

ANNEX A – Outline of Carterton Area Regeneration Programme

1. Overview

The Carterton Area Regeneration Programme is a coordinated programme of place-based regeneration, infrastructure investment and sustainable growth projects designed to support the long-term development of Carterton and its surrounding area. The programme seeks to deliver the objectives for the area set out in the new Local Plan, through a collaborative approach to addressing infrastructure constraints, supporting economic growth, improving connectivity, enhancing community facilities and raising the profile of the area to drive greater levels of investment.

The programme brings together multiple workstreams, plans and projects within a single framework to ensure investment is targeted, benefits are maximised and delivery risks are effectively managed. It aligns with the Council Plan, the new Local Plan (to 2043) and strategic growth priorities for the wider area and region.

The programme is designed to develop and foster strong partnership working between the council and key partners across the public sector, local businesses, landowners, community organisations and residents.

2. Strategic Context

Carterton is West Oxfordshire's second largest settlement and serves as an important service and employment centre. The town and surrounding area has experienced sustained growth over recent decades, influenced significantly by the presence of RAF Brize Norton and its strategic role within the local economy. Whilst growth has brought opportunities, it has also increased pressure on infrastructure, facilities and services. The town centre underperforms relative to its size and catchment area and fails to provide an adequate offer for the local community or wider visitors.

The draft new Local Plan to 2043 includes a number of proposed strategic locations for growth in the area, which would see the population of the Carterton area increase significantly during the plan period. This programme is aligned to the Local Plan objectives for that growth and its inclusion of specific policies for the regeneration of the town centre.

The programme is also developing within the wider context of changes to local government and the associated establishment of area/place-based representation within the new unitary structures, moves to greater place-based delivery within the health system and further devolution including the establishment of a strategic authority for the wider region.

3. Programme Vision

A vision and wider place narrative will be worked up with partners as part of the programme. A working version of a vision at this stage is...

To create a thriving, connected and sustainable Carterton area, where infrastructure, economic opportunity and community investment support long-term prosperity and improved quality of life for residents, businesses and visitors.

4. Programme Objectives

The objectives for the programme will be tested and refined with partners. They have initially been set to mirror those included for the Carterton area in the draft new Local Plan (1-5) to ensure strong alignment, complemented by an additional objective (6) capturing the need for the programme to increase collaboration and profile.

1. Supporting a strong and resilient economy
 2. Delivering sustainable and infrastructure-led growth
 3. Protecting and enhancing the environment and landscape setting
 4. Improving connectivity and supporting climate resilience
 5. Creating healthy, inclusive and connected communities
 6. Raising the profile of the area through strong collaboration
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5. Programme Scope and workstreams

The programme scope will potentially include a broad range of activities that can deliver on the overall aims and objectives. The Place Board will need to take a view on the extent of these, depending on the vision and ambitions that they set out for the programme. A key area of dependency will be with the new Local Plan and the work that the council and its partners undertake to ensure that new development in the area complies with policies and delivers on the objectives for the Carterton area in the Plan. This will create areas of overlap and dependencies, e.g. engagement with developers, that will need to be carefully managed.

At this stage, the programme would not include:

- Projects located beyond the Carterton area, unless linked to programme outcomes.
- Business as usual service delivery within the area and associated operational budgets.
- Consideration of non-strategic developments or sites.
- Stand-alone projects with no strategic connection to programme objectives.

The Carterton Area Regeneration Programme will be delivered through a series of workstreams:

- Strategic priorities, vision and narrative. Building from the foundations set out in the new Local Plan, partners will collaborate to establish an overall place vision, supporting narrative and set strategic priorities for the partnership.
- Governance and stakeholder management. The programme will establish new structures for partnership governance, aligned to existing networks and groups and utilising good practice from places, towns and neighbourhoods across the country. It will actively develop and manage stakeholder relationships to increase engagement and ownership of the priorities and projects within the programme.
- Communications and engagement. A coordinated approach will be taken to communicating about the programme, with partners working together to deliver shared objectives for communications. The programme will seek to enable the new partnership structures to engage widely to shape priorities and projects.
- Resources. In order to deliver change, the programme will develop a strategy for attracting resources from a wide range of sources. This will include bids and business cases to secure public sector funding as well as developing material to attract wider investment into the area.
- Town centre regeneration. As identified in the new Local Plan, there is a need to transform the town centre and enable a modern, resilient and sustainable offer that can serve the current and future community and wider visitors. A regeneration plan will be developed and delivered through the new partnership arrangements.
- Project development and delivery. The programme will generate a pipeline of project proposals, prioritising these for development and seeking funding to deliver them, with oversight from the new Place Board.
- Systems thinking and delivery models. The programme will bring partners together to consider how wider system change can realise shared objectives and foster the collaboration needed to deliver this. It will also explore delivery models for key projects including the town centre regeneration and wider growth in line with Local Plan policies.

