

Oxfordshire Housing and Growth Deal Delivery Plan

Table of Contents

| | | |
|----|--|----|
| 1 | Overview..... | 2 |
| 2 | Infrastructure Fund and Programme | 5 |
| 3 | Joint Statutory Spatial Plan and Freedoms & Flexibilities | 11 |
| 4 | Housing and Affordable Housing | 14 |
| 5 | Productivity and Growth | 19 |
| 6 | Connectivity (including Cambridge-Milton Keynes-Oxford Corridor)..... | 21 |
| 7 | Governance and Accountability | 23 |
| 8 | Capacity Funding | 28 |
| 9 | Appendix 1 – LEP Delivery Table..... | 31 |
| 10 | Appendix 2 – Monitoring Template for Affordable Housing Fund Programme..... | 38 |
| 11 | Appendix 3 – Oxfordshire Housing and Growth Deal – Assurance Framework | 39 |

1 Overview

1.1 INTRODUCTION

- 1.1.1 Following the announcement of the Oxfordshire Housing and Growth Deal at Budget 2017, and the memorandum of understanding between local partners and Her Majesty's Government (HMG) , Oxfordshire is required to produce a realistic Housing and Growth Deal delivery plan (HGDDP) by mid-February 2018.
- 1.1.2 This HGDDP will need to be agreed with HM Government (HMG), and should demonstrate how Government money provided through the Deal will be spent in accordance with value for money requirements, to help meet Oxfordshire's ambition to plan for and support the delivery of 100,000 homes by 2031.
- 1.1.3 Oxfordshire is a thriving economy, strategically located within the South-East, close to London, and anchoring the Oxford-Milton Keynes-Cambridge Growth Corridor.
- 1.1.4 Since the recession of the last decade, our cumulative growth has been higher than any other local area. Our total economic output is around £22bn a year, meaning economic output per capita is among the highest in the UK, and we make a significant net contribution to the exchequer.
- 1.1.5 This success brings with it challenges – not least housing affordability with Oxfordshire the 5th least affordable housing market in the country relative to earnings, with median prices to median earnings ratio of over 10, but also recruitment, transport congestion, and pressure on other physical and social infrastructure.
- 1.1.6 Oxfordshire's six local authorities, together with OxLEP, are working together on an ambitious, comprehensive and integrated approach to addressing our housing, infrastructure and economic challenges to deliver the potential of our world class knowledge economy and high quality sustainable development across the County.
- 1.1.7 This is reflected in the strong collaborative approach at the heart of the Oxfordshire Growth Board: a joint committee of the six local authorities, together with key strategic partners - including Oxfordshire's two universities and OxLEP - set up to facilitate and enable joint working on economic development, strategic planning and growth, including housing.
- 1.1.8 Work undertaken by the Oxfordshire Growth Board and OxLEP has resulted in the development of an ambitious Strategic Economic Plan, alongside an extensive assessment and ranking project, taking in all of the infrastructure development required to support Oxfordshire's expected growth to 2040 (Oxfordshire Infrastructure Strategy - OxIS).
- 1.1.9 Oxfordshire has engaged actively with opportunities to secure local and national funding to rise to this challenge, through the 2013 City Deal process, Local Growth Fund, developer contributions, current bids to the Housing Infrastructure Fund and through this Deal.

1.2 THE CURRENT DEAL

- 1.2.1 Following extensive engagement with HMG who recognise both the challenges and opportunities faced by Oxfordshire, the Chancellor and Secretary of State for Communities and Local Government announced on 22 November 2017 that Oxfordshire would receive up to £215m of new funding in order to support Oxfordshire's ambition to plan for and support the delivery of 100,000 homes by 2031. £150m of this funding focuses on infrastructure delivery, £60m on additional affordable housing, and £5m capacity funding for the costs of delivering on the agreement.
- 1.2.2 The Deal also includes commitment from Government and local partners to work together to boost productivity through a number of measures including the development of an Oxfordshire Local Industrial Strategy, supporting local business growth, and addressing skills gaps.
- 1.2.3 This deal will be underpinned by the development of an Oxfordshire Joint Statutory Spatial Plan (JSSP), building on the existing Local Plans, the Oxfordshire Infrastructure Strategy and Oxfordshire Local Transport Plan. The JSSP will set the strategic long-term direction for planning. It will also build on the extensive assessment of the infrastructure development required to support growth in housing and the economy expected over the next 25 years. Key objectives are to clarify the countywide growth picture and explore greater opportunities to engage in collective decision making, and to avoid incremental, speculative and unplanned development.
- 1.2.4 In addition to the deal, wider work is being undertaken by local and national partners, including around strategic road and rail infrastructure, productivity improvement, land assembly, and the wider Oxford-Milton Keynes-Cambridge corridor.
- 1.2.5 The ambitious and comprehensive investment programme will help deliver sustainable development with a focus on quality of place and more affordable housing. It will be overseen by the Oxfordshire Growth Board, working in partnership with Homes England, Highways England, Network Rail and other partners.
- 1.2.6 Oxfordshire partners and Government view this deal as a positive first stage in an on-going partnership to pursue a comprehensive approach to deliver housing and economic growth and will also continue to work together to explore opportunities arising from investment in the Cambridge-Milton Keynes-Oxford corridor and other funding streams.

1.3 HEADLINE COMMITMENTS

- 1.3.1 Oxfordshire and the Government have made specific commitments in the Outline Agreement.
- 1.3.2 Oxfordshire commits to:
 - Plan for and support the delivery of 100,000 new homes between 2011 - 2031 - backed up with a credible plan for delivery outlining interim milestones and targets and agreed with Homes England and Government

- The submission and adoption, subject to the examination process, of a Joint Statutory Spatial Plan (JSSP) covering all five districts, by 2021, and submission of the current suite of Oxfordshire Local Plans
- Work with government to explore further opportunities to drive innovation in partnership, design and construction
- Work to secure additional public and private funding to plan for and support delivery of 100,000 homes by 2031
- Consider the introduction of a Strategic Infrastructure Tariff

1.3.3 Government commits to:

- Provide Oxfordshire with up to £215m funding
- Explore options for time-limited planning freedoms and flexibilities (subject to consultation where appropriate)
- Support for encouraging more private sector investment in Oxfordshire as an area with high economic potential
- Future collaboration to break down barriers to housing delivery

1.3.4 Government and Oxfordshire agree to continue working together to accelerate economic growth and boost productivity by:

- Developing an ambitious Local Industrial Strategy with a long-term vision for growth.
- Developing the Oxfordshire Growth Hub (with continued Government funding) to deliver quality driven targeted support, sector advice to increase SME market penetration and to accelerate scale-up of high growth companies.
- Identifying Oxfordshire's specific skills needs, and encouraging local providers to align their provision to address these needs.
- Supporting Oxfordshire's world-leading science and technology clusters by reviewing the options available to accelerate the decommissioning programme for the Harwell site by June 2018.
- Building on Oxfordshire's strong international profile to investigate measures to boost inward investment and exports.

2 Infrastructure Fund and Programme

2.1 WORKSTREAM OVERVIEW

- 2.1.1 Government will provide Oxfordshire with £150 million funding for transport and supporting infrastructure schemes to secure the delivery of priority housing and employment sites.
- 2.1.2 The focus of this workstream is to set out how the infrastructure funding provided by the Deal will support a programme of transport and related infrastructure schemes to support planned housing development in Oxfordshire over the next 5 years. Oxfordshire will identify an indicative pipeline of schemes and the locations and level of housing development each supports, including the total number of houses each site would provide.
- 2.1.3 The Infrastructure Delivery Programme reflects the greater level of certainty Oxfordshire have over the earlier years of the Deal, and will be set out in detail for Year 1, where the focus will be on local infrastructure schemes that are ready for, or close to delivery, with corresponding housing sites able to be realised. Accordingly, Years 2-5 of the Infrastructure Delivery Programme are indicative at this stage and require a degree of flexibility to ensure we maximise value for money throughout the delivery of the Deal, but will be agreed in the March of each year of the deal after Year 1, as above.
- 2.1.4 The balance of the Infrastructure Delivery Programme also recognises that, in Year 1 there will need to be a proportionally higher level of revenue funding spent on scheme design and approvals, to ensure projects for Years 2-5 have been fully and robustly developed, so that they are ready for construction.
- 2.1.5 The Infrastructure Delivery Programme has been developed jointly across all Oxfordshire authorities, building on already established processes (through the development of Local Plan Infrastructure Delivery Plans for example) and agreed priorities, as set out at an overall level in the recently Oxfordshire Growth Board approved OxIS.
- 2.1.6 In developing and refining the proposed Infrastructure Delivery Programme, a number of factors have been taken into consideration, including the ability of each scheme to support housing – and in Years 1 and 2 including projects which if they are built, will directly enable development to take place.
- 2.1.7 However, it is important to recognise that there is not always a clear and direct linear relationship between infrastructure schemes and housing development, with infrastructure (particularly strategic projects) frequently supporting more than one development site and, similarly, development sites requiring more than one piece of infrastructure to make them work and achieve outcomes. There is also a longer lead in time for major schemes and as a consequence housing delivery is likely to be skewed towards the later years of the Deal and beyond.

2.2 OUR APPROACH

2.2.1 Using the Housing and Growth Deal funding an Infrastructure Fund and Delivery Programme will be established to support Oxfordshire's ambition to plan for and support the delivery of 100,000 homes by 2031. Although the £150m does not meet the full funding gap to deliver the infrastructure required to plan for and support the delivery of all 100,000 homes, it will help support the delivery of approximately 6,500 houses during the period of the Deal, and a total of up to 14,000 by 2031. It will also establish an infrastructure fund that will lever in additional investment.

