

## Introduction

This guidance note provides further information on the objectives and priorities for the Oxfordshire Strategic Creative, Cultural, Heritage and Tourism Investment Plan (CCHTIP), followed by step-by-step advice on how to submit your ideas for inclusion in the CCHTIP by completing the Proposal Form.

**Completed Proposal Forms should be submitted to [cchtip@oxfordshirelep.com](mailto:cchtip@oxfordshirelep.com) by 5pm on 31<sup>st</sup> August 2015. If you have any queries, please contact us via the same email address.**

You are welcome to submit more than one proposal if you have a number of ideas on how your organisation could contribute to the CCHTIP. Please note that the submission of a proposal should not be viewed as a funding application and inclusion of your proposal(s) in the CCHTIP will not be a guarantee of funding.

## Context

The Oxfordshire Local Enterprise Partnership (OxLEP) made a commitment in its [Strategic Economic Plan](#) (SEP) to prepare an accompanying Creative, Cultural, Heritage and Tourism Investment Plan for Oxfordshire. The aim of the Investment Plan is to develop a clear vision and purpose that will strengthen and exploit investment opportunities and innovation to enhance the current offer in Oxfordshire and create sustainable growth and prosperity throughout the county.

Oxfordshire is already a world-leading location for research and high tech business, with particular strengths in life sciences, physics, engineering and electronics, telecoms and computing. The rural economy is also strong, supporting a diverse agricultural sector and growing renewable energy capacity. These strengths, combined with a wealth of cultural heritage and cultural assets, plus a growing creative industries sector, make Oxfordshire a highly attractive place to live and work and attract increasing numbers of visitors.

Significant activity is underway to drive further economic growth and development in Oxfordshire, leveraging in local, national and international investment. This activity is being spearheaded by Oxfordshire Local Enterprise Partnership (OxLEP) and the public and private sector organisations which comprise its membership.

In addition to capitalising on the clear potential for growth in 'Big Science' the SEP recognises the importance that a thriving creative and cultural setting can have to attracting investment potential and for helping to grow a thriving tourism sector attracted by world class heritage and the beautiful setting of the Cotswolds, Chilterns and North Wessex Downs.

The county's academic excellence and entrepreneurial spirit are also reflected in the priorities for the SEP, which are grouped into the themes of innovative people, place, enterprise and connectivity.

<b>People</b>	Delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive employment and fulfilling jobs.
<b>Place</b>	Providing both the quality environment and choice of homes needed to support smart growth whilst capitalising upon the exceptional quality of life, vibrant economy and the dynamic urban and rural communities of our county.
<b>Enterprise</b>	Innovation led growth is at the heart of our strategy, underpinned by the strength of our University research and development capacity, business collaboration and supply chain potential.
<b>Connectivity</b>	Allowing people to move freely, connect easily and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

Oxfordshire expects to create a further estimated 85,600 new jobs by 2031 and will need around 100,000 new homes to meet demand. The SEP sets out an intention to deliver major investment in the infrastructure needed to unlock growth, including £65 million for enhanced broadband connectivity, £500 million of rail investment and £716 million for highways improvements. OxLEP has already secured significant contributions to infrastructure and other measures to support business and growth through the City Deal, Growth Deal through ESIF and EAFRD funding packages, which together total £184 million.

Culture and the creative industries are increasingly being used to promote destinations in order to become more distinct in the face of globalisation. In a competitive tourism market this helps to enhance the tourism offer but also attracts highly skilled workers, international investment and mobilises innovation. The recent Warwick Commission on the future of cultural value made it clear that while the creative industries remain one of the real success stories of the UK and that specific cities, including Oxford, have nurtured a compelling comparative advantage, the sector is delivering below its potential, and opportunities exist to boost growth in this area.

Alongside improvements in transport and communications, strategic environmental investment will also underpin wider economic growth. Development of the green economy through the SEEIP will enable growth in rural areas and offer significant opportunities for recreation and leisure, alongside the county's considerable cultural heritage attractions.

