Title of Report: Future Oxfordshire Partnership Update Report

Date: August 2022

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Executive Summary and Purpose:

This report provides an overview of the progress against different workstreams overseen by the Future Oxfordshire Partnership (FOP), formerly known as the Oxfordshire Growth Board, up to and including July 2022. Details of other partnership arrangements and delivery with which the FOP has engaged, are also included.

Appendices:

- **Appendix 1:** Future Oxfordshire Partnership Structure Chart.

Background: The Role of the Future Oxfordshire Partnership

1. In July 2021, the Oxfordshire Growth Board formally changed its name to the Future Oxfordshire Partnership, in response to feedback received during a wide-ranging review of its work in 2019. The change in name is intended to better reflect the role and function of the partnership, highlighting that growth does not take priority over interests such as improvements in the natural environment and carbon neutrality.

2. The FOP is a joint committee of the six councils of Oxfordshire, together with key strategic partners. Whilst voting rights are retained for local authority members only, the FOP's membership also includes the following co-opted Associate Members:

   - Chair of OxLEP
   - Chair of the Oxfordshire Skills Board
   - Universities Representative
   - OXLEP Business Representative-Bicester
   - OXLEP Business Representative-Oxford City
   - OXLEP Business Representative-Science Vale
   - Homes England Representative
   - DEFRA Agencies Representative
   - Oxfordshire Integrated Care Board Representative (formerly Oxfordshire Clinical Commissioning Group)
   - When considering transport infrastructure matters, Network Rail and National Highways have the right to attend as associate members.

3. Each constituent authority retains all non-executive and executive functions in relation to economic development, housing provision, strategic spatial planning, and strategic transport planning.

4. In 2020, the then Growth Board undertook a review of its role and function to ensure that the most pragmatic and effective arrangements for partnership working were in place, and to enable increased emphasis on inclusive and sustainable development, which supports the pursuit of a zero-carbon future for Oxfordshire.   The role of the FOP is as follows:

   - Coordinate local efforts to manage economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits.
   - Support the development of local planning policy that meets the UK Government's stated aim of net zero carbon by 2050, and contributes towards biodiversity gain, whilst embracing the changes needed for a low carbon world.
   - Seek to secure funding in the pursuit of these aims and oversee the delivery of related work programmes delegated to it by the joint committee's constituent local authority members.

5. The FOP is supported by a scrutiny panel whose members are drawn from across the six councils. The panel exists to review the work and decision making of the FOP, offering recommendations on reports submitted to the partnership; this additional scrutiny function complements existing Scrutiny Committees within each authority. In addition to the dedicated scrutiny panel, the FOP is supported by four advisory subgroups focused on infrastructure, housing, the Oxfordshire Plan 2050 (programme has now ended), and the environment, as well as an Executive Officer Group (EOG). A structure chart describing the FOP arrangements is included as Appendix 1.

6. All six local authorities continue to have an active role in driving the agenda of the partnership forward, to support in achieving improved outcomes aligned to the Strategic Vision for Oxfordshire.

Oxfordshire Strategic Vision

8. A public consultation on the draft Oxfordshire Strategic Vision ran from late 2020 to early 2021. Following consideration of the responses received, a revised draft of the Vision was formally endorsed by the FOP in March 2021, and subsequently approved by each of the Oxfordshire Councils.

9. The Oxfordshire Strategic Vision sets out the FOP's long term ambition for what the county will be like in 2050, recognising that positive sustainable change takes time. The Vision outlines nine key outcomes against which the FOP will monitor progress.   It is a non-statutory document, instead providing an overarching framework to inform a range of different plans, strategies, and programmes, to drive improvements in environmental, social, and economic well-being; it further complements plans and strategies already in place and approved by the FOP and partner organisations.

Oxfordshire Housing and Growth Deal

10. The FOP oversees the delivery of the [Oxfordshire Housing and Growth Deal ('the Deal')](), which was agreed in 2018, and secured £215m of Central Government investment to advance housing delivery, and boost economic productivity in the county. There are four key workstreams within the Deal:

- The Homes from Infrastructure Programme (HfI); a £150m investment in strategic infrastructure to support the acceleration of at least 6,549 already planned houses in Oxfordshire, over a five-year period from 2018/19 to 2022/23.

