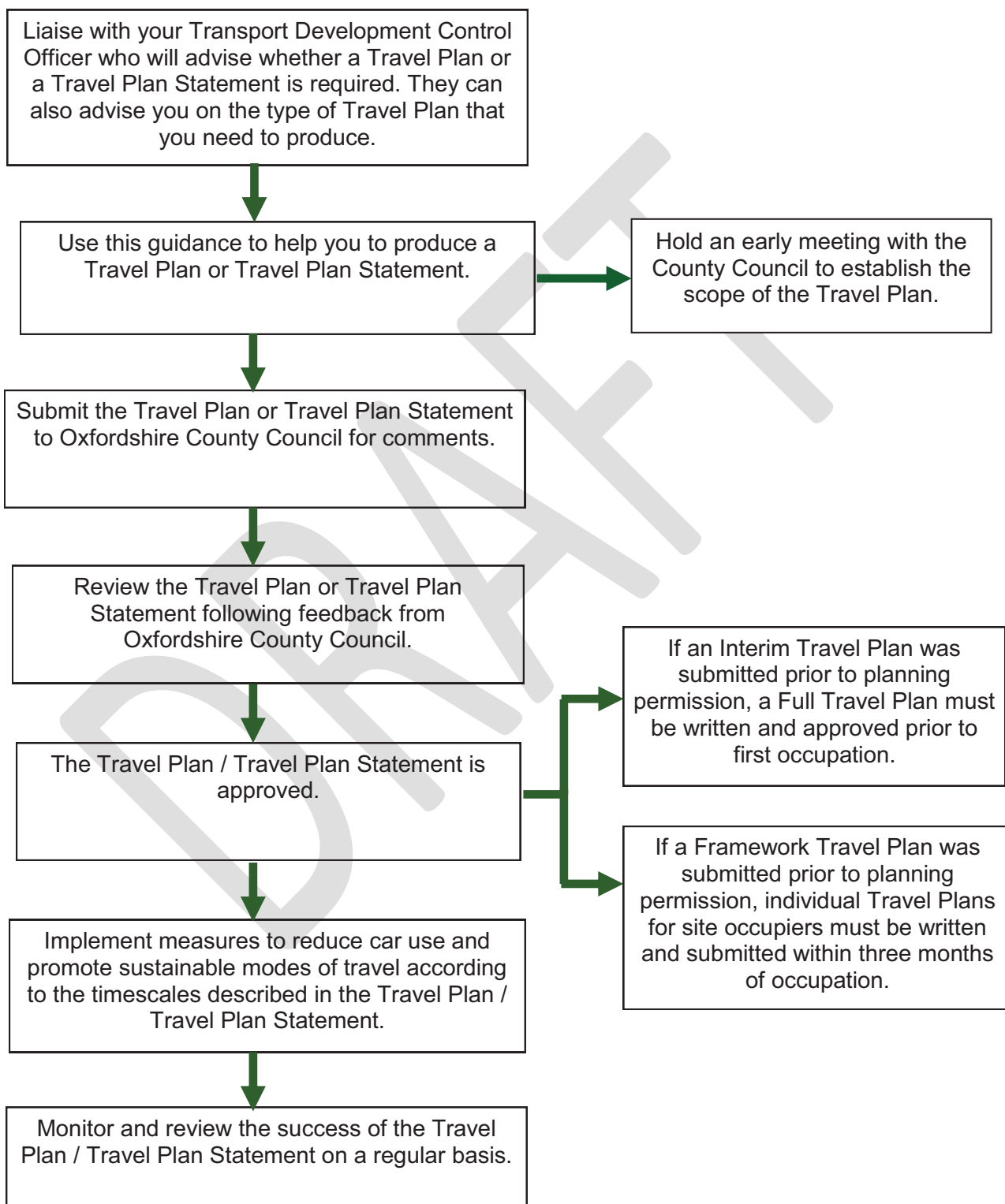TRANSPORT ASSESSMENTS AND TRAVEL PLANS

The Travel Plan process

```
┌─────────────────────────────────────────┐
│ Liaise with your Transport Development   │
│ Control Officer who will advise whether  │
│ a Travel Plan or a Travel Plan Statement │
│ is required. They can also advise you on │
│ the type of Travel Plan that you need to │
│ produce.                                 │
└─────────────────────────────────────────┘
                    │
                    ▼
┌─────────────────────────────────────────┐      ┌─────────────────────────────┐
│ Use this guidance to help you to produce │─────▶│ Hold an early meeting with   │
│ a Travel Plan or Travel Plan Statement.  │      │ the County Council to        │
└─────────────────────────────────────────┘      │ establish the scope of the   │
                    │                             │ Travel Plan.                 │
                    ▼                             └─────────────────────────────┘
┌─────────────────────────────────────────┐
│ Submit the Travel Plan or Travel Plan    │
│ Statement to Oxfordshire County Council  │
│ for comments.                            │
└─────────────────────────────────────────┘
                    │
                    ▼
┌─────────────────────────────────────────┐
│ Review the Travel Plan or Travel Plan    │
│ Statement following feedback from        │
│ Oxfordshire County Council.              │
└─────────────────────────────────────────┘
                    │
                    ▼
┌─────────────────────────────────────────┐      ┌─────────────────────────────┐
│ The Travel Plan / Travel Plan Statement  │─────▶│ If an Interim Travel Plan was│
│ is approved.                             │      │ submitted prior to planning  │
└─────────────────────────────────────────┘      │ permission, a Full Travel    │
                    │              │              │ Plan must be written and     │
                    │              │              │ approved prior to first      │
                    │              │              │ occupation.                  │
                    │              │              └─────────────────────────────┘
                    │              │
                    │              │              ┌─────────────────────────────┐
                    │              └─────────────▶│ If a Framework Travel Plan   │
                    │                             │ was submitted prior to       │
                    ▼                             │ planning permission,         │
┌─────────────────────────────────────────┐      │ individual Travel Plans for  │
│ Implement measures to reduce car use and │      │ site occupiers must be       │
│ promote sustainable modes of travel      │      │ written and submitted within │
│ according to the timescales described in │      │ three months of occupation.  │
│ the Travel Plan / Travel Plan Statement. │      └─────────────────────────────┘
└─────────────────────────────────────────┘
                    │
                    ▼
┌─────────────────────────────────────────┐
│ Monitor and review the success of the    │
│ Travel Plan / Travel Plan Statement on a  │
│ regular basis.                           │
└─────────────────────────────────────────┘
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Travel Plan Content

5.21   Oxfordshire County Council requires Travel Plans to contain the essential elements listed below. The order in which the elements are listed should be followed to ensure that there is a logical structure to the completed Travel Plan.

Travel Plans: Essential sections

- Cover page
- Introduction
- Background to the development
- Transport Data
- A commitment to conduct a baseline travel survey
- Objectives of the Travel Plan
- Targets - SMART
- Measures – to explain how the targets will be achieved
- Management of the Travel Plan
- Monitoring and Review

5.22   For detail on the information that must be included in each of these sections, please see Appendices 5, 6 and 7 for Full, Interim and Framework Travel Plans respectively.

5.23   Additional information may be requested for inclusion in the Travel Plan if thought to be relevant to the development or the surrounding area.

5.24   Residential Travel Plans must be treated quite differently to other types of Travel Plan to reflect the characteristics of the development and the wide range of journeys and destinations associated with residential areas. Therefore, there are specific measures which Oxfordshire County Council requires to be included in Residential Travel Plans. These include the provision of a Travel Information Pack for developments of over 10 dwellings, Personalised Travel Planning for developments of over 50 dwellings and taster tickets for public transport and car clubs where the conditions support such measures.

5.25   For more information on Oxfordshire County Council's requirements with regard to Residential Travel Plans please see appendix 8.

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5.26   Retail Travel Plans or Travel Plans for sites which will attract customers or visitors will be required to include data, surveys, objectives, targets, actions and monitoring for customers / visitors, as well as staff. These types of Travel Plan should be developed with the aim of reducing customer / visitor single occupancy car use to the site as well as reducing the percentages of staff travelling by car.

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Implementation

Timescales for Implementation

5.27   Once a Travel Plan Statement or Travel Plan has been submitted and approved, it is ready to be implemented. The role of the Travel Plan Co-ordinator is vital in managing the implementation of the measures within the Plan, marketing its aims and successes and monitoring progress. It is the responsibility of the developer to ensure that a Travel Plan Coordinator is resourced and appointed, and retained to cover the required monitoring. For further details on this role see Appendix 5, paragraphs A34 to A41.

5.28   Certain measures within the Travel Plan or Travel Plan Statement must be implemented before occupation; for example, highlighting sustainable travel options associated with a residential development to potential home buyers through the marketing process.

5.29   Measures that can not be implemented before occupation must be introduced as soon as the site is occupied. If a critical mass of occupiers is required before it is possible to introduce a particular measure, different stages of the Travel Plan / Travel Plan Statement may be implemented in phases over a longer period of time. Developers are required to highlight this issue in the Travel Plan or Travel Plan Statement if it is relevant to their development.

Responsibility for Implementation

5.30   The Travel Plan must be capable of securing long-term action, therefore it needs to be implemented and managed so that, as far as possible, it becomes self-sustaining. Therefore, before planning permission for a development has been granted, there needs to be clarity about where ownership for the Travel Plan and its implementation lies.

5.31   *For residential developments* the overall responsibility for implementing the Travel Plan or Travel Plan Statement lies with the developer from first construction of the development to at least five years after 100% occupation. After that, implementation becomes the responsibility of a person or group associated with the site, such as the Travel Plan Co-ordinator, Site Management Company or Residents' Association. The details of this transfer of

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	responsibility should be sent to the Travel Plans Team within the Council's Transport Development Control Group.

5.32	***For all other developments,*** overall responsibility for the Travel Plan or Travel Plan Statement lies with the landowner for at least five years after first occupation. The Travel Plan belongs to the site; therefore if there is a change of occupier the Travel Plan must continue but may need reviewing to address the needs of the new occupier. If any amendments are made, the objectives should remain generally with the same as the objectives of the original plan and must be agreed with the Travel Plans Team within the Council's Transport Development Control Group. In addition, a copy of the amended Travel Plan must be sent to the Travel Plans Team.

5.33	Where the owner and occupier are from different organisations, participation in the Travel Plan must be made a requirement of occupation within the terms of the lease. This is especially important in multi-occupier sites where the participation of a range of tenants is necessary.

5.34 If you would like advice on implementing your Travel Plan or support with specific measures please refer to appendix 11.

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Monitoring and Review

5.35	After the baseline Travel Plan survey has taken place, surveys must be repeated on a biennial basis (usually in years 1, 3 and 5) and the results sent to the Travel Plans Team within Transport Development Control at Oxfordshire County Council. This will enable the Travel Plan Co-ordinator and the County Council to keep track of the progress that the Travel Plan is making against its targets.

5.36 Surveys should be repeated at the same time of year to allow for a more reliable comparison and to avoid the influence of seasonal variations.

5.37 Survey and analysis templates have been developed by Oxfordshire County Council and we strongly recommend that they are both used as part of ongoing monitoring of Travel Plans as the two are designed to work together. They can be obtained by contacting the Travel Plans Team. Please refer to appendix 15 for contact details.

5.38	A number of different survey and analysis templates have been created to suit different types of development. **Developers must use these templates to fulfil their monitoring obligations, rather than developing their own surveys.** Templates are available from the Travel Plans Team – please refer to appendix 15 for contact details. After each survey, the results must be analysed using the analysis template and the results sent to the Travel Plans Team at Oxfordshire County Council. For more information please see Appendix 9.

5.39 Appropriate response rates to surveys must be obtained. Information on response rates can be found in appendix 10.

5.40	Following each survey, the measures within the Travel Plan should be reviewed and adjusted if necessary to improve performance. Any changes to measures or targets must be agreed with the Travel Plans Team at Oxfordshire County Council.

5.41	If targets are not met at the end of the initial period of monitoring; the Travel Plan must be reviewed, new measures introduced and monitoring extended for another two cycles; for example where monitoring has taken place in Year 1, 3 and 5, if targets have not been met monitoring must continue in years 7 and 9.

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Travel Plan Costs

Travel Plan Monitoring Fees

5.42	In all cases where a Travel Plan is required, a Travel Plan monitoring fee will be payable to the Council by the developer. This does not apply to Travel Plan Statements or Voluntary Travel Plans. Please see appendix 12 for details of the Travel Plan Monitoring fees in Oxfordshire.

5.43	In regards to extension to existing developments, the Travel Plan must cover the whole site, not just the extension. Therefore, the Travel Plan monitoring fee must also cover the whole site rather than just the extension.

5.44 Guidance on local authorities' ability to use fees is available in DfT/CLG's *Delivering Travel Plans through the Planning Process.* In addition, Section 93 of the Local Government Act 2003 gives the power to local authorities to charge for discretionary services. These are services that an authority has the power, but not a duty, to provide.

5.45 The Travel Plan monitoring fees shown in appendix 12 would be used to cover biennial monitoring over five years of the life of the Travel Plan and are based on Oxfordshire County Council officer time to do the following:

- Make records and set up systems to ensure monitoring takes place at appropriate times
- review monitoring outputs
- review the Travel Plan progress in light of monitoring results, and
- discuss the results and future measures with the Travel Plan Co-ordinator for the site.

5.46	The fee does not cover the actual conduct of surveys, data inputting or analysis as this is the responsibility of the Travel Plan Coordinator.

5.47	In some cases, particularly for residential developments, monitoring may be required beyond the five year period. In these circumstances, fees required beyond five years will be agreed on a case by case basis.

5.48	For mixed use developments, the monitoring fee will be the sum of the relevant charges for each separate use class element of the development.

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5.49   The full fee amount should be submitted in one payment on signing the Section 106 agreement.

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Travel Plan Contributions

> 5.50 Developments with a Travel Plan may be required to make an additional contribution to Oxfordshire County Council if the terms of a Section 106 agreement relating to the Travel Plan are not met.

5.51 Whether this will apply to a particular development and the amount required will be agreed on a case-by-case basis with Oxfordshire County Council at the time of defining the terms of the Section 106 agreement.

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Appendix 1: Thresholds

Land use	Description	Transport Statement and Travel Plan Statement	Transport assessment and Travel Plan
A1 Food retail	Retail sale of food goods to the public: • food superstores; • supermarkets; and • convenience food stores.	250 - 999 m^2 GFA	1000 m^2 GFA and over
A1 Non-food retail	Retail sale of non-food goods to the public: • includes sandwich bars – sandwiches or other cold food purchased and consumed off the premises • internet cafés.	800 - 1499 m^2 GFA	1500 m^2 GFA and over
A2 Financial and professional services	Financial services, including: • banks; • building societies • bureaux de change Professional services (other than health or medical services) including: • estate agents; and • employment agencies Other services-: betting shops, principally where services are provided to visiting members of the public.	1000 - 2499m^2 GFA	2500 m^2 GFA and over
A3 Restaurants and cafés	Restaurants and cafés selling food to be eaten on the premises. Excludes internet cafés (now A1).	300 - 2499 m^2 GFA	2500 m^2 GFA and over
A4 Drinking establishments	• public houses; • wine-bars; or • other drinking establishments.	300 - 999 m^2 GFA	1000 m^2 GFA and over
A5 Hot food takeaway	Hot food eaten on or off the premises.	250 - 999 m^2 GFA	1000 m^2 GFA and over
B1 Business	(a)Offices (not included in Class A2) (b) Research and development, including: • laboratories; and • studios. (c) Light industry.	1500 - 2499 m^2 GFA	2,500 m^2 GFA and over
B2 General industrial	General industry (not included in B1). The former 'special industrial' use classes (B3 to B7), are now all included in B2.	2500 - 3999m^2 GFA	4000 m^2 GFA and over
B8 Storage or distribution	Storage or distribution centres: • wholesale warehouses; • distribution centres; • repositories.	–2000 to 2999 m^2 GFA	3000 m^2 and over GFA
C1 Hotels	Includes:	75 - 99	100

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Land use	Description	Transport Statement and Travel Plan Statement	Transport assessment and Travel Plan
	• hotels; • boarding houses; and • guest houses, 'no significant element of care is provided'.	bedrooms	bedrooms and over
C2 Residential institutions - hospitals, nursing homes	Residential accommodation and accommodation providing care to people.	30 - 49 beds	50 beds and over
C2 Residential institutions – residential education	• boarding schools • training centres.	50 - 149students	150 students and over
C2 Residential institutions – institutional hostels	• homeless shelters; • accommodation for people with learning difficulties • accommodation for people on probation.	250 - 399 residents	400 residents and over
C3 Dwelling houses	Includes dwellings for individuals, families, or not more than six people living together as a single household. Not more than six people living together includes: • students or young people sharing a dwelling; • small group homes for disabled or handicapped people living together in the community.	50 - 79 dwellings	80 dwellings and over
D1 Non-residential Institutions	Medical and health services: • clinics and health centres; • crèches; • day nurseries; and • day centres and consulting rooms (not attached to the consultant's or doctor's house) • museums; • public libraries; • art galleries; • exhibition halls; and • non-residential education and training centres • Places of worship, religious instruction and church halls.	500 - 999 m^2 GFA	1000 m^2 GFA and over
D2 Assembly and Leisure	• cinemas; • dance and concert halls; • sports halls; • swimming baths; • skating rinks; • gymnasiums; • bingo halls; • casinos • other indoor and outdoor sports and leisure uses not involving motorised vehicles or firearms.	500 - 1499 m^2 GFA	1500 m^2 GFA and over
Others	for example:	Discuss with	Discuss with

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Land use	Description	Transport Statement and Travel Plan Statement	Transport assessment and Travel Plan
	stadium; retail warehouse clubs; amusement arcades; launderettes; petrol filling stations; taxi businesses; car and vehicle hire; businesses selling and displaying motor vehicles; nightclubs; theatres; hostels; builders' yards; garden centres; post offices; travel and ticket agencies; hairdressers; funeral directors; hire shops; and dry cleaners.	Highway Authority	Highway Authority
Additional Considerations			
	New Schools		Required
	Development proposals not conforming to adopted development plan		Required
	Development proposals generating more than 30 two way vehicular movements in any hour, or more than 100 two way vehicular movements in 24 hours, or more than 100 parking spaces		Required
	An extension to an existing development that causes the total travel impact or size of the site to exceed the threshold for a Travel Plan		Required
	Changes to schools		Discuss with Highway Authority
	Any traffic generating development in, or within 100 metres of an air quality management area (AQMA)		Discuss with Highways Authority
	Any development that lies within an area (or along a corridor) which has been identified by Oxfordshire County Council for the delivery of specific initiatives or targets for the reduction of traffic, or the promotion of walking, cycling and public transport		Discuss with Highways Authority
	Development that is likely to exacerbate local congestion and safety problems		Discuss with Highways Authority
	Where developments and/or their access routes are adjacent to Sites of Special Scientific Interest etc.		Discuss with Highways Authority

NOTE: for mixed use developments, the threshold will apply to each use element of the site. However, we will require a framework travel plan covering all uses to accompany outline planning applications for mixed use developments,

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Appendix 2: Transport Statement Form

Please e-mail the completed form, maps and drawings to
transport.development.control@oxfordshire.gov.uk

Planning Application No.	