## **CCHTIP Objectives and Priorities**

[Tom Fleming Creative Consultancy](#) was appointed by Oxfordshire County Council on behalf of Oxfordshire LEP to work on the CCHTIP. The work has been funded by Oxfordshire County Council and the Arts Council England and builds on the Inaugural workshop held on 21<sup>st</sup> November 2014 and workshops held on 4<sup>th</sup> and 22<sup>nd</sup> June 2015.

The CCHTIP will provide direction and clarity on how investment in the creative, cultural, heritage and tourism sectors within Oxfordshire will be delivered. It is one of a series of investment plans which will sit under the Strategic Economic Plan, and will help to deliver its ambitions for economic growth in Oxfordshire up to 2030. Applicants are advised to refer to the SEP when developing their proposals.

The CCHTIP will make a compelling case for investment in Oxfordshire, by demonstrating its importance to economic growth, development and health and well-being in the county. The

CCHTIP will be a published document, to be used as a prospectus to attract and coordinate funding from government, stakeholders and businesses, ensuring investment is prioritised and targeted to maximise the benefits.

**The key purpose of the CCHTIP includes:-**

- What pathways are available that will lead to economic growth, the creation of new jobs and a more highly skilled workforce by 2030?
- What can each sector do more effectively or in partnership through innovation and adoption of technology to achieve increased growth by 2030?
- How can visitors to Oxford City be encouraged to extend their stay, spend more and travel out to the districts many attractions by 2030?

**Strategic Projects, Investment Programmes and Supporting Interventions put forward should:-**

- Demonstrate the importance of investment in the creative, cultural, heritage and tourism sectors to promote economic growth, development, and health and wellbeing in Oxfordshire.
- Ensure that investment across the sectors is co-ordinated, prioritised and targeted to:
  - Maintain or enhance the existing service in the creative and cultural sectors.
  - Support the visitor economy and wider heritage offer to attract more foreign investment.
  - Enable wider economic growth and development, contributing to the economic objectives and targets set out in OxLEP's Strategic Economic Plan
- Make a compelling business case to attract and secure further funding from:
  - Government
  - Stakeholders within the creative, cultural, heritage and tourism sectors.
  - Business

The research for the CCHTIP has already identified opportunities for development and growth. These include the potential for contemporary cultural and creative activities and services in heritage contexts (to reinterpret and reanimate our incredible heritage assets); for shared approaches to showcasing and promoting the cultural offer (including the services of digital businesses); and for positioning culture to the heart of developments in housing, town and city centre development, and for our changing villages.

This broad range of activity will be even more effective when harnessed, coordinated and targeted towards common strategic goals through collaborative working and enable other types of economic growth – in both rural and urban areas.

Work completed to date has included collation and review of the evidence base, interviews with key stakeholders and discussion with the CCHTIP steering group. On the basis of this and feedback from the two workshops held in June at Bicester and Blenheim, **the emerging priorities for the CCHTIP are as follows:**

- Opportunities are available for more collaborative and partnership working across sectors and throughout the county.
- Oxfordshire has a highly skilled workforce but identified skills gaps. This provides an opportunity for the creative and cultural sector to play a crucial role in talent development, with the potential for apprenticeships and training.

- Oxfordshire has a strong heritage brand, and is a world leader on innovation. The convergence of digital and creative businesses will give forward looking cultural organisations the opportunity to align both. The visitor economy is key to this and has the opportunity to maximise the use of assets to attract visitors and inward investment.
- Oxfordshire has world leading Higher Education Institutions, with a research knowledge offer that could better link with creative and cultural business development.
- The cultural sector has the opportunity to drive change and use new knowledge intensive sectors to drive innovation. Heritage need not mean just looking to the past and preservation but could provide a real opportunity to open up space and develop.

Organisations in Oxfordshire are encouraged to ‘think beyond normal business and institutional positions’ and co-create a new sense of the possible, where partners in creative businesses, cultural organisations, universities, tourism enterprises and government can have one vision but gradually focus on development that will deliver a set of baseline character assessments. These proposals could include completely new ideas, or existing or on-going projects, programmes or interventions which have the potential to contribute to the objectives and priorities of the CCHTIP with an extension in scope or duration through further investment.

