

Carterton Area Regeneration Framework

Initial proposals for developing a
framework for regeneration and growth
through a partnership approach

September 2026



**A bolder future for
the Carterton area**

Introduction

Building a bolder future

West Oxfordshire District Council recognises the challenges for communities in Carterton and the wider area. And we can see the huge potential for the place and its people.

We already know a lot about the area and what people think about it. It is now time to respond. Alongside the new Local Plan, which is due to be adopted next year, we want to build an ambitious strategy for the town, its surrounding communities and new places.

This is not something the Council can or will do on its own. We are therefore engaging at this early stage with stakeholders, seeking to develop a partnership and create a shared vision of a bolder future for the Carterton area.



What do we know about the area?

There is a good sense of the area's challenges, opportunities and needs, following recent engagement and consultation. Some of the headlines are included here.

Challenges

- How growth on the proposed scale will be coordinated
- Delivery of necessary infrastructure for existing and new communities
- The town centre is not serving as the vibrant, attractive destination the area needs
- Significant turnover of workers and residents linked to RAF Brize Norton, making it harder to establish connections and build cohesion
- Limited pathways and prospects for young people
- Climate pressures and need to protect and enhance the natural environment

Opportunities

- RAF Brize Norton as a major long-term asset for area
- New development bringing greater footfall and town-centre vibrancy
- Relatively modern town brings scope for innovation in how new and existing places are developed
- Flat geography and high activity levels supporting better walking, cycling and local travel connections
- Local and regional governance changes create opportunity to attract investment.

Some key facts

- Approximately 1 in 5 pupils at Carterton Community College achieving grade 5 or above in English and Maths, well below national average.
- GP data shows depression prevalence in the area is around 21%, almost twice the national average (11%).
- Developers are currently promoting sites with capacity for over 7,000 new homes in the area
- Around 20% of the population is under 16, higher than district and national averages
- At least 2/3 of working residents commute to outside the area for their jobs. RAF Brize Norton employs around 7,000 workers, many commuting in from well beyond the area.

What is already happening?

In order to provide for growth and enhance the area, there is already work underway, with more plans being developed. Some of the key activities are captured below. Let us know what else is happening.



LOCAL PLAN 2043

A new Local Plan is being prepared that will guide future decisions by the district council regarding new housing, employment growth and the facilities and infrastructure that will be needed to make those new places and communities work. Several rounds of consultation have already taken place, including on policies for the Carterton area. The final draft of the plan will be published this summer.

Recent activities

- Independent businesses are opening in the town centre and new units are being developed at the West Oxfordshire Business Park
- Investment has been made at Kilkenny Country Park, with a regular community walk and weekly Park Run now well supported
- Development is getting underway at the 'REEMA North' site, with 265 new zero carbon ready homes for service personnel.
- A Local Cycling and Walking Infrastructure Plan is in place to drive improvements across the area
- Town council and parish councils are investing in community groups and infrastructure, supporting a vibrant network of volunteers
- Improvements have been made, with more planned, to our sport and leisure facilities



Where will that take us?



Carterton Area Regeneration Framework

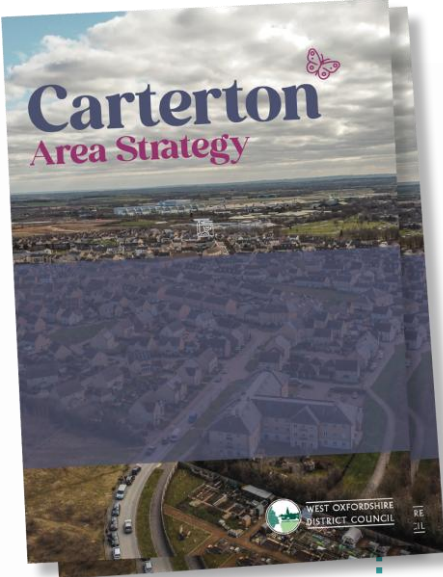
Plans in place will lead to improvements and growth. However, without a shared partnership vision and collaborative working, the area is unlikely to realise its full potential or secure the investment that it deserves. More is required to secure the benefits of growth for existing communities and enable bold transformation.

This is why we are developing a wider framework, to drive regeneration, steer good growth and put us on the map.
This framework will:

- Set a shared vision and priorities for regeneration and future growth
- Maximise the benefits for local people
- Improve the pathways into good jobs
- Take a community led approach
- Raise profile and ambition, driving investment

A bolder future for the Carterton area

A framework for regeneration and growth



A framework for regeneration and growth



New Local Plan (to 2043)

- Core policies
- Settlement strategy
- Town centre policies

Strategic priorities for
regeneration and growth

The strategic priorities will build out from the objectives and policies set out in the new Local Plan. A draft set, aligned to the Local Plan objectives, are included in the next 6 slides, together with potential projects and outcomes. These are early drafts on which feedback and comments are very welcome

OBJECTIVE 1

Supporting a strong and resilient economy

Aligned to Local Plan policies
CA1 (1) and CA2

Challenges...