Contact Information			
Developer		**Consultant**	
Company:		**Company:**	
Address:		**Address:**	
Contact person:		**Contact person:**	
Tel:		**Tel:**	
E-mail:		**E-mail:**	

Development Details	
Brief Description of the development	
Description of the location (Please attach a location map in .pdf format when submitting this form)	
Postcode	
Number/Street Name/Road	
Town	
Size (GFA/no of units)	
Planned date of opening	
Land Use Information	
Description of existing use of land **- Constraints of existing highway network** **- Planning History** **- Extant uses**	

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Traffic Data	

Existing traffic volume level on adjacent road network?
Cars: **peak hourly two way flow**
               average 12 hour two way flow
HGVs: **peak hourly two way flow**
               average 12 hour two way flow
Cycles: **peak hourly two way flow**
               average 12 hour two way flow	

Traffic generation from the site?
Cars: **peak hourly two way flow**
               average 12 hour two way flow
HGVs: **peak hourly two way flow**
               average 12 hour two way flow
Cycles: **peak hourly two way flow**
               average 12 hour two way flow
Pedestrians **peak hourly two way flow**
               average 12 hour two way flow	

Existing car-parking levels for each land use (on and off street)? **Proposed car-parking levels for each land use (on and off street)?**	
General description of how facilities for people with mobility problems will be tackled:	
Any other relevant information:	
Describe and highlight any changes which will result from the application of the Travel Plan Statement	

Thank You

Please e-mail the completed form and site location map to
transport.development.control@oxfordshire.gov.uk

Please note that location map submitted in .pdf format clearly shows:
- o *locations of new/modified accesses of development onto existing road network*
- o *existing bus stops and locations of transport interchanges in area*

Please note that plans are submitted in .pdf format clearly shows:
- o *each new/modified accesses showing carriageway widths, footpaths and visibility standards*
- o *all parking spaces (on street and within development area) and turning areas where applicable*
- o *private land and public highway*

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Appendix 3: Scoping for Transport Assessments Form

Please e-mail the completed form to
transport.development.control@oxfordshire.gov.uk

Planning Application No.

Contact Information			
Developer		**Consultant**	
Company:		**Company:**	
Address:		**Address:**	
Contact person:		**Contact person:**	
Tel:		**Tel:**	
E-mail:		**E-mail:**	

Development Details	
Brief Description of the development	
Description of the location (Please attach a location map in .pdf format when submitting this form)	
Postcode	
Number/Street Name/Road	
Town	
Size (GFA/no of units)	
Planned date of opening	

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Consultant (name, address and contact details)	
Applicant (name, address and contact details)	
Site/ Development name and address)	

Description of existing use of land
   -   Constraints of existing highway network
   -   Planning History
   - Extant uses	

If some or all existing land uses are being relocated then where to?	
Approximate traffic volume level on adjacent road network? (peak hourly two way flow, average 12 hour two way flow)	
Distribution /Assignment method to be used? How will this be done? i.e. Gravity model, or based on existing turning movements	

How will potential traffic generation from the site be established?
   -   TRICS
   - Special surveys?	

Estimated Modal Splits: Initial estimate of target Modal Splits:	
Period of assessment? (peak periods of development and/or network)	
Locations of new/modified accesses of development onto existing road network? (supply plan of development area, road network and access locations)	
Describe committed development to be taken into account:	
Area of impact (based on proposed development levels, existing traffic levels and existing congestion) (supply plan of development area, road network and access locations)	
When will site become fully operational?	
Will the development be split into phases? If so supply plan of phases and timescales.	
Will construction traffic be significant? If so how is this dealt	

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with and will it need specific haul routes?	

What are the assessment years?
    Existing
    Year of opening
    Design Year
Any other sensitivity tests required e.g. phasing	

Car-parking levels for each land use (on and off street)?	
Provide plan of real travel 5km isochrones (cycling)	
Provide plan of real travel 2km isochrones (walking)	
Provide plan of existing bus stops and locations of transport interchanges in area	

Road Safety- Accident records
    -   Examination of historical data normally 3/5 years
    -   Safety audit needed for changes to highway layout?
    (supply plan with recorded accident injury data)	

General description of how facilities for people with mobility problems will be tackled:	

Policy issues
    -   Is proposal in line with current national policy?
    -   Is development proposal in line with regional and local plan policies?
    - Is the development included in the current development plan?	

Any other relevant information:	

Thank You

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Please e-mail the completed form and site location map to
transport.development.control@oxfordshire.gov.uk

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Appendix 4: Travel Plan Statement

Please e-mail the completed form and site location map to
transport.development.control@oxfordshire.gov.uk

Planning Application No.

Contact Information			
Developer		**Consultant**	
Company:		Company:	
Address:		Address:	
Contact person:		Contact person:	
Tel:		Tel:	
E-mail:		E-mail:	

Development Details	
Brief Description of the development	
Description of the location (Please attach a location map in .pdf format when submitting this form)	
Postcode	
Number/Street Name/Road	
Town	
Size (GFA/no of units)	
Planned date of opening	
Travel Information	
Anticipated number of site occupants (week day and weekends, per day)	
Anticipated number of staff (week day and weekends, per day)	
Anticipated number of visitors (week day and weekends, per day)	
Please insert information here concerning any expected deliveries to the site	

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Number of car parking spaces will be provided within site boundary	
Number of delivery parking spaces (and size) will be provided within site boundary	
What facilities are there for pedestrians – on site and off site? E.g. pavements, crossings, lighting, signage etc	
What facilities are there for cyclists – on site and off site? E.g. on-road or off-road cycle lanes.	
Number of cycle parking spaces that will be provided and where will it be provided?	
Will the cycle parking be covered? If not will it be covered in the future?	
Please provide information on bus services in the vicinity of the site e.g. routes, frequencies	
How far are the nearest bus stops from the development and where are they located?	
Please provide information on train services in the vicinity of the site e.g. routes, frequencies	
How far is the nearest train station from the development and where is it located?	
Please outline any specific issues raised in the Transport Statement and explain how this Travel Plan Statement will address them	

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Travel Plan Statement Objectives	
All Oxfordshire County Council Travel Plan Statements should have the following key objectives: • **To reduce the need to travel to and from the development** • **To reduce single occupancy car travel to and from the development** • **To promote walking as a healthy and sustainable way of travelling to and from the development** • **To promote cycling as a healthy and sustainable way of travelling to and from the development** • **To encourage the use of public transport where walking and cycling are not possible**	
Please insert any additional site specific objectives here	•
Measures and Initiatives	
The appointment of a person to be responsible for the implementation of measures is essential. Please insert their name and contact details here if known. If not, please insert information on how and when this person will be identified.	Name: Address: Phone Number: E-mail address:
How will the objectives of the Travel Plan Statement be promoted to the site occupants and visitors?	• For example, through the use of marketing materials and promotional activities
In the section below, please describe the measures which will be implemented to achieve each of the Travel Plan Statement's objectives outlined above. **Please describe at least three measures for each objective.**	
Measures to reduce the need to travel to the development	
Measures to reduce single occupancy car use to the development	
Measures to promote walking as a way to travel to the development	

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Measures to promote cycling as a way to travel to the development	
Measures to promote public transport as a way to travel to the development	
Please insert any additional measures to support any site specific objectives here.	
Monitoring and Review	
The measures identified within this Travel Plan Statement should be regularly reviewed and updated where necessary. This will help to ensure that the aims of the Statement are successfully achieved.	
What will be the date of the first review? (Month and Year)	

Thank You

Please e-mail the completed form and site location map to
transport.development.control@oxfordshire.gov.uk

Please note that location map should be submitted in .pdf format and clearly show the development and all of the main features referred to in the statement above e.g. bus stops, pedestrian routes etc.

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Appendix 5: Full Travel Plans

A Full Travel Plan should contain the following information:
(Please number all paragraphs, tables, diagrams etc)

Cover Page
A.1 Type of Travel Plan

A.2 Planning application number

A.3 Name and contact details of the Travel Plan author and site owner / developer

A.4 Date of submission

Introduction
A.5 Overview of the development site & organisation.

Background
A.6 Full address of the development location

A.7 Location map of the development & surrounding area

A.8 A site plan

A.9 A written description of the location of the development.

A.10 Size of the development (GFA / number of units).

A.11 Planned / estimated date of occupation.

A.12 Expected occupancy levels (staff / visitors / customers / residents).

Travel Plan data
A.13 The survey information and data contained in a Full Travel Plan will vary depending on the development and what stage in the planning process it has reached.

A.14 Most Full Travel Plans will be produced prior to planning permission and occupation, where the proposed use and site occupiers are known. Other Full Travel Plans will be produced after the site is occupied. This will affect the type

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of data which should be included. Advice on this is available from The Travel Plans Team at Oxfordshire County Council.

A.15   In summary, Full Travel Plans should contain one of the following two types of travel data:
- Data from current site users if the site and / or organisation already exists
- For new developments, data from similar sites and developments from sources such as TRICS or the census.

A.16   A description of all **anticipated / existing** travel to the site is required in the Travel Plan. It should include:

- forecasted trip generation for the development (AM & PM peaks) from a source such as TRICS (or extrapolated from current usage if applicable)
- modal split data
- important variations in travel patterns according to time of day, day of the week or time of year (include information on working hours and shifts for workplaces, journeys made from the site to other locations during the day and anticipated deliveries)
- cycle parking provision (amount and type) and, if the site is occupied, levels of cycle parking use
- car parking provision and, if the site is occupied, levels of car park use
- a description of facilities for walking, cycling, public transport, car use and car share on the development and in the wider area around the development
- a description of any barriers to increasing walking, cycling, the use of public transport and car share
- for residential developments - information on the likely travel destinations for residents, as well as distances and transport links to these e.g. nearest shopping centre, schools, other facilities, key employers in the area etc
- if the site is occupied, postcode analysis and discussion about where site users are travelling to and from, and by which modes
- if the site is occupied, discussion of survey results, distance data & potential for reducing car use and increasing alternative modes of travel.

Baseline survey
A.17   All Travel Plans should contain a commitment to conduct a new baseline survey and review the Travel Plan in light of the survey results within three months of occupation or, for residential developments, once a certain percentage of the site is occupied (to be agreed with Oxfordshire County Council).

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A.18 Template surveys for different types of organisation and different types of user (staff, visitors, students, residents) have been developed by Oxfordshire County Council and can be downloaded from the County Council website or obtained by contacting the Travel Plans Team. Information on the sample sizes required to ensure that the data collected is accurate and representative can be found in appendix 8.

A.19 The results of the baseline travel surveys should be analysed using a template available from the Travel Plans Team and submitted to Oxfordshire County Council within one month of the survey completion.

Objectives

A.20 Concise terms should be included which outline the overall objectives of the Travel Plan.

A.21 Objectives should aim to reduce the need to travel, reduce car use and increase the use of sustainable modes of travel.

Targets

A.22 Targets should be SMART (Specific, Measurable, Achievable, Realistic, and Time bound).

A.23 Objectives and targets are essential in helping to guide and measure the outcomes of the Travel Plan i.e. the difference it has made to the travel habits of the users of the site. Therefore, something like "Provide Travel Information Packs to all residents by October 2011" is an example of an action rather than a target. An example of a target would be "To reduce the percentage of staff travelling to work by single occupancy car by 10% by year 3 of the Travel Plan".

A.24 Modal split targets should be set; i.e. a target should be set to reduce the percentage of site users (staff, visitors, students, residents) travelling to / from the site by car compared to the anticipated car use / initial baseline survey. It also means that targets should be set to increase the percentage of travel by other modes including walking, cycling, public transport and car share. The combination of these targets for each mode should add up to 100% in total.

A.25 Targets must be set for each year in which monitoring is to take place, i.e. on a biennial basis for a period of five years minimum, although some will need to cover a longer period of time, particularly residential developments.

A.26 Benchmarking is important in informing targets, but it has to be recognised that each site is unique. Information that can be used to assist in benchmarking includes: trip generation databases, e.g. TRICS; information about trips

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       generated from similar types of development in the same area; information about levels of car use and ownership in the area of the development e.g. census data on modal share of driving for journeys to work; levels of car ownership; information about the specific nature of the development and the usual level of person trips (i.e. by all modes) likely to be associated with such a development (DfT, 2009).

A.27   Where a development is phased, intermediate targets should be specified.

A.28   Retail Travel Plans or Travel Plans for sites which will attract customers or visitors will be required to include data, surveys, objectives, targets, actions and monitoring for customers / visitors, as well as staff. These types of Travel Plan should be developed with the aim of reducing customer / visitor single occupancy car use to the site as well as reducing the percentages of staff travelling by car.

Measures

A.29   Measures must be appropriate for the development in question and form a package of actions with credible potential to achieve the stated objectives and targets in the Travel Plan. They must consist of a mixture of short, medium and long term actions (pre- and post-occupation) and include positive incentives to encourage the use of alternatives to the car as well as some demand restraint.

A.30   Measures should also address any specific issues raised in the Transport Assessment.

A.31   Measures to reduce the need to travel, reduce car use and encourage walking, cycling and public transport use are suggested in appendix 11.

A.32   The Travel Plan should include a mixture of 'soft measures' to raise awareness of and promote sustainable modes of travel, and 'hard measures' to ensure that the infrastructure to support walking, cycling and public transport use is in place.

A.33   When describing measures, please state which objective / target they relate to, specify the action, and when it will be completed. An example is shown in the table below.

Example of Travel Plan Measures

Target	Measure	Timescale

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To increase the percentage of staff cycling to work from 45 people (30%) to 60 people (40%) by 2014	Prepare and display information on cycle routes and facilities to and from the development.	Pre-occupation and ongoing long term
	Provide secure, covered, convenient and visible cycle parking	Pre-occupation
	Purchase pool bikes so that people without their own bike can cycle	Short term
	Introduce a staff cycle purchase scheme	Ongoing – long term

Management

A.34   Travel Plans should include evidence of senior management endorsement (not applicable to Residential Travel Plans).

A.35   There should also be a commitment to identify / recruit a Travel Plan Co-ordinator prior to construction of the development.

A.36   The role of the Travel Plan Co-ordinator and their responsibilities should be outlined in the Travel Plan. Their task is to drive every aspect of the Travel Plan forward. This includes implementing measures and initiatives, marketing activities, maintaining enthusiasm for the plan, monitoring and evaluating performance, assessing whether targets have been met and regularly updating the Travel Plan to reflect any changes. They are also responsible for liaising with external parties such as Public Transport Operators and Oxfordshire County Council.

A.37   Information should also be provided to explain how the Travel Plan Co-ordinator will be identified / recruited. For example, will they be a member of staff, funded by the developer or an individual identified in a resident's association (depending on the type of development)? The Travel Plan Co-ordinator may be full or part-time as appropriate to the size of the development.

A.38   In cases where units are leased out to occupiers, the appointment of a Travel Plan Co-ordinator should be a contractual requirement of the development and form a condition of the tenant's lease.