- The Oxfordshire Affordable Housing Programme (OAHP); a £60m investment over three years to support the delivery of at least 1,322 affordable homes.

- A county wide Joint Strategic Spatial Plan (JSSP), known as the [Oxfordshire Plan 2050](), to enable a more coordinated and joined-up approach to long term spatial planning across the County, together with policies that spatially embed the ambitions of the Oxfordshire Strategic Vision. In August 2022, the City and District Councils announced that the work on the joint programme would end, because "they were unable to reach agreement on the approach to planning for future housing needs within the framework of the Oxfordshire Plan". As Local Planning Authorities (LPAs), the District Councils will now look to address housing needs through their individual local plans. The councils will cooperate with each other and with other key bodies as they prepare their Local Plans; a paper on the process moving forward will be discussed at the September FOP meeting.

- A Productivity workstream led by the Oxfordshire Local Enterprise Partnership (OxLEP); central to this workstream was the development and implementation of a Local Industrial Strategy (LIS) and investment plan, to map out the long-term vision and activity for growth.

11. As a result of the pandemic and consequent slowing of development, HM Government granted Oxfordshire an extension to the OAHP to March 22, as well as a possible extension to the HfI programme beyond March 2023 on a scheme by scheme basis, to enable the relevant infrastructure to be completed; the exact assessment or decision methodology for the HfI extension has yet to be proposed and agreed by Homes England.

Oxfordshire Affordable Housing Programme

12. The OAHP completed in March 2022. At that date, the partners had delivered 936 additional homes, of which 428 were delivered by Oxford City Council.

13. In the final year of the OAHP it became clear that several of the schemes into which partners had invested significant time and resource for completion by the 31/3/22 deadline, would not make this end date, for reasons which include schemes yet to secure planning permission.

14. Following analysis of the delivery plan, a bespoke approach was agreed with DLUHC to maximise the number of affordable homes deliverable through the

OAHP in the remaining period of the Deal and into the future. This approach provided a reduced final year budget of £10 million, alongside flexibility and support to the delivery of schemes this year, and as necessary, into the future. The approach offers welcomed flexibility on start dates for construction, reduces the risk associated with the timing of planning decisions, and will therefore help to deliver much needed affordable homes.

15. Utilising the above model, it is hoped that the OAHP will still achieve the target of 1,322 units, subject to the usual assessment and due diligence of proposals.

16. Oxford City Council's contribution to this programme is material with 428, i.e., just under 50% of the total directly funded from the OAHP, and a potential total of 789 homes either funded or enabled by the OAHP.

Homes from Infrastructure Programme

17. Oxfordshire County Council are the lead delivery partner for the majority of the infrastructure element of the HfI programme, which they deliver through their capital projects governance framework. It is important to note multiple factors affect housing delivery, many of which sit outside of the control of the local councils.

18. In approaching the final years of the Deal, Oxfordshire County Council intended a review of the infrastructure programme, designed to ensure that the schemes included are both deliverable within the timeframe, that costs are controlled, and that the outcomes of the programme - accelerated housing - are both timely and proportionate to the investment. The review will be reported to Oxfordshire County Council cabinet in the Autumn.

19. It is currently anticipated that the target for accelerated homes will be reached within the original 5 years of the Housing and Growth Deal.

Oxfordshire Infrastructure Strategy (OxIS)

20. The original Oxfordshire Infrastructure Strategy (OxIS) was endorsed by the then Oxfordshire Growth Board in November 2017. OxIS has supported to secure significant investment for infrastructure in Oxfordshire, particularly for transport schemes being funded through the Oxfordshire Housing and Growth Deal (i.e., HfI) and the Housing Infrastructure Fund (HIF).

21. As part of the Deal, there is a commitment to update OxIS. A refresh of OxIS offers the opportunity to update infrastructure requirements to reflect submitted and approved local plans, together with proposals identified by third party infrastructure providers such as utility companies.

22. The OxIS update is divided into two parts, firstly a refreshed method for the assessment of infrastructure schemes, enabling us to rank or prioritise them according to the ambitions enshrined in the Strategic Vision and those of the six councils, notably active travel, environmental sustainability, and addressing the climate change emergency. Secondly, the use of that agreed method to assess

the infrastructure implications and requirements of the Oxfordshire Plan as it arrives at its conclusions; with the Oxfordshire Plan 2050 programme now closed, the scope of part 2 of the OxIS update will need to be reviewed with the FOP.