Our aim is to assemble a portfolio of proposals for inclusion in the CCHTIP, which could include:

- **Strategic projects**, which will deliver growth and jobs within a defined geographical area, and which are of a significant scale for the county
- **Investment programmes**, which might be established to distribute funding to multiple stakeholders and smaller projects across a wider area according to agreed criteria
- **Supporting interventions** such as awareness-raising, training or guidance

These proposals will have the potential to contribute to the objectives and priorities of the CCHTIP, and will provide a resource for the sectors and their partners enabling a more targeted and collaborative approach to development and growth. It will also empower partners to make smart decisions that plug the local economy into national and international opportunities, through its unique character and distinctive qualities.

## Process for Submission and Assessment of CCHTIP Proposals

Local organisations are invited to submit their proposals for inclusion in the CCHTIP. Proposals can be submitted by any organisation operating within Oxfordshire with an interest in and ability to deliver against one or more of the objectives and priorities of the CCHTIP. **This can be done by completing the CCHTIP Proposal Form and submitting it to the following email address [cchtip@oxfordshirelep.com](mailto:cchtip@oxfordshirelep.com) by 5pm on 31<sup>st</sup> August 2015.**

Relevant proposals which have already been submitted to the Local Growth Fund do not need to be resubmitted, unless you wish to change the content of your proposal to fit more closely with the objectives and priorities of the CCHTIP.

Following the deadline for submissions the CCHTIP project team and steering group will review the proposals, assess their economic impacts and assemble a portfolio of strategic projects, investment programmes and supporting interventions which will be included in the

CCHTIP. Proposals will be selected on the basis of their ability to contribute to the objectives and priorities of the SEP and the CCHTIP as set out above, using the information provided in the compulsory section of the Proposal Form. Preference will be given to projects which can demonstrate an ability to deliver multiple benefits, including economic, social and the ability to generate income to become self-sustaining. Evidence of collaborative partnership working and match funding potential will also be advantageous. (If similar proposals are submitted the project team will encourage organisations to work together and submit one collaborative strategic project, investment programme or supporting intervention).

Two workshops were held in June with the CCHTIP steering group and invited stakeholders to inform this process, and help identify the vision, objectives and priorities for the CCHTIP. A further workshop will be held in September to review the proposals and discuss the delivery strategy. The strategy will be launched in the autumn of 2015.

The guidance set out in this document follows the structure of the CCHTIP Proposal Form, and is intended to form the basis of information needed to prepare a robust proposal. ***It is recommended that judgement is applied to the use of this information.***

## Completing the Form

The CCHTIP Proposal Form must be completed to ensure that due process has been followed and enable proposals to be considered for inclusion in the CCHTIP.

**All of the fields in the Compulsory Information section of the form must be completed for a proposal to be considered.** The information provided in the Compulsory Information section will be used by the CCHTIP project team and steering group as the basis for comparing and selecting proposals for inclusion in the CCHTIP, in line with the objectives and priorities for the Oxfordshire Strategic Economic Plan (SEP) and Oxfordshire Strategic Creative, Cultural, Heritage and Tourism Investment Plan (CCHTIP), as described above.

The **Supplementary Information** section of the form can be used to provide additional information which you feel helps to describe or make the case for your project. This information will be used to inform the content of the CCHTIP in the event that your proposal is included. You are encouraged to complete some or all of the fields in the Supplementary Information section of the form if you have the relevant information to hand, but are not expected to undertake new analysis, feasibility studies, design work etc. **Your proposal will still be considered and will not be penalised if you do not submit Supplementary information.**

## Section by Section Guidance

**Date received and Project reference number (OxLEP use only)** - This will be a unique reference number given to your project proposal by OxLEP. The reference number must be used in all future correspondence between your organisation and the OxLEP and partners.

### Compulsory information

The information provided in this section of the form will be used as the basis for comparing and selecting proposals for inclusion in the CCHTIP. The following fields must be completed for your proposal to be considered.