A.39   For large and complex developments dealing with thousands of people travelling to the site, the Travel Plan Co-ordinator role is expected to be at management level and to have control of a budget dedicated to the Travel Plan.

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A.40 The Travel Plan Co-ordinator role can be provided from within the organisation or through a consultancy.

A.41 The name and contact details of the Travel Plan Co-ordinator should be sent to the Travel Plans Team as soon as they have been identified.

Monitoring and Review

A.42 This section of the Travel Plan should include details of how the progress of the Travel Plan will be monitored and reviewed.

A.43 The Travel Plan should also contain a commitment to monitoring of the Travel Plan at least every two years (for example, in Years 1, 3 and 5 or for longer if requested), using survey templates provided. The survey results should be analysed using a template available from the Travel Plans Team and submitted to Oxfordshire County Council within one month of the survey completion.

A.44 For residential developments there should be a commitment to monitoring at least every two years, starting once a certain percentage of the site is occupied (to be agreed by Oxfordshire County Council) and continuing for at least five years after 100% occupation.

A.45 If targets are not met at the end of the initial period of monitoring, the Travel Plan should be reviewed, new measures introduced and monitoring extended for another two cycles; for example where monitoring has taken place in Year 1, 3 and 5, if targets have not been met monitoring should continue in years 7 and 9.

A.46 Once it has been approved, any changes to the Travel Plan, in particular the targets, must be made in agreement with the Travel Plans Team at Oxfordshire County Council.

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Appendix 6: Interim Travel Plans

An Interim Travel Plan should contain the following information:
(Please number all paragraphs, tables, diagrams etc)

Introduction

A.47   Type of Travel Plan

A.48   Planning application number

A.49   Name and contact details of the Travel Plan author and the site owner / developer

A.50   Date of submission

A.51   A statement regarding the commitment to produce a Full Travel Plan for the development prior to occupation.

Background

A.52   Background information on the development including development type, size, address and location map, description of the location of the development.

A.53   A plan of the site (existing site, if relevant, and new development areas).

A.54   Planned / estimated date of occupation.

Transport Data

A.55   Information about the on-site and off-site infrastructure and facilities for people travelling on foot, by bike, by public transport, by car and car share.

A.56   A description of any barriers to increasing walking, cycling, the use of public transport and car share.

A.57   Inclusion of modal split census data for the area (journey to work).

A.58   A commitment to conduct baseline travel surveys for the development within three months of occupation, to send the results to the Travel Plans Team and to review the Travel Plan in light of the survey results.

Aims and Objectives

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A.59   A statement outlining the overall aims of the Travel Plan to reduce car use to the development and promote sustainable modes of travel.

A.60   Details of possible measures (behaviour change measures and infrastructure) to be implemented prior to the occupation.

A.61   A summary of possible measures to be included in a Full Travel Plan aimed at reducing car travel to the development.

A.62   A commitment to recruit a Travel Plan Co-ordinator prior to occupation and a description of how they will be recruited / funded.

A.63   A commitment to send the name and contact details of the Travel Plan Co-ordinator to the Travel Plans Team.

A.64   A description of the role and responsibilities of the Travel Plan Co-ordinator.

Monitoring and Review

A.65   Details of the arrangements in place for monitoring and review of the Travel Plan, using the monitoring templates required. This should include a commitment to biennial Travel Plan monitoring over a minimum of five years.

A.66   A commitment to submit the results of biennial monitoring to Oxfordshire County Council within one month of survey completion.

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Appendix 7: Framework Travel Plans

A Framework Travel Plan should contain the following information:
(Please number all paragraphs, tables, diagrams etc)

Introduction
A.67   Type of Travel Plan

A.68   Planning application number

A.69   Name and contact details of the Travel Plan author and the site owner / developer.

A.70   Date of submission

Background
A.71   Background information on the development including address, development type, size, location map, site plan.

A.72   A commitment that each occupier will produce a full subsidiary travel plan within 3 months of occupation.

A.73   Anticipated numbers of occupiers (organisations, residents, staff, visitors etc).

A.74   Planned / estimated date of occupation.

Transport Data
A.75   Information about the on-site and off-site infrastructure and facilities for people travelling on foot, by bike, by public transport, by car and car share (include amount, type and location of cycle parking, provision of showers and lockers for staff, number of car parking spaces etc).

A.76   A description of any barriers to walking, cycling, use of public transport and car share.

A.77   The inclusion of modal split census data for the area (journeys to work) and anticipated numbers of car trips per day.

Aims and Objectives
A.78   Overall outcomes & targets for the entire site including targets for maximum allowable levels of car trips generated by the development per day.

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A.79 Details of site-wide measures (behaviour change and infrastructure) aimed at reducing single occupancy car travel generated by the development to be included in Framework Travel Plan.

A.80 Inclusion of measures to be implemented before occupation.

A.81 Details of arrangements for central administration of the Framework Travel Plan.

A.82 A commitment to ensure that a Travel Plan Co-ordinator will be identified / recruited prior to occupation.

A.83 A description of how the Travel Plan Co-ordinator will be recruited / how they will be funded.

A.84 A commitment to send the name and contact details of the Travel Plan Co-ordinator to the Travel Plans Team.

A.85 A description of the role and responsibilities of the Travel Plan Co-ordinator

A.86 A commitment that each occupier will identify a representative who will liaise with the site Travel Plan Co-ordinator and implement Travel Plan measures specific to their employees / visitors.

A.87 Details of how many subsidiary Travel Plans will be developed for the site:
- who will be responsible for these?
- how will the process be achieved?
- steps that are proposed to ensure that subsidiary Travel Plans are consistent with the wider targets & requirements of the Framework Travel Plan

A.88 Clarification (as far as possible) of the timescales for completion of individual Travel Plans & the implementation of specific measures within them as the development proceeds, including management & review.

Monitoring and Review
A.89 Details of the arrangements in place for the monitoring & review of the Framework Travel Plan, using the monitoring templates required.

A.90 A commitment that each occupier will use the templates provided by Oxfordshire County Council to conduct a travel survey for the development

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within 3 months of occupation and review the Travel Plan in light of the survey results.

A.91 Commitment to biennial monitoring for a minimum of five years and submission of the results to the Travel Plans Team.

A.92 A commitment to send the results of all travel surveys to the Travel Plans Team at Oxfordshire County Council within one month of survey completion.

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Appendix 8: Residential Travel Plans

A.93   Sustainable Travel Information Packs must be provided to each household in residential developments of over 10 dwellings. As a minimum this should contain information on the alternatives to single-occupancy car use available to residents, walking and cycling route maps, discounts, public transport information, the contact details of the Travel Plan Co-ordinator for the site and useful resources such as the Transport Direct Journey Planner website (please refer to appendix 13 for details) to enable people to plan their own journeys. A copy of the Travel Information Pack should be sent to the Travel Plans Team for approval in writing prior to use.

A.94   Personalised Travel Planning must be delivered to all households in residential developments of over 50 dwellings. As a minimum this should include the provision of sustainable travel information to individuals, plus face-to-face meetings using techniques such as motivational interviewing to have discussions about the travel choices available to them. Personalised Travel Planning should be funded by the developer and the methodology approved in writing by the Travel Plans Team as part of the Residential Travel Plan. Personalised Travel Planning for staff may also be required as part of Workplace Travel Plans.

A.95   Taster passes can be used to encourage the use of public transport to residential and other development sites. These should be provided to site users by the developer where requested by Oxfordshire County Council. Whether this is requested will depend on the circumstances of the development site and local public transport services. The number and type of passes will be discussed and agreed on a case-by-case basis.

A.96   Car clubs should be provided for residential developments where Oxfordshire County Council is of the view that the conditions are suitable to support their set-up and ongoing success. In these circumstances, measures such as the provision of infrastructure (such as marked parking bays and electric vehicle charging points for car club vehicles), the promotion of the car club, and a contribution towards the set-up costs of the car club should be provided by the developer.

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Appendix 9: Survey tool and templates

A.97   Oxfordshire County Council has created a number of different survey templates to suit different types of developments and site users.

A.98   The templates provided are of two types: survey templates and analysis templates. Each survey template has an analysis template to match it, and the two are designed to work together. The role of each is as follows:

A.99   **Survey templates** are available as paper surveys (in Word format for printing) or in online format(s). They define the questions that must be asked in order to collect the required monitoring data, and provide the means of carrying out the survey (i.e. print format or on-line). Developers are free to develop their own print or online forms of the surveys, but may not change the question content unless it is specifically indicated eg, location and name. All questions contained in a survey must be used and their wording and format may not be changed. It is acceptable to add extra questions to the survey where useful for travel planning at the site, but not to replace or re-word existing questions found in the template.

A.100   The survey is split into a baseline section and a section providing 'additional questions'. In your baseline survey, we expect that you will simply use the baseline questions, unless you have additional infomration already about your site's travel patterns. The additional questions are for use under specific conditions. For example, if your baseline survey results indicate potential for modal shift to walking, then your year 1 survey should include the additional walking set of questions, in order to refine your walking targets and inform more specific actions.

A.101   **Analysis templates** are available only as Excel spreadsheets. They must be used to store and analyse the survey data collected: it is not acceptable to submit survey data in forms other than through the analysis template. As well as providing a mechanism for collection and analysis of survey data, the analysis template provides a mechanism to investigate potential to reduce car use / increase use of non-car modes, and the mechanism for determining targets for the Travel plan. Detailed guidance on using the analysis template is included in the template itself

A.102   Each survey template and analysis template pair provides all the tools needed to carry out a survey, record the results, analyse the potential to reduce car use and increase use of other modes, and set targets for the travel plan.

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Appendix 10: Response Rates

A.103 Response rates for different types of development are shown below. Unless otherwise stated, these are based upon the scenario of monitoring the total proportion of trips made by adults, by mode, and with the aim of reporting modal splits to within 2.5%. This can be expressed as:

% all trips made by adults, by mode +/- 2.5%

A.104 The minimum response rates required to achieve this monitoring aspiration have been calculated, assuming a confidence level of 95%.

A.105 Where a survey includes only a sample of individuals or households rather than the entire group, these should be sampled in an un-biased, randomised way as far as possible. A detailed description of how the survey was carried out (how the survey was administered and individuals or households were targeted to take part) must be submitted along with the results of each survey. If bias is evident in the survey design, a repeat survey may be required, or a fee may be charged for independent monitoring to be carried out.

Residential developments (distribution of surveys to households)

Number of homes being built	% of households that must respond to the survey
less than 80 houses	no survey
80 to 160	80%
160 to 240	75%
240 to 320	70%
320 to 400	65%
400 to 560	60%
560 to 720	50%
720 to 880	45%
More than 880 households	40%

Staff / Student Surveys

Number of staff / students	% that must respond
up to 100	80%
100 to 200	80%

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200 to 300	75%
300 to 500	70%
500 to 1000	65%
1000 to 1500	60%
1500 to 2000	55%
2000 to 2500	50%
2500 to 3000	45%
3000 +	40%

Visitor Surveys

Number of site visitors per week	Survey needed
Less than 100	Survey all visitors for 1 month
100 to 200	Survey all visitors for 2 weeks
200 to 500	Survey all visitors for 1 week or 70% for 1 month
500 to 2000	Survey all visitors for 1 week or 50% for 1 month
2000 - 5000	Survey 50% of visitors for 1 week or 30% for 2 weeks
5000-10000	Survey 25% of visitors for 1 week or 15% for 2 weeks
10000+	Survey 15% of visitors for 1 week or 8% for 2 weeks

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Appendix 11: Travel Plan Measures

A.106 A selection of possible measures is listed below. Not all of these will be relevant to every development and therefore measures which are considered most suitable to a particular site and its occupants should be selected. Additional measures can be found in the DfT / CLG guidance *Delivering Travel Plans through the Planning Process* or the DfT's *Making Residential Travel Plans Work: Guidelines for New Development.*

Reducing the need to travel

A.107 Sustainable site design and location. This could include proximity to existing facilities/services and traffic-free play areas within residential developments.

A.108 Encourage staff to consider working from home and teleconferencing rather than travelling to meetings where possible.

A.109 Introduce a Business Travel Policy to incentivise fewer or shorter car trips.

Awareness raising and marketing

A.110 Personalised Travel Planning for residential developments of over 50 dwellings.

A.111 The availability of sustainable modes of travel, the benefits of using them and specific Travel Plan measures need to be communicated to occupiers / employees / visitors / customers through media appropriate to the organisation or site.

A.112 Set up or attend a local transport forum where shared issues and solutions can be discussed. These may also present an opportunity for partnership working.

A.113 Provide each household in a residential development with a Sustainable Travel Information. This should contain information about alternatives to car travel, the name and contact details of the Travel Plan Co-ordinator, walking and cycling maps, public transport information etc.

A.114 Provide new staff with sustainable travel information as part of their induction. This will help to ensure that sustainable travel habits are established at the earliest point in their employment.

A.115 Link in with national events such as Bike Week (please refer to appendix 13 for details).

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Measures to promote walking

A.116 Permeability - Provide direct walking routes through new / extended developments to facilities and bus stops and good links to key routes outside the development. Walking routes should be as short and direct as possible. There should also be good lighting and active frontages designed into the development. To ensure walking routes are as safe, useable and desirable as possible, the following elemts should be addressed:

- Footway surfaces and obstructions
- Facilities and signage
- Maintenance and enforcement
- Personal security
- Crossing points and desire lines
- Road layout and space allocation
- Aesthetics
- Traffic

A.117 Provide information on walking routes, distances and timings. Government guidance contained in Planning Policy Guidance 13 (PPG13) is that walking is the most important mode of travel at the local level and offers the greatest potential to replace short car trips, particularly under 2 km.

A.118 Promote the health, cost and environmental benefits of walking such as reduced stress, increased physical health, reduced absenteeism, reduced CO2 levels and reduced petrol costs. This can be achieved by walking to work or to the shops, walking at lunchtime and even walking up and down the stairs.

A.119 Encourage the formation of lunchtime walking (or running) groups.

Measures to promote cycling

A.120 Provide direct cycling routes through new / extended developments to facilities and bus stops and good links to key routes outside the development. Cycling routes should be as short and direct as possible.

A.121 Provide secure, covered, convenient and visible cycle parking.

A.122 In workplaces, provide shower and changing facilities for staff that cycle. Secure lockers can also be useful for the storage of wet weather gear and cycle helmets.

A.123 Display information on cycle routes and facilities to and from the development. PPG 13 states that cycling also has potential to substitute for short car trips, particularly those under 5 km, and to form part of a longer journey by public transport.

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A.124 Encourage and enable employees to set up a Bicycle User Group to enable cyclists to discuss common issues and encourage more people to take up cycling as a healthy and sustainble commuting option.

A.125 Provide pool bikes so that people without their own bike can still cycle.

A.126 Investigate whether there are any discount bike purchase schemes available to staff who cycle.

A.127 Promote the health, cost and environmental benefits of cycling such as increased physical health, reduced absenteeism, reduced CO2 levels and reduced petrol costs. This can be achieved by cycling to work or to the shops.

Measures to promote the use of public transport

A.128 Ensure that there are good links from the development to local bus and train services i.e. direct walking routes from the development to bus stops. Nearly all public transport journeys involve an element of walking or cycling. Having good links in place ensures that the opportunity to use sustainable modes of transport when commuting is fully utilised.

A.129 Provide up-to-date public transport information including timetables for buses and rail and details of travel planning resources such as Transport Direct Journey Planner.

A.130 Provide information on public transport season tickets and possible discounts.

A.131 Subsidy / loans for season tickets for staff.

A.132 Provide taster passes or tickets to site users or households to encourage the use of public transport.

Measures to reduce car use

A.133 Offer personalised travel planning advice to occupants / employees to give them the opportunity to explore and change their travel patterns with an expert.

A.134 Promote alternatives to car travel according to what is relevant for your site's location.

A.135 Make pool cars available to staff to use for business travel so that they do not feel that they must bring their own car to work.

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A.136 Adopt principles of good fleet management to ensure that the use of fleet of vehicles is as efficient as possible.

A.137 Promote health, cost and environmental benefits of switching from car to other modes, using the car more efficiently or car sharing.

A.138 Walking, cycling and public transport should be promoted first, but car sharing may help reduce single occupancy car use in cases where other modes are not an option. For information on Oxfordshire Car Share refer to appendix 13.

A.139 Provide premium car parking spaces for car sharers, for example spaces closest to their place of work, and / or provide car sharers with better parking rates / free parking where there are parking charges in effect.

A.140 Organise an alternative ride home for car sharers (and non car users) in case of an emergency, eg taxis.

A.141 Car Park Management at sites where alternative modes of travel to the car are feasible. This could include measures such as charging for car parking and using the revenue to subsidise travel plan measures; review staff and other parking entitlement; offer incentives for not using parking spaces; ration parking based on parking 'need'.

A.142 Car Clubs have the potential to reduce the need to own a car and therefore reduce the number of journeys made by car. number of car clubs are active in Oxford. Information on car clubs is available from Carplus.

