

# Oxfordshire 20:20

## A Sustainable Community Strategy for Oxfordshire

**Project runs from:** January 2007. **To:** March 2008

**Project Manager:** Claire Evans, Partnership Manager, Oxfordshire County Council

**Project Sponsor:** Stephen Capaldi, Assistant Chief Executive, Oxfordshire County Council

### Oxfordshire 20:20 Project Group membership

Name	Role	Responsibility
Stephen Capaldi	OCC Project sponsor	<ul style="list-style-type: none"> <li>▪ Drive the project and ensure it delivers an effective strategy</li> <li>▪ Ensuring effective political &amp; managerial input</li> <li>▪ Problem anticipation and resolution</li> </ul>
Chris Cousins	OCC Strategic adviser	<ul style="list-style-type: none"> <li>▪ Ensuring that spatial planning dimensions are reflected in the strategy</li> <li>▪ Strategic advice</li> </ul>
Claire Evans	OCC Project Manager	<ul style="list-style-type: none"> <li>▪ Project management and coordination</li> <li>▪ Performance monitoring of the key milestones</li> <li>▪ Management of the consultation and engagement process</li> <li>▪ Performance management</li> <li>▪ Reporting to Oxfordshire Partnership</li> <li>▪ Drafting the plan</li> </ul>
Claire Phillips	OCC Project Officer	<ul style="list-style-type: none"> <li>▪ Project management and coordination</li> </ul>
Paul James	OCC Partnership management	<ul style="list-style-type: none"> <li>▪ Communication, liaison and engagement of partners.</li> <li>▪ Oversight of consultation and engagement.</li> <li>▪ Drafting the Plan.</li> </ul>
Paul Edwards	OCC Performance management and CPA	<ul style="list-style-type: none"> <li>▪ Ensure consistency with the Council's forward planning process and CPA requirements</li> <li>▪ Input on customer/community trends</li> </ul>
Margaret Melling	OCC Contractor	<ul style="list-style-type: none"> <li>▪ Project management of the development of the evidence base</li> <li>▪ Working with key contributors of evidence and analysis</li> <li>▪ Drafting evidence briefing papers and summaries</li> </ul>

Dave Waller	OCC Economy and skills	<ul style="list-style-type: none"> <li>▪ Link to Oxfordshire Economic Partnership and Oxfordshire Learning Forum</li> </ul>
Fiona Mullins	OCC Economy and Skills	<ul style="list-style-type: none"> <li>▪ Link to sustainable communities issues</li> </ul>
Ben Smith	OCC Oxfordshire Data Observatory	<ul style="list-style-type: none"> <li>▪ Link to Data Observatory</li> </ul>
Sarah Bretton	OCC Children, Young People and Families	<ul style="list-style-type: none"> <li>▪ Co-ordination with Children, Young People and Families directorate and plans.</li> </ul>
Paul Purnell	OCC Social & Community Services	<ul style="list-style-type: none"> <li>▪ Co-ordination with Social and Community Services directorate and plans.</li> </ul>
John Parry	OCC Community Safety	<ul style="list-style-type: none"> <li>▪ Co-ordination with Community safety services directorate and plans.</li> </ul>
PRIMARY CARE TRUST Jackie Wilderspin Head of Partnerships and Health Inequalities.	PCT / health strategy advice	<ul style="list-style-type: none"> <li>▪ Co-ordination with PCT strategy and plans.</li> <li>▪ Challenge.</li> </ul>
THAMES VALLEY POLICE	TBC	<ul style="list-style-type: none"> <li>▪ Co-ordination with TVP strategy and plans.</li> </ul>
DISTRICT COUNCILS	Andrew Tucker (WODC) Helen Crofts (SODC) Alison Davies (Cherwell) Sharon Cosgrove (City) Toby Warren (Vale)	<ul style="list-style-type: none"> <li>▪ It is proposed that there be a senior representative from all district councils</li> </ul>
Voluntary & Community Sector	Alison Baxter	<ul style="list-style-type: none"> <li>▪ Co-ordination with VCS issues and priorities.</li> </ul>

