

...Decisions... Decisions...

These notes indicate the decisions taken at this meeting and the officers responsible for taking the agreed action. For background documentation please refer to the agenda and supporting papers available on the Council's web site (www.oxfordshire.gov.uk.)

If you have a query please contact Sue Whitehead, Tel: 07393 001213; Email: sue.whitehead@oxfordshire.gov.uk (Paul Staines, Tel: (01295) 221847; Email: paul.staines@oxfordshire.gov.uk)

OXFORDSHIRE GROWTH BOARD - MONDAY, 26 SEPTEMBER 2016

RECOMMENDATIONS FROM THE AGENDA	DECISIONS	ACTION
1. Apologies for absence and substitute members	Jeremy Long, Chairman of OXLEP; Phil Shadbolt, OXLEP Business Rep – Bicester; Andrew Harrison, OXLEP Business Rep – Science Vale	
2. Declarations of interest - see guidance note on the back page of the agenda	None.	
3. Minutes To confirm as a correct record the minutes of the meeting of the Oxfordshire Growth Board held on 26 May 2016.	Agreed and signed.	
4. Chairman's Announcements To receive communications from the Chairman.	The Chairman proposed and it was agreed that the item he had agreed as urgent business on the Strategic Economic Plan Refresh be taken following item 6.	
5. Public Participation	Public Address : Helena Marshall. Campaign to Protect Rural England Chris Henderson, Vice-Chairman, Radley Parish Council Sarah Hamilton-Foyn, Regional Director, Pegasus Group Questions from members of the Public: Questions were received from 6 members of the public/organisations and are available on the web site . It is	DEE (P. Staines)

OXFORDSHIRE GROWTH BOARD - MONDAY, 26 SEPTEMBER 2016

<i>RECOMMENDATIONS FROM THE AGENDA</i>	<i>DECISIONS</i>	<i>ACTION</i>
	intended that written responses will be provided and published on the web site in 10 working days.	
<p>6. Post SHMA Strategic Work Programme</p> <p>Report Content: Paul Staines, Growth Board Programme Manager</p> <p>Recommendation</p> <p>The Growth Board is recommended to:</p> <p>(a) Approve the apportionment of the agreed working figure for the unmet housing need for Oxford, in the interest of complying with the Duty to Co-operate.</p> <p>(b) Approve the attached Memorandum of Co-operation setting out the apportionment and timetable for delivery of the unmet housing need for Oxford.</p> <p>(c) Formally recommend the approved apportionment to each of the Oxfordshire Local Planning Authorities for consideration in the preparation of their Local Plans, in the interest of meeting the objectively assessed housing needs for Oxfordshire.</p>	<p>Recommendations agreed (by 5 votes for to 1 against) subject to the addition below shown in bold:</p> <p>(a) Approve the apportionment of the agreed working figure for the unmet housing need for Oxford, in the interest of complying with the Duty to Co-operate.</p> <p>(b) Approve the attached Memorandum of Co-operation setting out the apportionment and timetable for delivery of the unmet housing need for Oxford, subject to the following addition as a new 3.6 to Section 3:</p> <p>3.6 The Programme does not identify, propose, recommend or seek to identify, propose or recommend any site or sites for additional housing within any district. Each LPA will remain responsible for the allocation of housing sites within its own district and through its own Local Plan process.</p> <p>N.B In light of the vote officers were authorised to make such minor editing changes to reflect that South Oxfordshire District Council will not be signing the Memorandum of</p>	<p>DEE (P. Staines)</p>

OXFORDSHIRE GROWTH BOARD - MONDAY, 26 SEPTEMBER 2016

<i>RECOMMENDATIONS FROM THE AGENDA</i>	<i>DECISIONS</i>	<i>ACTION</i>
	<p>Understanding.</p> <p>(c) Formally recommend the approved apportionment to each of the Oxfordshire Local Planning Authorities for consideration in the preparation of their Local Plans, in the interest of meeting the objectively assessed housing needs for Oxfordshire.</p>	
<p>7. Growth Board Work Programme Review</p> <p>Report Contact: Robin Rogers, Spatial Infrastructure Planning Res. Manager, Oxfordshire County Council</p> <p>Recommendation</p> <p>That the Growth Board:</p> <p>(a) Notes proposals from the Executive Officers Group to develop a revised work programme for the Growth Board's consideration at the November meeting of the Board;</p> <p>(b) Considers and comments on the suggested prioritisation of projects and identifies additional areas for officer consideration</p>	<p>The following recommendation was agreed:</p> <p>(a) Following the publication of the PwC and Grant Thornton reports on local government in Oxfordshire it is clear that there are several areas where joint working may help us realise significant savings and improvements of public services. A working group should be established including Chief Executives and Leaders of local authorities, CCG and LEP to explore how these transformational changes can be progressed in areas including, but not exclusively: infrastructure, skills, economic development, strategic spatial planning, public assets, business rates, health and social care. The working group will investigate, but will not be restricted to reviewing the future function of the Oxfordshire Growth Board and to consider</p>	<p>DEE (R. Rogers)</p>

...Decisions... Decisions...

OXFORDSHIRE GROWTH BOARD - MONDAY, 26 SEPTEMBER 2016

<i>RECOMMENDATIONS FROM THE AGENDA</i>	<i>DECISIONS</i>	<i>ACTION</i>
	<p>the feasibility of establishing a combined authority for Oxfordshire; and</p> <p>(b) The Oxfordshire CCG should be invited to become a non-voting member of the Growth Board from our next meeting.</p>	
<p>8. Oxfordshire Growth Board Work Programme</p> <p>To consider and review the Board work Programme.</p>	<p>The following recommendation was agreed:</p> <p>Noted and to ask officers to facilitate a meeting with partners in respect to a commitment to secure apprenticeships through planning gain and legal agreements and to a facilitation of that by the CDC owned Apprenticeships Training Agency (ATA) and to report back.</p>	<p>DEE (P. Staines)</p>
<p>9. Urgent Business - Strategic Economic Plan</p> <p>The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.</p> <p>Strategic Economic Plan</p> <p>The Chairman has agreed that the following item be considered as an item of urgent business in that it had always been the intention to review the SEP at this meeting but it was left off the original agenda due to an administrative oversight.</p> <p>The Chairman has indicated that the item will be taken following Item 6 on the agenda.</p>	<p>Noted.</p>	

Public Document Pack

Committee: Oxfordshire Growth Board

Date: Monday, 26 September 2016

Time: 2.00 pm

Venue: Meeting Rooms 1&2, County Hall, New Road, Oxford OX1 1ND

Membership

Voting Members 01/07/2016-30/06/2017

Chairman and Leader of Oxfordshire County Council	Councillor Ian Hudspeth
Vice Chairman and Leader of Oxford City Council	Councillor Bob Price
Leader of Cherwell District Council	Councillor Barry Wood
Leader of South Oxfordshire District Council	Councillor John Cotton
Leader of Vale of White Horse District Council	Councillor Matthew Barber
Leader of West Oxfordshire District Council	Councillor James Mills

Non-Voting Members

Chairman of OXLEP	Jeremy Long
Vice Chairman and Skills Board Representative	Adrian Lockwood
Universities Representative	Alistair Fitt
OXLEP Business Representative – Bicester	Phil Shadbolt
OXLEP Business Representative – Oxford City	Richard Venables
OXLEP Business Representative – Science Vale	Andrew Harrison
Homes and Communities Agency Representative	David Warburton

AGENDA

1. Apologies for absence and substitute members

Apologies for absence should be notified to sue.whitehead@oxfordshire.gov.uk or Tel: 07393 001213 prior to the start of the meeting.

2. Declarations of interest - see guidance note on the back page of the agenda

3. Minutes (Pages 1 - 4)

To confirm as a correct record the minutes of the meeting of the Oxfordshire Growth Board held on 26 May 2016.

4. Chairman's Announcements

To receive communications from the Chairman.

5. Public Participation

Members of the public may ask questions of the Chairman of the Growth Board, or address the Growth Board on any substantive item at a meeting subject to the restrictions set out in the public participation scheme.

Deadline to submit questions: By Tuesday 20 September 2016 in writing or email to the Chief Executive or Secretariat of the host authority

Deadline to submit requests to address the meeting: No later than noon on the day before the meeting (Friday 23 September 2016) in writing or email to the Chief Executive or Secretariat of the host authority.