Measures to promote accessibility

A.143 Measures should be included in the Travel Plan to ensure that site users have access to key local employment sites, education, facilities and services where they cannot easily access them by walking, cycling or public transport. In some cases, this might include supporting and facilitating the development of community or volunteer run minibus or car schemes. For example, an Extra Care facility or Care Home may need a daily minibus service to transport residents to their nearest local shops and facilities, which could also provide a service for local residents.

A.144 Consideration must also be given to the transport needs of disabled people, and the need for wheelchair accessible vehicles.

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Appendix 12: Travel Plan Monitoring Fees

Travel Plan Monitoring Fee Thresholds

Land use	Size of development	Monitoring Fee (£)
A1 Food retail	3500m2 and over	2,040
	1000-3499m2	1,240
A1 Non-food retail	3500m2 and over	2,040
	1500-3499m2	1,240
A2 Financial & professional services	3500m2 and over	2,040
	2500-3499m2	1,240
A3 Restaurants & Cafes	3500m2 and over	2,040
	2500-3499m2	1,240
A4 Drinking Establishments	1000m2 and over	1,240
A5 Hot Food takeaway	1000m2 and over	1,240
B1 Business	5000m2 and over	2,040
	2500-4999m2	1,240
B2 General Industrial	5000m2 and over	2,040
	4000-4999m2	1,240
B8 Storage or distribution	7500m2 and over	2,040
	3000m2 to 7499m2	2,040
C1 Hotels	150 bedrooms and over	2,040
	100 to 149 bedrooms	1,240
C2 Residential institutions - hospitals, nursing homes	75 beds and over	2,040
	50 to 74 beds	1,240
C2 Residential institutions – residential education	225 students and over	2,040
	150 to 224 students	1,240
C2 Residential institutions – institutional hostels	600 residents and over	2,040
	400 to 599 residents	1,240
	400 or more homes	Discuss with Highways Authority: £2,040 unless monitoring is required after year 5.
C3 Dwelling Houses	200 to 399 homes	Discuss with Highways Authority: £1,240 unless monitoring is required after year 5.

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	80 to 199 homes	Discuss with Highways Authority: if travel plan is required, £1,240 unless monitoring is required after year 5.
D1 Non residential institutions	1500m2 and over	2,040
	1000 to 1499m2	1,240
D2 Assembly & Leisure	2250m2 and over	2,040
	1500m2 and over	1,240
Others	Discuss with Highways Authority	

The fee amount to cover biennial monitoring over five years of the life of the Travel Plan has been calculated using the assumptions below:

Higher rate: 51 hours at £40 per hour, to cover initial checks and set up, and monitoring in years 0, 1, 3 and 5

Lower rate: 31 hours at £40 per hour, to cover initial checks and set up, and monitoring in years 0, 1, 3 and 5.

Fee may be higher if it is decided that monitoring needs to extend beyond year 5.

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Appendix 13: Sources of further information

A.145 Further information on travel planning can be found in the following publications:

- Delivering Travel Plans through the Planning Process (DfT / CLG, 2009)
- Building Sustainable Transport into New Developments (DfT, 2008)
- The Essential Guide to Travel Planning (DfT, 2008)
- Guidance on Transport Assessments (DfT & CLG, 2007)
- The Travel Plan Resources Pack for Employers (DfT, 2006)
- Making Residential Travel Plans Work: Guidelines for New Development (DfT, 2005)
- Behavioural Insights Tool Kit, Social Research and Evaluation (DfT, 2011)

A.146 The websites below are also good sources of information:

- ACT Travelwise: www.acttravelwise.org
- Car clubs: www.carplus.org.uk/car-clubs/
- Living Streets: www.livingstreets.org.uk
- Oxfordshire Lift Share: www.oxfordshire.liftshare.com
- Sustrans: www.sustrans.org.uk
- Transport Direct: www.transportdirect.info
- Traveline: www.travelinesoutheast.org.uk
- Bike Week: www.bikeweek.org.uk

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Appendix 14: Policy References

A.147 The policies outlined below have particular relevance to Travel Plans and the planning process at national, regional and local levels.

National Policy

National Planning Policy Framework (NPPF), Department of Communities and Local Government, 2012

A.148 The requirement for Transport Assessments and Travel Plans is set out in the National Planning Policy Framework (NPPF) (Department of Communities and Local Government, March 2012). Paragraph 32 states that: 'All developments that generate significant amounts of movement should be supported by a Transport Statement or Transport Assessment'. Paragraph 36 states that 'All developments which generate significant amounts of movement should be required to provide a Travel Plan'.

Transport White Paper: Creating Growth, Cutting Carbon. Making Sustainable Local Transport Happen (January, 2011)

A.149 The White paper set out the vison for a sustainable transport system that is an engine for Economic Growth while also promoting a green and safer quality of life for the local commuinity.

A.150 It recognises the need to reduce the carbon emitted by transport in order to meet our national binding commitments. It highlights that two thirds of trips made by motor car are less than five miles: trips that could be be made by other transport modes if practical alternatives were available.

A.151 It outlines the strategy to achieve this by reducing the emissions from private car trips through technological changes over the longer term, investment in key rail infrastructure and by making it easier to access non car modes for local trips, with high quailty public transport routes and good walking and cycling links.

A.152 It recognises that a top-down, one-size-fits-all approach does not work in funding sustainable transport projects, therefore the Government has made funding available for for local sustainable travel initiatives through the Local Sustainable Transport Fund.

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DfT strategy for sustainable transport: Door to Door: A Strategy for Improving Sustainable Transport Integration, March 2013

A.153 As part of its commitment to carbon reduction, the Government wants more journeys made by sustainable modes. For this to happen there is a need to join up all aspects of the trip, and the Door to Door Strategy outlines how this can be made to happen.

A.154 The travel planning process fits in to this strategy with the provision of information about how sites can be accessed by non car modes where practial.

Local Policy

Oxfordshire Local Transport Plan: 2011 – 2030 (Oxfordshire County Council, 2011)

A.155 The aims of *Transport for New Developments: Transport Assessments and Travel Plans* are closely linked to, and will assist the County Council in successfully achieving, the following LTP3 policies and objectives:

- **Policy G3:** Oxfordshire County Council will work to ensure that the transport network can meet the requirements of the county's world class economy whilst protecting the environment and the amenity of Oxfordshire residents.
- **Policy G5:** Oxfordshire County Council will support sustainable, healthy and inclusive modes of travel and promote changes in travel behaviour to these modes.
- **Policy SD1:** Oxfordshire County Council will seek to ensure that:

    - the location and layout of new developments minimise the need for travel and can be served by high quality public transport, cycling and walking facilities;
    - developers promote sustainable travel for all journeys associated with new development, especially those to work and education, and;
    - the traffic from new development can be accommodated safely and efficiently on the transport network.

- **Objective 2:** Reduce Congestion
- **Objective 4:** Improve accessibility to work, education and services

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- **Objective 5:** Secure infrastructure and services to support development
- **Objective 6:** Reduce carbon emissions from transport
- **Objective 7:** Imrpove air quality, reduce other environmental impacts and enhance the street environment
- **Objective 8:** To develop and increase the use of high quality, welcoming public transport

Objective 9: Develop and increase cycling and walking for local journeys, recreation and health.

A.156 There are also numerous specific references to Transport Assessments and Travel Plans within the body of LTP3. For example, paragraph 8.4 states that "To ensure that new developments meet our requirements we normally expect the following documents to accompany a planning application:

- A Transport Assessment, prepared by the applicant, to set out the transport issues relating to a proposed development. It identifies what measures will be taken to deal with the anticipated transport impacts of a proposed development and improve accessibility and safety for all modes of travel – particularly for walking, cycling and public transport. The assessment will be used to determine whether the impact of the development is acceptable.
- Larger development will be required to prepare a Travel Plan to promote sustainable travel.
- For smaller developments, or those with lesser impact, a simpler Transport Statement and Travel Plan Statement will suffice.

We will set out the threshold values for developers to produce a transport statement, transport assessment, travel plan or travel plan statement and also describe the process and full requirements".

A.157 Transport for New Developments: Transport Assessments and Travel Plans also closely aligns with the aims expressed in Oxfordshire County Council's Sustainable Community Strategy: Oxfordshire 2030: World Class Economy, Healthy and Thriving Communities, Environment and Climate Change, and Efficient Public Services. The document will promote the economy of Oxfordshire through facilitating new development in the County in a sustainable way. It will do this whilst ensuring that new developments provide for the communities which they serve and encouraging healthy lifestyles, and taking the environmental impacts of the development into account. Futhermore, through engaging the private sector to assist in delivering transport objectives via travel plans we will provide customers with value for money and a more efficient service.

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Local Development Frameworks

A.158 Each of Oxfordshire's district councils' Local Development Frameworks contains transport policies relating to travel plan requirements..

A.159 Oxford City Council Core Strategy policy CS13 requires all qualifying developments to produce a travel plan before occupation of the the development.

A.160 South Oxfordshire District Council policy T3 requires transport assessments including, where appropriate, travel plans to be prepared and implemented as part of the planning application process.

A.161 West Oxfordshire District Council 2011 draft Core Strategy policy CP24 requires that in accordance with County Council requirements, travel plans will be required for development proposals that have the potential to attract significant numbers of traffic movements.

A.162 Cherwell District Council Local Plan 2006 – 2031 policy ESD13 requires a transport assessment and travel plan to ensure the site is accessible by sustainable modes of transport and the traffic impact of the development is minimised.

A.163 The Vale of White Horse Local Plan (2011 to 2016) policy DC5 requires that clarification should be sought from the County Council on any possible requirements for transport assessments, travel plans and contributions to on-site and off-site highways improvements which may arise, particularly in association with development proposals that generate significant demand for travel.

Air quality action plans

A.164 There are a number of areas within Oxfordshire where exceedances of Oxides of Nitrogen occur due to pollution from transport. These exceedances tend to be concentrated over very small areas but are nonetheless of concern because of their potential impact on respiratory health. The relevant district councils have declared Air Quality Management Areas and have a duty to develop Air Quality Action Plans (AQAPs) to improve air quality. Travel Plans can assist in reducing emissions, and feature in some AQAPs.

A.165 The Oxford City AQAP (2013) includes a commitement to 'Seek to ensure that stretching targets are set within travel plans for new developments, and that all

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new developments are encouraged to adopt Delivery and Servicing Plans to reduce freight movements.'

A.166 The 2009 South Oxfordshire Distrct councils AQAP requires developments surounding AQMAs to produce a travel plan and encourages busness and schools in the AQMA to produce volantary travel plans.

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Appendix 15: Contact Details

For advice regarding Transport Assessments and Travel Plans please contact:

Transport Development Control
Oxfordshire County Council
Environment & Economy
Speedwell House
Speedwell Street
Oxford, OX1 1NE

Tel: 01865 815090
E-mail: transport.development.
control@oxfordshire.gov.uk

Further information can also be found at www.oxfordshire.gov.uk

Division(s):

CABINET –18 MARCH 2014

BETTER CARE FUND

Report by Director for Social & Community Services

Purpose

1. The purpose of this paper is to seek agreement on the proposed use of the Better Care Fund in Oxfordshire, prior to submission to NHS England (as an integral part of the Oxfordshire Clinical Commissioning Group's Strategic and Operational Plans) by 4 April 2014.

2. It is a Government requirement that plans are agreed by the Health and Wellbeing Board prior to submission, as well as the County Council and Oxfordshire Clinical Commissioning Group. The Health and Wellbeing Board met on 13 March 2014 and the outcomes of this discussion will be reported verbally to Cabinet at the meeting. The Clinical Commissioning Group Governing Body is meeting on 27 March 2014.

Background to the Fund

3. The Better Care Fund will total approximately £37 million in Oxfordshire from 2015/16 onwards, and is not new money as it will be reallocated from within the health and social care system.

4. However, a significant proportion may be newly accessible to adult social care, and can be used to protect services where it can also be demonstrated that there are benefits to health.

5. The remainder of the Better Care Fund includes existing funding for carers breaks, reablement and capital (including Disabled Facilities Grants), and these will be protected. It also includes some elements of funding to meet the impact of changes on adult social care proposed in the Care Bill.

6. The Better Care Fund forms a key element of the Clinical Commissioning Group's planning framework, and links closely to the operational and strategic plan (also on the agenda of this meeting for approval). The proposed plan also aligns closely to the Joint Health and Wellbeing Strategy 2012-2016, Joint Strategic Needs Assessment, Older People's Joint Commissioning Strategy 2013-2017 and the Directorate Business Strategy for Adult Social Care 2014/15-2017/18.

7. It is important to understand that the resources for the Fund have to come from existing spending on health and social care. This will be a significant challenge for the health and social care system in Oxfordshire given the current pressures it faces.

8. There is an element of the Better Care Fund for Oxfordshire that comes from other Clinical Commissioning Groups. This reflects differences in County and Clinical Commissioning Group boundaries, and includes £356,000 from Swindon Clinical Commissioning Group as Shrivenham is in their area and £415,000 from Aylesbury Vale Clinical Commissioning Group as Thame is in their area. Discussions have been held with both Groups, and proposals in our plans have been aligned with their intentions to ensure that both areas benefit equally and are not adversely affected by falling across more than one Better Care Fund plan.

9. The proposals were agreed in principle by the Chairman and Vice-Chairman of the Health and Wellbeing Board prior to submission to NHS England 14th February as part of the assurance process. Some minor changes have been made as a result of feedback, and further work has been done to refine the financial and performance elements of the plan, but the proposals remain largely unchanged.

Our Approach

10. Attached as appendices are the national templates that set out the Better Care Fund plan for Oxfordshire, including narrative, financial and performance information.

11. We are proposing that the focus of the Better Care Fund is predominantly on meeting the needs of older people, given this is the most significant pressure facing both health and social care in Oxfordshire. However, some cross-cutting initiatives will benefit adults of all ages including people with mental health needs.

12. It is proposed that over time the Clinical Commissioning Group and the Council create a Joint Commissioning Unit, better able to target services to give the greatest impact on outcomes, produce financial efficiencies by reducing duplication and focusing on value for money for every pound spent.

13. We will also develop and implement a single assessment process reducing the need for people to be assessed more than once when transitioning between health and social care services and making the process smoother for service users.

14. It is proposed that the Council front line social work and occupational therapy teams join up with the community provision delivered by Oxford Health and further develop links with primary care including GPs. This will avoid duplication, reduce waste and bureaucracy, minimise delays in care and give people the right support at an earlier stage so they are less likely to experience worsening of their condition. This is not a new development – it reflects discussions that have been taking place over the last two years. It is also reflected in one of the targets in the current Health and Wellbeing Strategy.

15. There are a number of key performance indicators already identified as priorities in Oxfordshire that are required to meet Government guidance on the outcomes the Fund should achieve:

- o Reduce the number of older people per year permanently admitted to a care home Increase proportion of people who complete reablement who need no on-going care
- o Reduce the number of patients delayed for transfer or discharge from hospital so that Oxfordshire's performance is out of the bottom quartile
- o Reduce the number of emergency admissions to hospital for older people aged 60+
- o Achieve above the national average of people very satisfied with the care and support they receive from adult social care
- o Achieve above the national average of people satisfied with their experience of hospital care
- o Achieve above the national average of people 'very satisfied' with their experience of their GP surgery
- o Increase the proportion of older people with an ongoing care package supported to live at home

16. Most of these are already within the Joint Health and Wellbeing Strategy, and the target for reablement will be added when the Strategy is refreshed later this year to ensure alignment.

17. We are therefore proposing the Fund is used to invest in the following areas:
    - o Information and advice
    - o Equipment and assistive technology
    - o Creating a more personalised approach to home support which will include removing short visits for personal care for older people
    - o Integrated support for hospital admission avoidance
    - o Investment in Carers Breaks jointly funded and accessed via GPs
    - o Support to people with dementia
    - o Reablement and rehabilitation
    - o Support for people to die at home / in residential care

18. Further detailed work will be required throughout 2014/15 to develop these proposals fully, including quantifying the financial benefits of each. The plan will also be reviewed and updated to reflect performance in the year, and any emerging pressures and priorities. It is therefore proposed that the plan will be brought back to the Health and Wellbeing Board in March 2015 prior to implementation.

19. The proposals include a contingency of approximately £4.6m, equivalent to just over 1% of the total fund. It is intended that this will be used to fund emerging priorities, and allow further investment in areas that are proving particularly effective in achieving the outcomes in the fund.

20. Progress in implementing the Better Care Fund Plan will be monitored through the outcomes reporting to Health and Wellbeing Board, Adult Health and Social Care Partnership Board and through the performance reports presented to the Older People's Joint Management Group on a regular basis.

Transfer of Funds in 2014/15

21. There is an existing section 256 agreement to transfer funds from health to social care to support the delivery of social care objectives, approved by the Health and Wellbeing Board in July 2013. The value of this transfer was £8.2m in 2013-14, and in particular the funding is targeted towards Priority 6 of the outcomes in the Joint Health & Wellbeing Strategy. It is used to fund a range of activity including the alert service, crisis response, care homes, home support, equipment and to protect spending in adult social care.