2.2.2 Using evidence from OxIS (that has been informed by the 5 Local Plan Infrastructure Delivery Plans) the Infrastructure Delivery Programme will focus on unlocking the housing planned for in current and emerging Local Plans. The overall Infrastructure Delivery Programme will be viewed as a package (and will include any successful Housing Infrastructure Fund bid(s)) allowing for flexibilities within the Deal period to ensure continued value for money and strategic fit across Oxfordshire.

2.2.3 The initial Infrastructure Delivery Programme was developed using the below approach:

- Year 1 programme informed by OxIS ranking assessed by:
 - Deliverability, in terms of: readiness / completion of design; consultation or approvals/permissions required;
 - Scheme design/optionseering not yet complete – hence requirement for revenue funding first
 - Compulsory Purchase Orders, Side Road Orders, planning permission to be gained, including agreement with Highways England and/or Network Rail on schemes likely to have an impact on the national rail or Strategic Road Network – other legal processes to go through before a start onsite can be made
 - Value for Money – this will be determined through the HIF 'Ready Reckoner' tool¹
 - Strategic Fit as identified in OxIS and Local Plans
 - Interrelationship with other infrastructure proposals/schemes – including sequencing
 - Predicated Transport and other strategic outcomes, for example changes in trip patterns
- Indicative Years 2 – Y5 programme informed by OxIS ranking and assess by:
 - Deliverability, in terms of: readiness / completion of design; consultation or approvals/permissions required
 - Value for Money – this will be determined through the 'Ready Reckoner'
 - Strategic Fit as identified in OxIS and Local Plans
 - Interrelationship with other infrastructure proposals/schemes – including sequencing
 - Predicated Transport and other strategic outcomes, for example changes in trip patterns

¹ <https://www.gov.uk/government/publications/housing-infrastructure-fund>

- 2.2.4 The Year 1 Infrastructure Delivery Programme (including sites) will set out the schemes that could be funded or partially funded by the Housing and Growth Deal. This will be subject to Value for Money analysis using the HIF “ready reckoner” (see above) to confirm the Year 1 programme.
- 2.2.5 Years 2-5 require further assessment, therefore at this stage the Years 2-5 programme is indicative and will be developed in Quarter 1 and Quarter 2 of 2018/19 for approval by the Oxfordshire Growth Board in Quarter 3 in 2018/19, subsequent agreement with HMG and subsequent amendment of Oxfordshire County Council’s Capital Programme in Quarter 4 2018/19 (see governance section below).
- 2.2.6 The development of the Infrastructure Delivery Programme will be supported by Homes England providing advice on infrastructure and associated sites suitable for early delivery and support in the development of the overall programme to ensure continued focus on housing [and employment] delivery.
- 2.2.7 Assumptions made within the Infrastructure Delivery Programme include:
- Capital/revenue split is skewed towards revenue the earlier years of the Deal to allow for feasibility work to take place on schemes that will deliver in later years
 - The overall capital/revenue split will be 90:10 to reflect the upfront revenue costs for the early stages of scheme development
 - Successful Housing Infrastructure Fund for Didcot Garden Town, if bid is unsuccessful the infrastructure programme will be redesigned
 - Funding from the Deal will be presented within the context of other funding to avoid double counting
 - Management of overlap where an infrastructure funded site has an affordable housing component will be captured
 - Support from HMG for greater dialogue with Ministry of Defence, Highways England, Network Rail, NHS, utilities companies as part of our strategic delivery pathway model
 - Mechanisms for ensuring high quality design and construction
 - Opportunities to leverage other investment (including private) through the deal will be taken advantage of including exploring the viability of a Strategic Infrastructure Tariff (SIT) that could capture the value up lift through the development process.
 - The value for money methodology will be kept under review during the Deal to ensure it is up to date. Any changes to this assessment methodology will be agreed with Homes England and The Ministry of Housing, Communities and Local Government (MHCLG) through the annual programme delivery approval process.

2.3 KEY DELIVERABLES

- 2.3.1 **Infrastructure Fund** will be used to forward fund infrastructure schemes that unlock housing and growth across Oxfordshire, in line with the priorities determined by the Oxfordshire Growth Board and subject to consideration of relevant policies in Local Plans, the emerging JSSP and any necessary consents, including planning permission. Funding streams will include Housing Infrastructure Fund, Growth Deal funding, and locally raised funding including opportunities for private investment and potentially a Strategic Infrastructure Tariff. Funding raised locally, through development of the Infrastructure Fund, will be paid back into the fund to reinvest in further projects and is therefore likely to have greater longevity beyond the Deal itself.
- 2.3.2 **Infrastructure Delivery Programme** funded by the £150m Deal funding up to 2022/23, including the identification of sites for infrastructure and housing, highlighting their interdependencies. This will include:
- Priority schemes identified for Year 1.
 - Indicative schemes identified for Year 2 - 5
 - Demonstrable linkage to housing trajectory and release of site(s) for development i.e. predicted trajectory with and without the Deal showing added value of the Deal
- 2.3.3 **OxIS** reviewed and updated in years 2 and 4 providing up to date data on infrastructure and growth requirements for the county.
- 2.3.4 **Strategic Infrastructure Tariff (SIT)** – Oxfordshire partners will explore the appropriateness of a SIT for Oxfordshire and conduct a viability assessment (by April 2019)

2.4 TARGETS AND TRAJECTORIES

- 2.4.1 Table 1 provides an overview of the projected housing delivery for Deal period. These predicted trajectories demonstrate the capacity of Oxfordshire to scale up its housing delivery as a result of the Housing and Growth Deal infrastructure funding.
- 2.4.2 The trajectories are informed by the annual monitoring reports (AMRs) of the local planning authorities. The AMR's assume not only the availability of infrastructure funding but also a smooth delivery process – negotiation with landowners, utility providers etc.
- 2.4.3 Local Plan sites and expected housing delivery have been mapped against potential infrastructure schemes in the emerging Housing and Infrastructure Delivery Programme to produce this trajectory.
- 2.4.4 As there are a number of 'non-infrastructure' considerations in both projecting and securing housing delivery, it is essential to manage risks for housing site delivery across the Oxfordshire Growth Board partners, in particular Homes England. Risks to these trajectories will be identified on a site-specific basis and jointly managed as part of the programme.
- 2.4.5 Unlocked housing as a result of the Deal (all schemes with potential to start in the 5-year Programme)' line reflects the housing delivery impact for Housing and Growth Deal schemes likely to be included in the 5-year programme.

Table 1 Homes secured through the Deal

| | 2018/ 2019 | 2019/ 2020 | 2020/ 2021 | 2021/ 2022 | 2022/ 2023 | Cumulative difference over full 5- year period | By2031 |
|---|---------------|---------------|---------------|---------------|---------------|---|--------|
| Predicted trajectory excluding unfunded infrastructure | 4,825 | 4,954 | 4,299 | 4,556 | 4,272 | 22,906 | N/A |
| Predicted trajectory with the Deal | 5,239 | 6,169 | 5954 | 6,379 | 5,714 | 29,455 | N/A |
| Unlocked housing as a result of the Deal (all schemes with potential to start in 5Y Programme) | 414 | 1,215 | 1,655 | 1,823 | 1,442 | 6,549 | 14,000 |

- 2.4.6 The majority of benefits in terms of housing delivery from new infrastructure will come in towards the later years of the Deal.
- 2.4.7 The Oxfordshire authorities will not directly build the homes which comprise the delivery figures released by the infrastructure fund, and exceptional circumstances beyond the Oxfordshire Partners' control - such as economic downturn, adverse market conditions or other uncontrollable factors- will be taken into account if they affect ability to achieve the milestones in full for each year.
- 2.4.8 The infrastructure unlocked through the Deal will also support the delivery of new homes beyond the Deal period (table above). It is estimated that the total housing enabled or unlocked by the Housing and Growth Deal will reach 14,000 new homes by 2031.
- 2.4.9 The actual trajectories for the programme will depend on the schemes selected. This will be completed for year 1 as ratified through the Oxfordshire Growth Board by March 2018 and subsequently for years 2 – 5 when the annual programme is agreed in March of each year.

2.5 SPEND PROFILE

- 2.5.1 In this context, it is important that the infrastructure element of the Infrastructure Delivery Programme is seen as a set of scenarios which together bring a collective infrastructure package that helps secure the overall housing development across Oxfordshire being committed to through this Deal. These scenarios enable development sites to be released - in many cases earlier - and to be built out more quickly, so that deal outcomes can be secured sooner. For Year 1, the scenarios comprise three broad categories of infrastructure provision:
- (i) New transport and related infrastructure projects, with a clear relationship to housing provision;
 - (ii) Front-funding for developed schemes that enable housing to be unblocked and / or accelerated;
 - (iii) Enabling infrastructure investment, which combined with categories (i) and (ii) provide an overall infrastructure network upgrade that supports the totality of the housing provision
- 2.5.2 The remainder of the 5-year programme set out in the Infrastructure Delivery Programme will also comprise a blend of infrastructure investment, but the balance between new, front-funded and enabling schemes is likely to change over time as more new projects come on stream.
- 2.5.3 The milestones will relate to key activities and commitments to secure the delivery of infrastructure and will be set out in the Infrastructure Delivery Programme, for Year 1 by March 2018, and years 2-5 will be approved by the Oxfordshire Growth Board by September 2018.