23. The first stage of the OxIS update was completed in early 2022, and after endorsement by FOP, adopted by Oxfordshire County Council as their infrastructure assessment method. Officers are now working in partnership to develop a toolkit for all councils to use this method. Additional information on the OxIS update is available within the [agenda pack for the January 2022 FOP board meeting](#).

Future Oxfordshire Partnership Environment Advisory Group

24. In March of 2021, the then Oxfordshire Growth Board, supported the establishment of an Environment Advisory Group (EAG), following a review of the Board's operating arrangements in 2020, which indicated its work would benefit from an increased focus on environmental issues, to support county wide progression towards a zero-carbon future, a key ambition of the Oxfordshire Strategic Vision.

25. EAG acts in an advisory and consultative capacity to the FOP, providing strategic oversight in the development and delivery of key projects and programmes aligned to the environment agenda. It facilitates increased engagement and ownership throughout the delivery lifecycle of projects, programmes, and activity, and serves as a key enabler in identifying areas of joint working and policy development. EAG is made up of member representatives from the respective local authorities, and is supported by council officers, thus offering an excellent opportunity for environment leads around the county to work together and share knowledge, whilst developing and promoting the environment recovery agenda.

26. EAG is distinct from the Oxfordshire Local Nature Partnership (LNP), with the advisory group focussing on activity which is aligned to delivering a zero-carbon future, and the LNP concentrated on activity to enhance the natural environment and ecological resilience. Naturally, there will be areas of shared interest, with activity to address carbon neutrality, linked to improvements in the natural environment, however, the groups will work to prevent duplication, and benefit from a representative attending both partnership groups. The LNP is a distinct partnership with its own board.

27. In April 2021, local authority officers and key partners hosted a workshop to identify key areas of focus for EAG during its initial meetings, and to map out headline work currently in progress to tackle the climate emergency; EAG has subsequently met several times, to discuss a range of topics and activity, including solar power, retrofit, and adaptation.

28. A key area of work for EAG is transitioning the [Pathways to a Zero Carbon Oxfordshire (PAZCO)](#) report, by the University of Oxford's Environmental Change Institute (ECI) and Bioregional, into implementation and delivery.   EAG strongly supported the evidence and findings of the PAZCO report, and following a competitive tender process, City Science have been commissioned to deliver a route map and supporting action plan. The route map will define the high-level

goals necessary to sufficiently reduce emissions to reach net zero within the county, whilst the action plan will detail specific activity that is necessary to deliver each of the high-level goals outlined in the route map. Furthermore, a set of 'asks' of HM Government will be compiled, regarding investment and policy development within the local environment agenda. City Science are currently completing a literature review, and engaging with stakeholders including the district councils, OCC, the Low Carbon Hub, OxLEP, and Oxford University, to support in establishing best practise and existing activities to address the climate emergency, in addition to refreshing carbon baseline data for Oxfordshire to inform activity. Thematic workshops are largely complete, and have focused on developing some of the actions necessary to achieve the route map; themes included domestic retrofit, reducing freight emissions, and rural travel decarbonisation. EAG have taken on responsibility as the steering group for the route map and action plan; a small project group has been established to drive the work.

Oxfordshire Inclusive Economy Partnership

29. The Oxfordshire Inclusive Economy Partnership (OIEP) was launched in March 2021, with the core objective of bringing together partners from across Oxfordshire, to support the development of a more inclusive local economy, with a focus on enhancing opportunities and skills for the benefit of local residents and employers, to aid in addressing complex system challenges and inequality across the county. The Partnership aims to highlight and seek support to amplify existing successful initiatives, as a way to build on what works and scale where needed. The OIEP was endorsed by the FOP in 2022; and agreed that the FOP would provide an oversight function to the work delivered by the OIEP and its subgroups. The work of the OIEP is aligned to, and supports delivery against the Strategic Vision for Oxfordshire, by working to enable a local economy which is globally competitive, sustainable, diverse, and inclusive.