6. Post SHMA Strategic Work Programme (Pages 5 - 62)

Report Content: Paul Staines, Growth Board Programme Manager

Purpose of the report

To provide the Growth Board with a report on the findings of the Post SHMA Strategic Work Programme (the Programme), to recommend the adoption of the proposed apportionment of the unmet housing need for Oxford and approval of a Memorandum of Co-operation including both the apportionment and timetable for delivery of Oxford's unmet housing need as derived through the Programme.

Recommendation

The Growth Board is recommended to:

- (a) Approve the apportionment of the agreed working figure for the unmet housing need for Oxford, in the interest of complying with the Duty to Co-operate.
- (b) Approve the attached Memorandum of Co-operation setting out the apportionment and timetable for delivery of the unmet housing need for Oxford.
- (c) Formally recommend the approved apportionment to each of the Oxfordshire Local Planning Authorities for consideration in the preparation of their Local Plans, in the interest of meeting the objectively assessed housing needs for Oxfordshire.

7. Growth Board Work Programme Review (Pages 63 - 66)

Report Contact: Robin Rogers, Spatial Infrastructure Planning Res. Manager, Oxfordshire County Council

Purpose of the report

To invite the Board to consider key areas of focus for the future work programme of the Board and to charge officers with bringing back detailed proposals to the November meeting of the Board

Recommendation

That the Growth Board:

- (a) Notes proposals from the Executive Officers Group to develop a revised work programme for the Growth Board's consideration at the November meeting of the Board;
- (b) Considers and comments on the suggested prioritisation of projects and identifies additional areas for officer consideration

8. Oxfordshire Growth Board Work Programme (Pages 67 - 82)

To consider and review the Board work Programme.

9. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

- (a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
- (b) provide false or misleading information on registration, or
- (c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?

The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?

The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *“You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself”* or *“You must not place yourself in situations where your honesty and integrity may be questioned.....”*.

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:

Employment (includes *“any employment, office, trade, profession or vocation carried on for profit or gain”*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

Public Document Pack Agenda Item 3

Cherwell District Council

Oxfordshire Growth Board

Minutes of a meeting of the Oxfordshire Growth Board held at Council Chamber, Bodicote House, Bodicote, Banbury, OX15 4AA, on 26 May 2016 at 2.00 pm

Present: Councillor Barry Wood (Chairman) - Cherwell District Council
Councillor Ian Hudspeth (Vice-Chairman) - Oxfordshire County Council

Councillor John Cotton - South Oxfordshire District Council
Councillor James Mills - West Oxfordshire District Council
Councillor Bob Price - Oxford City Council

Substitute Members: Councillor Roger Cox - Vale of White Horse (In place of Councillor Matthew Barber)

Also Present: Nigel Tipple – Chief Executive, Oxfordshire Local Enterprise Partnership
David Warburton - Director, Homes and Communities Agency (HCA)

Apologies for absence: Councillor Matthew Barber - Vale of White Horse District Council

Officers: David Edwards, Executive Director, Regeneration and Housing, Oxford City Council
Bev Hindle, Deputy Director, Strategy & Infrastructure Planning, Oxfordshire County Council
Christine Gore, Strategic Director, West Oxfordshire District Council
Adrian Colwell, Head of Strategic Planning and the Economy
Paul Staines, Oxfordshire Growth Board Programme Manager
Natasha Clark, Interim Democratic and Elections Manager
Aaron Hetherington, Democratic and Elections Officer

29 **Declarations of Interest**

There were no declarations of interest.

30 **Minutes**

The Minutes of the meeting of the Board held on 31 March 2016 were agreed as a correct record and signed by the Chairman.

31 **Chairman's Announcements**

The Chairman made the following announcement:

1. The Chairman welcomed Councillor James Mills, the new Leader at West Oxfordshire Council, to the Growth Board.
2. The Chairman advised that this would be the last meeting held by Cherwell District Council as the host authority.

32 **Public Participation**

There was no public participation.

33 **Post SHMA Work Programme Update Report**

The Growth Board Programme Manager submitted a report which provided the Growth Board (the Board) with an update on the Post-SHMA Strategic Work Programme (the Programme).

Resolved

- (1) That both progress of the Programme to date and the fact that it will not be achieved without the full continued commitment of all partners to the Programme, be noted and that commitment be reaffirmed.

34 **Growth Board Budget Summary**

The Growth Board Programme Manager submitted a report which provided a summary of partnership funds held on the Board's behalf by the lead authority, Cherwell District Council, as at 1 May 2016.

Resolved

- (1) That the budget position be noted

35 **Oxfordshire Infrastructure Strategy Brief**

The Deputy Director, Strategy & Infrastructure, Oxfordshire County Council submitted a report which presented the Oxfordshire Infrastructure Strategy Brief

At its meeting on 31 March 2016, the Growth Board noted within the work programme that the Executive Officer Group (EOG) had supported the

development of an Infrastructure Strategy for Oxfordshire and that detailed project scoping should be prepared for Growth Board in May for approval.

Officers subsequently prepared a brief for the development of the strategy and this document was endorsed by the EOG on 12 May and it was now being submitted to the Growth Board for approval.

Resolved

- (1) That the brief for an Infrastructure Strategy for Oxfordshire (annex to the Minutes as set out in the Minute Book) be approved.

36

Strategic Economic Plan

The Chief Executive of the Oxfordshire Local Enterprise Partnership (OxLEP) presented the report of the Economic Strategy Manager, OxLEP, which presented the Strategic Economic Plan for Oxfordshire – Consultation Draft (SEP Refresh).

In response to Members' comments regarding the timetable, the OxLEP Chief Executive confirmed that the timetable would be reviewed to allow the councils to consider the SEP Refresh within their own authorities.

Resolved

- (1) That the implications on the SEP Refresh within the context of its on-going joint statutory work, including in particular its work on planning for infrastructure development in the medium to long term be noted.
- (2) That no particular comments on the SEP structure, priorities to 2020 and the identified commitments under each theme be made at this time.
- (3) That the OxLEP board be requested to set a timetable for the consultation and finalisation which would allow the councils to have deliberations within their own processes.
- (4) That the governance arrangement for delivering the SEP Refresh be noted.

37

Oxfordshire Growth Board Work Programme

The Board considered its Work Programme.

Resolved

- (1) That the Work Programme be noted.

38

Dates of Future Meetings

39 **Urgent Business**

There were no items of urgent business.

The meeting ended at 2.35 pm

Chairman:

Date:

OXFORDSHIRE GROWTH BOARD **POST SHMA STRATEGIC WORK PROGRAMME**

Purpose of Report

1. To provide the Growth Board with a report on the findings of the Post SHMA Strategic Work Programme (the Programme), to recommend the adoption of the proposed apportionment of the unmet housing need for Oxford and approval of a Memorandum of Co-operation including both the apportionment and timetable for delivery of Oxford's unmet housing need as derived through the Programme.

Recommendation

The Growth Board is recommended to:

- (a) *Approve the apportionment of the agreed working figure for the unmet housing need for Oxford, in the interest of complying with the Duty to Co-operate.*
- (b) *Approve the attached Memorandum of Co-operation setting out the apportionment and timetable for delivery of the unmet housing need for Oxford*
- (c) *Formally recommend the approved apportionment to each of the Oxfordshire Local Planning Authorities for consideration in the preparation of their Local Plans, in the interest of meeting the objectively assessed housing needs for Oxfordshire*

Introduction

2. The Growth Board will be aware of the Programme and the progress reports received at Board meetings since its adoption in November 2014.
3. The Board will also recall that the agreed outputs of the Programme are:
 - An agreed apportionment for the unmet need for Oxford, based upon the working assumption that this unmet need totals 15,000 for the purposes of the Programme and that this figure would be confirmed through an update of Oxford's Local Plan.
 - A spatial scenario to support this apportionment, based upon a high level assessment of possible areas of search that could collectively sustain development sufficient to be able to support the unmet need.
 - A Memorandum of Co-operation between the councils, agreeing the apportionment and setting out the process by which each individual district council would address its commitment in its respective Local Plan.
4. The Post SHMA Strategic Programme Project Team (the Project Team) have now completed the Programme and the following constituent projects:
 - A study to consider the level of unmet need for Oxford - resulting in the working assumption of 15,000 homes.
 - A study of the green belt - providing a countywide assessment of how well the Oxford Green Belt performs against the five green belt purposes.
 - A submission of a list of possible areas of search for development for each council to provide for the unmet need - a "long list" that was reduced through a check and challenge process to a short list of 36 areas of search that would be subject to further examination.