# For Action

## 1. Actions agreed by the Summary of main actions agreed

Actions will be agreed at each project group meeting. The actions from the meeting held on the 26<sup>th</sup> March are summarised below:

Organisation	Action/Decision	Deadline
District Councils	<ul style="list-style-type: none"> <li>• To notify project manager of any consultation activities being held within your organisation that are taking place which could feed into the development of the SCS</li> <li>• To update district LSPs as appropriate</li> <li>• To notify the project manager of any reviews/strategic plan processes that are linked to the SCS</li> <li>• To ensure that key milestones are logged within the District Councils forward Plan</li> <li>• Nominate an appropriate substitute for meetings notify project manager</li> </ul>	Next meeting
Oxfordshire PCT	<ul style="list-style-type: none"> <li>• To notify project manager of any consultation activities being held within your organisation that are taking place which could feed into the development of the SCS</li> <li>• To notify the project manager of any reviews/strategic plan processes that are linked to the SCS</li> <li>• Nominate an appropriate substitute for meetings and notify project manager</li> </ul>	Next meeting
Voluntary and Community Sector	<ul style="list-style-type: none"> <li>• To notify project manager of any consultation activities being held within your organisation that are taking place which could feed into the development of the SCS</li> <li>• To notify the project manager of any reviews/strategic plan processes that are linked to the SCS</li> <li>• A specific workshop will be held on “stronger communities” – please notify project manager of appropriate invitees</li> <li>• Nominate an appropriate substitute for meetings and notify project manager</li> </ul>	Next meeting

<p>Oxfordshire County Council</p> <p>Stephen Capaldi, Paul James, Claire Evans, Margaret Melling</p> <p>Claire Evans</p> <p>Margaret Melling</p>	<ul style="list-style-type: none"> <li>• To notify project manager of any consultation activities being held within your organisation that are taking place which could feed into the development of the SCS</li> <li>• To notify the project manager of any reviews/strategic plan processes that are linked to the SCS</li> <li>• Nominate an appropriate substitute for meetings and notify project manager</li> <li>• Project Initiation Document to be updated (project manager)</li> <li>• Participation Strategy to be produced (project manager, for discussion at next meeting)</li> <li>• Vulnerable groups to be included as an additional area of evidence gathering</li> </ul>	<p>Next meeting</p>

## **2. What is the Sustainable Community Strategy? Developing a long-term vision for Oxfordshire**

**The Local Government White Paper 2006: Strong & Prosperous Communities** sets out the intention to impose a duty on Oxfordshire County Council to prepare a Sustainable Community Strategy (SCS) for the longer term needs of the area. We shall refer to the SCS as Oxfordshire 20:20 throughout this document.

It also anticipates a more extensive role for the Local Area Agreements to drive change across the county by stretching performance in support of the SCS and national targets.

The Local Government and Involvement in Public Health Bill (published December 2006) sets out the duties and requirements for the county council as the authority responsible for the Local Area Agreement.

The SCS is expected to feed into the development of the LAA. The SCS will also need to reflect the framework provided by the regional spatial strategy, the South East Plan and will need to relate to the district local development frameworks which sets out the land use planning requirements

There is also an expectation that community place shaping will be embraced within the SCS.

The SCS needs to be developed by the Oxfordshire Partnership (the countywide Local Strategic Partnership or LSP) with the County Council providing leadership for the process.

Within the two tier system of local government operating in the county it is hoped that County and district LSPs can:

- share a countywide Strategy
- recognise that lead roles for delivering change need to be shared across the tiers
- agree a strategy to focus on local place shaping in priority areas. This is a key role for district LSPs.

It is anticipated that the new SCS will be agreed by December 2007: this will ensure that when the new LAA is developed by Summer 2008 it can reflect Oxfordshire's priorities as well as central government imperatives.