30. The OIEP brings together over a hundred organisations from across business, education, community groups and local government, with the areas of focus and activity for the partnership based upon evidence and recommendations from a four-part inclusive economy seminar series and the Oxfordshire LEP skills report. The partnership has established a steering group to oversee the delivery of four interconnected, action orientated working groups, which cover the following thematic areas:

- **Social value and procurement:** Focused on exploring opportunities to increase local spending, and in turn the flow of finance back into the Oxfordshire economy, in addition to considering how businesses can invest in local communities through the provision of training, employment, and improvements within the local environment; linked to community wealth building, and the project, 'Owned by Oxford'.

- **Educational attainment:** Centred on addressing poor educational attainment at key stage 4 (GCSE) in English and Maths, with this inhibiting progression for further skills development; three sub-groups established under the educational attainment working group, focussing on voluntary workforce, parental advocacy, and mentoring.

- **Inclusive employment:** Two sub-groups established centred upon addressing barriers to employment for employees, and ensuring inclusive employers.

- **Place-based interventions:** Focused upon investing in localities across Oxfordshire with the greatest level of need; five work strands are emerging including place selection criteria, resident engagement, community mapping, community needs analysis, and systems behaviours.

31. The OIEP aims to be inclusive in its representation, engaging individuals with lived experience of inequality, in relation to skills and employment, in each of the working groups. The Steering Group has established an Inter-Working Group Forum, to sit alongside the working groups, to ensure activity across the individual groups is aligned and well connected, enabling progress against the OIEP Mission, and reducing opportunity for duplication.

32. With the support of Advanced Oxford, the OIEP have developed an 'Oxfordshire Inclusive Economy Charter' and pledge scheme, which will be launched later in 2022, to encourage and enable businesses and residents to publicly pledge their support to the work of the partnership, and commit to actions they will take in supporting the creation of a more inclusive economy. The Charter is aimed at both individuals and organisations, and will be hosted on a new digital platform for the OIEP, which is yet to be launched.

33. In partnership with Aspire Oxfordshire, Oxfordshire Social Enterprise Partnership, and the Oxfordshire LEP, the OIEP hosted an 'Inclusive Economy in Action' Event, to raise awareness of, and engage employers in, the work of the OIEP. The event also enabled the opportunity to gather feedback from businesses on the draft charter, to inform its development and success moving forward.

34. More information on the structure of the OIEP, progress made to date, and the draft Charter, are available within the June 22 FOP public agenda pack.

Oxfordshire Local Nature Partnership

35. Local Nature Partnerships (LNP) were introduced by the 2011 Natural Environment White Paper to provide a strategic forum through which to manage and drive integrated positive change in the natural environment, producing benefits for local populations, the economy, and the environment. In January 2020, the Future Oxfordshire Partnership (referred to then as the Oxfordshire Growth Board) endorsed the establishment of a LNP for Oxfordshire, demonstrating clear support for the embedding of environmental issues within the local partnership landscape.

36. Following a series of stakeholder consultations in 2020, the proposal for the LNP, including information relating to purpose, organisational membership, and governance, was finalised, with board members confirmed in August 2021. A formal LNP board was established in February 22, to provide strategic leadership for the delivery of work aligned to the purpose of the LNP; board membership

includes a local authority member, landowner, environmental NGO, DEFRA, as well as representatives from health, business, the farming community, a university, and a national landscape body. Four working groups have subsequently been identified, focusing on the following:

- **Natural Capital Investment:** This area of work aims to leverage private finance to enable delivery of nature recovery, and nature-based solutions, locally. This will include exploring the stimulation of a local carbon market, and improving the pipeline for biodiversity net gain projects.

- **Biodiversity Net Gain:** By October 2023 it will be mandatory for almost all new developments (including infrastructure projects) to deliver 10% more biodiversity than was on the site prior to construction (Environment Act 2021). This workstream will focus on developing a strategic, coordinated, county-wide approach, which is vital to ensure not only the continued smooth functioning of the planning system, but also to enable us to maximise the benefits for nature, that this policy can deliver.

- **A Local Nature Recovery Strategy (LNRS) for Oxfordshire:** The Environment Act 2021 included a statutory requirement for all Upper Tier Local Authorities to develop a LNRS, to focus on delivering wider environmental benefits such as carbon sequestration, natural flood management and access for people to nature, alongside nature recovery. DEFRA advise that local partnerships are central to the creation of LNRS, this workstream will thus focus on the development of the strategy. Local planning authorities will be required to 'have regard for', and report progress towards delivery of the LNRS.