- An assessment of the relative merits of each of the areas of search in the shortlist against criteria agreed by the Project Team.
 - An examination of both the transport and education implications of development of those areas of search on the shortlist - both as individual areas and cumulatively.
5. Each of the projects will be published on the Growth Board pages of the lead authority website, Oxfordshire County Council. The conclusions of the projects are summarised in the detailed report attached at Appendix One.

Programme Results

6. The Project Team has considered the conclusions and outcomes of the assessment of the 36 areas of search for growth and the infrastructure assessment, in order to arrive at an apportionment.
8. The report attached at Appendix One provides the detailed narrative of the Programme and how each of the constituent projects has influenced and guided officers in the consideration of the 36 areas of search that underpin the proposed apportionment. The table at Appendix five of the report attached at Appendix One then provides a summary of the Project Team's considerations and demonstrates how the Project Team have assessed the areas of search. It shows how the Project Team have divided the areas of search into those shortlisted (green), those rejected (red) and those classed as having potential for consideration but with material issues that currently preclude consideration (amber). The table provides this short list of areas of search, with the RAG rating demonstrated and the rationale for the rating.
9. The table in paragraph 137 of the report at Appendix One then summarises the results of the assessment and proposes a figure for each District to be apportioned, based upon those areas of search within that district that the Project Team has RAG rated green and collectively concluded are reasonable to consider as the basis for that apportionment.
12. The Growth Board should note that whilst the apportionment is a recommendation to them for approval, the short list of areas of search that underpins it must be viewed as indicative.
13. This is because, although the Project Team based the Programme's conclusions upon officers' collective existing knowledge of areas of search that would be most suitable to meet Oxford's unmet need, subsequent Local Plan work may bring other sites forward that are deemed more appropriate by the respective Local Planning Authority.
14. The Board will recall that the principles that underpin the Programme, approved by the Board in November 2014 and reproduced in Paragraph 51 of the full report at Appendix One, stated that the Programme should never seek to allocate or release sites, but should, at a high level identify the evidence of each district's ability to absorb additional growth to meet a share of Oxford's unmet need. It will be for each of the districts, through their Local Plan processes to allocate sites sufficient to meet their proposed share of Oxford's unmet need under the requirements of the Duty to Co-operate.

15. The recommended apportionment is as follows;

	Shortlisted 'green' areas of search
Cherwell	4400
Oxford	550
South	4950
Vale	2200
West	2750
Totals	14850

The Memorandum of Co-operation

15. Alongside the apportionment the Board are also asked to approve the Memorandum of Co-operation attached at Appendix Two to this report. This Memorandum sets out both the apportionment and an indicative timetable for each council to meet its share of the unmet need through its Local Plan.
16. The Board should note that the Memorandum is predicated upon known Local Plan timetables and could be subject to change. The apportionment is also based upon a common assumed start date of 2021 for the commencement of development after the adoption of the respective Local Plan reviews/update/refresh. This assumption does not preclude earlier delivery, but does recognise the complexity of the issues being considered and consequently has sought to factor in reasonable lead times to enable options to come forward and to be fully considered through the Local Plan process.

Conclusions

17. The report attached at Appendix One demonstrates in detail how the Programme has met the Duty to Co-operate by arriving at an agreed apportionment for the unmet need for Oxford.
18. The Board are recommended to approve the apportionment, agree to the Memorandum of Co-operation attached at Appendix Two and formally recommend to the five Oxfordshire Local Planning Authorities that they agree to consider the apportionment in their respective Local Plan processes.

This page is intentionally left blank

A Countywide Approach to Meeting the Unmet Housing Need of Oxford

Section 1: Purpose of the Report

- 1) Public bodies have a Duty to Co-operate on planning issues that cross administrative boundaries.
- 2) A key planning issue in Oxfordshire is how to address the unmet housing need arising from Oxford City identified in the 2014 Oxfordshire Strategic Housing Market Assessment.
- 3) The Oxfordshire Growth Board agreed to establish a working group and a programme of projects to enable agreement to be reached between the Local Authorities on the level of unmet housing need of Oxford City together with an appropriate apportionment that could then be taken forwards through the Local Plans for each District. This programme is called the Post SHMA Strategic Work programme (the Programme).
- 4) This report sets out detail of that Programme, the work streams which were commissioned; how the findings were considered and the conclusions which were reached.
- 5) This report includes a recommended apportionment of the unmet housing need of Oxford.

Section 2: Executive Summary

- 6) In 2013, the Oxfordshire Local Planning Authorities (LPA) commissioned a new Strategic Housing Market Assessment (SHMA), supported by joint working on economic forecasting, to establish the appropriate level of planned growth across the Oxfordshire Housing Market Area and the level of housing need arising in each District. The SHMA had a secondary purpose of helping to inform the preparation of the first Oxfordshire Strategic Economic Plan (SEP) by the Oxfordshire Local Enterprise Partnership (OxLEP).
- 7) Officers from all Oxfordshire authorities met on 17th May 2013 to discuss how the results of the SHMA should be considered, incorporated in emerging plans where possible and used as the basis for further joint working between the Councils. The purpose was to reach agreement and formalise joint working, provide a common basis on which to progress the SHMA and avoiding unnecessary delay to Local Plan preparation.
- 8) In April 2014 the Oxfordshire Local Authorities, published the Strategic Housing Market Assessment (SHMA) for Oxfordshire. The document suggested that the demographic trends and growth of the County economy and the level of affordable housing need required would necessitate 100,060 additional new homes in Oxfordshire between 2011 and 2031.
- 9) In November 2014, the Oxfordshire Growth Board, created by the District Councils and the County Council following the agreement to a City Deal for Oxford, commissioned a

Project team to address the unmet housing needs of Oxford (See Appendix 3 for full details). This Project Team has met regularly to consider the implications of the SHMA and how best to meet the identified unmet housing need of Oxford. This is in the context of recognising that the administrative boundaries of the City of Oxford are constrained and consequently it is seeking effective ways to address this issue in line with Duty to Cooperate.

- 10) This report reviews the process undertaken by all Councils on the basis of the ‘Duty to Cooperate’ and the work streams commissioned (see Appendix 4 for full details), as well as how the separate reports have led to a proposed evidence-based apportionment across the Districts of Oxfordshire to meet the unmet housing need of Oxford using a working figure of 15,000 homes (see section 8 of this report).
- 11) The proposed apportionment is set out in section 8. For each District, the proposed apportionment is:-

	Proposed Apportionment
Cherwell	4400
Oxford	550
South	4950
Vale	2200
West	2750
Total	14850

The Growth Board is requested to endorse the proposed apportionment.

- 12) This report also sets out how the apportionment is to be taken forward in each Local Plan reflecting the different stages of Local Plan preparation (see section 9 of this report). This ranges from the commitment in Cherwell’s adopted Local Plan to complete a Partial Review within two years, the modification of other Submitted Local Plans to meet a proportion of the Oxford unmet need and the review of the Oxford Core Strategy, which has now commenced.

The Post SHMA Project Team
For the Oxfordshire Growth Board
September 2016

Report Author:
Adrian Colwell
Head of Strategic Planning and the Economy
Cherwell and South Northamptonshire Councils

Section 3: Applying the ‘Duty to Cooperate’

- 14) For resolving the Oxford unmet need issue reliance has been placed on both undertaking and commissioning joint working on the basis of the ‘Duty to Co-operate’.
- 15) The application of the ‘Duty to Cooperate’ by the Oxfordshire Local Planning Authorities (LPA) is informed by the provisions of the Localism Act (2011), National Planning Policies Framework (NPPF, March 2012) and Planning Practice Guidance (PPG, August 2013).
- 16) This section reviews the key sections of the key legislation and associated Framework and Guidance which established the basis for the collaboration between the Councils to address the unmet housing need of Oxford.

Section 3.1: The Localism Act 2011

- 17) Section 110 of the 2011 Localism Act inserts the Duty to Co-operate as a new Section 33A in the Planning and Compulsory Purchase Act 2004. Section 33A came into effect on 15 November 2011. It is not retrospective.