22. The value of this transfer will increase in 2014-15 to £10.5m. This increase includes an additional £0.4m that will be used to fund intermediate care, and an additional £1.9m that will be used to protect spending in adult social care by investing further in equipment to support people to stay at home and in helping to discharge people from hospital as soon as possible. It will also essentially act as 'seed funding' to help prepare for the implementation of the full Better Care Fund plans from April 2015.

23. This transfer will be subject to a new section 256 agreement between NHS England and the County Council, and will be supported by the Clinical Commissioning Group through the close alignment with their strategic plans. Implementation will be monitored by the Older People's Joint Management Group and reported by exception to the Adult Health and Social Care Board and the Health and Wellbeing Board.

Financial and Staff Implications

24. The use of the some of the funds in the Better Care Fund has already been agreed as part of the County Council budget and has been applied to provision of services. If the Cabinet, Health and Wellbeing Board or Clinical Commissioning Group choose to determine a different allocation, the services provided will need to alter which may require a reallocation of care packages and funding for other services.

25. The County Council and Clinical Commissioning Group have developed a coordinated approach to developing and agreeing this proposal to ensure that the benefits of the new fund agreement will be realised, whilst working within short timescales set by Government. There will be more scope for engagement and discussion in developing the proposals fully throughout the next 12 months, and in developing proposals for future years.

Recommendations

The Cabinet is RECOMMENDED to:

(a) Agree the Better Care Fund Plan for Oxfordshire for submission to NHS England by 4th April 2014, subject to subject to the inclusion of any necessary changes which may be required following consideration by the Health and Wellbeing Board and Clinical Commissioning Group

Governing Body as agreed by Chairman (Leader of the Council) and Vice Chairman (Clinical Chair of the Clinical Commissioning Group) of the Health and Wellbeing Board.

(b) In so doing, to agree the use of the Health Transfer to Social Care Funding in 2014/15 as set out in the financial template, and for this to form the basis of a section 256 agreement between the County Council and NHS England as agreed by the Director for Social & Community Services following consultation with the Cabinet Member for Adult Services.

(c) To receive an updated plan in March 2015 prior to implementation, reflecting performance in 2014/15 and any emerging pressures and priorities.

JOHN JACKSON
Director for Social & Community Services

Background papers: None

Contact Officer: Ben Threadgold, Strategy and Performance Manager, 01865 328219

March 2014

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Better Care Fund planning template – Part 1

Please note, there are two parts to the template. Part 2 is in Excel and contains metrics and finance. Both parts must be completed as part of your Better Care Fund Submission.

Plans are to be submitted to the relevant NHS England Area Team and Local government representative, as well as copied to: NHSCB.financialperformance@nhs.net

To find your relevant Area Team and local government representative, and for additional support, guidance and contact details, please see the Better Care Fund pages on the NHS England or LGA websites.

1)   PLAN DETAILS

a) Summary of Plan

Local Authority	**Oxfordshire County Council**
Clinical Commissioning Groups	**NHS Oxfordshire Clinical Commissioning Group**
	NHS Swindon Clinical Commissioning Group
	NHS Aylesbury Vale Clinical Commissioning Group
Boundary Differences	**Thame, Shrivenham – addressed by sharing plan with relevant CCGs for these areas and proposing to deliver same schemes / benefits across the county as a whole**
Date agreed at Health and Well-Being Board:	**To be reported 13 March 2014**
Date submitted:	**TBC**
Minimum required value of ITF pooled budget: 2014/15	**£10,503,000.00**
2015/16	**£37,153,000.00**
Total agreed value of pooled budget: 2014/15	**£10,503,000.00**
2015/16	**£37,153,000.00**

b) Authorisation and signoff

Signed on behalf of the Clinical Commissioning Group	**NHS Oxfordshire Clinical Commissioning Group**
By	Dr Joe McManners
Position	Clinical Chair

Date	<date>

Signed on behalf of the Clinical Commissioning Group	NHS Swindon Clinical Commissioning Group
By	<Name of Signatory>
Position	<Job Title>
Date	<date>

Signed on behalf of the Clinical Commissioning Group	NHS Aylesbury Vale Clinical Commissioning Group
By	<Name of Signatory>
Position	<Job Title>
Date	<date>

Signed on behalf of the Council	Oxfordshire County Council
By	Cllr Ian Hudspeth
Position	Leader of the Council
Date	14 February 2014

Signed on behalf of the Health and Wellbeing Board	Oxfordshire Health and Wellbeing Board
By Chair of Health and Wellbeing Board	Cllr Ian Hudspeth
Date	14 February 2014

c) Service provider engagement
Please describe how health and social care providers have been involved in the development of this plan, and the extent to which they are party to it

Oxfordshire County Council and the Oxfordshire Clinical Commissioning Group already have well established and effective working relationships, and an ongoing commitment to further integrate services to ensure all the available funding is used to best effect, improves quality and improves outcomes for service users / patients and carers.

The Council and the Clinical Commissioning Group have worked together in establishing strong governance arrangements, including the Health and Wellbeing Board and Joint Management Groups overseeing the pooled budgets that engage commissioners, GPs, clinicians, providers and service users / carers in decision making. In addition, Oxfordshire has had an effective Urgent Care Working Group in operation since 2012 with membership from Oxfordshire Clinical Commissioning Group (OCCG) Oxfordshire County Council (OCC) Oxford University Hospitals NHS Trust (OUHT), Oxford Health and South Central Ambulance Service (SCAS)

Specifically Oxford Health have played a key role in shaping some of the proposals in this plan, as we have already been working with them as a key delivery partner for locality based integrated teams, shared care coordination and shared data

Social care providers have been involved in the development of the plan through their roles on the Older People's Partnership Board, and as part of the full and wide consultation / engagement activity to develop the Joint Older People's Commissioning Strategy that underpins the proposals for this Fund.

The plan will be shared widely with providers once agreed, as they will have a key role in shaping the proposals further and ensuring they are implemented successfully.

d) Patient, service user and public engagement
Please describe how patients, service users and the public have been involved in the development of this plan, and the extent to which they are party to it

Service users are represented on the Older People's Joint Management Group and the Older People's Partnership Board, both of which have been involved in developing the proposals and will have roles in implementation.

An additional workshop was held with representatives of older people, learning and physical disability, mental health and carers to discuss and develop proposals.

There was full and wide consultation as part of developing the Joint Older People's Commissioning Strategy that sets the context for the proposals in this plan. This included online consultation, focus groups, workshops with a wide representation of older people and providers, and a reference group comprised of and chaired by older people alongside commissioners.

This plan also aligns closely to the Oxfordshire Clinical Commissioning Group 5 Year Strategic Plan, that was subject to public consultation in late 2013.

e) Related documentation
Please include information/links to any related documents such as the full project plan for the scheme, and documents related to each national condition.

Document or information title	Synopsis and links
Health and Wellbeing Strategy 2012-2016	**https://www.oxfordshire.gov.uk/cms/sites/default/files/folders/documents/aboutyourcouncil/plansperformancepolicy/oxfordshirejointhwbstrategy.pdf**
Joint Older People's Commissioning Strategy 2013-2016	**http://www.sourceoxfordshire.org.uk/cms/sites/source/files/folders/documents/OlderPeoplesJointCommissioningStrategy.pdf**
Adult Social Care Business Strategy 2014/15 – 2017/18	**http://mycouncil.oxfordshire.gov.uk/documents/s24264/Section%203.pdf** **(see pages 21-39, subject to approval by Council on 18 February)**
Section 75 for all client groups	**Attached**
Existing S256 Transfer Agreement	**Attached**

2)   VISION AND SCHEMES

a) Vision for health and care services
Please describe the vision for health and social care services for this community for 2018/19.
- What changes will have been delivered in the pattern and configuration of services over the next five years?
- What difference will this make to patient and service user outcomes?

The current vision for Oxfordshire through to 2018/19 is that articulated through the Oxfordshire's Joint Health and Wellbeing Strategy 2012-2016, Adult Social Care Business Strategy 2014/15-2017/18 and the Clinical Commissioning Group's five-year strategic plan:

i.   More children and young people will lead healthy, safe lives and will be given the opportunity to develop the skills, confidence and opportunities they need to achieve their full potential

ii.   More adults will have the support they need to live their lives as healthily, successfully, independently and safely as possible, with good timely access to health and social care services

iii. Everyone will be given the opportunity to voice their opinions and experiences to ensure that services meet their individual needs

iv.   The best possible services will be provided within the resources we have, giving excellent value for the public

v.   Be delivering fully integrated care, close to home, for the frail elderly and people with complex multi-morbidities.

vi.   Have a primary care service that is driving development and delivery of this integrated care, and is itself offering a broader range of services at a different scale.

vii. Support choice and control in the belief that people themselves, regardless of age or ability, are best placed to determine what help they need.

viii. Routinely enable people to live well at home and to avoid admission to hospital when this is in their best interests.

ix.   Be continuing to provide preventative care and to tackle health inequalities for patients and carers in both its urban and rural communities

x.   Be providing health and social care that is rated amongst the best in the country for all its citizens in terms of quality, outcomes and local satisfaction with services

Oxfordshire County Council and the Oxfordshire Clinical Commissioning Group already have well established and effective working relationships, and an ongoing commitment to further integrate services to ensure all the available funding is used to best effect, improves quality and improves outcomes for service users / patients and carers.

The Council and Clinical Commissioning Group have worked together in establishing strong governance arrangements, including the Health and Wellbeing Board and Joint Management Groups overseeing the pooled budgets that engage commissioners, GPs, clinicians, providers and service users / carers in decision making.

Over £330m is currently committed to pooled budget arrangements across all client groups, representing a third of Clinical Commissioning Group resources and 99% of adult social care funding. This includes a significantly expanded pool covering care for older people, and others to improve care and outcomes in physical disability, learning disability and mental health and wellbeing. .

We have joint commissioning strategies that set out our shared intentions and mature risk sharing arrangements that mean we have truly pooled budgets, that in the case of older people we believe this to be unique in the country. Existing pooling of funds is being used to protect adult social care services by paying for the discharge to home service, increase spending on equipment and meeting an increased number of home care packages in response to the demographic challenges.

We are working together to implement an outcomes based contract for services for older people; in 2014/15 we are targeting the acute assessment/admission/discharge / reablement pathway incorporating both community and acute health services. Given our pooled budget arrangements we are working together to determine whether it makes sense for some social care funded services to be incorporated in this approach and are making positive progress.

- In order to support the Clinical Commissioning Groups vision of patient-centred high quality care, which is integrated, cost effective and efficient, it is proposed that the CCG and the County Council work together to join up commissioning and integrate the provider services for the benefit of patients.

- The key points where organisations will join up to deliver the most benefit to people are in the commissioning of services, in individual assessment and in care co-ordination, leading to a coordinated and seamless response to need at both a population level and at an individual level.

We are considering whether:
- The CCG and the Council create a Joint Commissioning Unit for management of the pooled budget.
- A single assessment process is implemented
- Community providers including GPs integrate to deliver care co-ordination.

Following assessment, where people need ongoing care and support, a diversity of health and social care service provision will be maintained to facilitate choice, innovation and sustainability.

Under the leadership of the Health & Wellbeing Board, joining up commissioning will mean that commissioners in the CCG and the local authority will develop shared vision, plans and pooled budgets. This creates the opportunity to design coherent, reliable and efficient patient pathways, and ensure the incentives are right for providers to provide interoperable services within these pathways. We will share best practice, expertise and intelligence about needs.

The benefits of joint commissioning are that it will help to:

- Target services to give the greatest impact on outcomes
- Share expertise and best practice
- Share intelligence on needs in a systematic way

- Break down silos and gaps between healthcare and social care
- Co-ordinate services by encouraging providers to work together (and with commissioners).
- Produce financial efficiencies by reducing duplication and focusing on value for money for every pound spent.
- Effective and efficient ways of planning leading to major service transformation.

Provider Integration

It is proposed that the Council front line social work and occupational therapy teams join up with the community provision delivered by Oxford Health. GPs, hospitals, health workers, social care staff and others will work side-by-side, sharing information and taking a more coordinated approach to the way services are delivered. At the moment, if someone needs to arrange care from a district nurse, for example, but also needs help to bathe or prepare a meal, they might have two or three different professionals arriving at their door and asking similar questions before help can be put in place. This will be replaced by a single assessment process that is controlled where possible by the patient and reduces unnecessary duplication.

With these changes, the process will become much smoother. Staff such as district nurses, community matrons, social workers and other professionals will be in a position to communicate with each other on a regular basis and share information to support people better. Some patients will have a single care coordinator who is their main contact point.

Staff from all sides can more easily identify which patients are most at risk – for example, of going into hospital – and then put together a combined package of care, support and lifestyle advice designed to keep them healthier and independent for longer. If someone ends up in hospital, staff from the hospital can work with those in the community to help them leave with the right support in place. Joint working will:

- help to get rid of out of date processes that are duplicated across both health and social care
- reduce waste and bureaucracy by working as a more efficient, combined unit
- minimise delays in care and give people the right support at an earlier stage so they are less likely to experience worsening of their condition
- reduce the need to go into hospital and enable people to better manage their condition and live as independently as possible
- improve the sense that services are 'fragmented' by reducing the number of professionals that need to be involved in one person's care, and ensuring those who do are working more closely together.

b) Aims and objectives
Please describe your overall aims and objectives for integrated care and provide information on how the fund will secure improved outcomes in health and care in your area. Suggested points to cover:
- What are the aims and objectives of your integrated system?
- How will you measure these aims and objectives?
- What measures of health gain will you apply to your population?

Our approach will be based on furthering the aims and objectives in Oxfordshire's Joint Health and Wellbeing Strategy 2012-2016 and the Clinical Commissioning Group and Oxfordshire County Council Older People's Commissioning Strategy 2013 – 2016. Both of these are based in part on the Joint Strategic Needs Assessment and were developed in partnership with wide partner and user engagement.

The Joint Health and Wellbeing Strategy includes the following priorities for adults:
- Living and working well: Adults with long-term conditions, physical disabilities, learning disabilities or mental health problems living independently and achieving their full potential
- Support older people to live independently with dignity whilst reducing the need for care and support
- Working together to improve quality and value for money in the Health and Social Care System

There are 6 priorities in the Older People's Commissioning Strategy, which are shaped to reflect the patient voice and experience – these seek to achieve the following outcomes:

1. I can take part in a range of activities and services that help me stay well and be part of a supportive community.
2. I get the care and support I need in the most appropriate way and at the right time.
3. When I am in hospital or longer term care it is because I need to be there. While I am there, I receive high quality care and am discharged home when I am ready.
4. As a carer, I am supported in my caring role.
5. Living with dementia, I and my carers, receive good advice and support early on and I get the right help at the right time to live well.
6. I see health and social care services working well together.

These also have resonance across all client groups, so although the focus will be primarily on older people there will be wider benefits for all – particularly when combined with other funding streams in the Better Care Fund that protect existing spending on Disabled Facilities Grants and carers breaks.

In keeping with the aims in the Oxfordshire Clinical Commissioning Group Five Year Strategy, the need for our patients is to have joined up care that provides better care at home and reduces unnecessary time spent in hospitals and care homes. It will;

1) Deliver joined up health and social care to the frail elderly, patients with multi-morbidities (particularly the top 2% of cost risk), patients with physical and mental health needs (including those with dementia), and patients on the palliative care register.

2) Deliver anticipatory care plans and care co-ordination when unstable for those patients.

3) Develop locality based 'hubs' that are community facing and offer rapid access, multi-disciplinary team assessment for diagnosis and care planning (see below)

4) Move to acute hospital stays that are as brief as needed, so the patient moves to the most appropriate place as soon as possible without delay

5) Help primary care develop to work better together and improve joint working with community, social care and secondary care.