3 Joint Statutory Spatial Plan and Freedoms & Flexibilities

3.1 WORKSTREAM OVERVIEW

- 3.1.1 **Longer term strategic growth planning:** a new 2050 Joint Statutory Spatial Plan for Oxfordshire (JSSP), work to start in 2018, aligned to a new 2050 Transport vision and Local Industrial Strategy.
- 3.1.2 **Freedoms and Flexibilities:** a package of time-limited planning flexibilities to enable the submission of the current suite of Oxfordshire Local Plans on the current evidential basis, ensure that the Oxfordshire housing land supply position is not undermined, and to adjust the housing delivery test.
- 3.1.3 The Oxfordshire authorities are committed to planning to meet the 100,000 housing requirement for Oxfordshire set out by the Oxfordshire Strategic Housing Market Assessment (SHMA) by 2031. Local Plans are taking shape with adopted Local Plans in place in Cherwell and for Vale of White Horse which are being followed by partial reviews to address unmet housing need, a recently examined Plan in the case of West Oxfordshire, and new Local Plans underway for Oxford City and South Oxfordshire. This has led to a substantial release of land for new housing and employment. As a consequence, housing delivery in the last 3 years across the County has been more than double the delivery in the previous three-year period.
- 3.1.4 However, there is a need to look beyond the 2031/36 timescales of the adopted and emerging Local Plans in order to maximise the local, regional, national and global economic benefits which flow from the development of the Oxford– Milton Keynes – Cambridge Corridor and to secure longer term investment in strategic infrastructure to support growth. There is also a need to continue to raise housing delivery rates and bring forward the delivery of a portfolio of new strategic sites which will be undertaken through the JSSP and future Local Plan reviews.
- 3.1.5 In many parts of the County unplanned speculative development in relatively unsustainable locations is raising significant community concerns, contributing relatively little to infrastructure, and diverting planning resources away from the delivery of planned strategic sites. A framework of planning freedoms and flexibilities will allow the Councils to focus on plan preparation and proactive action on housing delivery.

3.2 OUR APPROACH

- The JSSP will provide a strategic framework for the long-term growth of Oxfordshire up to 2050
- The JSSP will be a statutory Development Plan Document covering the whole of Oxfordshire
- The JSSP will align to a new 2050 Transport vision and a new Local Industrial Strategy
- The JSSP will integrate with the higher-level framework to be developed for the Oxford – Milton Keynes - Cambridge Corridor
- The scope of the JSSP will be defined early in the process of preparation and there will be clarity on its relationship with individual Local Plans

- The preparation of the JSSP will be based upon the Government’s finalised housing need methodology and the implications of the Oxford – Milton Keynes - Cambridge Corridor
- Capacity funding will provide £2.5 million to support the preparation of the JSSP.
- There will be a collective approach to monitoring housing delivery across Oxfordshire, and this will include monitoring of development industry performance
- The Oxfordshire Growth Board will play an important role in accelerating housing delivery through targeted capacity support, affordable housing investment, infrastructure prioritisation, and other actions

DELIVERABLES

3.2.1 The Oxfordshire Deliverables and the Government Deliverables set out below are interdependent in that the agreed planning flexibilities will need to be in place for the JSSP milestones to be met.

3.2.2 Oxon Deliverables Timetable:

- Principle of JSSP agreed through the Approval of Deal – January 2018
- Draft Oxfordshire-wide Statement of Common Ground - 31 March 2018 (To be reviewed if necessary to take account of revised NPPF/NPPG/consultation outcomes)
- Joint JSSP Project Board established to take forward JSSP under Section 28 – July 2018
- All Local Plans submitted for examination 1 April 2019
- Draft JSSP published for formal consultation - 30 October 2019
- Submission of JSSP - 31 March 2020
- JSSP Adoption (subject to examination.) 31 March 2021

3.2.3 Government deliverables: **Planning flexibilities to support transition to JSSP**

- Land Supply requirements - for the duration of the development (from commencement of s 28 process to adoption) of the JSSP a 3-year land supply will be applied in Oxfordshire, subject to local consultation.
- Bespoke Housing Delivery Test measures for Oxfordshire will apply for 3 years following submission of the JSSP. Subject to the outcome of the White Paper consultation, the rates for November 2018 and November 2019, which are 25% and 45%, and which trigger the presumption in favour of sustainable development would remain as set nationally, but the figure from November 2020 would be a bespoke Oxfordshire figure subject to the submission of the JSSP by March 2020. MHCLG will work with Oxfordshire Districts to agree the levels for the bespoke delivery test for local consultation (see below).
- Application of these arrangements within national planning guidance will require changes through a formal process to secure the flexibilities set out above. MHCLG officials will make the necessary arrangements for this. The agreement of the deal set out in this document depends on these flexibilities being achieved.
- The milestones attached to the work on the JSSP are contingent on securing the planning flexibilities outlined above and Government will seek

to have these in place by the July JSSP milestone of creating a JSSP project Board to begin the S28 process. Oxfordshire will review the availability of necessary planning freedoms and flexibilities, at its July 2018 Growth Board meeting. Should the review of JSSP progress result in changes to the milestones of the JSSP work, this will be without prejudice to the remainder of the Deal and the Oxfordshire partners shall not be liable for clawback of any capacity funding incurred on the JSSP up to that stage.

- MHCLG support the completion of the current suite of Oxfordshire Local Plans and recognise this is required to enable Oxfordshire to meet the Deal commitment of submitting Local Plans by 1st April 2019. Their intention (as set out in the recent white paper) is to amend planning guidance so that where a plan is based on an assessment of local housing need in excess of that which the standard method would provide, then the working assumption is that the approach adopted would be sound unless there are compelling reasons to indicate otherwise. As the assessments of housing need in Oxfordshire Local Plans based on the 2014 Strategic Housing Market Assessment are higher than the Local Housing Need figures, they could be used, subject to an appropriate update, as a basis for any local plans that will be submitted for examination, prior to the adoption of the JSSP. The existing arrangements which allow Local Plans to set housing requirements at a lower figure based on capacity or policy constraints will continue to operate.

4 Housing and Affordable Housing

4.1 WORKSTREAM OVERVIEW

- 4.1.1 The focus of this workstream is on the work that Oxfordshire partners will do to support increased housing delivery through the deployment of the affordable housing fund. This is within the context of the partners' ambition to support and plan for the delivery of 100,000 homes by 2031 - with particular emphasis on the period 2018 – 2021.
- 4.1.2 For affordable housing provision our ambition is to deliver a responsive range and mix of affordable housing – including shared ownership and homes for affordable and social rent - to support the local economy and meet the needs of residents across the county.
- 4.1.3 It is proposed that the new homes will be provided across a range of tenures and through innovative new models of planning and delivery specific to Oxfordshire (for example through engagement with our Universities and health sectors). It is proposed that the new homes will be delivered on a range of land supply sources including public and private land, on former greenfield sites, brownfield land, in our garden towns and villages, in existing towns, villages and within Oxford City.

4.2 OUR APPROACH

- Increasing the pace of housing delivery but also ensuring high quality outcomes.
- New and enhanced relationships with sector stakeholders
- Better strategic co-ordination and alignment of the Delivery Pathway throughout Oxfordshire
- Mechanisms for ensuring high quality design and construction whilst investigating off-site construction and manufacturing models
- Delivery of schemes that will provide value for HMG, councils and communities
- Innovation in delivery and products
- Better partnership co-ordination between projects like One Public Estate that may free up land for affordable housing delivery
- Delivery of the homes required to maximise the economic potential of Oxfordshire
- Enhanced range of affordable housing offer across Oxfordshire

4.3 PRINCIPLES OF THE FUND

- 4.3.1 The £60m funding is intended to support a bespoke Oxfordshire-wide affordable housing delivery programme that will support delivery of at least 1320 affordable homes across a range of tenures to start on site by 2021.
- 4.3.2 The fund is in addition to the existing Homes England Affordable Homes Programme which is on-going and will continue alongside the fund (it is not intended to displace or duplicate funding)
- 4.3.3 Oxfordshire partners will use the funding to deliver a programme that capitalises on priorities and opportunities that the councils collectively identify which would include opportunities it opens up for new sites or increased delivery on sites not possible under other funding streams, maximise

opportunities arising from our One Public Estate programme and through development of new partnerships to meet affordability needs.

- 4.3.4 The programme will be delivered through a range of partners / vehicles including Local Housing Companies, Registered Providers, Special Purpose Vehicles and Oxford City Council (utilising its Housing Revenue Account) and other partnerships.
- 4.3.5 This will allow Oxfordshire to build on the innovative projects taking place to provide additional Affordable Housing beyond what is secured through S106 contributions. This includes working with the Universities to deliver sites that provide key worker housing alongside affordable homes such as the West Oxfordshire District Council's project with Blenheim Estate, Cherwell District Council's site specific Local Housing Company at Graven Hill Bicester, South Oxfordshire District Council's Berinsfield and Didcot Gateway housing projects and the Vale of White Horse District Council's North West Valley Park housing project.
- 4.3.6 Oxfordshire will build on these innovative projects taking place to provide Affordable Housing in addition to S106 affordable housing delivery contributions.
- 4.3.7 The Deal will ensure maximisation of wider benefits for housing delivery – e.g. by supporting low carbon Modern Methods of Construction for grant funded sites.
- 4.3.8 This could also offer the potential to develop new affordable housing products tailored to Oxfordshire's context, developing on the work agreed in the Deal Delivery Plan

4.4 TRAJECTORY AND TARGETS

- 4.4.1 Oxfordshire has identified an indicative pipeline of sites which could deliver additional affordable units across the county.
- 4.4.1 These schemes have been identified on the basis that they can start on site by 2021, that they meet the strategic needs of the Oxfordshire Growth Board and that they offer added value.
- 4.4.2 From this Oxfordshire, has established a delivery trajectory of homes, an indicative tenure split and indicative average grant rates per tenure for the Fund.