The Sustainable Community Strategy document is expected to include:

- Background: why we need a Sustainable Community Strategy and how it has been developed
- Context: a broad description of Oxfordshire, historical trends and future pressures
- Strategy: vision for Oxfordshire, meeting the pressures on the county, what already being done, gaps – what this strategy will cover

- Action Plan: list of actions and organisations responsible

### **3. Definitions**

#### **Sustainable Community Strategy**

A county-wide strategic plan and long-term vision that sets out the highest level priorities for the sustainable development of economic, environmental and social well-being. Includes Local Area Agreement targets.

#### **Local Area Agreement**

An agreement with Government to deliver on a range of national and local targets to improve outcomes in children and young people, safer communities, healthy communities and older people, the environment, the economy and stronger communities. OCC has a duty to develop the LAA with partners.

#### **Local Strategic Partnership**

The highest level multi-agency/sector partnership in each area responsible for improving economic, environmental and social well-being.

#### **Oxfordshire Partnership**

The Local Strategic Partnership for the county. The Partnership adopted a new governance framework in December 2006 in order to manage the Local Area Agreement and the Sustainable Community Strategy

#### **Public Service Board**

The Public Service Board oversees the management of the LAA.

#### **Thematic Partnership**

The original Ambition Groups of the Oxfordshire Community Partnership have been overtaken by developments in the role of LSPs and are replaced by thematic partnerships. These include the Children and Young People's Partnership, Safer Communities Partnership, Health & Well-Being Partnership and stronger communities, economic development, learning and skills, environment, culture and any other partnership arrangements that may be required to improve economic, social and environmental well-being in the county

#### 4. Key Project Milestones

When	What	Who	Progress
March	First meeting of project group held to: <ul style="list-style-type: none"> <li>- agree terms of reference</li> <li>- agree membership of group</li> <li>- comment on project initiation document</li> </ul>	SCS project group	<b>Complete</b>
March – April	Development of the project management document	Project Group	<b>In development</b>
March – June	Analysis of evidence and data	Consultant	<b>On target</b>
April	Meet with theme paper contributor to agree content	Consultant	<b>In development</b>
April – May	Planning of Thematic workshops <ul style="list-style-type: none"> <li>- Plan a list of workshops which need to be held</li> <li>- Develop plan for the workshops in consultation with facilitator</li> <li>- Organise dates/venues/participants/send out invite letters</li> </ul>	Project Manager Consultant Project Officer	<b>In development</b>
30 <sup>th</sup> April	<b>SCS Project Group Meeting</b> <ul style="list-style-type: none"> <li>• Actions from previous meeting fulfilled</li> <li>• Discuss participation comment</li> <li>• Amended project management document for discussion</li> </ul>	Project Group	
18 <sup>th</sup> May	<b>SCS Project Group Meeting</b> <ul style="list-style-type: none"> <li>• Discuss plan for workshops</li> <li>• Update on production of theme papers</li> </ul>	Project group	
May	Full update (via e-mail) to Oxfordshire Partnership members on the development of the project to date.	Project Manager	

When	What	Who	Progress
Mid June – end of July	3 workshops to be held (identical format to be run 3 times – delegates to be given 3 dates to choose from)	Thematic partnerships Elected Members District LSPs Oxfordshire Partnership	
<b>12<sup>th</sup> June</b>	<b>SCS Project Group Meeting</b>		
<b>14<sup>th</sup> June</b>	<b>Oxfordshire Partnership Meeting 14<sup>th</sup> June.</b> <ul style="list-style-type: none"> <li>To consider the report on the evidence base and any workshops which have been held</li> </ul>		
<b>11<sup>th</sup> July</b>	<b>SCS Project Group Meeting</b> <ul style="list-style-type: none"> <li>To look at the report on the evidence, results from workshops to date</li> </ul> Discussion on the development of the options paper		
<b>14<sup>th</sup> August</b>	<b>SCS Project Group meeting</b> <ul style="list-style-type: none"> <li>Analysis of workshop findings</li> <li>Proposed development of the options paper</li> </ul>		
August	Development of the Options Paper	Project Group Oxfordshire Partnership	
Early September (1 <sup>st</sup> 2 weeks)	<b>Two overview workshops</b> One for Cllr (including County and Districts) Oxfordshire Partnership (to include district LSP members)		
<b>19<sup>th</sup> September</b>	<b>SCS Project group meeting</b> <ul style="list-style-type: none"> <li>Agreement of the options paper</li> </ul>		
September	Options Paper for Consultation (allowing 8 weeks)	Public	