6) Develop the primary care provider community so that GP services can contribute and potentially lead integrated care services

7) Have named social and community healthcare link workers assigned to each general practice

8) Have clearly defined roles and responsibilities within urgent and emergency care pathways

9) Delivery of a new jointly commissioned service model that delivers shared outcomes for patients across the system

10) Provide 7 day working in health and social care

The current priorities in the Oxfordshire's Health and Wellbeing Strategy already include a focus on the national measures required by the Better Care Fund (see below) – these indicators are also included in the Older People's Commissioning Strategy and will be used to measure how effectively we achieve the aims and objectives given above:

Better Care Fund Metric	Local Metric
Admissions to residential and care homes	Reduce the number of older people per year permanently admitted to a care home (Health and Wellbeing Strategy indicator 6.5)
Effectiveness of reablement	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (This will be added as a Health and Wellbeing Strategy indicator for 2014/15)
Delayed Transfers of Care	Reduce the number of patients delayed for transfer or discharge from hospital so that Oxfordshire's performance is out of the bottom quartile (Health and Wellbeing Strategy indicator 6.1)
Avoidable Emergency Admissions	Reduce the number of emergency admissions to hospital for older people aged 60+ (Health and Wellbeing Strategy indicator 6.3)
Patient / Service User Experience	Achieve above the national average of people very satisfied with the care and support they receive from adult social care (Health and Wellbeing Strategy indicator 7.3) Achieve above the national average of people satisfied with their experience of hospital care (Health and Wellbeing Strategy indicator 7.4) Achieve above the national average of people 'very satisfied' with their experience of their GP surgery (Health and Wellbeing Strategy indicator 7.5)
Locally determined	

| measure:

People with high level care and support needs supported to live at home | Increase the proportion of older people with an ongoing care package supported to live at home
(Health and Wellbeing Strategy indicator 6.7) | |

c) Description of planned changes

Please provide an overview of the schemes and changes covered by your joint work programme, including:

- The key success factors including an outline of processes, end points and time frames for delivery
- How you will ensure other related activity will align, including the JSNA, JHWS, CCG commissioning plan/s and Local Authority plan/s for social care

We are in a strong position to build on our existing relationships and joint working that has seen us develop (for example) integrated locality teams, a single point of access for health and social care, and Winter Pressures pilots in winter 2013-14 - the evaluation of which will inform an overall model of integration. We have also initiated the South East GP pilot that provides an Adult Social Care Link Worker in six GP practices to share information, signpost and discuss appropriate care for high risk patients requiring both health and social care services.

However, we also recognise the need to do more to address the increasing number of frail older people as the most significant challenge that faces health and social care in the county. There are increasing demands for care from a relatively small proportion of the population. Financial resources are not increasing in line with those demands so we need to focus on intervening early and quickly to limit the extent to which care needs increase.

We also need to do more to address key areas of under-performance, notably the number of people who are admitted to hospital when they didn't need to be and the number who spend longer in hospital than they need to. Although there are relatively few people placed in care homes in Oxfordshire compared to other areas, we want to reduce this further still. .

It is proposed that the Better Care Fund is used to protect services in adult social care where there is a clear benefit to the wider health and social care sector and contribution to reducing activity/costs in acute health care, as defined by the aims of the Joint Older People's Commissioning Strategy and the nationally determined metrics for the Better Care Fund. There will be an emphasis on ensuring the right care in the right place, first time, and the vital links between intermediate community care and hospitals.

Through the mechanism of the pooled budgets we will continue to move resources between health and social care to spend on those services which have greatest impact on the demand for health and social care, including bed-based care in particular.

These proposals have been developed in response to the priorities identified in Oxfordshire's Joint Health and Wellbeing Strategy, which is based on the highest priorities for action identified through the Joint Strategic Needs Assessment. This has identified demand for social and health care, particularly from an increasing number of

frail older people, as the most significant challenge facing the county – and this is reflected in the financial and strategic plans of both the Clinical Commissioning Group and the County Council.

Proposals are therefore designed to build on the existing commissioning and activity happening across the health and social care system, individually and collectively amongst partner organisations and providers. A proportion of the funding is already being utilised as part of the existing transfer from health to social care on a range of preventative measures to support people to live independently in their own home for as long as possible. This includes a range of home support packages, equipment and assistive technology, crisis response services, reablement, and carers breaks. All these will continue from 2014 onwards. We will also continue to invest in meeting increased demand across social care and health (including Funded Nursing Care and Continuing Healthcare), and make sure that resources are focused on care in the community rather than in hospitals.

The Better Care Fund will also include capital funding currently used by District Councils to support adaptations to property to support people to stay at home (Disabled Facilities Grants) and additional capital funding used by adult social care to support Extra Care Housing schemes. These will continue to be funded at the same levels as currently, as there is evidence that these are effective in supporting the ambitions in this plan and meeting aims of the Fund.

Adult social care is preparing for the implementation of the Care Bill from April 2015 onwards, and a proportion of the funding within the Better Care Fund is assumed to support this. In particular it will be used to support improved information and advice, including for self-funders, and for improved IT systems to support management and tracking of care accounts once funding details are finalised.

There are also a number of proposals that will be delivered from April 2015 onwards that both support / protect adult social care and will bring reduced activity and costs in the acute sector. These flow across the whole health and social care pathway:

- **Information and advice**
  The provision of good quality information and advice is critical in enabling people to make best use of their resources, empowering and enabling people to assess and then take control of their own support needs and to use information on the quality of provision to make informed choices about their lives.

  We will invest in a new online marketplace for care, building on existing systems to enable people to people to resolve their own problems. This will provide people with a menu of options for how their needs could be met, along with prices, and allow them to choose between without the need for the Council to broker the service. The service will provide real time quality feedback and ratings, and real time availability of care with the ability for providers to upload and maintain their own information.

- **Equipment and assistive technology**
  There is extensive evidence that the use of equipment and assistive technology is an effective way to support independence and allow people to live at home for longer. We will continue to invest in this as an alternative to residential and domiciliary care provided by care workers where suitable.

There is also evidence that this can help reduce admissions and represent savings in the wider system. A recent review showed that over 30% of calls to the emergency services for clients of the Alert Service in Oxfordshire (a countywide service providing telecare alarm equipment to vulnerable and older adults) were handled by a mobile responder rather than needing to refer for an ambulance. This equates to a saving of over £300k per year, plus avoiding further costs for the NHS had the users been admitted to hospital.

- **Create a more personalised approach to home support which will include removing short visits for personal care for older people**

  We will ensure that no home care visit offering personal care is too short for the person to be treated with dignity and respect. Often home support for older people has become too focused on time and task, as opposed to good outcomes for the person. Sometimes visits are too short for the person to be treated with dignity and respect. We will link this funding to an improvement in performance for home support based on the needs of the older person.

  We will continue to invest in new approaches to providing domiciliary care. We will develop a mainstreaming approach that builds reablement into all home care provision rather than seeing it as a separate service.

  We will ensure seven day working in social care and amongst providers of services to avoid the need for hospital admissions at weekends that would be avoided during the week, support effective discharge from hospital, and improve pick up times in intermediate community care.

  We will implement Individual Service Funds that promote a more personalised approach to home support. Home support providers will receive the Individual Service Fund directly from the local authority and work with the older person to organise their care based on a support plan. Individual Service Funds have the benefit of reducing the number of short visits and improving the experience of both the older person and the home support worker – thus they will have a positive impact on both outcomes (including pick up times) and workforce. While they require up-front investment in systems and training, there is potential to save money in the long run.

  We will implement changes over a two year period from October 2014 onwards, to allow time to work with providers to affect any changes that are needed in the range of services or how they operate.

- **Integrated support for hospital admission avoidance**
  Linked to personalisation of home care, we will fundamentally review the provision and accessibility of community services provided across health and social care that support people outside of hospital. This will support our ambition to support people as close to home as possible, and ensure that the right services are available in the local area to enable this.

  We will also invest in improving a range of community-based services that reduce emergency admissions of vulnerable and frail older people by supporting them at home, and to return home as soon as possible after an admission. This will include further development of emergency multidisciplinary assessment pathways, to ensure appropriate medical, nursing, social and therapeutic capabilities in both acute and

community sectors.

We will develop primary care services to enable better management of complex patients with multiple-morbidity/frailty. These services will provide enhanced medical and nursing support for these patients and will work with integrated health and social care teams on localised populations based around GP practice populations.

We will focus on reducing the number of repeat admissions, Accident and Emergency attendances and primary care attendances for younger adults with high needs, often as a result of mental health problems or drug/alcohol dependency. The cost of supporting this relatively small number of individuals is disproportionately high, and investment in services across public health, social care and primary care to address the underlying causes of these admissions will reduce costs and improve outcomes for these individuals.

We will also invest to improve the quality and range of medical and nursing services for care homes through our Quality in Care homes programme, ensuring that residents benefit as much from the development of modern integrated services as people still living in their own home. This is currently being developed into a business case for organisational approval.

We will work to broaden the role of GPs in supporting and delivering a whole systems approach, having input along the whole pathway as with interface medicine capability. This will include the development of an agreed vision and five year strategy for the development of primary care in Oxfordshire which addresses the role of GP practices in:

 i. Providing more proactive coordination of care, particularly for people with long term conditions including dementia

 ii. Providing more holistic, integrated care in the community

 iii. Ensuring fast, responsive access to urgent care needs

 iv. Preventing ill health, including more timely diagnosis and early identification of people at greatest risk of becoming unwell

 v. Involving patients and carers more fully in their self care

 vi. Ensuring high quality care, in particular the patient experience

We will also produce and support the delivery of a plan which articulates the preferred function and form of federated working in Oxfordshire so that primary care is in a position to:

 i. Enter the market as a provider of services operating at scale across the county

 ii. Develop more innovative and integrated primary and community services which deliver improved access and increased continuity of care

 iii. Support effective urgent and emergency care pathways

 iv. Address health inequalities more effectively in both urban and rural areas in order to support GPs to increase their role in driving development and delivery of

integrated care in the community, the leadership capacity of primary care will be developed so that leaders are identified and supported to act as strategic partners in provider discussions around changes in service delivery. This will ensure that primary care views are clearly voiced and considered in any system level change.

- **Investment in Carers Breaks jointly funded and accessed via GPs**
  Carers already play an essential role in the development of health and social care services in Oxfordshire. 61,131 of Oxfordshire's residents (9.4% of the population) provide some unpaid care to family or neighbours with ill health or disability.

  There will be continued investment to support family carers, further investment to build on the existing success of carers breaks (where demand exceeds budget) as well as training and support for carers, and intensive support for carers when the person they care for is in hospital.

- **Support to people with dementia**
  We will invest further in supporting people with dementia, building on improved rates of diagnosis and recognising the increased numbers of older people living with the condition. This will be a theme running through a number of the proposals, including targeted training for home care providers to ensure their staff are trained in recognising and supporting people with dementia living in the community.

  We will also build capacity to support people with dementia in nursing homes, including block purchasing beds that are developed to reflect the learning from existing work to create more dementia-friendly environments in health and social care settings. We will also work with the Order of St John to increase their capacity to provide specialist dementia care in care homes, and with other providers to encourage them to do the same.

- **Reablement and rehabilitation**
  The Council will focus on improving the key first response services such as crisis response and reablement. We will also work with the Clinical Commissioning Group to develop multi-disciplinary, integrated front end services that include key clinical inputs such as nursing and therapy as part of the service model.

  Through locality and outcome based contracts we will offer seamless "one stop shop" solutions for crisis, rapid response and enabling support at home which respond more effectively to the needs individual service users to move between service functions without hand-offs between providers. It will also help meet the needs of the wider social and health care system by reducing duplication and improving coordination of care across agencies.

  We will significantly grow the capability of the domiciliary care market to deliver effective enabling care, by working with providers to identify, develop and train care workers to deliver care that restores and enables people to maintain their independence.

- **Support for people to die at home / in residential care**
  Oxfordshire's joint strategy for end of life care aims to improve the quality of end of life care and support more people to die in their place of choice, which will often be in their own home or place of residence. The integration, capability and responsiveness

of social care services is essential for ensuring that people receive the holistic and humane support that they need at the end of their lives, and that family carers are supported both before and after someone dies.

The Council will continue to support OCCG in developing and delivering the end of life care strategy for Oxfordshire, and will lend practical support to the strategy through a range of initiatives. Particular emphasis will be on working with care providers to ensure that care workers and family carers are trained to recognise and supported to respond to the needs of people who are dying. We will also clarify guidance for service users with an end of life diagnosis and their family carers on the support available to them.

d) Implications for the acute sector

Set out the implications of the plan on the delivery of NHS services including clearly identifying where any NHS savings will be realised and the risk of the savings not being realised. You must clearly quantify the impact on NHS service delivery targets including in the scenario of the required savings not materialising. The details of this response must be developed with the relevant NHS providers.

At this point, the CCG is working with Providers to secure signed contracts for 2014/15 onwards. A key component of these discussions is the CCG's proposed improvement interventions, including the levels of ambition and monitoring arrangements.
It is acknowledged that the Better Care Fund is an integral theme within this process and this submission will be shared with Providers in the same way that other opportunities are being shared. The Oxfordshire system acknowledges the need for full alignment of plans through this process and is committed to principles of long term sustainability for the system as a whole which delivers best outcomes for its population within a challenged resource envelope.

e) Governance

Please provide details of the arrangements are in place for oversight and governance for progress and outcomes

Implementation of the Better Care Fund plan will be overseen by the various organisational governance structures, reporting to the Health and Wellbeing Board and constituent Clinical Commissioning Group and County Council.

The Older People's Joint Management Group meets in public bi-monthly, and has a key role contributing to the delivery of the priorities in the Joint Health and Wellbeing Strategy by monitoring and managing the implementation of the Joint Older People's Commissioning Strategy through the Older People's Pooled Budget, including and performance indicators, activity and spending. It reports regularly and by exception to the Health and Wellbeing Board and Clinical Commissioning Group and County Council.

The Joint Management Group comprises senior officer and member representatives of the County Council and Clinical Commissioning Group, as well as District Councils, health providers, and service user representatives. It is supported by an Older People's Partnership Board that comprises wider representation from service users and providers, that has an advisory role to the JMG, and a Commissioning and Finance officer group that meets monthly to manage and monitor implementation, activity and spending.

3) NATIONAL CONDITIONS

a) Protecting social care services
Please outline your agreed local definition of protecting adult social care services.

We define protecting adult social care as prioritising the services that have the biggest impact on meeting the shared need to reduce demand for health and social care services by ensuring high quality, joined up services that support people to live independent and successful lives for as long as possible.

Please explain how local social care services will be protected within your plans.

It is proposed that pooled funding is used to protect services in adult social care where there is a clear benefit to the wider health and social care sector and contribution to reducing activity/costs in acute health care, as defined by the aims of the Joint Older People's Commissioning Strategy and the nationally determined metrics for the Better Care Fund. There will be an emphasis on ensuring the right care in the right place, first time, and the vital links between intermediate community care and hospitals.

Through the mechanism of the pooled budgets we will continue to move resources between health and social care to spend on those services which have greatest impact on the demand for health and social care, including bed-based care in particular.

b) 7 day services to support discharge
Please provide evidence of strategic commitment to providing seven-day health and social care services across the local health economy at a joint leadership level (Joint Health and Wellbeing Strategy). Please describe your agreed local plans for implementing seven day services in health and social care to support patients being discharged and prevent unnecessary admissions at weekends.

We are committed to delivering 7 day access to health and social care services, and have already implemented 7-day working across a number of elements of the health and social care system. This includes social work teams in hospitals, covering wards and all front doors (Accident and Emergency, community and acute hospitals, and Emergency Medical Units). We have also incentivised social care providers to pick up clients within 72 hours, including Fridays and over the weekend. The Emergency Duty Teams also ensure there is support available 24 hours a day, 7 days a week.

This will be developed further in accordance with the improvement intervention and principle of resource maximisation, and as part of our commitment to shared care coordination.

c) Data sharing
Please confirm that you are using the NHS Number as the primary identifier for correspondence across all health and care services.

See below

If you are not currently using the NHS Number as primary identifier for correspondence please confirm your commitment that this will be in place and when by

Oxfordshire County Council are working with Oxford Health to ensure we are able to use the NHS number as the primary identifier for health and care services by April 2014, and this will be built into routine processes from then on.

Please confirm that you are committed to adopting systems that are based upon Open APIs (Application Programming Interface) and Open Standards (i.e. secure email standards, interoperability standards (ITK))

We are already working with health colleagues to ensure our respective tender processes for the SWIFT (ASC) and RIO (Health) replacements are aligned. Integration requirements have been appropriately specified within both statement of requirements.

Please confirm that you are committed to ensuring that the appropriate IG Controls will be in place. These will need to cover NHS Standard Contract requirements, IG Toolkit requirements, professional clinical practise and in particular requirements set out in Caldicott 2.

Appropriate Information Governance controls are broadly in place for information sharing in line with Caldicott 2. We will undertake further work to build these controls into all training materials, and ensure they are included in work already underway to communicate new information governance policies and procedures to staff.

d) Joint assessment and accountable lead professional
Please confirm that local people at high risk of hospital admission have an agreed accountable lead professional and that health and social care use a joint process to assess risk, plan care and allocate a lead professional. Please specify what proportion of the adult population are identified as at high risk of hospital admission, what approach to risk stratification you have used to identify them, and what proportion of individuals at risk have a joint care plan and accountable professional.

Shared care coordination will form a key part of our commitment to establishing integrated health and social care providing patients, service users, GPs and acute service providers with a single, straightforward route to well joined up, locality based care. This will enable people to stay in their usual place of residence (or as close to it as possible)– for as long as possible, regardless of how many different community based health and social care specialists are involved in providing them with care

Oxfordshire County Council are working with the Clinical Commissioning Group, Oxford Health and primary care to establish an appropriate and efficient model of joint assessments and care planning, including an accountable lead professional for integrated packages of care. Pilot work is underway, targeting the patients within 5 localities with the highest levels of need and risk (including risk of unnecessary admission) and with particular focus on people with a diagnosis of dementia. This

aligns with the emphasis in the new GP contract on the 2% of patients at highest risk.

A detailed model of service provision will be confirmed by all partners, using the outcomes of the pilot work to develop shared patient assessment and patient records, protocols and business processes which support the identification of the accountable lead professional, and 7 day service access.