Section 110 of the Localism Act sets out the new ‘Duty to Co-operate’. The new Duty:-

- relates to “*sustainable development or use of land that has or would have a significant impact on at least two planning areas, including (in particular) sustainable development or use of land for or in connection with infrastructure that is strategic and has or would have a significant impact on at least two planning areas*”;
 - requires that councils and public bodies “*engage constructively, actively and on an on-going basis*” to develop strategic policies; and
 - requires councils to consider “*joint approaches*” to plan making.
- 18) Section 33A (1) and (3) of the 2004 Act impose a duty on a local planning authority to co-operate with other local planning authorities and other prescribed bodies when it undertakes certain activities, including the preparation of development plan documents, activities that can reasonably be considered to prepare the way for such preparation and activities that support such preparation so far as they relate to a strategic matter. This is to maximise the effectiveness with which those activities are undertaken.
 - 19) Section 33A (4) states that a strategic matter is: “*sustainable development or use of land that has or would have a significant impact on at least two planning areas, including (in particular) sustainable development or use of land for or in connection with infrastructure that is strategic and has or would have a significant impact on at least two planning areas.*”
 - 20) Section 33A (2) requires a local planning authority “*to engage constructively, actively and on an on-going basis*” in respect of the activities that are subject to the duty.

Section 3.2: The National Planning Policy Framework (NPPF)

- 21) Paragraphs 178-181 of the NPPF set out further details on planning strategically across local. The NPPF states that:

“Public bodies have a duty to cooperate on planning issues that cross administrative boundaries, particularly those which relate to the strategic priorities set out in paragraph 156. The Government expects joint working on areas of common interest to be diligently undertaken for the mutual benefit of neighbouring authorities.”

“Local planning authorities should work collaboratively with other bodies to ensure that strategic priorities across local boundaries are properly coordinated and clearly reflected in individual Local Plans. Joint working should enable local planning authorities to work together to meet development requirements which cannot wholly be met within their own areas – for instance, because of a lack of physical capacity or because to do so would cause significant harm to the principles and policies of this Framework. As part of this process, they should consider producing joint planning policies on strategic matters and informal strategies such as joint infrastructure and investment plans.”

“Local planning authorities should take account of different geographic areas, including travel-to-work areas. In two tier areas, county and district authorities should co-operate with each other on relevant issues. Local planning authorities should work collaboratively on strategic planning priorities to enable delivery of sustainable economic growth in consultation with Local Enterprise Partnerships and Local Nature Partnerships. Local planning authorities should also work collaboratively with private sector bodies, utility and infrastructure providers.”

“Local planning authorities will be expected to demonstrate evidence of having effectively co-operated to plan for issues with cross-boundary impacts when their Local Plans are submitted for examination. This could be by way of plans or policies prepared as part of a joint committee, a memorandum of understanding or a jointly prepared strategy which is presented as evidence of an agreed position. Cooperation should be a continuous process of engagement from initial thinking through to implementation, resulting in a final position where plans are in place to provide the land and infrastructure necessary to support current and projected future levels of development.”

- 22) Paragraph 156 of the NPPF states that the strategic priorities should include strategic policies to deliver the following:

*“The homes and jobs needed in the area;
The provision of retail, leisure and other commercial development;
The provision of infrastructure for transport, telecommunications, waste management, water supply, wastewater, flood risk and coastal change management, and the provision of minerals and energy (including heat);
The provision of health, security, community and cultural infrastructure and other local facilities; and
Climate change mitigation and adaptation, conservation and enhancement of the natural and historic environment, including landscape.”*

- 23) Paragraph 182 of the NPPF states that *“The Local Plan will be examined by an independent inspector whose role is to assess whether the plan has been prepared in*

accordance with the Duty to Co-operate, legal and procedural requirements, and whether the Local Plan is sound.”

- 24) The NPPF sets out four tests of soundness, two of which expressly relate to the need for cross-boundary co-operation:
- *“Positively prepared – The plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development;”* and;
 - *“Effective – The plan should be deliverable over its period and based on effective joint working on cross - boundary strategic priorities”.*
- 25) The NPPF thus requires local planning authorities, such as those in Oxfordshire to apply the Duty to Co-operate on planning issues that cross administrative boundaries, particularly those which relate to the strategic priorities.
- 26) The NPPF stresses that joint working on areas of common interest must be diligently undertaken for the mutual benefit and should work collaboratively to ensure that strategic priorities across local boundaries are properly co-ordinated and clearly reflected. This joint working should, for example enable local planning authorities to work together to meet development requirements which cannot wholly be met within their own areas.
- 27) The NPPF advocates that the Duty to Co-operate should be a continuous process of engagement, in which evidence of effective cooperation on issues with cross-boundary impacts such as a memorandum of understanding or a jointly prepared strategy might accompany Local Plans that are submitted for examination, as evidence of an agreed position.
- 28) The commitment of the Oxfordshire Growth Board to the process of addressing the unmet need of Oxford, demonstrated by this report, together with the participation by all Councils in the Programme and the publication of the commissioned studies and reports shows how the joint consideration has been fully applied.
- 29) In responding to the unmet housing need arising from Oxford, individual Councils need to be able to demonstrate that they have complied with the Duty to Cooperate and associated NPPF requirements.

Section 3.3: The National Planning Practice Guidance (NPPG)

- 30) The PPG makes clear that co-operation with other bodies: -

“should make Local Plans as effective as possible on strategic cross boundary matters. They should be proportionate in how they do this and tailor the degree of cooperation according to where they can maximise the effectiveness of plans.” (ID 9-004-130729).

“Local planning authorities are not required to reach agreement about the planning strategy before they submit their Local Plans for examination.” (ID 9-016-130729)

- 31) In short, every effort must be made to secure cooperation on cross border issues. Local Planning Authorities must engage constructively, actively & on an on-going basis and there must be effective & deliverable outcomes.
- 32) Whilst the Project Team considering the unmet need of Oxford is not preparing a Development Framework document, the Oxfordshire Councils have demonstrated that the Duty to Co-operate, as set out in the Localism Act, NPPF and PPG, has been met in depth through the completion within the Programme of a series of work streams that have produced significant evidence in support of the apportionment of the unmet housing need of Oxford.
- 33) Following consideration of this report and its accompanying studies and reports on the individual work streams, the apportionment to each District will be taken forward through individual Local Plan Reviews (Cherwell and Vale), or new Plans (Oxford, South and West). The agreed apportionment and the evidence providing appropriate justification for that apportionment will be used by each Local Planning Authority in support of their Local Plan making process at the District level, which will follow this joint work.
- 34) The process of collaboration and joint working will continue between the Councils after the completion of the work of the Project Team to prepare a recommendation for the apportionment of the unmet housing need of Oxford.

Section 4: Governance and Process

- 35) Although the 'Duty to Cooperate' provides a statutory framework for joint working to address cross boundary planning issues, there is an absence of formal national guidance as to the precise process to follow in considering unmet housing need within the SHMA area.
- 36) Using the advice received from Mr Keith Holland, a Planning Inspector seconded to the DCLG to advise local planning authorities on Duty to Co-operate issues, the Oxfordshire Growth Board agreed a Post SHMA Strategic Work Programme (the Programme) to enable Councils to work positively and constructively on this strategic issue.
- 37) This Programme has led to this report, but it is important to stress that it is not a formal planning process and its outputs will not be a Statutory Planning Document. However, this report and the reports from the work streams associated with it will be 'material considerations' for the development of the Local Plans that follow its consideration.
- 38) This report, together with accompanying shared evidence and studies will help inform the future Local Plan Reviews led by the City and District Councils to address how the apportionment is allocated into deliverable and justified Local Plans. The individual Local Plan Review processes will provide extensive opportunities for public and stakeholder engagement, and will further test the outcomes of the Programme. The statutory plan-making process will also consider all 'reasonable alternatives' for meeting the apportionment and ensure that sustainable development can be achieved.
- 39) Historically, collaboration on strategic planning between the Councils of Oxfordshire was already well developed due to the collaboration on a range of issues driven through the Spatial Planning and Infrastructure Partnership (SPIP), the Oxfordshire Planning Policy Officers group (OPPO) and more recently through the Oxfordshire Growth Board.
- 40) To oversee the development of the Programme, a Post SHMA Strategic Work Programme Project Team (the Project Team) was established by the Oxfordshire Growth Board. The Project Team included all District Councils and the County Council, with input from the Environment Agency and HCA on an on-going basis.
- 41) The Project Team is chaired by the council currently chairing the Growth Board. The list of former and current chairing authorities is included in Appendix 1. The Project Team reports to the Oxfordshire Growth Board and its Executive Officers Group. The Project Team through the appointment of a Programme Manager oversaw the Programme at fortnightly meetings and delivered regular progress reports on the Programme to the Growth Board Executive Officer Group (EOG) and Board. Reports were considered at each of its meetings from November 2014 onwards (See Appendix 2).
- 42) Whilst the Programme's outputs offer an apportionment and an objective basis for arriving at this conclusion, decisions on the final allocations of sites to meet the unmet housing need of Oxford will be matters for each District Council to consider through its Local Plan making process.