<b>1. OVERVIEW OF YOUR PROPOSAL</b>	
<b>Name of your proposal</b>	Please provide the name of your proposal
<b>Description of your proposal</b>	In no more than 200 words tell us what you are proposing to do and what it will achieve. Please ensure that the key objectives or outputs are described and that they are specific, measurable, achievable, realistic and time-bound (SMART). For example: <i>By June 2017, this project will have delivered a new website to market country houses in Oxfordshire and increase visitor numbers.</i>
<b>Proposal type</b>	Indicate whether you consider your proposal to be a: <ul style="list-style-type: none"> <li>• Strategic project</li> <li>• Investment programme</li> <li>• Supporting interventions</li> </ul> <p>Further information is provided on how each of these have been defined for the purposes of the CCHTIP in the <b>CCHTIP objectives and priorities</b> section of this guidance note, on pages 2 - 4.</p>
<b>Location</b>	Details should be provided of the location of the activities covered by your proposal or its beneficiaries. For strategic projects, applicants should supply the address, including the postcode, of the proposed site and the project area boundary either as a GIS shape-file or marked out on an Ordnance Survey map that is at a reasonable scale. For investment programmes or supporting interventions, the area of interest should be indicated, for example an administrative boundary (e.g. the whole county, city, town, village or parish), the location for a given target audience (e.g. rural areas or areas of multiple deprivation), or another area of interest (e.g. an Area of Outstanding Natural Beauty, the catchment of the River Thames).
<b>How soon could the project start?</b>	Please give an indication of the earliest date that implementation of the proposal could start.
<b>How long would it last?</b>	Please indicate whether your proposal is for a finite period and if so how long the project would last/its estimated lifetime. <p>Where there is an implementation phase, for example design and construction of a strategic project, please indicate the</p>

	approximate duration of this phase and the estimated lifetime of the project following completion.
<b>Will the impacts be temporary or permanent?</b>	Please indicate whether the impacts of the proposal are likely to be temporary or permanent. If they are temporary, please estimate the timescale over which they will occur.
<b>Approximate cost</b>	Please provide an estimate of the total cost of the project, distinguishing between capital and revenue expenditure. For proposals in the early stages of development where limited details are available, please provide a rough indication of what the costs might include.
<b>Identified funding sources</b>	Please list any potential funding sources which have already been identified for your proposal, with an indication of whether funding applications have been made and whether funding allocations have been confirmed.
<b>2. DETAILS OF THE ORGANISATION OR PARTNERSHIP RESPONSIBLE FOR THE PROPOSAL</b>	
<b>Name and address of proposing organisation including post code</b>	The name and address of the organisation responsible for the proposal, or the lead organisation in the event that it is a partnership proposal.
<b>Name of lead contact</b>	The name of the lead person within the proposing organisation responsible for the submission of the proposal.
<b>Position in organisation</b>	Position of contact person within the proposing organisation
<b>Email</b>	Email address of the lead contact
<b>Telephone Number</b>	Direct telephone number of the lead contact
<b>Type of organisation</b>	Non-Departmental Public Body (NDPB), other bodies & organisations within central government. This includes central government departments and their agencies including Trading Funds, Non-departmental public bodies, NHS Health Authorities and Boards.
	Local Authorities: All tiers of local government, police and fire authorities, transport authorities, Greater London Authority (GLA), state schools and colleges except City Technology Colleges and City Academies.
	Public Corporations are public trading bodies which have a substantial degree of financial independence from the public authority which created them. Examples are Post Office, Transport for London, Royal Mint, Land Registry, British Nuclear Fuels.
	Private Sector Not for Profit Institutions are non-profit institutions serving households. These include bodies such as charities, universities, churches, trade unions or members clubs, National Trust. If a small or medium enterprise (SME), the applicant must define the category of SME.
	Private sector companies are taken to be organisations established and operating for profit. If an SME, the applicant must define the category of SME.
	Other: If your organisation is not covered by one of the types listed above, please insert details here. Please note that we are