Table 1

| Tenure and Split | 2018/19 | 2019/20 | 2020/21 | Total starts on site by 2021 | Average Grant per unit |
|------------------|------------|------------|------------|------------------------------|------------------------|
| Total | 148 | 464 | 710 | 1322 | |
| Social Rent | 49 | 272 | 383 | 704 | £55,000 |
| Affordable Rent | 67 | 124 | 199 | 390 | £40,000 |
| Shared ownership | 32 | 68 | 128 | 228 | £25,000 |

- 4.4.3 The Oxfordshire Growth Board commits to the delivery of these targets and to developing detailed delivery programme. This will allow flexibility to vary tenure split as long as the overall target number of homes is met or exceeded, the total fund amount is spent by 2021 and average grant per tenure rates remain consistent. It will also allow flexibility to take account of opportunities arising (for example, the City Council will bid for additional HRA borrowing flexibility from 2019 once details of this opportunity are made available).
- 4.4.4 Similarly, HMG agrees that future discussions surrounding relevant flexibilities may take place as these opportunities arise.
- 4.4.5 For year one, a detailed programme will be set out by 31 March 2018. The programme for years 2 and 3 will be worked up in detail by 30 September 2018.
- 4.4.6 The phasing of payment to deliver this programme will be linked to achievement of delivery targets. The details of the delivery targets to be used for payments will be mutually agreed by 31 March 2018 as part of the detailed site submission for year one.

4.5 PARAMETERS

Grant Flexibilities and tenants' rights

- 4.5.1 The exact detail around the flexibilities and the specific elements of tenants' rights and ownership are to be agreed as part of the detailed site submission for year one, by 31 March 2018.

Grant Protection

- 4.5.2 Grant from the Homes England Affordable Homes Programme, Recycled Capital Grant Fund or retained Right to Buy receipts cannot be used for a unit that receives investment from the Deal, unless an exception is agreed between HMG and Oxfordshire at a later date.
- 4.5.3 Grant Recovery: Capital gained from the Right to Buy and staircasing of relevant Deal grant funded units can be used for replacement affordable housing units.
- Tenure must abide by the Homes England 'priority uses' in the Capital Funding Guide, unless permission is received for alternative use from Homes England.
 - The calculation of recoverable grant is the same, per tenure, as in Capital Funding Guide, Chapter 7, Grant Recovery for a Registered Provider
 - This calculated amount must be reinvested by the Housing Deal fund into a replacement unit of Affordable Housing within 3 years of its receipt, after which date unspent receipts will need to be repaid to Homes England.
 - Administrative allowances from events leading to capital receipt are at the same level as Chapter 7, Section 3.2.2 of the Capital Funding Guide (or the relevant section of the Guide at the time of the event)
 - The net amount proceeds after the calculated recovery sum can be spent as the Programme Board sees fit
- 4.5.4 The use of assets already owned by Oxfordshire Councils or partners for development of additional affordable homes will not be considered grant when looking at average grant calculations per unit.

- 4.5.5 Unit changes by developing existing assets will be calculated as the net change in Affordable Housing, rather than completions.
- 4.5.6 In order to be state aid compliant, transfers of Public Land to private companies must take place at best value for the proposed use.
- 4.5.7 Where units are purchased from a developer in addition to agreed S106 levels, the S106 information must be inputted into monitoring documents as nil grant S106 contributions to evidence the additionality of grant use. These units will not be included in average grant rate calculations.

4.6 HOUSING DELIVERY AND INNOVATION

4.6.1 Through the Deal, Oxfordshire partners and government are committing to work together to explore further opportunities to drive innovation in partnership, design and construction. This will seek to build on opportunities arising from major developments including the Northern Development Arc, Garden Towns at Didcot and Bicester, the West Oxfordshire Garden Village and the enterprise zones.

4.6.2 This will include exploration of the following:

- Stimulating the development/scale up and supporting the growth of a localised off-site modular housing construction industry through research, business support, commissioning and direct intervention in the market.
- Increasing supply and delivery options through housing companies, direct services organisations and bespoke arrangements that will support increased supply in Oxfordshire
- Developing a partnership between Universities and Councils for joint procurement/delivery of high quality, low carbon modular housing through housing companies, direct services organisations and bespoke arrangements
- Developing an Oxfordshire Delivery Pathway approach to underpin collaborative working to increase pace of planning processes, develop streamlined planning processes, additional capacity using capacity funding
- Supporting for low and medium volume house builders to grow and new entrants to enter the market by offering small site opportunities
- Exploring opportunities to link to the One Public Estate programme to bring forward housing supply on public sector land
- Working with government on measures to increase the build out of sites, including engagement with the Letwin review.

4.7 DELIVERY FUND CRITERIA

4.7.1 This section sets out the principles by which the proposed indicative programme was appraised and provides the starting point by which the detailed future investment programme will be determined.

- **Added Value**
 - Ensuring delivery of affordable housing that is in addition to that already in the development pipeline
 - The ability of the investment to unlock stalled or new schemes
- **Deliverability** - ability to start on site by March 2021

- **Affordability** – ability of the proposed scheme to address identified affordability needs. This will be reflected in the tenure mix of the scheme and its location within the County.
 - **Value for Money Assessment-** agreeing average subsidy per unit for each tenure type.
- 4.7.2 A review of the available information about development sites will be undertaken considering a number of factors broadly in line with the Homes England Affordable Housing Programme criteria.
- 4.7.3 Where appropriate, priority will be given to schemes that not only match the core criteria but also those that promote the SME construction industry within the County and engender development of skills within the local work force.
- 4.7.4 The Housing Delivery Programme criteria set out in this section have been used to generate the indicative pipeline. These criteria will be further refined by the Oxfordshire Growth Board before final investment decisions are taken.

4.8 RISKS AND DEPENDENCIES

- 4.8.1 There are risks associated with the availability of building materials, availability of labour, planning system-related delays and other unexpected site issues. The Oxfordshire Growth Board will be expected to produce and manage a programme risk register as well as individual project risk maps.
- 4.8.2 Oxfordshire Authorities have identified potential schemes that demonstrate the ability to deliver 1,320 additional new homes. The Oxfordshire Growth Board will continue to develop a long list of sites as a 'buffer' should some of the sites on the current list prove problematic to bring forward for whatever reason.

5 Productivity and Growth

5.1 WORKSTREAM OVERVIEW

- 5.1.1 Productivity is an integral component of the Deal. It is central to delivering the vision for accelerated economic growth across Oxfordshire. The commitments set out in the Deal's productivity strand aim to deliver the key objectives of the Government's Industrial Strategy - to create an economy that boosts productivity and earning power in Oxfordshire and throughout the UK.
- 5.1.2 The Industrial Strategy White Paper sets out the five foundations for productivity:
- Ideas – *the world's most innovative economy*
 - People – *good jobs and greater earning power for all*
 - Infrastructure – *a major upgrade to the UK's infrastructure*
 - Business Environment – *the best place to start and grow a business*
 - Places – *prosperous communities across the UK*
- 5.1.3 Alongside these foundations, the White Paper identifies four grand challenges which the UK must address and harness to put the country at the forefront of the industries of the future:
- Artificial intelligence & the data economy
 - Future of mobility
 - Clean growth
 - Ageing society
- 5.1.4 Commitments have been made in a number of inter-related areas (business support, skills, international trade etc.) and work within the framework of Oxfordshire's recently refreshed Strategic Economic Plan, Skills Strategy and Innovation Strategy. They have also been informed by the findings of the recent Science and Innovation Audit (Oxfordshire Transformative Technologies Alliance SIA). Together, these will also form the foundations for the development of a Local Industrial Strategy which can enable Oxfordshire to achieve and maximise its economic potential.

5.2 OXFORDSHIRE'S APPROACH

- 5.2.1 Accessing and attracting investment to sustain and develop global leadership in critical emerging sectors which will have both UK and international impact for trade and investment growth, as we leave the EU.
- 5.2.2 Working with business in shaping and informing the long term skills needs of the Oxfordshire economy through increased employer leadership and engagement in the skills system to set out priorities and ensure clearer alignment between skills provision and business requirements.
- 5.2.3 Building a pathway for young people to develop the skills needed to capture opportunities in the emerging growth sectors of Oxfordshire and facilitating social mobility for those at risk of social exclusion.

- 5.2.4 Investing in emerging critical sectors which provides for technology and digital convergence (and, therefore, greater synergies and spill over opportunities) which can best deliver early mover adoption to the UK.
- 5.2.5 Creating 'places' which can support the translation of ideas, knowledge and innovation into transforming how local communities, urban centres and business locations function and interact. This could be through 'Living Labs'.
- 5.2.6 Investing in the innovation ecosystem of Oxfordshire to accelerate commercialisation and technology transfer of world class research into industry.

5.3 WORKSTREAM DELIVERABLES

- 5.3.1 Development of a Local Industrial Strategy, which will provide a long-term vision for growth (based on robust evidence), to raise productivity and earning power and increased co-operation between national government, the private sector, local leadership and key institutions in Oxfordshire.
- 5.3.2 A Growth Hub that effectively supports businesses across Oxfordshire with the potential and ambition for high growth, extending the breadth and depth of support to businesses and start-ups and working with the Scale Up Institute to develop a world class programme which accelerates the growth potential of high performing SMEs to scale up, boosting business productivity, employment and economic growth.
- 5.3.3 Oxfordshire will develop a world class investor programme to build on its already strong international profile, with the aim of boosting inward investment and increase trade and exports.
- 5.3.4 Oxfordshire will seek to develop a fully integrated vocational pathway for young people into critical emerging sectors. To align skills provision and business requirements, this will be developed through engagement of local employers.
- 5.3.5 An updated investment strategy, agreed across partners, for Oxfordshire Enterprise Zones and local growth projects that maximises the opportunities to use revenue from EZ business rates growth to support new targeted local business rates incentives.
- 5.3.6 Agreement on proposals to move forward early land remediation at Harwell to enable the Campus continues to grow creating more jobs, commercial and technical accommodation and infrastructure (including housing).
- 5.3.7 Oxfordshire will work with industry to explore how emerging and agreed sector deals could be aligned with local plans and investment.
- 5.3.8 The implementation plan to take forward these strands under the deal is attached at Appendix 2.