- Town centre offer limited with a lack of clear identity and profile
- High levels of 'out-commuting'
- Limited local skills and training offer and lack of pathways into economic growth sectors
- Poor levels of educational attainment

...and opportunities

- Strong talent and knowledge base at RAF Brize Norton and its supply chain
- Potential increase in town centre footfall resulting from growth
- Government commitment to economic growth in Oxford-Cambridge corridor
- Relatively affordable for doing business

Strategic priorities

- Regenerate the town centre to provide a diverse and resilient offer, creating vibrancy and footfall
- Build on existing talent and knowledge to create a clearer economic identity for the area, attracting investment, supply chains and enterprise
- Establish clearer pathways for skills and learning through to aspirational local jobs
- Raise the profile of the area as a good place to live, work and learn

Initial projects

- Commission a town centre regeneration plan
- Establish a network to engage with and support local businesses
- Promote existing and new space for start-up and move on space linked to the area's economic strengths
- Promote sites for hotel use, maximising demand from RAF BN
- Explore options for greater FE presence within the town linked to growth sectors
- Support Carterton Community College with its elective programme through brokering community placements

Outcomes

A strong town centre offer that attracts patronage from local communities and visitors, anchoring a growing economic centre with a clear identity focused on growth sectors that maximise local strengths

OBJECTIVE 2

Delivering sustainable and infrastructure-led growth

Aligned to Local Plan policies
CA1 (2)

Challenges...

- How to coordinate and provide sufficient infrastructure and facilities to support additional communities
- Making sure there is a joined up approach to growth and connectivity across strategic sites
- Communities unable to fully benefit from the planned growth

...and opportunities

- More and better facilities, connectivity and infrastructure
- Better fit between housing offer and needs of local residents and workers

Strategic priorities

- Take a coordinated and collaborative approach to infrastructure serving new and existing communities
- Maximise growth opportunities within the existing urban area including redevelopment of poor quality MOD housing
- Provide a mix of housing types aligned to local needs
- Enable and equip local people to benefit from growth

Initial projects

- Infrastructure forum to coordinate across public sector, utilities etc.
- A developer forum for liaison and collaboration, with additional resources secured through Planning Performance Agreements
- Construction Skills Hub providing a skills and training dividend for local people
- Local Plan policies that ensure local employment and procurement benefits arise from new development

Outcomes

Good places to live and work, served by the necessary infrastructure and high quality and viable facilities in the right places; local communities clearly feeling the benefits of growth.

OBJECTIVE 3

Protecting and enhancing the environment and landscape setting

Aligned to Local Plan policies
CA1 (3)

Challenges...

- Potential for sprawl and loss of settlement identity/distinctiveness
- Maintaining and enhancing green spaces and biodiversity whilst providing for growth
- Existing green spaces and corridors not well connected
- Limited town centre green spaces

...and opportunities

- Strategic locations for growth making provision for new and improved green infrastructure
- Better use of land awaiting development
- Strong market gardening heritage

Strategic priorities

- Establish distinct identities for new settlements and strengthen those of existing communities
- Protect key landscape features to maximise the attractiveness of the area for residents, workers and visitors
- Extend and improve the quality of green infrastructure to encourage greater recreational and economic use and active travel choices
- Enable more community-led uses and enterprise within the natural environment, including sites awaiting future development

Initial projects

- Establish a 'Greenwhile use' policy to increase availability and use of green spaces prior to development
- Green infrastructure study to optimise future provision
- Start up and incubator spaces and support for local food and market gardening enterprises
- Include greening requirements within scope of town centre regeneration plan

Outcomes

New and existing settlements with a distinct identity making the most of the attractive landscape and connected by high quality and biodiverse green infrastructure that is well used by local people

OBJECTIVE 4

Improving connectivity and supporting climate resilience

Aligned to Local Plan policies
CA1 (4) and CA2

Challenges...