	not able to accept proposals for the CCHTIP from individual members of the public.
<b>Website</b>	The website of the proposing organisation.
<b>Project partners</b>	If your proposed project is to be delivered in partnership with other organisations, please list them here.
<b>3. STRATEGIC RELEVANCE AND BENEFITS OF YOUR PROPOSAL</b>	
<b>How does your idea relate to one or more of the Oxfordshire Strategic Economic Plan themes?</b>	
<b>Strategic Economic Plan thematic area(s) (Please tick the relevant boxes)</b>	<p>Please tick the relevant boxes to indicate which one or more of the following themes of the Strategic Economic Plan your proposal relates to:</p> <ul style="list-style-type: none"> <li>• People</li> <li>• Place</li> <li>• Enterprise</li> <li>• Connectivity</li> </ul> <p>Information is provided on each of these themes in the <b>Context</b> section of this guidance note, on pages 1 - 2, together with a link to the Strategic Economic Plan for further detail.</p>
<b>Please explain how your proposal relates to the thematic area(s) selected</b>	Please describe how and why your proposal relates to the selected themes in no more than 200 words. The information provided in the <b>Context</b> section of this guidance note, on pages 1-2 may be helpful in highlighting some of the links between the creative, cultural, heritage and tourism sectors and the economy in Oxfordshire, in addition to referring to the Strategic Economic Plan.
<b>How would your proposal contribute to the objectives and priorities of the Strategic Creative, Cultural, Heritage and Tourism Economic Investment Plan?</b>	<p>Please refer to the <b>CCHTIP Objectives and Priorities</b> section of this guidance note on pages 2 - 4 and describe the role your proposal would be able to play in helping to achieve them, in no more than 200 words.</p> <p>The information provided in the <b>Context</b> section of this guidance note, on pages 1-2, may be helpful in describing the sectors position within Oxfordshire, how this relates to the economy, development, health and wellbeing, and highlighting some of the challenges and opportunities that may be addressed through the CCHTIP.</p> <p>If you are able to quantify any of the potential impacts of your proposal in relation to this, or provide evidence to justify the contribution your proposal could make please do so, although qualitative answers will also be accepted.</p>
<b>Will your proposal directly create opportunities for employment and/or skills development?</b>	Please explain in up to 100 words whether opportunities for employment and/or skills development will be created as a result of your proposal. If you are able to estimate the number of employment opportunities created or the number of people who will benefit from skills development, please do so, with an indication of when these will occur during the lifetime of your proposal.
<b>Will your proposal</b>	Please explain in up to 100 words whether your proposal will



<p><b>benefit vulnerable groups or deprived communities?</b></p>	<p>directly benefit vulnerable groups or deprived communities in Oxfordshire. The Indices of Multiple Deprivation Dashboard for Oxfordshire may help you in responding to this question. If you are able to quantify the extent of these benefits or provide further evidence please do.</p>
<p><b>Will your proposal target priority locations for development or regeneration?</b></p>	<p>Please explain in no more than 100 words whether your proposal will directly target priority locations for development or regeneration in Oxfordshire. These locations are highlighted in the Strategic Economic Plan, available from the link provided on page 1 of this guidance note. Further information on the priority locations for development and regeneration within each local authority area in Oxfordshire is available from the planning department of the relevant authority, as follows:</p> <ul style="list-style-type: none"> <li>• Oxford City Council <a href="http://www.oxford.gov.uk/PageRender/decP/Planning_Policy_occw.htm">www.oxford.gov.uk/PageRender/decP/Planning_Policy_occw.htm</a></li> <li>• Cherwell District Council <a href="http://www.cherwell.gov.uk/planningpolicy">www.cherwell.gov.uk/planningpolicy</a></li> <li>• West Oxfordshire District Council <a href="http://www.westoxon.gov.uk/residents/planning-building/planning-policy/">www.westoxon.gov.uk/residents/planning-building/planning-policy/</a></li> <li>• South Oxfordshire District Council <a href="http://www.southoxon.gov.uk/services-and-advice/planning-and-building/planning-policy">www.southoxon.gov.uk/services-and-advice/planning-and-building/planning-policy</a></li> <li>• Vale of White Horse District Council <a href="http://www.whitehorsedc.gov.uk/services-and-advice/planning-and-building/planning-policy">www.whitehorsedc.gov.uk/services-and-advice/planning-and-building/planning-policy</a></li> </ul>

**Supplementary information (optional)**

Please use this section of the form to provide supplementary information which you feel helps to describe or make the case for your project. This information will be used to inform the content of the CCHTIP in the event that your proposal is included.