Section 5: Using the Oxfordshire SHMA

- 43) Local Planning Authorities have a statutory duty to prepare and maintain an up-to-date Local Plan, which sets out the proposed scale and location of development in the area over the next 15 to 20 years and in doing so seeks to balance economic, social and environmental considerations.
- 44) Part of the essential evidence base for a Local Plan is an assessment of the likely future growth of employment, and of the requirement for new homes. The expected scale and characteristics of employment growth are usually assessed using econometric forecasts which take into account past trends and policy changes. The housing requirement is assessed through a Strategic Housing Market Assessment (SHMA), which should be produced for the functional housing market area, and which is required by the National Planning Policy Framework (NPPF) to be kept up to date.
- 45) In considering Objectively Assessed Needs, the Councils are following the provisions of the NPPF, Para 47 requires –
- “To boost significantly the supply of housing, local planning authorities should...use their evidence base to ensure that their Local Plan meets the full, objectively assessed needs for market and affordable housing in the housing market area, as far as is consistent with the policies set out in this Framework, including identifying key sites which are critical to the delivery of the housing strategy over the plan period...”;*
- 46) The NPPF also states in paragraph 159: -
- “Local planning authorities should have a clear understanding of housing needs in their area. They should:*
- Prepare a Strategic Housing Market Assessment to assess their full housing needs, working with neighbouring authorities where housing market areas cross administrative boundaries.”*
- “Should identify the scale and mix of housing and the range of tenures that the local population is likely to need over the plan period which:*
- meets household and population projections, taking account of migration and demographic change;*
 - addresses the need for all types of housing, including affordable housing and the needs of different groups in the community (such as, but not limited to, families with children, older people, people with disabilities, service families and people wishing to build their own homes)”*
- 47) In Oxfordshire, all six local authorities, including the County Council, decided jointly in 2013 to commission a SHMA for the whole County, within which the requirements for individual districts were identified. The work was led by the consultants GL Hearn. Separately, the forerunner of the Growth Board, the Spatial Planning and Infrastructure Partnership (SPIP) commissioned employment growth forecasts from Cambridge Econometrics, in association with SQW, in order to inform the development of the Oxfordshire SHMA and the Local Plans on which it would be based. The methodology used to produce the Oxfordshire SHMA was consistent with Government guidance and

the housing requirements identified took account of forecast employment growth as one factor influencing future housing needs.

- 48) There was a consultation on the SHMA methodology and all local authorities subsequently accepted the final report of the SHMA for publication in April 2014 as the up to date housing market assessment for Oxfordshire.
- 49) The robustness of the SHMA has been tested at the Cherwell Local Plan Examination in Public in 2014 the first in Oxfordshire. The Inspector's report of June 2015 concluded that it formed an appropriate basis for the proposed level of housing growth in Cherwell. This effectively endorsed the SHMA as a sound evidence document which now underpins the development of Local Plans in Oxfordshire. However, it remains for individual authorities to test the SHMA results and its application in their respective local circumstances and to determine whether their Local Plans can sustainably accommodate development to meet the housing need identified.
- 50) The need identified in the SHMA for Oxford City has been accepted by the Councils as the basis of the subsequent work overseen by the Project Team to identify the level of unmet need and an appropriate apportionment between the neighbouring Councils.

Section 6: The Post SHMA Strategic Work Programme

- 51) A set of key principles, approved by the Growth Board in November 2014 – see Appendix 3 – underpin the Programme. The principles are:
- The district Local Plans are sovereign and all work should feed into Local Plans for them to determine the spatial future of the districts;
 - A recognition however that the work must be collaborative and joined up to provide a county wide spatial picture and strategy;
 - A recognition therefore that joint work on future spatial options, transport infrastructure and green belt will be required to feed into Local Plans;
 - Recognition that the City cannot fully meet its housing needs and there is a need to agree on the level of unmet need. However, work on determining spatial options in Local Plans can commence alongside this;
 - A wish that the timescale for completing the Review is 12 – 18 months and that this should not hold up Local Plan timescales.
- 52) The Programme agreed by the Growth Board was designed to test a range of potential strategic options to meet the unmet housing needs of Oxford City, in order to determine the apportionment of this unmet housing need between the City and District Councils.
- 53) As noted in section 7.1 of this report, the Programme commenced with a consideration of the capacity of Oxford City to meet its own need and then to consider a range of strategic spatial options for growth, called areas of search, identified by individual districts and the County Council as being reasonable and worthy of consideration in terms of both their deliverability and relationship to Oxford. The criterion for identifying sites to be tested is listed in section 7.3 of this report. Separate studies considered the Green Belt as well as transport infrastructure and these informed the appraisal and assessment of the spatial options. All of the work streams were subject to check and challenge by partners.
- 54) This Programme does not allocate sites. The Programme demonstrates the ability of each District to deliver a range of sites that can be shown to closely relate to Oxford and thus to enable the unmet housing need of Oxford to be apportioned in a manner which would deliver development which is sustainable over a realistic time period. The identified areas of search are not intended as an exhaustive list and the final allocation of any development sites within these areas will be up to individual Local Plans to take forward, taking into account wider detailed planning considerations, and the fit with proposed local strategies and potentially a wider set of 'reasonable alternatives'.
- 55) Each of the studies considered a set of thematic issues relating to the areas of search and in particular the relationship of the areas of search to Oxford City, given the Programme was concerned with considering how best to apportion the unmet need of Oxford. Reconciling the tension between a spatial strategy developed for each District with those options judged most appropriate to meet Oxford's unmet housing need, i.e. the judgment about which areas and sites within them serve each District's needs and

those which serve Oxford's, are matters for each District to address through the Local Plan making process after the apportionment has taken place.

- 56) To provide an independent view of the robustness of the Programme arrangements were made through DCLG for a senior representative of the Planning Inspectorate to attend a workshop session with EOG in February 2016. Mr Keith Holland had previously provided advice to the authorities on the Duty to Co-operate and was now asked to review the Programme. He endorsed the Programme as meeting the Duty to Co-operate from a legal perspective and being appropriate under the circumstances, recognising the differing positions and starting points of the respective partner authorities.
- 57) The working group commissioned 6 individual work streams to inform the apportionment. These work streams considered: -
- The Urban Capacity of Oxford.
 - The Study of the Oxford Green Belt.
 - Spatial Options Assessment Project.
 - Transport Infrastructure Assessment.
 - Education Impact Assessment
 - High-Level Habitats Regulation Assessment.
- 58) Appendix 4 sets out the Post SHMA work programme, its key steps and dates.

Section 7: The Development of the programme work streams

59) The development of each work stream and its conclusions included the following: -

Section 7.1: Work stream - The Urban Capacity of Oxford

- 60) An important first work stream of the Programme was to clarify the extent to which Oxford's housing need that could be accommodated in Oxford City itself. This was done by reference to the published Oxford Strategic Land Availability Assessment (SHLAA), a study of the available housing capacity of Oxford commissioned by the City Council.
- 61) An independent consultancy, Fortismere Associates (FA) were appointed *'to review the Oxford City SHLAA, to satisfy partners that the assessment of the ability to meet the stated level of unmet housing need is correct in two respects: a) In the context of existing policies; and b) In the context of a consideration of reasonable adjustments to existing policy that Oxford City could consider, whilst maintaining consistency with the NPPF'*.
- 62) FA reviewed a range of existing documentation on this issue and recommended a way forward. These documents included the Oxford SHLAA and the Cundall report (a critique of the City Council's SHLAA) commissioned by South, Vale and Cherwell, plus the Oxford City response to this report. The aim was to secure agreement to a single figure or narrower range as a working assumption for the unmet housing need of Oxford City, in order to inform the assessment of the proposed spatial options.
- 63) The report concluded that Oxford City Council's approach to assessing its housing supply is compliant with government policy and guidance (NPPF, PPG). It also identified a number of matters that Oxford City Council was recommended to consider in order to increase its housing capacity and so that it has *'left no stone unturned'* in seeking to meet as much of its housing needs within the City as possible.
- 64) Following consideration of the Fortismere report, at its meeting held in November 2015 the Oxfordshire Growth Board approved *'that the working assumption of 15,000 is a working figure to be used by the Programme as a benchmark for assessing the spatial options for growth and is not an agreed figure for the true amount of unmet need'*.
- 65) Subsequent to this decision the City Council commenced its review of its Local Plan in spring 2016. The recommendations from the Fortismere report will be considered through that process.
- 66) The report from the critical friend has been finalised and published on the web site of the lead authority at the time of the completion of the study.