When	What	Who	Progress
25th		Thematic Partnerships Private Sector Voluntary and Community Sector	
<b>18<sup>th</sup> October</b>	<b>SCS Project Group Meeting</b> To review the consultation feedback on the options paper to date (note the consultation period will not have finished by this meeting)		
	<b>Oxfordshire Partnership Meeting 25<sup>th</sup> October</b> <ul style="list-style-type: none"> <li>• Presentation on the consultation results</li> <li>• Development of the Draft Sustainable Community Strategy and agreement on priorities</li> </ul>		
<b>15<sup>th</sup> November</b>	<b>SCS Project Group Meeting</b> <ul style="list-style-type: none"> <li>• Analysis of consultation results</li> </ul> Development of the Draft Sustainable Community Strategy		
23 <sup>rd</sup> November	Consultation finishes		
November	Draft framework for comment	Oxfordshire Partnership Project group District LSPs	
December 07	Agreement on key priorities	Oxfordshire partnership District Councils/LSPs	

## 5. Project Deliverables

### Oxfordshire 20:20

The final deliverable will be the Sustainable Community Strategy (Oxfordshire 20:20) and supporting documents.

The Oxfordshire 20:20 document is expected to include:

<b>Oxfordshire 20/20 – a Strategic Plan for Thriving Communities</b>	
<b>FOREWORD</b>	A vision for Oxfordshire – from the Chairman of the Partnership
<b>BACKGROUND (SCS)</b>	Why we need a Sustainable Community Strategy and how it has been developed.
<b>CONTEXT</b>	A broad description of Oxfordshire, historical trends and future pressures.
<b>STRATEGY</b>	A vision for Oxfordshire, meeting the pressures on the county, what is already being done, gaps – what this strategy will cover?
<b>ACTION PLAN</b>	Short, medium and long-term plans and targets
<b>INVOLVEMENT</b>	Who is involved? How to get involved.
<b>BACKGROUND (links to partnerships/plans etc)</b>	Link to the Partnership Links to organisations Links to plans and strategies within Oxon Links to neighbouring organisations and their plans and strategies Link to Regional Economic Strategy Link to regional and national Government.

There will be two versions of the strategy – a full document and a summary.

### Information to support the Strategy

Deliverables will also include a series of accompanying working papers produced to support the development of the final strategy. These supplementary papers will be in the form of thematic, briefing documents plus reports on workshops and discussions held.

The following table is a summary of the briefing papers planned to be produced:

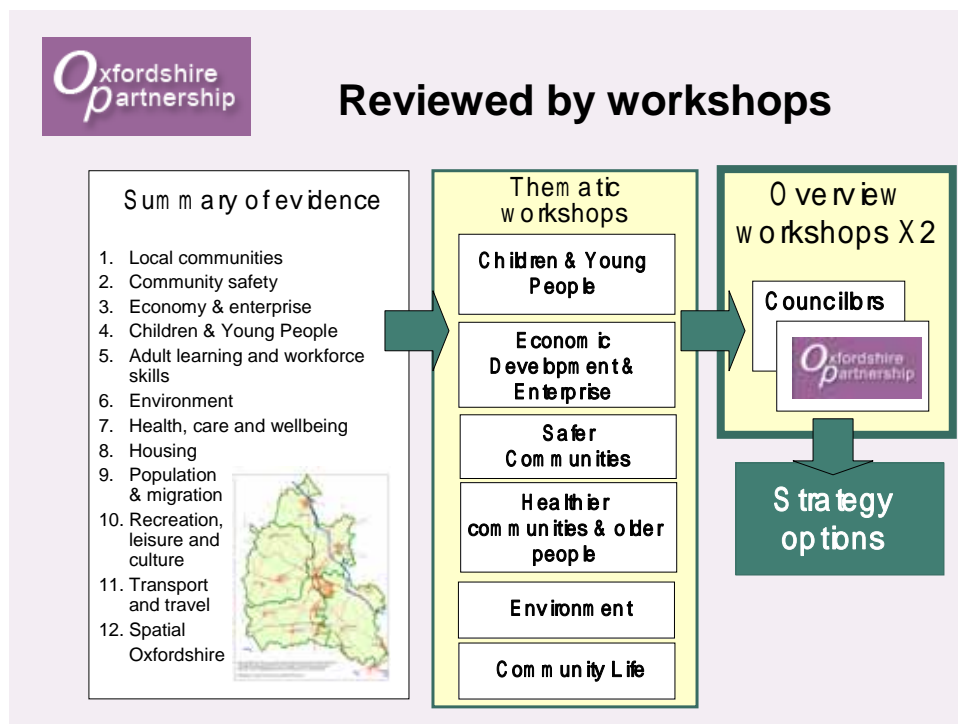
	<b>Theme</b>	<b>Broad content</b>	<b>Lead author</b>
<b>1</b>	<b>Community Life</b>	Community cohesion and involvement, volunteering, community planning, service issues.	OCC Communities team and OVSDP
<b>2</b>	<b>Community Safety</b>	Crime, fear of crime; anti-social behaviour; "hate" crime; road safety; alcohol and drugs, domestic abuse, environmental crime	OCC Community safety Directorate
<b>3</b>	<b>Economy</b>	Income, employment, businesses, change in key industry sectors	OCC Environment & Economy directorate
<b>4</b>	<b>Children and Young People</b>	Pupil achievement, destination of school leavers	OCC Children and Young People Directorate
<b>5</b>	<b>Adult learning and workforce skills</b>	Adult skills, training	Learning & Skills Council
<b>6</b>	<b>Environment</b>	Natural resources, countryside, waste, climate change	OCC Environment & Economy Directorate
<b>7</b>	<b>Health, care and wellbeing</b>	General health, hospital and A&E attendance, people providing care	Oxfordshire PCT Decision Support Service
<b>8</b>	<b>Housing</b>	Choice, affordability, development	OCC Environment & Economy Directorate
<b>9</b>	<b>Population and migration</b>	Ageing population, long term and short term migration trends	Oxfordshire Data Observatory
<b>10</b>	<b>Access to services and travel</b>	Location of services, travel patterns and trends (work, shopping, school)	OCC Environment & Economy directorate
<b>11</b>	<b>Recreation, leisure and culture</b>	Participation in sport, leisure activities, internet	District Council Leisure Officers
<b>12</b>	<b>Spatial Oxfordshire</b>	SE plan, Regional Economic Strategy, Local Development Frameworks, planning policy; rural, market towns, urban	OCC Environment & Economy directorate

## 6. Consultation & Engagement

### a) Process:

The strategy options will be developed through a series of workshops and discussions initially by the thematic groups.

These discussions will be followed by two workshops – one for Councillors and one for the Oxfordshire Partnership - which will review the outcome of the previous workshops and the full range of evidence in order to prepare the draft issues and options for the SCS



### b) Proposed structure of SCS briefing papers - to be agreed with & prepared by each contributor:

- Developing the plan (e.g. CYP) - key priorities (who is involved, what is already happening)
- Addressing the needs of vulnerable groups
- Threats and opportunities for the future
- Issues and options for the SCS
- Supporting evidence - past trends, current picture, future pressures

- Related strategies and plans

Please see appendix A for further information.