- **Nature and Health:** It is recognised that spending time in and near nature has huge benefits to health and wellbeing. This workstream will explore this area, looking for instance at Green Social Prescribing (programs, increasingly commissioned by health professionals, which help people to access nature) and Green Infrastructure (the term used to describe the implementation of natural solutions in the urban space to provide benefits to society – such as sustainable drainage systems, and street trees).

37. An LNP forum, which is open to a broader set of partners with a vested interest in the local natural environment, has been established to ensure a wider capture of views inform delivery by the partnership and facilitate ongoing development.

38. As of June 22, a LNP Manager is in post to support the partnership in achieving its core purpose.

39. Whilst a discrete partnership which does not report into the FOP, the LNP will link in with the FOP on projects and programmes, in support of the Oxfordshire Strategic Vision.

Joint Future Oxfordshire Partnership and Health and Wellbeing Board Meetings

40. A workshop event was hosted for members of the Future Oxfordshire Partnership and the Oxfordshire Health and Wellbeing Board in October 2021. The event

provided an informal opportunity for system leaders to discuss priorities and explore areas of common interest, enabling discussions regarding collaboration to address shared challenges. The workshop also provided a forum in which to brief key stakeholders on the strategic landscape with respect to the Oxfordshire Joint Health and Wellbeing Strategy, local recovery from the Pandemic, the Oxfordshire Plan 2050, and the Oxford-Cambridge Arc.

41. Discussions between system leads identified the interrelated and cross-cutting nature of personal health and wellbeing with healthy place shaping. It was agreed that healthy and resilient communities are more likely to thrive where they have easy access to high quality green space, clean air, and integrated active travel options, developed through a planning system that prioritises healthy place shaping principles. This was identified as the golden thread which runs through the ambitions of both committees, and is featured throughout the Oxfordshire Strategic Vision and NHS/OCC Prevention Framework. The workshop further identified the need to continue to lobby HM Government for greater freedom and flexibility re: improved building standards, land use planning, and truly affordable housing.

42. It was agreed that the continuation of joint meetings between the two formal committees on a bi-annual basis would be beneficial in enabling joined-up delivery between interrelated areas of work; a second meeting of the two committees was hosted in March 22 and focused on the climate challenge and obesity.

Oxfordshire Health Impact Assessment Toolkit

43. In January 2021, the FOP (known then as the Oxfordshire Growth Board) approved the use of the Oxfordshire Health Impact Assessment (HIA) Toolkit by all 6 Oxfordshire local authorities. The HIA toolkit is a resource which can be used to understand and map the health impacts of a plan or project, to enable the development of recommendations which maximise the positive impacts, and minimise the negative, whilst maintaining an emphasis on addressing health inequalities within local communities. The use of the Oxfordshire HIA toolkit during planning is key to delivering sustainable growth within the county. This resource equips key stakeholders, including land agents, developers, planners, and policy makers, with a mechanism by which to embed healthy place shaping principles within regeneration and development schemes, considering the wider determinants of health, both for existing communities and new settlements. More information regarding the use of the Oxfordshire HIA toolkit is available on the FOP website.

Oxfordshire Economic Recovery Plan

44. The Oxfordshire Economic Recovery Plan (ERP) is part of an Oxfordshire 'whole-system' approach to tackling the impact of COVID-19 in the county. It sits alongside other plans and emergency response measures introduced by Oxfordshire partners to support residents, businesses, and communities to recover and adapt to the pandemic, and impacts arising from the EU exit. The ERP is focused on the near-term, covering a 24 month period up to Spring 2023, and is complementary to existing plans, which include the Oxfordshire LIS and supporting Oxfordshire Investment Plan, which translates the ambitions of the LIS

into a programme of tangible delivery and action up to 2030, with additional longer-term projects in development for the period up to 2040.

45. A comprehensive economic baseline assessment of the Oxfordshire economy was prepared by Cambridge Econometrics and Steer Economics to inform the ERP. The assessment, which was undertaken in autumn 2020, includes district level analysis, business and sector trends, and short, medium, and long term forecasts for recovery; a further update on economic trends was published in April 2021, with a refresh of the data over the next 12 months being considered, as the economy adjusts further to the impact of pandemic, the EU exit, and other global events. Supporting economic baseline documents are accessible via the OxLEP website.