6. Outcomes and benefits

These will be refined and tested with partners; initial proposed outcomes are for the programme to result in:

- Greater **ambition** for the place and higher **aspirations** for its people
- A clear and strong **profile** for the area, creating **pride** and driving **investment**
- A **vibrant** and **exciting** offer for all those who live, work and learn here
- The **resilience** that will be needed to sustain future economic shocks and adapt to the changing climate

- An **exemplar** of how to plan well for places and people to **thrive**

A successful programme would result in a wide range of benefits, including:

Economic Benefits

- Increased investment into the area.
- Business growth and job creation.
- Improved town centre performance.
- Enhanced attractiveness for employers and investors.

Social Benefits

- Improved access to services and facilities.
- Enhanced community wellbeing.
- Increased opportunities for active travel.
- Stronger community identity and pride of place.

Environmental Benefits

- Reduced reliance on private car travel.
- Improved green infrastructure.
- Support for climate action commitments.
- Enhanced local environmental quality.

Strategic Benefits

- Improved coordination across partner organisations.
- More effective use of public funding.
- Increased readiness for future funding opportunities.
- Greater confidence in long-term delivery.

7. Governance

Internal (WODC) programme governance will be established to provide ‘accountable body’ style assurance and oversight. This will include an officer working group and (as agreed by full council) a member working group, chaired by the Executive lead member. It will provide a route through which recommendations are made to the appropriate decision maker/s within the council.

External partnership governance will be developed to assume ownership of the programme over time. This may evolve into more formal structures and / or facilitate dedicated delivery

bodies if/when appropriate. The key body will be a new Place Board, with an independent chair, bringing together key partners and networks from across the public, private and community and voluntary sectors. This will establish project based sub-groups as required. It will also link to key networks including the local business network and developer forum.

Project Delivery

Individual projects will be managed through agreed project management arrangements with:

- Defined project sponsors.
- Project managers.
- Delivery plans.
- Budget monitoring.
- Risk management processes.
- Stakeholder engagement plans.

Regular programme reporting (internal and external) will provide visibility of progress, expenditure, risks and benefits.

8. Stakeholders

Stakeholder engagement will be maintained throughout programme development and delivery to ensure priorities remain aligned with local needs and opportunities. Key stakeholders initially include:

Public Sector

- West Oxfordshire District Council
- Oxfordshire County Council
- RAF Brize Norton
- Abingdon and Witney College
- Local schools (primary and secondary)
- Oxford Growth Commission
- Enterprise Oxfordshire
- Homes England
- Ministry of Defence and DIO
- NHS and wider health and care system partners

Local Stakeholders

- Carterton Town Council and all surrounding Parish Councils
 - Local MP
 - Local businesses and business representative groups
 - Developers and landowners
 - Community and voluntary organisations and networks
 - Residents and local interest groups
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9. Risks and dependencies

A programme level risk register has been developed and will be kept under regular review, initially through the member working group and then (once established) by the Place Board. The most significant high-level risks are:

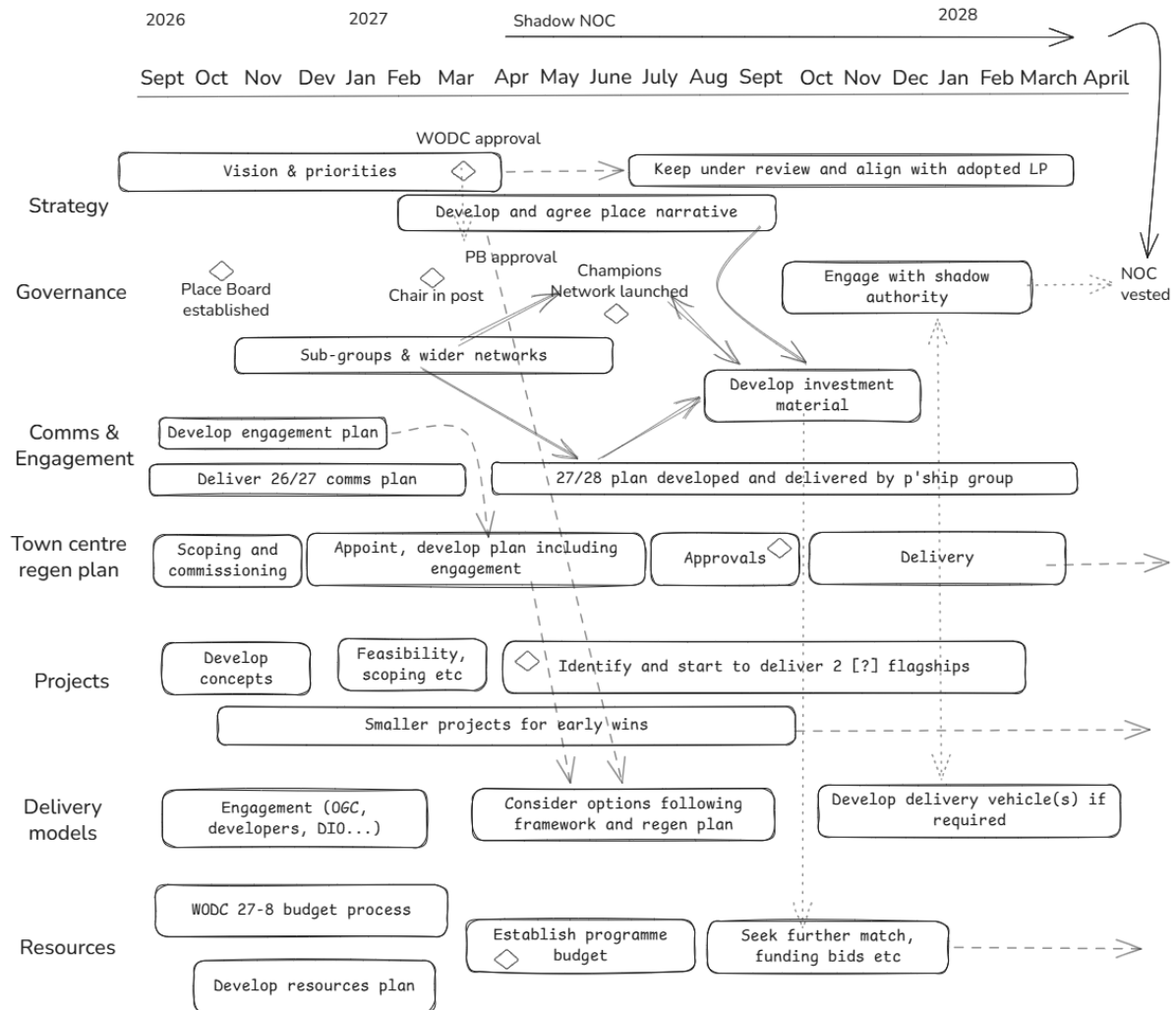
Risk and impact	Initial mitigations
Establishing new partnership governance does not secure engagement and support from key stakeholders, resulting in reputational damage and a reduced ability to produce a joined-up vision and shared priorities for the area	Early engagement and working with existing and established networks and groups wherever possible; clarity on the expected benefits of the programme and a collaborative approach
A significant gap between the expectations that are raised by the programme and the resources available to deliver any agreed priorities or projects	Careful management of expectations and co-development with partners of a resource plan including strong bids and business cases
Growth in the area is planned and delivered site by site, rather than through collaboration and coordination of infrastructure requirements, resulting in a piecemeal approach and failure to maximise the benefits of growth for local people	Clear policies in the new Local Plan, the establishment of a developer forum and infrastructure forum as well as consideration of the need for additional resources through proposed Planning Performance Agreements (PPAs) with the various strategic site promoters

Key assumptions and dependencies

- Continued political and stakeholder support.
- Availability of external funding opportunities.
- Effective partnership working.
- Adequate programme management resources.
- Alignment with the Local Plan and associated infrastructure planning.

10. Programme plan

As the programme develops, a more detailed plan will be worked up in collaboration with partners. An initial overview is provided below.



11. RESOURCES

The resource requirements for the programme fall into four broad categories:

- Programme management. Ensuring that the council and, once established, the Place Board, have sound support, advice, reporting etc as the programme is developed and delivered. This is likely to be primarily revenue funding, though as projects move into delivery there may be scope to capitalise a proportion of the costs.
- Project development, scoping and feasibility work. In order to develop project concepts into firm proposals and business cases, resources will be required for scoping and feasibility work. The exact nature of this will depend on the project in

question, but is likely to be delivered mainly through securing specialist external capacity, with client management provided by the programme manager and wider officer working group team. Sound cases and proposals are vital to attract funding and investment for project delivery. This is likely to be revenue costs, though potentially later stages of project development may be capitalised subject to advice.

- C. Delivery of projects. In order to deliver programme outcomes and benefits, resources will need to be secured for approved projects, drawing in investment and funding from a range of sources. Whilst a strategic approach will be developed and the strength of proposals maximised, this will at times need to be opportunistic and aimed at available sources of funding. This will largely be capital expenditure and projects should seek to minimise ongoing net revenue requirements as these are unlikely to prove sustainable.
- D. Attracting wider investment into the area. Alongside projects that fall directly within the programme, continued efforts should be made to draw in wider investment, in particular attracting businesses to locate and expand in the area. Producing compelling material to make the case for this investment should be a key output from the partnership work within the programme.

Sources of funding for these requirements could include:

- Existing budgets within the council and partner organisations
- Programmes established at local or county level for which particular projects could be eligible (e.g. county-wide EZ funding)
- Future budgets and funds within the new unitary and, in time, strategic authority
- Assets of key partners that could be used to lever further investment or considered within future joint venture or similar delivery arrangements
- Developer contributions
- Business cases for national or regional funding streams, including those within Ministry of Defence, Integrated Care Board etc.
- Bidding for new funds as these are available at national or regional level
- Support via the Oxford Growth Commission which has identified this area as one of its Opportunity Areas for growth

12. Status and review

This version of the programme overview is:

Version 0.3 (for 9/9/26 Ex Report)

The programme overview should be provided for review to:

- Officer working group (Aug/Sept)
- Member working group (Sept)

- Place Board (once established) (Oct)

And be made available for information to other partners and sub-groups as appropriate.