- b) Timetable of Consultation and Engagement (**please note that this is yet to be fully developed and will be brought to the next Project group meeting for discussion**).

## 7. Assumptions

The following assumptions will guide the development of a new strategy:

- The Oxfordshire Partnership will focus on developing the countywide strategy but will recognise and be influenced by community based place shaping led by district councils/LSPs
- The strategy will provide a long term focus and sense of direction but will be updated periodically to reflect progress with delivery and changes to circumstances and local community aspirations.
- The strategy will seek to stretch performance and deliver significant change through:
  - Better partnership working amongst statutory agencies
  - public/private collaboration
  - VCS and community partnerships

However in so doing the Strategy will need to recognise the resource and other constraints of the statutory agencies

- That existing long term strategies which take account of data about demographic and societal trends, already exist in many service areas. These strategies will be tested during the development of a new SCS but this will not be a major element of the project.
- The principle areas for project focus will be four key areas:
  - The inter-relationship of service strategies to ensure a holistic approach
  - Opportunities to take preventative action rather than concentrate on cures
  - The extent to which service strategies are found to fit local community needs
  - Opportunities for VCS and community effort to replace or supplement the work of statutory agencies.

## 8. Interdependencies

- Effective working between local authorities is crucial to the project's success as is effective Executive and management collaboration within Councils.
- The County Council, Police and the NHS are the key statutory partners and maintaining and developing their co-operation in the development of the Vision is also crucial to the project's success.

- Developing Oxfordshire 2020 will require the Oxfordshire Partnership and district LSPs to work together to avoid conflict and duplication of effort.
- The development of the Strategy is an opportunity to integrate action to reflect the close interdependencies between the county's urban and rural areas.

## 9. Project Control:

Control	Who	When
SCS project team meeting	Stephen Capaldi Claire Evans Paul James Margaret Melling	Every 3 weeks
SCS Project Group	Members as outlined at page one of document	Monthly
Oxfordshire Partnership	All members	Meeting scheduled for June and October

## 10. Management of risks and uncertainties

Area of risk or uncertainty	Impact on project	Mitigation or contingency plan in place	Risk status (H/M/L)
No political agreement on a Vision	Major	<ul style="list-style-type: none"> <li>• Cabinet have facilitated development sessions for this project.</li> </ul>	Low
Disagreement on vision between OCC and LSP	Major	<ul style="list-style-type: none"> <li>• Programme of consultation and debate and opportunities to develop and change the vision throughout the process</li> <li>• Use of evidence / data to support the vision.</li> </ul>	Medium
Ability to resource the development of the SCS	Major	<ul style="list-style-type: none"> <li>• Project is included in CEX Business Plan for 06/07. 07/08.</li> </ul>	Medium
Delivery: Linking the Vision to the operational plans of the Council.	Moderate	<ul style="list-style-type: none"> <li>• Shared operational plan (i.e., developed with all delivery partners)?</li> <li>• Map existing delivery environment (esp. delivery partners and relationships)?</li> </ul>	High

		<ul style="list-style-type: none"> <li>• Identify links (i.e., internal, contractual/regulatory links &amp; links of common purpose)?</li> </ul>	
No agreement with key stakeholders	Major	<ul style="list-style-type: none"> <li>• Consultation meetings with Police, Health and district councils early in the project.</li> <li>• Use of evidence / data to support the vision.</li> </ul>	Medium

**Appendix A:**

**Template for the Economy theme paper:**



Oxfordshire 20/20  
a Strategic Plan for Thriving Communities

Briefing paper 3: Economy

WORKING DRAFT

This paper is number 3 in a series of 12 briefing papers prepared to inform the development of the Oxfordshire Sustainable Community Strategy by the Oxfordshire Partnership.

The briefing papers are designed for any individual or organisation interested in finding more about Oxfordshire. Specifically they have been developed for representatives of organisations in the Oxfordshire Partnership who will be attending workshops and discussions on the Sustainable Community Strategy during the summer of 2007.