Section 7.2 Work stream - The Study of the Oxford Green Belt

- 67) The Consultancy, Land Use Consultants (LUC) was commissioned to undertake an assessment of the Green Belt within Oxfordshire. The Study was overseen by a Steering Group comprising officers of the local authorities.
- 68) The overall aim of the Study was to assess the extent to which the land within the Oxford Green Belt performs against the purposes of Green Belts, as set out in paragraph 80 of the National Planning Policy Framework (NPPF):
- *to check the unrestricted sprawl of large built-up areas;*
 - *to prevent neighbouring towns merging into one another;*
 - *to assist in safeguarding the countryside from encroachment;*
 - *to preserve the setting and special character of historic towns; and*
 - *to assist in urban regeneration, by encouraging the recycling of derelict and other urban land.*
- 69) The NPPF attaches great importance to Green Belts and stresses that their essential characteristics are ‘*openness and permanence*’. It also advises that, once established, Green Belt boundaries should only be altered in exceptional circumstances through the preparation or review of a local plan.
- 70) The brief emphasised that the Study should not advise on the suitability or potential of land in the Oxford Green Belt for development. However, the outputs of the study, alongside other assessments will assist local authorities in considering the extent to which some existing Green Belt land could be used to accommodate sustainable forms, patterns and types of new development. Should the local authorities conclude that there are ‘exceptional circumstances’ for making alterations to the existing Green Belt boundaries, these changes, including any allocations of land for development, will be taken forward through the Local Plan-making process in each District where evidence would be provided to set out the case for the ‘exceptional circumstances’ in line with national policy
- 71) The Study did not have regard to environmental, policy or land-use constraints and designations that may exist within the Oxford Green Belt, such as landscape areas, SSSIs, and floodplains - except insofar that these are considered to be relevant to the purposes of Green Belts.
- 72) The published report is structured in the following Chapters:
- Chapter 2 sets out the context to the Study, in terms of planning policy and the evolution and character of the Oxford Green Belt.
 - Chapter 3 describes the Study methodology, including the criteria used to assess the Green Belt.
 - Chapter 4 reports the findings of the Study.
 - Chapter 5 sets out the conclusions of the study and recommendations on the next steps.
- 73) The study assessed the contribution that separate identified land parcels within the Green Belt make to the purposes of the Green Belt according to the five purposes of Green Belt suitability for the first time since the establishment of Oxfordshire Green Belt

in the 1970s. The Programme acknowledges that it is important that the study looks at the Green Belt as a whole to provide a common basis for assessment, whilst fully taking into account work which may have been previously undertaken by individual districts

- 74) The study does not propose areas for release from Green Belt but does allow individual councils, alongside challenge from partners to consider whether Green Belt land could be included as part of the areas of search that formed the basis of the allocation of Oxford's unmet housing need. In this way the study will, in combination with the Strategic Options Assessment, help to identify the potential, or not, for development, and the case for additional areas to be added to the Green Belt.
- 75) The report has been published on the website of Cherwell DC at:
<http://modgov.cherwell.gov.uk/mgCommitteeDetails.aspx?ID=528>
- 76) The final report of the Green Belt assessment forms both a contribution to this report and also evidence for consideration through the Local Plan process at each District.

Section 7.3: Work stream - Spatial Options Assessment Project

- 77) A key early element of the Programme was the identification of areas of search as strategic options for growth by City and District partners. Initially, in accordance with the 'bottom-up' approach, this was left to the individual authorities to identify the strategic options within their own districts that would then be taken forward for further testing, though for South Oxfordshire and Vale of White Horse Districts, the initial set of options was prepared by the County Council.
- 78) The areas of search are intended to be high level areas for development consideration rather than precisely defined sites with an agreed minimum threshold of 500 dwellings and a clear relationship to Oxford in terms of proximity and accessibility. Essentially the list was a thorough and plausible range of options, but not an exhaustive assessment of every option in each District as that consideration will follow later through the individual Local Plan making process.
- 79) A consultancy partnership, Land Use Consultants (LUC), and BBP Regeneration were commissioned to carry out a Spatial Options Assessment for meeting the Oxford's unmet housing need up to 2031.
- 80) Their role was to test the strategic options identified against a number of agreed criteria to assess their 'relative' sustainability at a strategic level, though a full Sustainability Assessment was not judged to be necessary as the process was not allocating specific sites.
- 81) These criteria included a number of sustainability issues such as infrastructure, water supply, flooding, green belt etc. Importantly it ensured a common approach was taken to the density of proposed options and also tested the suitability of the areas of search against the primary requirement of the Programme to meet the housing needs of Oxford City, for example by physical proximity or public transport links.
- 82) The agreed Methodology for the assessment included: -

- The development of an initial list of spatial options by each district, either by the districts themselves or the partners on their behalf.
 - A Check and Challenge workshop on 30th October 2015, where the initial list was refined to a long list of potential strategic areas of search for growth which had a closer relationship to Oxford and were thus seen to be more credible options to consider through this process. This long list was agreed by all the partners to be taken forward for assessment in the Spatial Options Assessment Project.
 - The testing by the consultants of the long list of potential strategic areas of search for growth against an agreed set of criteria.
 - A Check and Challenge workshop to examine the results of the assessment process was also held on the 15th April 2016 to consider the emerging conclusions of the assessment.
- 83) The overall aim of the Spatial Options Assessment was to provide a criteria-based analysis of the spatial options for meeting Oxford's unmet housing need. The brief was to develop and implement a methodology for testing spatial options which can meet Oxford's unmet housing need, either in part or in whole, thus providing guidance and evidence to inform decisions on how this unmet need might best be apportioned across the county.
- 84) The initial list of options from partners included a number of options that were subsequently judged by the working group to be unreasonable and less directly related to the city than the 36 options that were subsequently considered in more depth and were thus rejected. These included sites at places such as Appleford, Carterton, Faringdon, East Hanney, Grove and land west of Long Hanborough. As paragraph 127 of this report notes, one further option was discounted later in the assessment.
- 85) This report does not make specific recommendations about which options should or should not be taken forward. Its purpose was instead to determine whether the spatial options could be considered to be potentially sustainable in broad terms for the purpose of identifying a reasonable and comparable understanding of district housing potential to help inform an apportionment. Spatial options were identified and considered without prejudice to the subsequent Local Plan processes.
- 86) The LUC Spatial Options Study commenced with baseline economic, environmental, social and transport information being gathered and collated. This baseline informed the later assessment of spatial options, and helped to inform judgements on a comparative basis between each District about the likely effects of the options on social, environmental and economic issues in Oxfordshire.
- 87) LUC and BBP were asked to propose consistent assumptions to apply to the options covering , for example density, affordable housing, infrastructure provision and development trajectories, this was to ensure they were considered in a consistent manner This was because securing a comparative assessment on a District- by- District basis is difficult to achieve as each LPA uses slightly different assumptions for its Local Plan processes