6 Connectivity (including Cambridge-Milton Keynes-Oxford Corridor)

6.1 OVERVIEW

- 6.1.1 The development of the growth deal for Oxfordshire needs to be seen in the context of the emerging Oxford-Milton Keynes-Cambridge corridor. It is one of the first critical blocks being supported by Government to give life to the wider vision of a strategic growth corridor which can leverage the world leading assets, knowledge and science base located across the area.
- 6.1.2 The National Infrastructure Commission published its recommendations in November 2017 to support the growth potential of the corridor through to 2050 encompassing investments for housing, the economy and key infrastructure.
- 6.1.3 The government recognises the need, highlighted by the NIC's report, to build up to 1 million new homes in the area by 2050 to maximise its economic potential, starting with a housing deal with Oxfordshire to support and plan for the delivery of 100,000 homes by 2031, and working with Central and Eastern sections on commitments in 2018.
- 6.1.4 The November 2017 budget recommitted to delivering the next stage of the East-West Rail project from Bicester to Bletchley and Bedford. We anticipate Government publishing its decision on the preferred corridor for the Oxford to Cambridge Expressway in Summer 2018.
- 6.1.5 A joint working approach has been set up between the Ministry of Housing, Communities and Local Government (MHCLG) and Department for Transport (DfT) within government with the aim of providing an aligned government voice and clarity about how the different strands of corridor work will fit together. A cross-departmental policy board will also be established to provide high level, strategic co-ordination and direction to the development of the corridor vision.
- 6.1.6 Iain Stewart MP is confirmed as the 'champion' for the corridor and the Oxfordshire Growth Board partners, as well as the rest of the corridor councils, LEP's and Universities have been invited to work with HMG to secure this ambition.
- 6.1.7 In addition to this OxLEP, together with SEMLEP, Thames Valley Buckinghamshire LEP and the Cambridgeshire MCA are working together in identifying key building blocks to which can bring scale to the economic ambition for the corridor. Initial areas of work include:
- the transformation of the High Performance Manufacturing Technology cluster
 - capitalising on the world leading potential of the life sciences sector, building on the recently published Life Sciences Sector Deal
 - developing the corridor's global capability in space and satellite applications technologies which includes the largest cluster of sector business in Europe

6.1.8 The next steps fall under a number of headings which Oxfordshire partners are and will continue to engage with:

- Development of long-term corridor vision
- Implementation of housing deals
- Expressions of interest for those wishing to promote new locally led-garden towns
- Rail – implementation of next steps commitments for East West Rail
- Corridor choice - Oxford – Cambridge Expressway
- Local industrial Strategies
- Land value capture reform
- Export growth and attracting international investment into business and infrastructure

7 Governance and Accountability

7.1 OXFORDSHIRE GROWTH BOARD

- 7.1.1 Once approved by the constituent authorities, delivery of the Deal will be overseen by the Oxfordshire Growth Board. The Growth Board is a statutory joint committee of the 6 Oxfordshire Local Authorities, OxLEP and key strategic partners².
- 7.1.2 The Oxfordshire Growth Board provides a well-established and formal partnership framework and structure, to facilitate and enable joint working on economic development, strategic planning and growth and to deliver cross boundary programmes of work within government timescales - including agreeing the detailed contents of specific priorities, plans, projects and programmes. This has included effective delivery of the City Deal and Local Growth Deals, the Strategic Economic Plan and apportionment of unmet need in compliance with the Duty to Cooperate.
- 7.1.3 The Oxfordshire Growth Board will make all decisions on the use of the Deal grant funding agreed by Government as well as other funding for the purposes of this deal.
- 7.1.4 Recommendations to the Oxfordshire Growth Board on funding decisions and reporting on programmes will come from officer programme groups, via the Executive Officer and Chief Executive Groups reporting into the Oxfordshire Growth Board.
- 7.1.5 The terms of reference for the Oxfordshire Growth Board will be reviewed and amended by April 2018 to include oversight of the delivery of the Deal, to include:
- Prioritisation and allocation of funding from the Deal and from the accountable body to the body responsible for delivery of projects;
 - To approve and monitor the implementation of a detailed work programme for delivery of the Deal (including infrastructure, affordable housing funding, and capacity funding)
 - Oversight of a productivity programme to be delivered by OxLEP
 - Oversight of the joint statutory spatial plan work programme (recognising that the draft plan will subject to examination and that the adoption of the plan will require decision by each constituent council at the end of the process)
 - Establishment of Workstream Governance Groups for Infrastructure Funding and Affordable Housing, and the establishment of a Joint Statutory Spatial Plan Project Board to guide the preparation of the JSSP.
- 7.1.6 Following the Oxfordshire Growth Board agreement of the work programmes, the resulting commitments to be undertaken by each authority for delivery of the Deal would be agreed by each of the constituent councils.

² The Oxfordshire Growth Board is a Joint Committee under s101 (5), 102 Local Government Act 1972 and s9EB Local Government Act 2000 and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

7.2 ACCOUNTABLE BODY

- 7.2.1 The accountable body for the Oxfordshire Growth Board is Oxfordshire County Council which will provide Section 151 and Monitoring Officer roles to the Committee. In addition, if the County Council is successful in its Housing Infrastructure Fund (HIF) bid/s, this will enable all funding to be managed as an overall programme.
- 7.2.2 It is proposed that Oxfordshire County Council holds any unspent grant at the end of each financial year for use in the following financial year.
- 7.2.3 In terms of being the accountable body, this means that Oxfordshire County Council will:
- ensure funding is received from Government and return any funding to Government if required
 - hold the funds (including interest earned on sums held)
 - ensure recommendations to the Oxfordshire Growth Board on schemes to be funded are in accordance with grant conditions
 - pay out the funds to the body delivering schemes as agreed by the Oxfordshire Growth Board
 - ensure funding agreements are in place for the delivery of workstreams, including all councils and OxLEP
 - provide regular monitoring reports to the Oxfordshire Growth Board & MHCLG/Homes England
 - ensure the Oxfordshire Growth Board puts in place an agreement for how to deal with unspent grant that is required to be returned to Government
 - Ensure that the Oxfordshire Growth Board puts into place an agreement for how to deal with grant that has already been spent be is required to be repaid, if Government makes a decision to clawback funding for misuse of funds
 - where possible, use cash flow to allow the Oxfordshire Growth Board to agree schemes in excess of the grant funding expected for the year
- 7.2.4 For clarity, in terms of the accountable body status, Oxfordshire County Council:
- does not make decisions on use of the funding received
 - does not determine which schemes are undertaken
- 7.2.5 As set out in the Assurance Framework, An MoU will need to be put into place to manage financial risks amongst the constituent authorities for the Deal.
- 7.2.6 Housing delivery will be measured based on the Annual Monitoring Report processes for Local Plans. Following the completion of a financial year in March, an indicative figure will be reported by the end of the September of the subsequent financial year. A final figure will be reported by the end of December.
- 7.2.7 Oxfordshire Partners commit to developing a monitoring mechanism that measures performance against an agreed Value for Money threshold and takes account of houses directly attributable to the Deal. This will be developed during the course of the first year, and applied from Years 2 – 5 to better reflect progress against projected housing trajectory, providing MHCLG with assurance on the Value for Money the Deal is delivering.

7.3 INFRASTRUCTURE FUNDING PAYMENTS

- 7.3.1 The Infrastructure Delivery Programme will be managed by a Programme Board reporting to the Oxfordshire Growth Board. The Oxfordshire Growth Board will agree the 5-year programme on an annual basis receiving quarterly progress reports which will include escalated risks and issues. HMG and Homes England will be invited to any relevant progress meetings and will be sent copies of the quarterly progress reports.
- 7.3.2 Infrastructure Funding will be received from Government at the start of each financial year according to the profile outlined in the table below. This would take place once each annual programme has been agreed with Homes England.
- 7.3.3 Oxfordshire agree to work with Homes England and HMG to develop a detailed sites programme of Year 1 of the Infrastructure Delivery Programme and an indicative programme for Years 2 – 5 by 31 March 2018. More detailed assessment of the Years 2 – 5 of the programme, including a detailed plan for Year 2, will take place during Quarters 1-2 of 2018/19 for agreement with Homes England and MHCLG in September, followed by formal signoff by the Oxfordshire Growth Board in Quarter 3 of 2018/19. The following years will be approved through the same timetable. This will ensure the Infrastructure Delivery Programme has taken account of any changes required to reflect current market conditions.
- 7.3.4 With the exception of funding for 2018/19, payment will be received after 1 April each financial year. For 2018/19, an initial payment of £15m will be made during April 2018 with a further £15m during September 2018. This phasing is to ensure that targets can be achieved during the earlier stages of the Deal. Spend profiles will be agreed on an annual basis with Homes England., and will be monitored on a quarterly basis. It is proposed that any unspent funding at the end of each financial year is retained for use in the following financial year, subject to agreement with HMG.
- 7.3.5 The early years of the programme have a higher proportion of design and other revenue funding requirements. This is reflected in the weighting of the split towards revenue in Years 1 and 2 of the financial spend.

| Year | Funding payments | Capital Split | Revenue Split |
|------------------|------------------|---------------|----------------------------|
| 1 April 2018 | £15m | £4m | £11m |
| 1 September 2018 | £15m | £15m | |
| 1 April 2019 | £30m | £26m | £4m |
| 1 April 2020 | £30m | £30m | |
| 1 April 2021 | £30m | £30m | |
| 1 April 2020 | £30m | £30m | |
| | | | |
| Total | £150m | £135m | £15m (10% of total) |

7.4 AFFORDABLE HOUSING FUND

- 7.4.1 The fund will be managed by a Programme Board reporting to the Oxfordshire Growth Board. The Oxfordshire Growth Board will agree the programme on an annual basis with quarterly reports on progress.
- 7.4.2 A project team is required to be funded from strategic housing delivery element of the capacity fund and will be responsible for working with the Oxfordshire authorities to develop the delivery programme and enable sites to come forward. Responsibility for State Aid compliance will ultimately sit with the accountable body and the accountable body will advise on State Aid issues. The delivery bodies will, by way of the funding agreement, be required to provide evidence to demonstrate compliance with State Aid.
- 7.4.3 Oxfordshire partners will set out the process by which schemes will be assessed and funding decisions made by 31/03/18.
- 7.4.4 If there are opportunities which arise the Oxfordshire Growth Board can decide to review the programme to take advantage of those.
- 7.4.6 The phasing of payments for the affordable housing fund is as follows.

| Year | Payment (£) |
|-------------|--------------------|
| 2018/19 | £6.5m |
| 2019/20 | £21.5m |
| 2020/21 | £32m |

- 7.4.5 Regular review points will be agreed with Homes England to review delivery against agreed programme and quarterly monitoring and assurance that there is differentiation / no displacement from Homes England programme funding. The information that will be used to monitor the programme is set out at Appendix 3.