Note that this is a working document and we welcome suggestions for additions and improvement.

DRAFT: xx May 2007

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Paper prepared by:            name, organisation

With the help of:

Date:                            xx May 2007

## 1 Developing Oxfordshire's Economy

[what is already being done]

### 1.1 Introduction

Oxfordshire Economic Partnership is a network of xxx public and private sector partners aiming to .....[short summary of goals/vision]

The partnership published an Economic Development Strategy for Oxfordshire (2006-2016) in 2006 and is now....[actions]

Other important plans for economic development in Oxfordshire include:

- Regional Economic Development Strategy [add more here]
- [others]

This focus on economic development is successfully ... [outcomes, examples]

### 1.2 Developing the high tech economy

Although only 14% of employment in the county the high tech sector is seen as vital to its long term health

Describe clusters and main sources of ideas

Describe venture capital sources – précis of Enterprising Oxford – forthcoming

### 1.3 Developing the Tourist economy

### 1.4 Developing the retail sector

### 1.5 Addressing the needs of vulnerable groups

[this section is included as it is a cross-cutting theme for the SCS.

Describe how economic development is supporting vulnerable groups and communities – those who may be classified as disadvantaged and likely to be a minority, actual definition may vary according to the topic]

## 2 Threats and opportunities for the future

Threats: Competition, Skills, disagreements about strategy, congestion, reputation

Opportunities: environment, clusters, reputation/brand

### 3 Issues and options for the SCS

[what would you like the Oxfordshire Partnership's Sustainable Community Strategy for Oxfordshire to address on the economy – any areas which are not yet adequately covered? If possible separate short term from long term. Be mindful of resourcing issues]

Issues which have already emerged [how?] as needing attention in the future are:

- [list... examples... evidence]

## 4 APPENDIX – background on the economy of Oxfordshire

### 4.1 Employment

unemployment, self-employment, home working  
earnings

### 4.2 Businesses

employers – type (sectors), size, location  
business growth

### 4.3 Future trends/pressures

## 5 APPENDIX – References and contacts

### 5.1 Documents

Economic Development Strategy Oxfordshire 2006-2016  
[add short 2 line summary]

### 5.2 Organisations

Oxfordshire Economic Partnership [www.oep.org.uk](http://www.oep.org.uk)  
Oxfordshire Data Observatory [www.oxfordshireobservatory.info](http://www.oxfordshireobservatory.info)

## 6 APPENDIX – list of briefing papers

	<b>Theme</b>	<b>Broad content</b>	<b>Lead author</b>
1	Community Life	Community cohesion and involvement, volunteering, community planning, service issues.	OCC Communities team
2	Community Safety	Crime, fear of crime; anti-social behaviour; “hate” crime; road safety	OCC Community safety Directorate
3	Economy	Employment, income, businesses, change in key industry sectors	OCC Environment & Economy directorate
4	Children and Young People	Pupil achievement, destination of school leavers	OCC Children and Young People Directorate
5	Adult learning and workforce skills	Adult skills, training	Learning & Skills Council
6	Environment	Natural resources, countryside, waste, climate change	OCC Environment & Economy Directorate
7	Health, care and wellbeing	General health, hospital and A&E attendance, people providing care	Oxfordshire PCT Decision Support Service
8	Housing	Choice, affordability, development	OCC Environment & Economy Directorate
9	Population and migration	Ageing population, long term and short term migration trends	Oxfordshire Data Observatory
10	Access to services and travel	Location of services, travel patterns and trends (work, shopping, school)	OCC Environment & Economy directorate
11	Recreation, leisure and culture	Participation in sport, leisure activities, internet	District Council Leisure Officers
12	Spatial Oxfordshire	SE plan, Local Development Frameworks, planning policy; rural, market towns, urban	OCC Environment & Economy directorate

**APPENDIX B:**  
The Oxfordshire Partnership. Framework of thematic partnerships.