You are encouraged to provide additional, relevant information if you have it to hand, but are not expected to undertake new analysis, feasibility studies, design work etc. in order to complete this section of the form. **Your proposal will still be considered and will not be penalised if you do not complete the following sections of the form.**

<b>4. CONTEXT AND IDENTIFICATION OF NEED</b>	
<b>Please describe the challenge or opportunity that the proposal is intended to address and the current state of related economic, social and/or environmental conditions</b>	<p>In no more than 200 words, please describe the specific creative, cultural, heritage or tourism/economic challenge(s) or opportunity(s) that your proposal is intended to address.</p> <p>If possible, please provide information about the current state of related economic, social and/or sector conditions which demonstrate a need for intervention, and explain how your proposal will help to meet this need. Supporting plans, analysis or other information may be provided as attachments.</p>
<b>5. AIMS AND OBJECTIVES OF THE PROPOSAL</b>	
<b>Please explain what the project you are proposing is going to achieve, including specific objectives which are SMART i.e. specific, measurable, achievable, realistic and time-bound. (Up to 200 words)</b>	<p>In no more than 200 words please explain what the project you are proposing is going to achieve, including specific objectives which are SMART i.e. specific, measurable, achievable, realistic and time-bound.</p> <ul style="list-style-type: none"> <li>• Specific: Objectives must be clear and unambiguous.</li> <li>• Measurable: There must be a way of measuring or confirming when the objectives have been achieved.</li> <li>• Achievable: It should be clear why the objectives are achievable, for example supported by any research undertaken or track record in delivering similar objectives.</li> <li>• Relevant: Objectives must be relevant to the proposed activities, with a clear logic chain linking outputs, results and objectives.</li> <li>• Time-based: Objectives must have deadlines attached to them to ensure progress towards achievement can be effectively managed and monitored.</li> </ul> <p>For example: <i>By June 2017, this project will have delivered a new website to link country houses in Oxfordshire and attract increased visitor numbers across Oxfordshire.</i></p>
<b>6. IMAGES</b>	
<p>If you have any high quality images related to your project proposal please include them as attachments. For example, these could show the proposed location, plans or designs if available, or illustrate some of the positive outcomes that the proposal will deliver.</p>	
<b>7. APPROACH</b>	

In up to 200 words, please explain how your proposal will be delivered and how will it be managed/operated over time.

**8. FINANCIAL CASE AND COST BENEFIT ANALYSIS**

<b>Project financial summary</b>	Please provide estimates of the capital and revenue funding requirements for your project, indicating the amounts would need to be requested from Government or other funding sources through the CCHTIP and the amounts which are to be secured through private sector or other match funding. The contribution rate requested from government or other funding sources should be calculated as indicated.
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**Please explain briefly why funding is required and describe the financial case and cost benefit analysis for your proposal, with reference to the following points: (Please provide no more than 2 sides of A4 for your response to this section)**

<b>(A) Please provide an estimate of the approximate cost and demonstrate a need for funding.</b>	Provide estimates of capital and revenue costs over the lifetime of the project.
<b>B) Describe the benefits, including:</b> <ul style="list-style-type: none"> <li>• Any potential for direct income generation</li> <li>• Impact on the creative, cultural, heritage or tourism sectors</li> <li>• Economic benefits</li> <li>• Social benefits</li> </ul>	<p>Reference to the information provided in the <b>Context (Pages 1 – 2)</b> and <b>Objectives and Priorities (Pages 2-4)</b> of the CCHTIP sections of this guidance note may be helpful in completing this section.</p> <ul style="list-style-type: none"> <li>• Income generation: Please provide an estimate of any income which has the potential to be generated through the lifetime of the proposal.</li> <li>• Impact on the creative, cultural, heritage or tourism sectors: Please provide a description of the positive benefits your proposal will provide and what effect it will have on the wider economy. (All projects awarded government funding must comply with EC environmental legislation, which seeks to ensure that projects do not have adverse effects on the environment)</li> <li>• Economic benefits: Please provide an estimate of outputs and results of your proposal, for example housing growth, employment, skills, jobs, Gross Value Added (GVA) and any other measurable growth. The economic impact and benefits of a project are estimated through the application of a cost-benefit analysis, i.e. evaluating both the implicit and social cost-benefits of a project. If this information is provided, please explain assumptions and methodology used. Further guidance can be found at: <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf</a></li> <li>• Social benefits: Please provide a short description of the social benefits of your proposal. This could include impacts on</li> </ul>