7.5 JOINT STATUTORY SPATIAL PLAN

- 7.5.1 The JSSP will be prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 which enables 2 or more local planning authorities to agree to prepare a joint Local Plan.
- 7.5.2 The Oxfordshire Growth Board will monitor progress on the JSSP, and approve its budget, reviewing the achievement of milestones as part of an annual review.
- 7.5.3 A Joint Statutory Spatial Plan Project Board will be established to guide the preparation of the JSSP.
- 7.5.4 The officer structure under the Oxfordshire Growth Board will be developed and will include a specific Project Team for the JSSP, and support for delivery.

7.6 PRODUCTIVITY

- 7.6.1 This element of the deal work will be led by OxLEP officers. Progress against the implementation plan will be reported quarterly to OxLEP Board and the Oxfordshire Growth Board.
- 7.6.2 Progress against the implementation plan will be reviewed at quarterly meetings between officers from OxLEP and the Department for Business, Energy and Industrial Strategy / Local Growth and Cities Unit.
- 7.6.3 In line with other elements of this deal, funding for the productivity workstream will be paid to Oxfordshire County Council as accountable body for the Oxfordshire Growth Board.

8 Capacity Funding

8.1 Government commit to up to £5m resource funding to boost capacity to get a joint plan in place and support housing delivery as follows:

| | |
|------------------------------|-------|
| Joint Statutory Spatial Plan | £2.5m |
| Housing Delivery | £1.5m |
| Feasibility Work | £1m |

8.2 JOINT STATUTORY SPATIAL PLAN

8.2.1 Expected elements of the proposed deal will be for the Oxfordshire Authorities to submit a full suite of Local Plans by April 2019 and work towards a joint statutory spatial plan for submission by April 2020. This is an ambitious timescale for a lengthy and complex project and will require additional resources and capacity to deliver alongside work currently being undertaken on local plans across the Districts. The Oxfordshire JSSP would provide the means to pilot an approach to help inform government policy on strategic planning and result in learning that could be applied elsewhere in the Country.

8.2.2 The capacity requirements for the project fall into three main categories:

- The joint project team (including project management, planning policy expertise accommodation, IT support)
- Developing the evidence base including specialist consultant advice and expertise, legal advice and transport modelling
- Consultation, examination and adoption costs.

8.2.3 £2.5m capacity funding will support capacity for staff, specialist expertise and developing a joint evidence base, including transport modelling required for development of this new JSSP.

8.2.4 This funding will be used to help resource the activities that will facilitate the production of the statutory plan to the identified timescales and milestones to be completed for submission to Government for examination in March 2020³.

^{3 3} As noted earlier above (p13), in relation to the review of HMG deliverables July 2018

- 8.2.5 The proposed funding will support the establishment of a joint project team with project management and planning policy expertise. Capacity funding will also allow the development of a joint evidence base to support the plan.
- 8.2.6 The additional funding will enable work on the JSSP to be done in parallel with the submission of the current round of individual Local Plans which plan up to 2031 or 2036. This will allow the JSSP's ambitious timescales to be met.

8.3 STRATEGIC HOUSING DELIVERY

- 8.3.1 Delivery of the Deal will require us to plan for the challenge of bringing forward sites ranging from large development schemes at Garden Town and village scale, to ex-Ministry of Defence sites and new urban extensions. Our focus is not just on strategic planning but also on strategic delivery and developing innovative models of working with partners and the development industry to accelerate delivery of our housing commitments.
- 8.3.2 In addition, the capacity funding will support effective management, delivery and monitoring of the Affordable Housing Fund including programme management, financial and enabling support.
- 8.3.3 An increased role for councils in establishing new partnerships and the delivery of an ambitious affordable housing programme and strategic coordination of activity across the county will require additional capacity and resources within the planning, legal, property and housing delivery project teams.
- 8.3.4 The funding will support Oxfordshire partners' activity to increase supply and delivery options for affordable housing through local housing companies, direct services organisations and bespoke joint venture partnership arrangements and specialist housing models.
- 8.3.5 £1.5m capacity funding will be used to secure project management capacity and specialist expertise to support these delivery activities, including:
- Resourcing the Affordable Housing Fund programme management, finance and enabling support
 - Development Management Planners
 - Strategic Implementation planners
 - Urban Design specialists
 - Landscape design specialists
 - Additional Transport and Highways specialists
 - Strategic Housing/affordable housing delivery specialists
 - Surveying/Viability support
 - Drainage/Ecology/Sustainability specialists
 - Community development capacity
 - Dedicated consultation, engagement and communications resource and capacity
 - Additional legal support
 - Design Review and design support
 - Sector Investigations and advice to support development of local off-site construction approach

8.4 FEASIBILITY FUNDING

8.4.1 £1m of capacity funding will be used to support infrastructure feasibility investigations and testing. This will ensure on-going site supply investigations can be undertaken or, where opportunities for previously unanticipated sites comes forward, that there is funding for any feasibility investigations to be undertaken by the partners. This would include feasibility testing of non-OxIS sites and any other Infrastructure Delivery Programme costs.

8.4.2 In addition, we will update and maintain the OxIS to match new growth scenarios. OxIS provides all Oxfordshire partners with a detailed infrastructure framework that can be used to prioritise infrastructure investment and support future funding bids to secure investment in the infrastructure which it has identified. By being comprehensive, it provides Government and its Agencies a clearer insight into how infrastructure investment will support planned growth and provide a basis for future growth in Oxfordshire.

8.5 CAPACITY FUNDING PROFILE

8.5.1 The spending profile for the Capacity Fund is as follows:
3 Year Breakdown (£5.0m)

| Capacity Funding | 2017/18 | 2018/19 | 2019/20 |
|-------------------------------------|--------------|--------------|------------|
| JSSP (£2.5m) | £200,000 | £1,200,000 | £1,100,000 |
| Strategic Delivery Capacity (£1.5m) | £200,000 | £650,000 | £650,000 |
| Feasibility (£1m) | £110,000 | £480,000 | £410,000 |
| Total Spend | £0.5m | £2.5m | £2m |

8.5.2 It is proposed that this is paid to Oxfordshire County Council as a revenue grant to the following timescales:

| | |
|--|-------|
| January 2018/on agreement of delivery plan | £0.5m |
| 1 April 2018 | £2.5m |
| 1 April 2019 | £2m |

9 Appendix 1 – LEP Delivery Table

| | |
|--|--|
| Deal element | 1. Local Industrial Strategy |
| Summary of outline deal agreement | Oxfordshire will begin the development of an ambitious local industrial strategy, alongside partners in the Cambridge-Milton Keynes-Oxford corridor. They will also develop a shared strategic vision for the CaMKOx with local partners across the corridor. |
| Outcomes | <ul style="list-style-type: none"> - A long-term vision for growth (based on robust evidence) to raise productivity and earning power. - Increased co-operation between national government, the private sector, local leadership and key institutions in Oxfordshire. |
| Milestones | By March 2019 – First wave of Local Industrial Strategies agreed. |

| Actions / Outputs | | | | |
|--|---------------------------|-------------------|-----------------|-----------------|
| | Oxfordshire Lead | HMG Lead | Timeline | Progress |
| A local industrial strategy for Oxfordshire | | | | |
| Oxfordshire / HMT meeting to discuss the local industrial strategy process. | Nigel Tipple / Ahmed Goga | Kate Jones (BEIS) | January 2018 | |
| A strategic vision for the corridor | | | | |
| Oxfordshire / partners across the corridor / HMT meeting to discuss local industrial strategy process. | Nigel Tipple | Kate Jones (BEIS) | January 2018 | In progress |

| | |
|--|--|
| Deal element | 2. Business Support |
| Summary of outline deal agreement | Government will work with Oxfordshire to develop their Growth Hub to deliver quality driven targeted support, sector advice to increase SME market penetration and to accelerate scale up of high growth companies. Government will continue to provide core funding to OxLEP for the Growth Hub until 2022. |
| Outcomes | - A Growth Hub that effectively supports scale-ups and those businesses with the potential and ambition for high growth, boosting business productivity and economic growth. |
| Milestones | - Jan 2018 - HMG will confirm the process for allocating core Growth Hub funding. |

| Actions / Outputs | | | | |
|---|---------------------------|--------------------|-----------------|-----------------|
| | Oxfordshire Lead | HMG Lead | Timeline | Progress |
| HMG will work with Oxfordshire's to develop its Growth Hub to support local businesses | | | | |
| HMG and Oxfordshire to undertake a Growth Hub co-design planning session. | Nigel Tipple / Ahmed Goga | Karen Leigh (BEIS) | Jan/Feb 2018 | |