In addition to dementia, this model of provision will also focus on individuals with co-morbidities, in recognition that the risk of admissions increases significantly for this group.

4) RISKS
Please provide details of the most important risks and your plans to mitigate them. This should include risks associated with the impact on NHS service providers

Risk	Risk rating	Mitigating Actions
Increasing demand for services could outstrip benefits accrued from planned schemes	High	Modelling of demand Close scrutiny of proposals and monitoring of implementation. Mature risk sharing.
Proposals are not effective in reducing demand, activity or spending in health and/or social care	Medium	Close scrutiny of proposals and monitoring of implementation, appropriate remedial action to be taken
Financial pressures facing the system mean ambitions in plan cannot be implemented	Medium	Close scrutiny of proposals and monitoring of implementation, appropriate remedial action to be taken, open and transparent conversations
Market capacity may not increase in line with demand and appropriate levels of care are not forthcoming in the right place, at the right price and of the right quality	High	Production of market position statement giving clear signal to providers on how much care we expect to purchase Close working with providers in further development of community based care provision Agreeing a charter with clients and providers about care standards Reviewing new personalised home support contracts based on individual needs
Enough people will be willing to work in the health and social care sector at a time of increasing financial pressure for the sector, and in an area of high employment	High	Work with providers and others to develop a workforce plan for the county. Investment in workforce and training as part of Better Care Fund proposals (dementia, carers)

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Finance - Summary

For each contributing organisation, please list any spending on BCF schemes in 2014/15 and the minimum and actual contributions to the Better Care Fund pooled budget in 2015/16.

Organisation	Holds the pooled budget? (Y/N)	Spending on BCF schemes in 14/15	Minimum contribution (15/16)	Actual contribution (15/16)
Oxfordshire County Council - Adult Social Care Capital Grant and Disabled Facilities Grant	Y		3,677,000	
NHS Oxfordshire Clinical Commissioning Group	N		33,120,000	
NHS Swindon Clinical Commissioning Group	N		356,000	
NHS Aylesbury Vale Clinical Commissioning Group	N		415,000	
BCF Total			**37,568,000**	

Approximately 25% of the BCF is paid for improving outcomes. If the planned improvements are not achieved, some of this funding may need to be used to alleviate the pressure on other services. Please outline your plan for maintaining services if planned improvements are not achieved.

This will be managed through the joint management groups / use of the pooled budget, with reference back to appropriate risk share arrangements - currently these are proportionate to the level of funding contributed to the pool, with overspends / underspends being taken back to each organisation accordingly

Contingency plan:		2015/16	Ongoing
Outcome 1	Planned savings (if targets fully achieved)		
	Maximum support needed for other services (if targets not achieved)		
Outcome 2	Planned savings (if targets fully achieved)		
	Maximum support needed for other services (if targets not achieved)		

Please list the individual schemes on which you plan to spend the Better Care Fund, including any investment in 2014/15. Please expand the table if necessary.

BCF Investment	Lead provider	2014/15 spend		2014/15 benefits		2015/16 spend		2015/16 benefits	
		Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent (£'000)	Non-recurrent	Recurrent	Non-recurrent
Alert Service		300				300		*More people supported to stay at home, fewer admissions to care homes and emergency admissions*	
Long term Care Packages		4352				4352		*More people supported to stay at home, fewer admissions to care homes, improved worforce, better patient experience*	
Equipment		750				750		*More people supported to stay at home, fewer admissions to care homes and emergency admissions*	
Crisis response		500				500		*Reduced emergency admissions*	
Existing Protection of ASC		2300				2300		*More people supported to stay at home, fewer admissions to care homes, improved worforce, better patient experience*	
Increased transfer in 2014/15 - Intermediate care		391				391		*More people supported to stay at home, fewer admissions to care homes, improved worforce, better patient experience*	
Protecting ASC - discharge to assess, investment in equipment		1910				1910		*More people supported to stay at home, fewer admissions to care homes, improved worforce, better patient experience*	

								Outcomes	
Carers Breaks						1300		*Reduced carer brekadown, more people supported at home for longer, reduced admissions to care homes or emergency admissions*	
Existing Investment in reablement						3000		*More people supported to stay at home, less admissions to care homes and emergency admissions, reduce delays*	
Capital Funding - Disabled Facilities Grants						2401		*More people supported to stay at home, less admissions to care homes and emergency admissions*	
Capital funding - Oxfordshire County Council						1267		*Additional ECH schemes, alternative to Care Home admissions*	
Capital Funding - care bill						500		*IT system able to deliver Care Bill functionality*	
Other Care Bill implementation costs						1350		*Successful implementation of Care Bill*	
Create a more personalised approach to home support which will include removing short visits for personal care for older people						4000		*More people supported to stay at home, fewer admissions to care homes, improved worforce, better patient experience*	
Equipment and assistive technology						1000		*More people supported to stay at home, fewer admissions to care homes and emergency admissions*	
Support for people to die at home / in residential care						500		*Fewer emergency admissions, better patient experience*	
Information and advice						500		*Savings in customer service Centre, through reduced assessments and income from site advertising and revenue fees*	

Discharge to assess care service						1000		*More people supported to stay at home, fewer admissions to care homes and emergency admissions, reduce delays*	
Improving performance of reablement and rehabilitation						1000		*More people supported to stay at home, fewer admissions to care homes and emergency admissions, reduce delays*	
Increased investment in Carers Breaks jointly funded and accessed via GPs						200		*Reduced carer breakadown, more people supported at home for longer, reduced admissions to care homes or emergency admissions*	
Support to people with dementia						500		*More people supported to stay at home, fewer admissions to care homes, reduced emergency admissions, better patient experience*	
Investment in support for people to die at home / in residential care						500		*Fewer emergency admissions, better patient experience*	
Shared data						100		*Better patient experience and joined up care*	
Shared care coordination - particularly for dementia and comorbidities						200		*Better patient experience and joined up care*	
7 day working (including management costs)						500		*Better patient experience, more people supported to stay at home, fewer emergency admissions, reduced delays*	
Investment to meet increased demand for Funded Nursing Care and Continuing Healthcare						1100		*More people supported to stay at home, fewer admissions to care homes and emergency admissions, reduce delays*	
Integrated Support for hospital admission avoidance						1500		*More people supported to stay at home, fewer admissions to care homes and emergency admissions, reduce*	

								delays	
Contingency (approx 1%)						4647			
Total		10503				37568			

Total BCF   37568.00

Balance to
allocate   0.00

Outcomes and metrics

For each metric other than patient experience, please provide details of the expected outcomes and benefits of the scheme and how these will be measured.

1. Reduce permanent care home admissions to 10.5 per week; or 546 in the year - a rate of 473. This would be the 17th lowest in the country last year based on last year's figures; lower than any point in the last 5 years and reflects a 17% increase on the expected 2014/15 value. This will be supported by additional investment in community based service and additional personalised home support.

2. Increase the number of older people supported to leave hospital with reablement to 500 between October and December. The current contract expects around 450 episodes. (3750 episodes; 50% from hospital for ¼ of a year). The present estimate for this year is 437 (all ages). 500 would imply 4000 episodes per year at current rate. It will be over 15% increase on this year. Increase the proportion of people still at home 90 days after leaving the service to 80%. This would place us close to the national average. So far this year at the point of leaving the service 18% of people have gone back into hospital; 3% of people have gone into a care home and 2% die. The clear issue is the level of people returning to hospital and reflects the levels of dependency people have when leaving hospital and the entrance criteria for the service. These measures will be supported by additional investment in rehabilitation and reablement and additional personalised home support.

3. Delayed transfers of care should average no more than 90 across the year (140 in 2012/13 and 144 in the first 9 months of 2013/14). This reflects a 37.5% improvement next year. The increase in performance will be shared equally across all 3 responsiblities (NHS; Social Care and both) with an expectation of no more than 43 NHS delays 30 social care and 17 both. Many of the investments support improved patient flow including reducing hospital admissions by high intensity users; increased 7 day working including pick up for providers; improved information flows; improved co-ordination of shared care and increased market capacity

4. Avoidable emergency admissions: the aggregate measure includes emergency admissions for ambulatory care sensitive conditions, admissions for acute conditions not normally requiring hospitalisation, and two measures of preventable admissions for the under 19 years old.
i. Our integration and LTC Improvement Interventions will deliver integrated health and social care close to home for the elderly and those with LTCs and integrated physical and mental health care in year 1 of the plan
ii. Our primary care development programme will ensure we can deliver the evolution required in primary care to ensure general practice is contributing fully to this priority from the beginning of year 2.
iii. Our urgent and emergency care improvement intervention will remodel our emergency and sub-acute pathway so that it delivers :
§ Primary care assessment at ED to improve referral straight to community based services
§ A dedicated Clinical Decision Unit for Paediatrics, co-located with the Emergency Department at the JR
§ Enhanced MIU provision
§ Access to urgent ambulatory care pathways in the acute
§ Roll out of Emergency multidisciplinary units to provide 1 stop shop alternatives to A&E for those needing a speedy assessment and same day package of community health and social care in order to remain at home.

5.Patient experience. Improving patient experience is a current health and wellbeing priority and is measured by 3 indicators on satisfaction with social care; hospital care and GP care. We will continue to use these measure until the new national metric is developed and will review the existing measure once the new metric is agreed

6. The local measure is to increase the proportion of older people with an on-going care package supported to live at home. This is monitored via reports to the department of health in the national RAP and ASC-CAR submission. The scheme will assist the delivery of this objective by increasing the numbers of people supported via home care (or direct payments) as an alternative to care homes

For the patient experience metric, either existing or newly developed local metrics or a national metric (currently under development) can be used for October 2015 payment. Please see the technical guidance for further detail. If you are using a local metric please provide details of the expected outcomes and benefits and how these will be measured, and include the relevant details in the table below

Patient experience is currently measured in the health and wellbeing strategy vis 3 separate national measures. These are:
Achieve above the national average of people very satisfied with the care and support they receive from adult social care (Health and Wellbeing Strategy indicator 7.3)

Achieve above the national average of people satisfied with their experience of hospital care (Health and Wellbeing Strategy indicator 7.4)

Achieve above the national average of people 'very satisfied' with their experience of their GP surgery (Health and Wellbeing Strategy indicator 7.5)

For each metric, please provide details of the assurance process underpinning the agreement of the performance plans

Assurance of the performance plans for the Better Care Fund plan will be provided by the Older People's Joint Management Group, reporting to the Health and Wellbeing Board. The Older People's Joint Management Group meets in public bi-monthly, and has a key role contributing to the delivery of the priorities in the Joint Health and Wellbeing Strategy by monitoring and managing the implementation of the Joint Older People's Commissioning Strategy through the Older People's Pooled Budget, including performance indicators, activity and spending. It reports regularly and by exception to the Health and Wellbeing Board and Clinical Commissioning Group and County Council.

If planning is being undertaken at multiple HWB level please include details of which HWBs this covers and submit a separate version of the metric template both for each HWB and for the multiple-HWB combined

N/A

Metrics		Current Baseline (as at....)	Performance underpinning April 2015 payment	Performance underpinning October 2015 payment
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Metric Value	534		473
	Numerator	582	N/A	546
	Denominator	109000		115000
		(April 2012 - March 2013)		(April 2014 - March 2015)
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement /	Metric Value	71.70%	N/A	80%
	Numerator	345		400

rehabilitation services	Denominator	480		500
		(April 2012 - March 2013)		(April 2014 - March 2015)
Delayed transfers of care from hospital per 100,000 population (average per month)	Metric Value	26.9	21.8	17.0
	Numerator	140	115	90
	Denominator	521000	528000	528000
		(April 2012 - March 2013)	(April - December 2014)	(January - June 2015)
Avoidable emergency admissions (composite measure)	Metric Value	1471.7		1414.1
	Numerator	N/A	N/A	N/A
	Denominator			
		2012-13		2014-15
Patient / service user experience [for local measure, please list actual measure to be used. This does not need to be completed if the national metric (under development) is to be used]Achieve above the national average of people very satisfied with the care and support they receive from adult social care (Health and Wellbeing Strategy indicator 7.3)Achieve above the national average of people satisfied with their experience of hospital care(Health and Wellbeing Strategy indicator 7.4)Achieve above the national average of people 'very satisfied' with their experience of their GP surgery(Health and Wellbeing Strategy indicator 7.5)			N/A	
Achieve above the national average of people very satisfied with the care and support they receive from adult social care	Metric Value	62.7%		64.1%
	Numerator	4236.8	N/A	n/a
	Denominator	6760.6		n/a
Achieve above the national average of people satisfied with their experience of hospital care	Metric Value	149.7		149.6
	Numerator	N/A	N/A	N/A
	Denominator			
		2012		2014-15
Achieve above the national average of people 'very satisfied' with their experience of their GP surgery	Metric Value	4.8		4.81
	Numerator	N/A	N/A	N/A
	Denominator			
		2012		2014-15
		Metric value relates to E.A.7 (Outcomes Template) which includes OOH & encorporates "Very Good" & "Fairly Good".		

			N/A	TBC
Increase the proportion of older people (aged 65 and over) with an ongoing care package supported to live at home Numerator: Number of people receiving home care or an on-going direct payment from an older person's budget Numerator + people funded Number of people funded in a permanent care home place from a council budget	Metric Value	60.0%		
	Numerator	2122		TBC
	Denominator	3537		TBC
		Mar-13	*(insert time period)*	*Mar-15*
increase the proportion of older people (aged 65 and over) with an on-going care package supported to live at home	Metric Value			
	Numerator			
	Denominator			
		(TBC)		

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Division(s): All Carterton

CABINET – 18 MARCH 2014

PROPOSAL TO ALTER THE UPPER AGE LIMIT AT CARTERTON COMMUNITY COLLEGE TO PROVIDE POST-16 EDUCATION

Report by Director for Children's Services

Introduction

1. Carterton Community College, in west Oxfordshire, currently educates students aged 11 – 16. There is no provision for post-16 education in Carterton town and so students must transfer to alternative centres elsewhere to continue their studies or training.

Background

2. Carterton Community College is rated Good by Ofsted (January 2013). Its past three years' GCSE results are as follows (taken from Annex 1):

GCSE Examination Results 2011-2013 Year	2011	2012	2013
5 A*-C including English & Maths	46%	57%	63%
5 A*- C	88%	90%	91%

3. The known destinations of students leaving the College at age 16 are set out in Annex 1 (the College's consultation leaflet). This shows that the largest percentage go on to Abingdon & Witney College, while others are spread across a range of establishments and locations. Students leaving Carterton largely go on to study A Level and BTec Level 3 courses.

4. Pupil numbers across Carterton have been low over several years but many of the primary schools have now seen a sharp rise in admissions for the last few years: Reception/Key Stage 1 cohorts are 15% larger than the Key Stage 2 cohorts. There has been mass troop movement at the RAF base in the town, as nearby RAF Lyneham closed and families transferred to Brize Norton. If recent trends continue, surplus places in primary schools will be almost completely removed over the next few years.

5. In addition to the increase in existing population outlined above, significant new housing development is also proposed for the town. As at January 2014, the

County Council has responded to two proposed developments in the town totalling 450 new dwellings and one Pre-Application proposal for another 1000 new dwellings.

6. It is not currently expected that expansion of capacity at Carterton Community College will be necessary as a direct result of housing development, but this will depend on how sustained the rising population trend already in primary schools is, and the progression of the proposed new housing. The situation is under constant review.

The proposal

7. The proposal is by the Governing Body, and is to offer post-16 education at Carterton Community College from September 2014 onward. It plans to introduce the new provision over a three-year period.

8. The Governing Body has stated that no additional accommodation is required at the College in order to implement post-16 education. Therefore there is no capital cost relating to this proposal. Adding post-16 provision will still leave sufficient accommodation to cater for forecast pupil numbers transferring from primary schools.

9. The main reasons given by the Governing Body for proposing to offer post-16 education at Carterton Community College (as set out in Annex 1) can be summarised as follows:

- Providing continuity of education for students who attend the College and who wish to stay on. This also relates to some evidence obtained by the College on students dropping out of courses at other centres after starting them.
- Increased diversity of provision, including all ability ranges at post-16. The College aims to use existing partnerships with the RAF, AirTanker, The Engineering Trust and other local bodies to deliver suitable provision for the local community.
- A positive impact for the College in terms of attracting students who may not currently apply for a place in Year 7 because there is no post-16 provision.
- A positive impact on the town as a whole, making it a more attractive place for families to live, including those Service families at the Brize Norton RAF base in the town.
- Reducing the cost and disadvantage to families of students travelling post-16 to other towns to study or train.
- Desire to offer adult learning and flexible hours to reach the whole community.

Representations

10. The College conducted a public consultation on its proposals (6 January 2014 – 17 February 2014). Two open meetings were held at the school on 14

January and 11 February to give the local community the opportunity to raise queries about the proposal with both the College and a county council Officer.