	<p>health and well-being, communities, and socio-distributional impacts of supporting vulnerable groups, local and/or regional economic growth and target development areas.</p> <p>If proposals are to be awarded government funding, they must be able to demonstrate commitment towards addressing equality issues and meet the highest quality standards, exceeding baseline legislative requirements wherever possible. Further information will be required to demonstrate this if the proposal is progressed to a funding application.</p>
<p><b>(C) Please provide details of sources of funding and any associated risk to the project.</b></p> <ul style="list-style-type: none"> <li>• <b>Funding commitment by the project proposer</b></li> <li>• <b>Financial standing of the project proposer</b></li> <li>• <b>Soundness of basis for indicative cost estimate</b></li> <li>• <b>Sources and soundness of matching funding</b></li> </ul>	<p>If known, please provide details of the projects funding over time, and clearly indicate what is committed, as well as any conditions or constraints attached to any funding streams.</p> <p>Projects must demonstrate good value for money prior to receiving any support from OxLEP when recommending proposals to Government for funding approval.</p> <p>In all cases, the balance of eligible costs not requested through the CCHTIP must be provided by other public or private sector funds. Commitment to provide this matched funding must be recorded in writing by the organisations concerned and attached to this application.</p>
<p><b>(D) Will your project deliver Value for Money?</b></p> <ul style="list-style-type: none"> <li>• <b>Cost benefit of the project is significantly positive</b></li> <li>• <b>Cost of contribution to project related to impact of project</b></li> </ul>	<p>Please provide an indication of whether you consider your proposal will deliver Value for Money, by comparing the costs to the benefits described above. Further guidance is available from:</p> <p><a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/300214/cost_benefit_analysis_guidance_for_local_partnerships.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/300214/cost_benefit_analysis_guidance_for_local_partnerships.pdf</a></p>
<p><b>(E) Please describe how the project will continue once the investment ends. If the project has a finite lifetime, state this and explain how the project will be sustained and managed over this lifetime, or explain the</b></p>	<p>Applicants are encouraged to provide information on how the project will continue once the investment ends. If the project has a finite lifetime, please state this. If not, explain the steps that will be taken to ensure the project is sustained in some way.</p>

<p><b>steps that will be taken to ensure the project is sustained and managed in perpetuity.</b></p>	
<p><b>9. MANAGEMENT CASE</b></p>	
<p><b>(A) Project Management and Delivery Structures</b></p>	<p>Explain the management and delivery structure to be put in place to ensure effective management and control of the project. Describe resources, knowledge, expertise and skills that you and any delivery partners have to deliver the project and also including who will take day to day responsibility for the project, who has overall responsibility, how the applicant organisation is structured and the associated accountability &amp; reporting lines for this project. Projects applicants must also include details of any past experience in managing Government funded projects i.e. City Deal, Local Growth Fund, Regional Growth Fund and others.</p> <p>Where other delivery partners are involved, these must be included in the description of the overall management and delivery structure for the project. Explain why and how you have selected the delivery partner(s).</p> <p>Insert a project organisation structure chart (organogram), showing roles and responsibilities of people and boards, and required attendees at board and project meetings. Explain the individual and board roles and responsibilities as shown in the organogram. Describe how the project will be supported by any specialist expertise, for example land and property project management expertise and to manage any compliant public procurement processes.</p>
<p><b>(B) Monitoring and Reporting and Control</b></p>	<p>Explain the monitoring, reporting and control arrangements. Describe who will undertake the monitoring and how often, who has overall responsibility, who reports to whom, when and where and what form do the reports take. Refer as appropriate to the project governance structures.</p> <p>Explain how you will ensure delivery partners comply with the LGF rules. Explain how you will monitor and manage the performance of your delivery partner(s).</p> <p>Describe the financial management and control procedures for the project including the process for compiling and authorising claims and who will manage this process.</p> <p>Explain who will be responsible for managing issues raised following a monitoring or audit OxLEP or/Government.</p>

<b>(C) Risk Management</b>	Consideration should be given to all project risks especially in terms of delivery, management and control and the associated mitigating action. Projects are advised to identify these risks on a separate document as part of the application.
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