46. The ERP comprises a range of interventions to support the local Oxfordshire economy. Activity in the ERP is centred around three strategic themes: reskilling people, resilient businesses, and reviving places; rebuilding connectivity through ensuring the infrastructure to link people, places and assets, both digitally and physically, acts an enabler across the three themes.

47. A range of projects within the ERP are in delivery, including the Green Construction Skills Centre, apprenticeships and vocational training programme, and the Energy Systems Accelerator Pilot; information on progress against the ERP is available within the June 22 FOP public agenda pack. Several key areas within the ERP, which are ready to commence delivery, still require resourcing to progress forward; continued system-level working will be critical in the funding and mobilisation of these.

48. The ERP is led by OxLEP on behalf of Oxfordshire partners, and is overseen by an Economic Recovery Task Group, comprising chief officers from each of Oxfordshire's local councils, alongside senior representatives from both Universities, the FOP, and the Government's Cities & Local Growth Unit. The FOP has received regular updates from the Task Group both as the ERP was developed, and now too, during its delivery.

49. The ERP task group are actively supporting local authorities (lead agency) with the development of programme submissions for both Levelling Up Fund Round 2 (competitive), and the UK Shared Prosperity Fund (allocated funds), to enable a co-ordinated package of project submissions which will potentially include infrastructure, public realm, and business and skills support aligned to programme priorities.

The Oxford-Cambridge Arc

50. The Oxford-Cambridge Arc (the Arc), which spans across the counties of Oxfordshire, Buckinghamshire, Northamptonshire, Bedfordshire and Cambridgeshire, has been recognised by both HM Government and many local leaders as a globally significant economic area, comprising several world renowned academic institutions, alongside internationally recognised science parks, research centres, and businesses at the forefront of innovation and development. Leaders had previously identified the opportunity to further enhance the potential of the Arc, to deliver economic, social, and environmental benefits.

51. The Levelling Up White Paper published in February 2022 makes no reference to the Oxford-Cambridge Arc, and the Arc Leadership Group are currently considering next steps. Events within the national political landscape continue to contribute to the future uncertainty of plans relating to the Arc development.

Oxfordshire Rail Corridor Study

52. In June 2018, the then Growth Board approved the Oxfordshire Rail Corridor Study (ORCS) project remit and financial contribution, enabling Department for Transport (DfT) funding to be released. Undertaken by Network Rail, the ORCS considered and assessed the anticipated impact of planned growth in employment and housing on Oxfordshire's rail system, to better understand the invaluable role the rail network can play in supporting and enabling the delivery of planned growth.

53. Now complete, the ORCS identifies that Oxfordshire's rail system, which serves as a strategic hub for local, regional, and national passenger services and freight, possesses little capacity to accommodate further growth, and fails to connect growth hubs both within, and outside of the county.

54. The ORCS provides a strategic vision for the proposed development of rail services in Oxfordshire, aligning major programmes of work on the rail network within the county. It identifies a collection of evidenced based rail outputs and enhanced train services the rail system should deliver to support forecast passenger and freight growth in the short-term (2024), medium-term (2028), and long-term (2033). Outputs within the ORCS focus on improved connectivity between key rail hubs, and capacity requirements to manage the level of anticipated growth. Endorsed by a cross-industry Steering Group, the ORCS should be used as the bases of strategic rail planning for the County.

55. Recommendations from the ORCS have been brought together in an overarching industry strategy for the county known as 'Oxfordshire Connect', which will align all major rail programmes seeking to introduce new services into Oxfordshire, as a means to identify the most optimal way to deliver these services. It will be used to decide future investment priorities, and to help source future funding through the Government's Rail Network Enhancements Pipeline (RNEP) and third parties; Oxfordshire Connect formally entered RNEP in March 2021. Development of a strong funding strategy is critical to achieving the ambitions of Oxfordshire Connect.

56. In May 21, the DfT confirmed £68.8m of funding for the next stage of the Oxford Corridor Capacity Phase 2 Project, which is recognised as the critical enabler for all service increases across the region, with the infrastructure changes central to the Oxfordshire Connect programme. Phase 2 will increase capacity for freight and passenger services, improve journey times between Bicester and Oxford, support safety improvements, and enable further design work, essential land and property acquisitions, and key enabling works to reduce risks within the programme; the £68.8m provided by DfT does not cover all elements of the Phase 2 Project. DfT have subsequently granted Network Rail a Transport Works Act Order (TWAO), permitting them the powers to expand Oxford station. DfT are

yet to agree the additional funding to enable the completion of the Phase 2 Project.