- 88) An assessment framework was developed by LUC and BBP in consultation with a project steering group, which included sustainability assessment criteria, criteria for assessing the deliverability and viability of options, and specific criteria relating to assessing landscape impact and the Green Belt. A scoring scale, similar to that which is commonly used in Sustainability Appraisals, was used to assess each spatial option against each criterion in the sustainability assessment framework.
- 89) One significant aspect of this study is that *'The Spatial Options Assessment includes an assessment of the sustainability of each area of search, as well as an assessment of their deliverability and viability. Although similar in principle and purpose, the sustainability assessment does not constitute a formal Sustainability Appraisal.'* And partners note that a full Sustainability Appraisal will be required of the Local Plans prepared that apply the agreed apportionment on a District basis.
- 90) Each of the 36 spatial options was assessed by LUC in terms of its likely effects on each sustainability, landscape and Green Belt assessment criterion. This was done initially through a desk-based approach concluding with a 'RAG' assessment (Red-Amber-Green) showing a range of anticipated effects from 'significantly negative' to 'significantly positive', to enable a comparative judgement to be reached. At the same time, the deliverability and viability assessment for each spatial option was carried out by BBP. Site visits were used to inform the sustainability and landscape sensitivity assessments although they were not used in the assessment against the Green Belt criterion as this has been the subject of a separate study.
- 91) Each of the spatial options was assessed against the range of assessment criteria grouped into four categories:
- Sustainability (comprising spatial relevance to Oxford, social and economic criteria, and environmental criteria).
 - Landscape.
 - Green Belt.
 - Deliverability and viability.
- 92) One critical matter that the Spatial Options Report considered was the recognition by BNP that deliverability of allocated sites was considered on a comparable basis between the different Districts, with an assumed start date of 2021 for the commencement of development. This assumption does not preclude earlier delivery, but does recognise the complexity of the issues being considered and has sought to factor in reasonable lead times to enable options to come forward and to be fully considered through the subsequent Local Plan process.
- 93) Chapter 8 of the Study sets out its conclusions. These have been carefully considered by the project Team and played a significant role in influencing how the overall site conclusions set out in Appendix 5 were reached together with the other studies. Given their importance and for ease of reference they are reproduced here in full:-

'Spatial relevance to Oxford

The assessment of the spatial options generated a mix of positive and negative effects for the criteria relating to spatial relevance to Oxford, although 13 spatial options that are either within Oxford City or within close proximity of the City

boundary were considered to have only minor or significant positive effects. The effects of each of the spatial options on those criteria assessing accessibility are broadly similar, as where an option is well-connected to one of the features assessed (i.e. cultural offer of Oxford, educational institutions or employment nodes), it also tends to be well-connected to the others.

Social and economy

The spatial options were found to result in mostly positive effects for the social and economic criteria relating to provision of housing (including affordable housing) to meet Oxford's need, access to healthcare and education and on site employment provision as development on any of the spatial options would deliver more homes and be likely to also enable enhanced or new healthcare and education provision, and some on site employment opportunities. However, there is a more mixed picture for the spatial options in terms of access to existing facilities and services as this depends on the proximity of each spatial option to local centres.

Environmental

The assessment found that there would generally be more negative effects for the environmental criteria as many of the spatial options would involve development of greenfield land, which could increase impermeable surfaces (contributing to flood risk), result in the loss of good quality agricultural land and have impacts on the landscape. Most of the spatial options are also within close proximity of either locally or nationally/internationally important nature conservation sites or heritage designations, which could result in adverse impacts on these assets. Conversely, positive effects are more likely in relation to the provision or enhancement of green infrastructure because large-scale development at the spatial options that would be new settlements or village, town or urban extensions would be able to incorporate good amounts of green infrastructure.

Landscape

The majority of the spatial options were assessed as either medium (14 spatial options) or medium-high (13 spatial options) with regards to overall landscape/visual sensitivity. No spatial options were assessed as having high overall landscape sensitivity. Only two of the spatial options were assessed as having low overall landscape sensitivity. Generally, the spatial options have a higher sensitivity with regards to the settlement form and edge, settlement setting and views criteria.

Green Belt

15 of the spatial options are not within the Oxford Green Belt, including all of the West Oxfordshire options, most of the Oxford City options, one each in Cherwell and South Oxfordshire, and three in Vale of White Horse. Conversely, most of the spatial options in Cherwell, South Oxfordshire and the Vale of White Horse are in the Oxford Green Belt, as is the Horspath Site within Oxford City boundary and some of the land parcels within the Oxford Enhanced Growth Option. Some of the spatial options score highly against at least one of the four purposes of the Green Belt assessed in the Green Belt Study. It will be for the authorities to determine how this influences the sites taken forward in their respective local plans.

Deliverability

Generally, the evidence indicates good levels of demand for new homes and residential development land in Oxford and surrounding areas, particularly those with good transport connections to the City. The key factors which have influenced the assessment of deliverability are the availability of spatial options and the prospects of delivering the strategic transport infrastructure. Four of the spatial options within Oxford were assessed as unlikely to be available.

Viability

Generally, large scale residential sites in close proximity to Oxford will be viable unless there are exceptional levels of abnormal costs or expensive strategic infrastructure requirements which are unlikely to be funded. In the most part the spatial options have been assessed as 'Orange' for Viability. Five spatial options were assessed as 'Green' on the basis that it is reasonable to assume strategic infrastructure can be delivered and that there will be sufficient land value uplift to fund other infrastructure whilst leaving sufficient margins for landowners and developers.

Taking the findings forward

There is more than enough capacity within these spatial options to meet Oxford's unmet housing need and a number of the spatial options within each of the local authorities have been identified as relating well to Oxford with good existing and future access to the cultural offer, universities and key employment locations in the City. However, some of these options are in the Green Belt, or may have deliverability and viability issues, therefore choices need to be made regarding which, if any, options to take forward for consideration through each authority's Local Plan process. This could involve a combination of smaller and larger sites, spread across the five authorities, or clustered around key sustainable transport links (existing or proposed).

The Spatial Options Assessment has assessed each site separately on its own merits. When deciding which, if any, sites to include in their Local Plans to meet Oxford's unmet housing needs, consideration should be given to the merits or otherwise of bringing forward a combination of sites in order to provide a co-ordinated approach to the planning and delivery of development. In carrying out this work, consideration will need to be given to the cumulative effects of bringing forward sites in close proximity, or on the same transport corridors, on traffic congestion and the highways network, as well as on existing community infrastructure, facilities and services. Considering sites in combination may provide opportunities to address such issues in a strategic way, for example by aggregating developer contributions, and/or by providing greater leverage to secure funding from other sources in order to deliver infrastructure improvements, including improved public transport services, highways improvements, cycle ways, and the provision of community facilities, such as health, education, leisure, sport and open space, and retail. It will therefore be important for the local authorities to continue to work together to ensure that the proposals coming forward are supportive of one another.

Similarly, new development will need to be carefully planned and designed to integrate with existing development and communities, rather than be stand-alone

sites, particularly where the development of new sites can help to address regeneration objectives for existing areas, and where there are opportunities to create integrated sustainable transport, green infrastructure, sustainable drainage, and investment in upgrading and increasing the capacity of existing community facilities. A key ingredient to the successful design and delivery of new development will be the engagement of existing local communities, who can help to identify their needs and priorities, and shape the development to be delivered.'

- 94) These are conclusions that significantly informed how the Project Team drew together the conclusions of the LUC Study with the conclusions of other different studies, assessed the spatial options considered and arrived at the final apportionment of Oxford's unmet housing need
- 95) The apportionment and its associated evidence base will now be taken forward and considered through the Local Plans for each District, following the agreement of the apportionment by the Oxfordshire Growth Board
- 96) The LUC Report is to be published alongside this Report to the Growth Board.

Section 7.4: Work stream - Transport Infrastructure Assessment

- 97) Recognising that the options for considering the locations for meeting the unmet need of Oxford may compound existing transport infrastructure challenges the Project Team commissioned consultancy Integrated Transport Planning Ltd (ITP) to consider the transport implications of emerging spatial options.
- 98) ITP were commissioned to prepare a high-level assessment of the transport implications of development at of the 36 sites in Oxfordshire that could potentially accommodate the working assumption of Oxford City's unmet housing need to 2031 of circa 15,000 homes.
- 99) As detailed in the study, the agreed methodology was to: -
- Apply a seven-point metric to the areas of search under consideration and relate each area to census based 'super output areas' to enable travel patterns from each to be considered and extrapolated from comparable local circumstances.
 - Take account of the location of potential areas of search sites and travel to employment sites in the City too, recognising that the purpose of the study is to consider how spatial options might relate to Oxford, rather than other options that are less well related to Oxford.
 - Take account of travel times on existing and planned routes. Priority placed on public transport, walking and cycling; as well as taking account of committed transport schemes and emerging plans from the County Council as Highways Authority as set out in the Local Transport Plan.
 - Begin to consider cumulative challenges and opportunities for new investment within corridor routes from sites being considered

100) It was prepared in order to feed into an initial Check and Challenge workshop on 15th April 2016 led by LUC as part of their wider work to consider the general viability of the 36 different areas of search for accommodating Oxford's future unmet housing need. Based on comments and questions at this workshop an updated high-level assessment was prepared for consideration at a Project Team meeting on 12th May 2016. The study was subsequently updated to include refined housing number trajectories (to 2031) and 30 minute travel time accessibility calculations for jobs in Oxford.