11. The first meeting was attended by parents, town councillors, district councillors and county councillors who were all supportive of the proposal. The main points from the meeting were as follows:

- Generally all parties supported the idea of adding a sixth form. Questions were raised about the breadth of the offer and whether it may change. The College confirmed the offer that can be put in place, and that it can be delivered to a good standard. Year 11 students were to be consulted again the next day to continue to gauge likely take up.

- A request was made for clarification on how the College had forecast likely take up of places (see Annex 1). The College identified a take up rate of one third of existing students, anticipating that some students would want to access different options for some time. This will be a larger percentage initially as the College's offer would be narrow to begin with, but it will decrease over time as appropriate courses and teaching input is put in place over the initial three-year period.

- Carterton Town Council would like to see apprenticeship routes identified as part of the overall provision, for the town to begin to grow its own workforce for the future.

- A suggestion was made that partnering with other local schools to make the widest offer possible for young people should be seen as a longer term goal.

- Suggestions for identifying increased funding towards necessary resources were shared with the school.

12. The second meeting was again well attended by Carterton Town Councillors and district councillor, with some staff and parents of students at the college. All were overwhelmingly supportive and very positive about the proposal and the college.

13. A consultation leaflet (Annex 1) was sent to parents of students at the College and of children attending Carterton's primary schools, as well as to local councillors, early years providers including childminders in the area, libraries, local Early Intervention Hub, community groups and other stakeholders. It was also available on the OCC public website, together with full details of the various ways of responding. Additionally, the College highlighted the consultation in its newsletters to parents.

14. 44 responses to the consultation were received:
- 41 respondents supported the proposal in principle,
- 2 respondents were opposed to the proposal in principle.
- 1 respondent was undecided.

15. The reasons given for supporting the proposal were:

- The need for post-16 provision in Carterton.
- The College is good, and should be able to teach post-16 students.
- Reducing traffic on the roads and travel costs to families.
- Continuity of education for students at the College who want to stay on.
- Good for Carterton as a town and as a place to live.
- Good for local employers.
- Good for SEN students who have attended the College but may find nowhere able to meet their needs locally post-16, and so have to be transported elsewhere.
- The age of participation in education, training or employment is being raised by the Government to 18, and so this proposal helps to meet that increased need for places.
- Carterton town will be growing very significantly in terms of population in the next few years, and so post-16 provision should be available for residents of a town that size.

16. The points raised in opposition were:
- Concern that the College would have insufficient funds to start up and maintain the post-16 provision.
- A belief that travelling elsewhere to access post-16 education and training benefits young people as it teaches them to manage a budget and manage their time.

17. The undecided respondent raised a query about catchment areas if this proposal were approved. There is currently no plan to change catchment areas by Oxfordshire County Council as a result of this proposal. The neighbouring Burford School is an academy and therefore may set its own catchment area as it wishes.

18. As the College wishes to implement its proposal in September 2014, this report is being made to Cabinet rather than delegated Member for CEF due to meeting dates and necessary timescales for the consultation processes. Additionally, the Governing Body wished to share the outcomes of the consultation at an early date with the county council in order to receive feedback on its proposal.

Making a Decision

19. Although under the new School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 there is now no requirement to conduct an initial public consultation on a proposal before publication, the relevant Guidance* states there is a strong expectation on schools to consult interested in parties in developing their proposal prior to publication in accordance with Public Law principles. Therefore, the College has carried one out to gauge and respond to genuine opinion as early as possible.

* School Organisation Maintained Schools Guidance for proposers and decision makers (January 2014).

20. The College will decide whether to proceed to publication of a statutory notice, but wishes the county council to feed back its early view on the proposal following this initial consultation.

21. A view is now sought by the College from the county council, in order to inform the Governing Body's decision on whether to proceed to publish formal proposals. If it does, a statutory notice would be published, followed by a formal representation period of four weeks. The decision-making power in terms of determining the notice will lie with the Local Authority, and a report will be put to Cabinet / Cabinet Member for Children Education & Families.

Equality and Inclusion Implications

22. The provision of sixth form school places within Carterton would be expected to have a positive impact on equalities through promoting social inclusion and minimising barriers to accessing education. It would provide greater equality of access to education between Carterton young people and those living elsewhere in West Oxfordshire, where all other schools have sixth forms. The proposal would increase the diversity of post-16 courses available, which should better meet the needs of a broader range of young people.

Financial and Staff Implications

23. The direct financial implication of this report is the cost of undertaking the statutory process recommended, which is planned for and met within the normal Children Education & Families budget provision. There are no significant financial implications or risks at this stage. If the proposal proceeds, following statutory consultation there would be another report to Cabinet / Cabinet Member for CEF in due course seeking a final decision on whether to approve the proposals.

24. There will be on-costs to the College, in time, for additional staff however this would be minimal to begin with as the proposal is to implement over a three year period. Initially the College will be utilising existing capacity of teaching staff to deliver the increased provision. The day to day revenue costs for repair and maintenance and staffing costs must be met through the College's delegated individual school budget .

25. Funding for post 16 students in schools, colleges and Academies is via a national funding formula determined by the Education Funding Agency (EFA). The formula for the academic year starting in August 2014 would normally be based on lagged pupil numbers ie: the number of students participating in the previous academic year. As it is proposing to set up new provision the College would need to discuss with the EFA how many students the EFA would fund for the academic year 2014/15.

RECOMMENDATION

26.	**The Cabinet is RECOMMENDED to consider the proposal by Carterton Community College to alter its upper age limit in order to establish post-16 education, and give its view to the Governing Body.**

JIM LEIVERS
Director for Children's Services

Contact Officer:	Diane Cameron, School Organisation Officer, 01865 816445

Annex 1	Consultation leaflet produced by Carterton Community College

March 2014

Carterton Community College

SERVICE BEFORE SELF

Public Consultation

Proposed Change of Age Range to include Post-16 Provision

6th January – 17th February 2014

Open meetings which will be held in Carterton Community College Main Hall on:

Tuesday 14th January 2014 at 7.00 pm
Tuesday 11th February 2014 at 7.00 pm

All are very welcome to join us and ask any questions

Read and respond online at: h**ttps://myconsultations.oxfordshire.gov.uk/consult.ti/CartertonCC**

Carterton Community College

Alteration of Upper Age Limit to establish Post-16 Education

Purpose of the Consultation

This informal consultation is about a proposal by the Governing Body of Carterton Community College to extend the age range of the school from its current 11-16 status to include post-16 students. This will enable the school to offer full educational opportunities for the 11-19 age range.

What are the reasons for the proposed change?

There are a number of reasons for the proposed change, which will benefit both the students and wider community of Carterton.

- **Destinations of existing students when they leave us at age 16**

  The destination of students moving to post-16 provision over the last three years is shown in Appendix 1. Since the foundation of Carterton Community College in the 1970s, students have always had to travel to other centres to continue their education. The distances to the nearest post-16 centres are:

  + Burford 4 miles,
  + Witney 7 miles,
  + Oxford 18 miles.

  The data also shows that no single provider meets all the needs of students leaving us at age 16 who largely go on to study A Level and BTec Level 3 courses. Carterton Community College wants to develop a range of academic and vocational courses which meet the needs of Carterton students, and complement courses in more distant centres.

- **Continuity of education**

  For a variety of reasons some students will always elect to move on at age 16 and find alternative provision elsewhere. However, given the choice, the majority would opt for continuity of education. Evidence from Carterton students transferring to post-16 centres has shown that there are frequently settling in problems, a dip in performance and dropping out of the courses chosen. A change in our age range at the Community College would allow parents and students to opt for continuity of education from the point of choosing their school at 11 right through to post-16 education.

- **Better diversity and flexibility of provision**

  Carterton Community College plans to introduce post-16 education over a three year period from September 2014 to September 2016. We believe that post-16 education in the town should address the following:

+ the needs of the whole ability range;

+ recent government changes which mean that by 2015 all young people will need to continue in some form of education or training until they are 18;

+ providing appropriate skills needed for employment in the county, the region and beyond.

We plan to develop our already strong partnerships with employers, statutory bodies and community groups to support all students. These would include The Royal Air Force, AirTanker, The Engineering Trust, Carterton Town Council, The Rotary Club and Carterton Lions Club.

We also believe our teaching hours should be flexible, making use of the whole day rather than being restricted only to traditional school hours. This way, appropriate courses can be delivered to well-supported students in small groups meaning students keep attending their course and are more likely to progress to employment, apprenticeships, further education and University.

- **Positive impact upon our College and the wider community**

Carterton Community College uses a vertical tutoring system, with each tutor group comprising students from every year group. The value of including older students in this structure is to provide a positive influence on younger students, offering encouragement and guidance that otherwise would be absent. The College has achieved excellent examination results in recent years (see Appendix 3) and is rated Good by Ofsted after our last inspection (January 2012). We believe that we are well placed to inspire and encourage our students to progress even further in their own school community beyond the age of 16.

Post-16 provision at the Community College would also provide a positive educational, social and economic advantage to Carterton. The existence of an 11-19 centre will be positive for the town. Carterton is a rapidly growing community with at least 1000 new homes scheduled to be built during the next 5 years. Combined with an already increasing population there is a clear need for the community to develop its secondary school provision in this way. It will help Carterton to become a more cohesive, integrated community and a desirable place to live for civilian and military families, without the cost and disadvantages of having to travel elsewhere. We also want to be the main learning centre for adults to participate in learning in their own local area by offering a range of daytime and evening courses which develop new skills, interests and opportunities.

Creating Capacity and providing resources

Carterton Community College has sufficient capacity to accommodate the phased development of post-16 provision over a three year period. We plan to increase the numbers of post-16 students gradually in order to prepare existing staff and recruit experienced staff from elsewhere. In effect, we have the capacity in terms of buildings and staff to begin with a select range of courses in September 2014, and to prepare for a wider offer in September 2015 and 2016.

Income generated from an increase in student numbers post-16 will fund future capacity needs (schools receive funds per student). Also, the anticipated growth of the town will increase the 11-16 roll and will have an impact on the student numbers learning with us post-16.

Anticipated numbers are shown in Appendix 2

What is the procedure for changing the age limit of the school?

Changing the age limit of a school is a legal process. Firstly there is a requirement to take into account the views of interested parties through this informal consultation. The proposer (in this case the Governing Body) must then consider responses to the consultation and consider any alternative options. The next stage is to publish the Statutory Notice which must be in a prescribed format to meet legal requirements. Following the publication there is a period of four weeks for any comments or objections to be lodged. *Objections raised during the initial consultation will not necessarily be taken into account unless they are resubmitted after publication of the Statutory Notice.*

The Local Authority (Oxfordshire County Council) must make a decision on whether to approve the proposal within two months of the end of the Statutory Notice Period or the decision will be passed immediately to the Schools Adjudicator.

What happens next?

This initial consultation will end on 17th February 2014. The Governing Body of the school will review the responses and carefully consider **all** feedback, both for and against the proposal, and any alternative options presented. It will then decide whether or not to proceed with the publication of a Statutory Notice. If the decision is to go ahead, the statutory consultation period of four weeks will follow the publication date. The Notice will be displayed at the school entrance and published in the local paper and on the Oxfordshire County Council website. *You will not receive any further information at this stage so if you wish to object you must look out for the notice in the local press.* During this four week period objections or comments on the proposal could be submitted as described in the Notice.
If the proposal is approved, the Governing Body would implement a Post-16 Development Plan to ensure that funding and appropriate accommodation is available and high quality teaching staff are in post.

How to respond

We want to hear views from as many of you as possible, whether you are for or against the proposal. It would be a great help to the Governors if you could also state briefly the reason for your support or opposition to the development of Post-16 courses at Carterton Community College. We also need to know your status e.g. if you are replying as an individual please state whether you are a parent of a pupil at Carterton Community College (or another local school / college), member of the local community, Parish Councillor etc. **If you are replying on behalf of an organisation we require the name and contact details of that organisation.**

Please send written responses to arrive by **17th February 2014** in any of the following ways:

Email: CartertonCC-manager@myconsultations.oxfordshire.gov.uk
Online: using a feedback form at: h**ttps://myconsultations.oxfordshire.gov.uk/consult.ti/CartertonCC**
Post: Diane Cameron, School Organisation & Planning, County Hall,
FREEPOST OXFORDSHIRE COUNTY COUNCIL

Appendix 1

Destinations of our pupils post-16 from 2011-2013

Centre	2011	%	2012	%	2013	%
A & W Coll	58	40.3%	26	23.6%	54	45.1%
OCVC	10	6.9%	19	17.3%	13	10.2%
H Box	8	5.5%	7	6.4%	21	16.5%
W Green	18	12.5%	12	11%	10	7.9%
Burford	4	2.8%	2	1.8%	0	0%
Cirencester	3	2.1%	7	6.4%	0	
CCC	2	1.4%	8	7.3%%	3	2.4%
Apprentsh'p	11	7.6%	8	7.3%	6	4.7%
Employment	8	5.5%	4	3.6%	6	4.7%
Other Colleges	11	7.6%	9	8.2%	10	7.9%
Unknown	11	7.6%	8	7.3%	3	2.4%
Unemployed					1	0.8%
TOTAL	144		110		127	

Appendix 2

Anticipated Student Numbers[1]

	2014/15	2015/16	2016/17	2017/18	2018/19
11-16 roll	543	560	573	610	676
16-19 roll	45	90	110	130	140
Total	**588**	**650**	**683**	**740**	**816**

[1]Rolls based on OCC Pupil Place Plan January 2013. Rolls take no account of proposed housing developments for Carterton 2014-18 which would increase the numbers shown here.

Appendix 3

GCSE Examination Results 2011-2013

Year	2011	2012	2013
5 A*-C incl. English & Maths	46%	57%	63%
5 A*-C	88%	90%	91%

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Division(s): N/A

CABINET – 18 MARCH 2014

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref

Cabinet, 15 April 2014

▪ **Delegated Powers of the Chief Executive - April 2014**
To report on a quarterly basis any executive decisions taken by the Chief Executive under the specific powers and functions delegated to her under the terms of Part 7.4 of the Council's Constitution – Paragraph 1(A)(c)(i). It is not for scrutiny call in.

Cabinet, Leader
2013/176

▪ **Cabinet Business Monitoring Report for Quarter 3**
To note and seek agreement of the report.

Cabinet, Deputy Leader
2013/175

▪ **Care Home Fees 2014**
To determine changes to the Council's Target Banding Rates for the 2014/15 financial year.

Cabinet, Adult Social Care
2014/010

▪ **Section 75 Agreement**
To approve amendments to the agreement that governs the pooled budget arrangements between health and social care.

Cabinet, Adult Social Care
2014/013

▪ **2013/14 Financial Monitoring & Business Strategy Delivery Report - February 2014**
Financial report on revenue and capital spending against budget allocations, including virements between budget heads.

Cabinet, Finance
2013/174

Cabinet Member for Children, Education & Families, 28 April 2014

▪ **Pupil Place Plan 2014/15 - 2017/18**
To approve the revised Pupil Place Plan for Oxfordshire.

Cabinet Member for Children, Education & Families, 2014/006

▪ **Pre Schools on Maintained School Sites Under Licence or Lease: Proposed New Charging Arrangements**
To seek approval.

Cabinet Member for Children, Education & Families, 2014/035

Cabinet Member for Environment, 24 April 2014

▪ **Sustainable Drainage Approval Charges**
To seek approval for the County Council to implement charges arising from a new legal requirement for the Lead Flood Authority to approve and adopt Sustainable Drainage Systems for new developments.

Cabinet Member for Environment, 2014/017

▪ **Proposed Amendments to Residents Parking Scheme - Abingdon**
To seek approval to proceed.

Cabinet Member for Environment, 2013/017

▪ **Drayton - Milton Road - Introduction of a 40mph Speed Limit**
To seek approval to proceed.

Cabinet Member for Environment, 2014/015

▪ **Proposed Speed Limit Extension B4493 - Didcot-Harwell**
To seek approval to the proposals.

Cabinet Member for Environment, 2014/027

▪ **Proposed Speed Limit Extension and Traffic Calming Alteration - Green Lane, Chesterton**
To seek approval to the proposals.

Cabinet Member for Environment, 2014/028

▪ **Proposed Speed Limit Adjustments - Wootton and St Helen Without**
To seek approval to the proposals.

Cabinet Member for Environment, 2014/029

▪ **Proposed Parking Restrictions - David Nicholls Close and Sandford Road, Littlemore**
To seek approval to the proposals.

Cabinet Member for Environment, 2014/030

Cabinet Member for Public Health & the Voluntary Sector, 2 April 2014

▪ **Provision of Young People's Substance Misuse Service**
To seek approval of incurring expenditure for the commissioning of the Young People's Substance Misuse Service and to delegate to the Director of Public Health, following consultation with the Cabinet Member for Public Health & the Voluntary Sector, the authority to determine tenders and contracts in order to secure provision of services.

Cabinet Member for Public Health & the Voluntary Sector, 2014/037

▪ **Chill Out Fund 2014/15 - April 2014**

To consider applications received (if any) from the Chill Out Fund.

Cabinet Member for Public Health & the Voluntary Sector, 2013/177

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