57. A key intervention proposed within the ORCS, and now encompassed within Oxfordshire Connect, is the re-opening of the Cowley line to passengers; funding has been secured to progress design work, and enable the development of an outline business case. Joint working between Network Rail and local authorities on wider transport integration and connectivity to new stations introduced, is key.

Focus for the Year Ahead

58. The FOP will continue to provide an oversight and decision making function for the remaining elements of the Housing and Growth Deal.

59. A review of the partnership's governance will be undertaken to ensure all FOP members share a clear understanding of the agreed governance arrangements, and that decisions are made in accordance with the Terms of Reference and Memorandum of Understanding for the FOP.

60. With the Deal coming to a close, the FOP will proactively develop its work programme in line with the nine outcomes of the Oxfordshire Strategic Vision, the central framework for shaping the FOP's delivery. Through the provision of oversight and guidance to projects the councils of Oxfordshire wish to deliver collaboratively, the FOP will ensure collegial working and delivery which is joined-up, inclusive, and reflective of the different needs and views across the county.

61. A key focus for future work will be the development of performance measures to enable the FOP to monitor the direction of travel against the Oxfordshire Strategic Vision, and further integration of the Vision within relevant plans and strategies at both a local and regional level, to enable progression towards the co-produced ambitions.

62. The FOP will continue to play an active role in representing a collective Oxfordshire voice on matters of regional and national interest, lobbying HM Government as the partnership deems appropriate, for the benefit of the county's residents, businesses, and the local environment.

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Appendix 1 – Future Oxfordshire Partnership Structure Chart
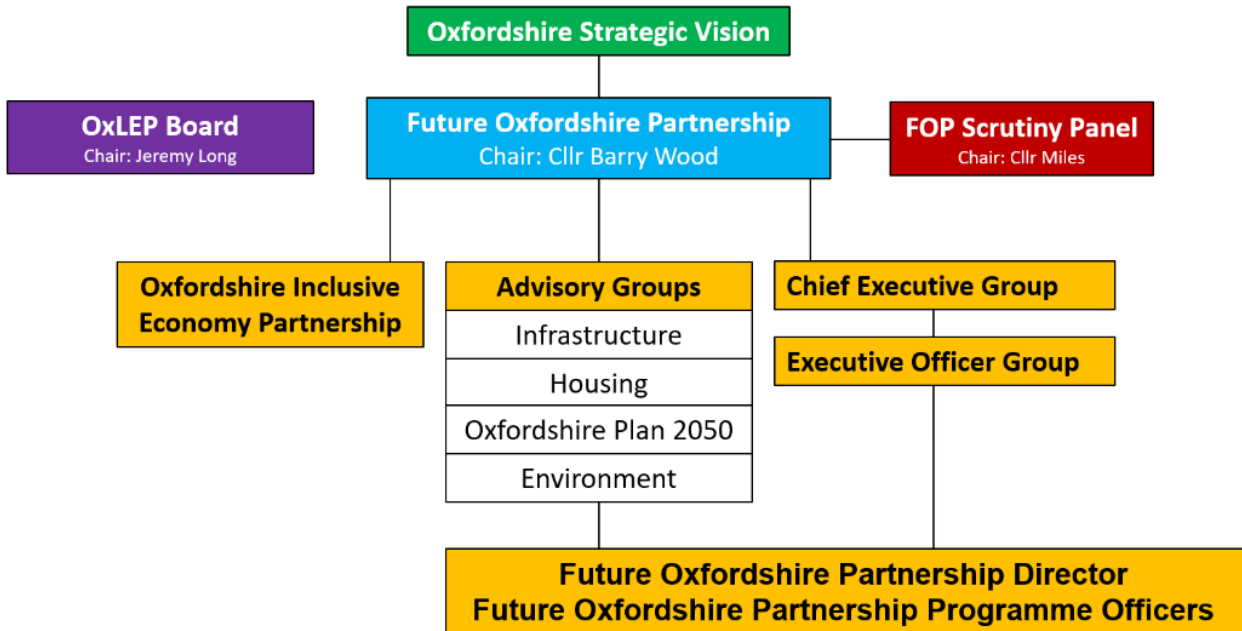
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