| | |
|--|--|
| Deal element | 3. International Trade |
| Summary of outline deal agreement | Oxfordshire will work with the Department for International Trade to build on its already strong international profile, with the aim of boosting inward investment and exports. Oxfordshire will also work with local partners across the Cambridge-Milton Keynes-Oxfordshire corridor to develop this work. |
| Outcomes | - A strengthened service to attract inward investment in Oxfordshire |
| Milestones | March 2019 - Oxfordshire local industrial strategy finalised. |

| Actions / Outputs | | | | |
|--|-------------------------|--|---------------------|-----------------|
| | Oxfordshire Lead | HMG Lead | Timeline | Progress |
| A programme to boost Oxfordshire's international profile. | | | | |
| Oxfordshire / HMG meeting to discuss as part of the local industrial strategy process. | Sebastian Johnson | Richard Colley / Naisha Polaine / Ben Raby (DIT) | February/March 2019 | |

| | |
|--|---|
| Deal element | 4. Skills |
| Summary of outline deal agreement | As part of Oxfordshire's work to develop its local industrial strategy, DfE and Oxfordshire will work together to identify the specific skills needs that Oxfordshire faces, and encourage local providers to align their provision to address these needs. |
| Outcomes | - TBC |
| Milestones | March 2019 - Oxfordshire local industrial strategy finalised. |

| Actions / Outputs | | | | |
|---|-------------------------|--|-----------------|-----------------|
| | Oxfordshire Lead | HMG Lead | Timeline | Progress |
| An analysis of the Oxfordshire's skills need and of support for Oxfordshire. | | | | |
| TBC | Ahmed Goga / others? | Maria Meyer-Kelly (DfE) / Ben Dixon (MHCLG, C&LGU) | TBC | |

| | |
|--|--|
| Deal element | 5. Enterprise Zones |
| Summary of outline deal agreement | Government will continue to look at ways of attracting further investment and expansion of the Science Vale and Didcot Enterprise Zones. |
| Outcomes | <ul style="list-style-type: none"> - Government and local partners have agreed an updated investment strategy for the Enterprise Zone and local growth projects that maximises the opportunities to use revenue from EZ rates uplift to support targeted local business rates incentives. - Local partners, South Oxfordshire District Council and Vale of White Horse District Council, have a long-term strategy to use local business rates incentives and flexibilities to attract further investment. |
| Milestones | From April 2018 - Investment strategy and local rates policy |

| Actions / Outputs | | | | |
|--|---------------------------|---|-----------------|-----------------|
| | Oxfordshire Lead | HMG Lead | Timeline | Progress |
| Review EZ investment strategy as part of the development of Oxfordshire's local industrial strategy | | | | |
| Oxfordshire / HMG meeting to discuss as part of the local industrial strategy process. | Nigel Tipple / Ahmed Goga | Ed Chapman (MHCLG) Kate Jones (BEIS) | March 2019 | |

| | |
|--|--|
| Deal element | 6. Harwell Land Remediation |
| Summary of outline deal agreement | Government will review the options available to accelerate the decommissioning programme for the Harwell site by June 2018. |
| Outcomes | - Harwell continues to grow creating more jobs, commercial and technical accommodation and infrastructure (including housing). |
| Milestones | By June 2018 – options assessed to accelerate the Harwell decommissioning programme. |

| Actions / Outputs | | | | |
|--|----------------------------|---|-----------------------|-----------------|
| | Oxfordshire Lead | HMG Lead | Timeline | Progress |
| An assessment of the options to accelerate the Harwell decommissioning programme. | | | | |
| First draft of business case | | Steven Moss (UKEAEA) / Achilleas Mavrellis (BEIS) | January 2018 | |
| Meeting with key stakeholders / HMG | Ahmed Goga / Harwell (TBC) | Jenny Scattergood / Achilleas Mavrellis (BEIS) | February / March 2018 | |
| Submission to NDA | | TBC (NDA) / Jenny Scattergood (BEIS) | April 2018 | |
| Assessment of options to accelerate land remediation at Harwell. | Ahmed Goga / Harwell (TBC) | Jenny Scattergood / Achilleas Mavrellis (BEIS) | June 2018 | |

| Deal element | 7. Sector Deals |
|--|---|
| Summary of outline deal agreement | <p>Oxfordshire will work with industry to explore how emerging sector deals could be coordinated with local plans and investment. Including on-going discussions with the following sectors:</p> <ul style="list-style-type: none"> • Creative Industries • Nuclear • Robotics & Autonomous Systems • Space <p>Government commits to exploring with Oxfordshire how the life sciences sector deal could further support the growth of Oxfordshire's life sciences cluster.</p> <p>Oxfordshire will also have the opportunity to work with industry on further phases of any sector deals which complete an initial package.</p> |
| Outcomes | <ul style="list-style-type: none"> - Oxfordshire and industry identify a number of emerging and agreed sector deals could be aligned with local plans and investment. - Life sciences sector deal support the growth of Oxfordshire's Life Science cluster. |
| Milestones | <ul style="list-style-type: none"> - TBC |

| Actions / Outputs | | | | |
|--|-------------------------|---|------------------------|-----------------|
| | Oxfordshire Lead | HMG Lead | Timeline | Progress |
| Oxfordshire to work with industry to explore how agreed and emerging sector deals could be coordinated with local plans and investment. | | | | |
| Engage with the Creative Industries policy and sector leads | Ahmed Goga | Helen Warren (DCMS) / Oliver Rooke (BEIS) | February / March [TBC] | |
| Engage with the Nuclear policy and sector leads | Ahmed Goga | Matthew Clarke (BEIS) / Joanne Leavesley (BEIS) | February / March [TBC] | |
| Engage with the Robotics & Autonomous Systems policy and sector leads | Ahmed Goga | Oscar Lee (BEIS) / Louis Barson and Yi Luo (BEIS) | February / March [TBC] | |
| Engage with the Space policy and sector leads | Ahmed Goga | Stuart Walters (BEIS) / Robert Waters (BEIS) | February / March [TBC] | |
| Government to explore how the life sciences sector deal could further support the growth of Oxfordshire's life sciences cluster. | | | | |
| Oxfordshire / HMG meeting to discuss as part of the industrial strategy | Ahmed Goga | Oscar Lee (BEIS) / Louisa Elias-Evans | February / March [TBC] | |

| | | | | |
|---|-----|-----|----------|--|
| process | | | | |
| Oxfordshire will work with industry on further phases of any sector deals which complete an initial package | | | | |
| TBC | TBC | TBC | On-going | |

10 Appendix 2 – Monitoring Template for Affordable Housing Fund Programme

| District | Site Name | Number of Units | Number SO | Number AR | Number SR | Planning Permission Date Forecast | Site Acquisition Forecast | Start on Site Forecast Date | Completion Forecast Date | Comments |
|----------|-----------|-----------------|-----------|-----------|-----------|-----------------------------------|---------------------------|-----------------------------|--------------------------|----------|
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11 Appendix 3 – Oxfordshire Housing and Growth Deal – Assurance Framework

11.1 PURPOSE OF THE ASSURANCE FRAMEWORK

11.1.1 This section sets out our Assurance Framework for the management of risks and explains the governance framework in place to support our operations and decision making. It is important that stakeholders are clear as to how decisions are made, projects are planned and resources are controlled and that is the purpose of the assurance framework.

11.1.2 The Oxfordshire Growth Board (OGB) is committed to developing and implementing an assurance framework that will provide a systematic and consistent delivery monitoring approach and this document will be used by the Board Partners, the officer Management Team, our accountable body and HM Government to identify, monitor and evaluate strategic risks to funded projects. An assurance framework is a structured means of identifying and mapping the main sources of assurance within the Oxfordshire Growth and Housing Deal and coordinating them to best effect. It also allows our

accountable body, Oxfordshire County Council, to ensure we have adequate controls in place over the use of public funds and are complying with them.

11.1.3 The purpose of this document is to provide assurance to all involved in programme, project delivery and the management of strategic and operational issues, as well as all our stakeholders, that:

- governance is in place for delivering growth and housing deal programme through the Oxfordshire Growth Board delivery structures;
- effective programme and project management tools are being used to improve decision making;
- approved Financial Regulations and Schemes of Delegation are in place and are complied with;
- risks are captured according to agreed processes, are regularly monitored and reviewed to ensure the mitigation is effective;
- resources are appropriate which will allow the partners within the ambit of the implementation of the Oxfordshire Housing and Growth Deal to carry out their obligations effectively; and ensure that
- all members and partners are informed of all decisions and updates accordingly.

11.2 THE OXFORDSHIRE GROWTH BOARD

11.2.1 The Oxfordshire Growth Board is a joint committee of the six councils of Oxfordshire together with key strategic partners and OxLEP. It has been set up to facilitate and enable joint working on economic development, strategic planning and growth. It does this by overseeing the delivery of projects that the councils of Oxfordshire are seeking to deliver collaboratively in the fields of economic development and strategic planning. It also oversees all the projects agreed in the Oxfordshire Growth and Housing Deal, Oxfordshire City Deal and Local Growth Deals that fall to the councils, working collaboratively,

to deliver and has an overall responsibility to manage these programmes of work alongside OxLEP. Finally, it also exists to advise on matters of collective interest, seek agreement on local priorities and influence relevant local, regional and national bodies.

11.2.2 The Oxfordshire Growth Board meetings are open to the public, who are encouraged to participate, and all agendas and minutes publicly available via the web site.

11.3 THE OXFORDSHIRE GROWTH AND HOUSING DEAL

11.3.1 The key work strands and overall Deal delivery programme has been described in detail in this delivery document and do not need to be re-rehearsed here save for recognizing the key areas of activity under the deal:

- Infrastructure delivery
- Affordable Housing programme and accelerated housing delivery linked to infrastructure investment
- Joint Statutory Spatial Plan/Bespoke Planning Freedoms and Flexibilities
- Productivity

11.3.2 The assurance framework will be the mechanism and process for ensuring the oversight and reporting of performance against the delivery plan targets by the Oxfordshire partners.