- Limited public transport to employment, learning and culture
- A40 congestion reducing the area's attractiveness for investment
- Securing funding to accelerate carbon reduction and build climate resilience
- Resistance to behaviour changes needed to meet net zero by 2050
- Rising energy and wider living costs

...and opportunities

- Exemplary sustainability standards for new homes, retrofit and infrastructure
- Well planned places enabling more walking, cycling and public transport
- Flat topography enabling greater walking and cycling options

Strategic priorities

- Improve access to learning and earning for local people through better connections to current and new economic centres
- Ensure new growth supports connectivity improvements within the area, in particular joined-up networks for active travel and public transport
- Drive the transition to a net zero carbon economy through greener growth
- Reduce future energy costs and dependencies through local generation, retrofit and community-led schemes

Initial projects

- Contribute to the development of options for mass rapid transit along the A40 corridor
- Promote the options within the Local Walking and Cycling Improvement Plan to promoters of strategic growth sites
- Support green construction and retrofit skills through the Construction Skills Hub
- Explore options for district heating and community-led renewables as part of the West Oxfordshire Local Area Energy Plan implementation

Outcomes

Achieving net zero in new and existing places, strengthened climate resilience to protect communities that are well connected through easily accessible walking, cycling and public transport options

OBJECTIVE 5

Creating healthy, inclusive and connected communities

Aligned to Local Plan policies
CA1 (5)

Challenges...

- Churn of those working at RAF BN limiting the opportunities for integration with communities in the area
- Limited activities and facilities for young people reliant on public transport
- Pockets of anti-social behaviour
- Limited access to local health and care facilities

...and opportunities

- Greater emphasis on community/neighbourhood provision of health and care services
- Above average levels of physical activity

Strategic priorities

- Increase social capital and inclusion through investment in community infrastructure and stewardship policies
- Co-locate health, care and support services within the town centre to improve access and drive footfall
- Encourage greater levels of physical activity through services, facilities and infrastructure
- Ensure growth areas are well connected to each other, to key facilities and the town centre

Initial projects

- Collaboration on new and existing community facilities including with RAF Brize Norton and Carterton Community College
- Feasibility study for town centre health hub
- Feasibility study/ies for new sport and leisure provision to serve existing and new communities

Outcomes

A healthier and more active population with strong community groups and facilities that are readily accessible for new and existing communities

OBJECTIVE 6

Raising the profile of the area through strong collaboration

Aligned to Local Plan policies
Supporting CA1 (1-5) and CA2

Challenges...

- A lack of clear identity and profile for the town and wider area, leading to it being overlooked for investment
- Limited ambition and aspirations, with low levels of educational attainment
- Limited cultural offer or reasons for people to visit and invest
- Different and sometimes disjointed views about priorities for the area

...and opportunities

- An appetite for greater collaboration
- A new unitary council and strategic authority that will invest in areas with ambition and growth potential
- Active community groups and voluntary sector

Strategic priorities

- Establish a clear place narrative and identity that celebrates our distinct heritage whilst looking to the future
- Improve the cultural offer to generate vibrancy, more visitors and greater pride in place
- Support community-led development and asset transfers
- Establish a lasting cross-sector partnership that will set strategic direction and secure profile for the area within new regional structures
- Raise ambition and aspirations

Initial projects

- Establish partnership governance for the area, overseeing the growth framework, starting with a new 'Place Board'
- Set up a 'Carterton Area Champions' network to develop a greater sense of identity and promote the area
- Prepare a plan to celebrate future milestones (e.g. RAF BN 100) and use this to shape a cultural programme
- Commission local groups to develop place narrative, identify and collateral for the town and neighbouring new settlements

Outcomes

A clear sense of place and identity for the town, the wider area and its new and existing settlements, which together create ambition, profile and pride in place, equipping communities to drive 'good growth'.

A new place partnership



A new place partnership



The Place Board will be the key group assuming ownership of the Carterton Area Regeneration Framework. It would be modelled on similar Boards established for programmes such as Town Deals and Pride in Place. It would draw on a wide cross section of organisations and networks.

The Carterton area already has many active groups and networks. Wherever possible, these would form part of this partnership work. Where networks are not in place, these could be established, for example for local businesses.

Place Board

A new partnership board to oversee development and delivery of the strategy for the area.

The Board would set up project groups to lead on agreed priorities

Project groups

Project groups

Project groups

Existing and new networks and groups would all contribute to this partnership.

What happens next?

Following stakeholder engagement during the summer, we will:

- Continue to develop the vision and strategic priorities, refining these as we get more feedback
- Set up and launch the Place Board
- Establish new networks where these are needed to support the Place Board (e.g. local businesses)
- Commission initial projects to create momentum
- Prepare to submit the new Local Plan, following the final round of consultation
- Begin work with partners on a town centre regeneration plan

A copy of this pack and more information is available at

<https://www.westoxon.gov.uk/planning-and-building/planning-policy/carterton-area-strategy/>

To get in touch with your views, comments or ideas that can help us deliver a bolder future, then please contact:

communications@westoxon.gov.uk

Where will this take us?

The approach set out in this pack will move us towards a vision that we want to build together. One that sets out a bolder future for the area. And in doing so, creates:

- 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**