11.4 METHODOLOGY FOR MANAGING AND MONITORING THE DEAL DELIVERY PROGRAMME

11.4.1 A strategic programme and project management approach will be used to manage the overall growth and housing deal programme on behalf of the OGB. This overall approach will be established upon formal agreement of the delivery plan and implemented in detail within individual workstreams over the initial months of the deal programme. A formal project and risk management approach will be followed for each programme and project

11.4.2 The delivery plan programme sets out the outcomes that the deal is seeking to deliver

11.5 METRICS FOR DEAL DELIVERY

11.5.1 The delivery plan sets out the metrics that will be monitored for each workstream area and reported on to give assurance that deal delivery is meeting performance expectations.

11.5.2 To ensure that the deal achieves its targets and represents value for money, government will hold Oxfordshire to account using three key measures:

- Finance committed to infrastructure projects - We expect Oxfordshire to spend the full £30m per annum investment on projects which will maximise delivery of new homes.

- New housing completions delivered via the infrastructure funding and housing starts for affordable homes - we expect the indicative milestones for housing completions/starts each year to be achieved.
- Progress towards a joint statutory spatial plan (JSSP) - Oxfordshire have committed to producing and adopting a JSSP covering all 5 district councils by 2021.

11.5.3 If this investment is not being spent for the agreed purposes, or is being spent inappropriately or not at all, government may seek to review future investment.

11.6 DEAL MILESTONES

11.6.1 The delivery targets assume delivery against the following trajectories for annual milestones. However, the Oxfordshire authorities will not directly build the homes which comprise the delivery figures released by the infrastructure fund, and exceptional circumstances beyond the Oxfordshire Partners' control - such as economic downturn, adverse market conditions or other uncontrollable factors - will be taken into account if they affect ability to achieve the milestones in full for each year.

11.6.2 The Deal's review and reporting schedule (see below) will ensure that progress is being monitored on a regular and sustained basis.

| Year | JSSP progress | | Homes built/starts on site | |
|---------------|---|---------------|---|--|
| | Action | Deadline | Homes built £150m flexible infra fund | Starts on site £60m affordable homes fund |
| 18/19 | Statement of common Ground | 1 April 2018 | 414 | 148 |
| | Project board established | 31 July 2018 | | |
| 19/20 | All local plans submitted for examination | 1 April 2019 | 1,215 | 464 |
| | Draft JSSP published for consultation | 30 Oct 2019 | | |
| | Submission of JSSP | 31 March 2020 | | |
| 20/21 | JSSP adopted, subject to examination | 31 March 2021 | 1,655 | 710 |
| 21/22 | JSSP now Adopted | n/a | 1,823 | n/a |
| 22/23 | JSSP now Adopted | n/a | 1,442 | n/a |
| TOTALS | | | 6,549 | 1,322 |

11.7 HOMES ENGLAND'S ROLE

Homes England will be responsible for QA and analysis of the housing figures at both quarterly and annual review meetings. Oxfordshire will present a report to HMG before each meeting on progress/issues (exact format to be agreed between Homes England, HMG and Oxfordshire). Homes England will continue to sit on and attend the Oxfordshire Growth Board meetings And Executive Officer Group, and will be able to provide regular, informal feedback to HMG on the status of the deal, should it be required. Homes England will provide assurance to avoid any double counting – eg: homes delivered through the deal affordable housing fund, also being funded via existing government housing programmes such as HIF, AHP etc. - to avoid any reporting errors or duplication. Homes England would sit on the JSSP delivery board to offer support.

11.8 DEPARTMENT FOR TRANSPORT'S ROLE

DfT retain a keen interest in the development of the deal, due to their role in in maintaining oversight of the strategic transport network and in the cumulative impact of works on transport networks. DfT will play an active role in the Homes England review meetings. Homes England will feed back on any relevant transport developments as part of their regular engagement on the deal. DfT will raise any issues with Homes England or MHCLG as they see fit.

11.9 PROCESS AND TIMINGS

- Annual review meetings for Oxfordshire, HE, MHCLG and DFT will be held each March from 2019 onwards (until 22/23) to review previous year and agree site specific locations for delivery in the next year.
- These meetings will be used to decide whether payments have been spent properly, and whether to release the next payment tranche.
- Additional quarterly meetings between Oxfordshire and HE will be held, to review progress on the JSSP, housing numbers and delivery on the affordable homes.
- Progress is monitored and funding released for the current financial year based on meeting the milestones for the previous year - e.g. March 2019 review will monitor Oxon against 18/19 targets.
- Generally, for the £150m infrastructure fund there will be one tranche of funding, to be released in early April, for the year ahead. In the first year of the deal (18/19) there will be two tranches of £15m, released in April and September 2018, dependent on progress of JSSP milestones (subject to Government deliverables being met).
- Funding will be contingent on targets as above – ie: appropriate annual investment spend; JSSP milestones achieved; housing delivered via infrastructure fund; affordable housing starts.
- Year 1 infrastructure funding (£30m for 18/19) will be released in April 2018, following the agreement of the Delivery Plan and a “light touch review” of Year

1 site information by Homes England, subject to that being supplied by Oxon partners.

- Tranche two, scheduled for September 2018, will be contingent on the completion of the two JSSP milestones for 18/19 (subject to Government deliverables being met).
- There will be a final annual review in 23/24 to ensure 22/23 figures have been met.
- Homes England will quality assure housing site information provided by Oxon partners. Details of that process will be agreed with Oxfordshire by April 2018.
- For future years Homes England will review the Delivery Plan during December/ January for the following financial year draw-down.
- Opportunities for evaluation should be explored between HMG, Oxfordshire, and Homes England.

11.10 POTENTIAL CONSEQUENCES OF MILESTONES NOT ACHIEVED

- Failure to achieve milestones will result in deal being reviewed and potentially further payments could be withheld.
- Should any council not approve the JSSP for submission, this may result in cancellation of subsequent stages of the deal (and cessation of further investment).
- Claw-back of funding will be in the event of financial mismanagement/inappropriate spending.

11.11 REVIEW AND REPORTING PERIODS/INTERVALS – ASSURANCE ON THE DELIVERY PLAN

11.11.1 The deal delivery programme will be reviewed every 6 months and the programme or any agreed revisions to it confirmed each year by the OGB. An annual report on overall deal delivery progress against the plan will be submitted to the OGB and then to HMG as part of the assurance process.

11.11.2 Performance reporting on the key workstreams will be established as part of the new governance arrangements for each workstream. Individual on-going workstream performance monitoring and reporting will be overseen by OGB and shared with HMG on an agreed frequency (6 monthly).

11.12 RISK REGISTERS

11.12.1 A strategic risk register will be prepared for the overall Growth Deal Programme. Separate risk registers will also be put in place and maintained for each workstream. Risk registers will be updated monthly. Reporting on performance and risks will be by agreed exception to the Oxfordshire Executive Officer Group and the OGB on not less than a quarterly basis.

11.13 GOVERNANCE OVER ASSURANCE REPORTING AND AUDITING

11.13.1 The OGB will be responsible for assurance reporting to HMG. Oxfordshire County Council as accountable body will have overall responsibility for the financial component of the annual assurance report. The OGB annual assurance report will be audited by Oxfordshire County Council's audit and assurance team.

11.14 CONFLICTS OF INTEREST

11.14.1 The OGB partner authorities all maintain policies on the declaration of conflicts of interest.

11.15 GIFTS AND HOSPITALITY

11.15.1 The OGB partner authorities maintain policies on the accepting and offering of gifts and hospitality.

11.16 FREEDOM OF INFORMATION

11.16.1 Information held by the OGB and the partners' work of delivering the Oxfordshire Growth and Housing Deal is (as applicable) subject to the Freedom of Information Act 2000, the Environmental Information Regulations 2004, and 2018 General Data Protection Regulations.

11.17 ANTI-FRAUD AND CORRUPTION/ANTI-BRIBERY

11.17.1 Dealing with public money requires the highest levels of financial probity and accountability. OGB through the accountable body (Oxfordshire County Council) and the relevant workstream delivery partner will maintain a robust system of financial control, monitoring and reporting to ensure transactions are transparent and scrutinised. Each partner has their own system of reporting any concerns in relation to financial transactions.

11.18 AUDIT AND ACCOUNTS

11.18.1 Due to the nature of the work that will be undertaken, the majority of the transactions relating to project work are carried out by OCC as our accountable body. Spend incurred by OCC and funds drawn down on behalf of OGB will be included in their annual statement of accounts, published by May each year.

11.19 RISK MANAGEMENT

11.19.1 All of the activities of OGB in taking forward the implementation of the Growth and Housing Deal are affected by risk to a greater or lesser degree, and it is the responsibility of the Board to ensure those risks are managed effectively.

11.19.2 The OGB is developing a risk management approach for all Growth and Housing Deal workstreams and will capture the risks at a strategic and operational level in risk registers. Risk registers will be agreed at the outset of project and programme initiation and an overall strategic risk register will be maintained by each workstream lead.

11.19.3 Whilst ultimately the OGB is responsible for the management of risk, the overall senior lead officer and workstream leads are responsible for ensuring the risk management process operates effectively. They will make sure operational risks are reviewed on a regular basis by the Deal Senior Management Team and the strategic risks are reviewed by the OGB. Any significant operational or strategic risks would be highlighted to the Board to ensure they remain fully informed.

11.19.4 A memorandum of understanding will be developed by the authorities participating in the Deal to set out arrangements and responsibilities between the authorities to manage financial risks in the event that one or more partners withdraw from the Deal; or targets are not achieved potentially resulting in future payments withheld or in the worst case scenario, funding is clawed back. A dispute resolution process will also be set out. This agreement will be in place by 31 March 2018 before the first tranche of funding for infrastructure and affordable housing programmes are received.