101) The Technical advice included the following:

- Maps showing the 36 areas of search considered, and the scale of potential housing development associated with each one.
- A Red/Amber/Green analysis against the methodology agreed with the Oxfordshire Growth Board. Each area has also been assessed against a set of eight transport-related metrics.
- A summary of key datasets and assumptions used to complete this assessment, with cross-references to the appended evidence base.
- A summary of potential next steps that could be pursued in respect of defining packages of areas of search, by considering areas within known transport corridors to accommodate Oxford City's unmet housing need and supporting transport schemes.

102) The report of the ITP assessment forms a key contribution to this report.

103) The Project Team recognised that the response to the impact assessment will be a matter for the subsequent Local Plan processes to address; as the individual sites brought forward to meet the unmet housing need of Oxford may change as this local work is undertaken.

104) The consideration through the individual Local Plans of the preferred location of sites to meet the unmet housing need of Oxford will require testing through the Oxfordshire Strategic Transport Model (STM) to assess the impact of a preferred strategy (or a small number of option packages).

105) This modelling will ensure each Local Plan has a full understanding of the overall quantum or collective impact of the locally proposed scenario on top of existing locally planned growth, to which additional growth will add along existing transport corridors which cross more than once District such as the A34, A40, A44 etc. This modelling will continue to be undertaken on a Cooperative basis.

106) The final ITP Report is to be published alongside this Report to the Growth Board and will also form evidence for consideration through the Local Plan process at each District.

Section 7.5: Work stream - Education Impact Assessment

107) High levels of additional housing growth generate the need for new education provision, which has complex catchment issues to address and in the case of secondary provision

can be expensive to provide and potentially contributions from more than one strategic development.

108) To ensure these issues were considered at an early stage Oxfordshire County Council conducted a high level assessment of the implications for the provision of primary and secondary school places from the potential development of the 36 identified spatial options for accommodating Oxford's unmet housing needs which were generated through the Post SHMA Strategic Work Programme.

109) The report contained the following elements:

- A review of existing and projected school capacity, including new schools already planned to support growth allocated in existing and emerging local plans.
- The location of the spatial options in relation to existing and already planned new capacity.
- A summary of the issues impacting on planning and delivery of new schools provision.
- The assumptions used in assessing the education implications of the spatial options and proposed provision.
- A 'RAG' assessment of the education implications of the spatial options.

110) These assessments were used to help filter out spatial options which could lead to infrastructure carrying a higher risk of being financially unviable, being undeliverable due to reliance on other sites coming forward and/or of rendering development unviable due to cost per dwelling. The assessment recognises that the potential spatial options would change as the individual Local Plans consider a wider range of options.

111) The final report from Oxfordshire County Council is now complete and will inform the Local Plan process at each District.

Section 7.6: Work stream - High level Habitats Regulation Assessment (HRA)

112) The project team also agreed to commission a high level, cumulative HRA screening.

113) The working group agreed that the outcome of the HRA screening will *not* directly influence the apportionment (because decisions on where the need should be met are for the Local Plan process to agree), but will be progressed on a Duty to Cooperate basis and the completed work will feed into on-going Local Plan processes which are responsible for determining how the apportioned unmet need is met / distributed within each district.

114) The HRA considerations being explored include:

- Consultation with Natural England on the proposed scope and objectives of the assessment and to obtain written agreement to the approach being taken.

- The need to ensure the potential effect on ground water / water tables, sensitive water environments and on protected habitats.
- The need to avoid pre-determination of decisions that it is more appropriate to take through the individual Local Plans.
- The important focus of the work being the potential cumulative (and synergistic) effects of growth.
- The need for growth will also be tested without planned transport infrastructure in place.
- The need to take into account committed and emerging growth from all the District Councils (and potentially arising from any significant minerals and waste development).

115) In defining the eight traffic scenarios are to be tested, consideration will be given to how the County's transport infrastructure strategy, particularly based on Rapid Transit/Park & Ride could help reduce pressure on the network.

116) The assessment will consider the SHMA baseline end date of 2031 (whilst recognising that some Local Plan periods will extend beyond that date).

117) The final report from Atkins is awaited and will inform the Local Plan process at each District.

Section 7.7: Additional Countywide infrastructure issues

118) Officers have also undertaken additional detailed discussions with key stakeholders such as the Environment Agency, energy suppliers and the HCA about the implications of the development within the spatial options for utilities provision and water stress.

119) At its meeting in May 2016 the Growth Board approved the commissioning by the County Council of an Infrastructure Delivery Framework to consider the wider strategic infrastructure investments required to ensure that transport, grid and water challenges of growth are more fully considered and can be addressed over the medium term..

120) The final report from Oxfordshire County Council once completed in the autumn 2016 will help inform the Local Plan process at each District.

Section 8: The Final Apportionment

- 121) The Strategic Options Assessment together with the other studies has informed the proposed apportionment of Oxford's unmet housing need between the District Council areas. This will also be set out in a Memorandum of Cooperation to be approved by the Growth Board and which will feed into subsequent Local Plan Reviews.
- 122) This report from the Project Team and accompanying reports from the work streams have been published as a single package of reports documenting the process carried out and the technical evidence underpinning the Statement of Cooperation.
- 123) The Project Team considered the conclusions and outcomes of the LUC assessment of the long list of 36 areas of search for growth and the infrastructure assessment, in order to reduce the areas of search to a proposed final shortlist to inform the apportionment.
- 124) The technical assessment by the Project Team has sought to indicate a figure for each District to be apportioned, based upon those areas of search that are reasonable to consider as the basis for that apportionment.
- 125) In assessing the conclusions of the LUC Spatial Options Assessment Project, the Project Team has drawn on the first 9 criteria as a key reference. This was because those criteria relate the most to an area of searches relationship to Oxford (such as the relationship to key employment sites in the City and to the Universities). The group has also considered the other findings of the LUC report and the other studies.
- 126) The Project Team considered the issues of alternative use and deliverability (including on a comparable basis over the period 2021-2031) in its assessment. This has meant, for example, that if an area of search has within it a site in an advanced stage of planning for a non-residential purpose this was seen as a "show stopper". However if there was simply an aspiration for an alternative use or landowner reluctance these would not be considered as material for the purposes of the assessment. The Project Team's deliberations in this context are detailed in the narrative in Appendix 5.
- 127) In considering the 36 areas of growth assessed by LUC it was recognised that the 'enhanced growth scenario for Oxford City' needed to be excluded as its infrastructure requirements and deliverability/viability had already been addressed through the Oxford SHLAA and was thus already factored into the 15,000 figure for the unmet need of Oxford. This option was thus discounted and the final apportionment was based on the consideration of the assessment of 35 options and the consideration of them through the various studies.
- 128) The aim was to confirm a short list of areas of search, with a further list of areas of search judged to have potential to make a contribution, but with issues to resolve or consider.
- 129) The Project Team split the areas of search into the most sustainable areas of search and identified as 'green' and those rejected and identified as 'red'.
- 130) Those areas of search classed as 'amber' at an initial Project Team assessment meeting, held on the 6th June 2016 were then subject to further consideration at a special joint meeting of the Project Team and the Growth Board EOG on the 13th June

2016 with all partners offered the opportunity to distribute additional information to enable further debate.

- 131) Following the agreement of a proposed short list and apportionment, further more detailed countywide work commenced that will complement the subsequent Local Plan processes, for example a high-level Habitat Regulations Assessment (HRA), and the cumulative impacts of the shortlist on education provision.
- 132) The Growth Board should note that whilst the apportionment is a recommendation, this list of areas of search that underpins should only be viewed as input to the process rather than an output. This is because, although the Project Team based the Programme upon officers' collective existing knowledge of areas of search that would be most suitable to meet Oxford's unmet need, subsequent Local Plan work may bring other sites forward.
- 133) The Programme is not seeking to allocate or release sites, but has at a high level and using a common basis, through the work streams; identify the evidence of each district's ability to absorb additional growth to meet a share of Oxford's unmet need. It will be for each of the districts through their normal Local Plan processes to allocate sites sufficient to meet their proposed share of Oxford's unmet need under the requirements of the Duty to Co-operate.
- 134) It is also important to note that the yield figures for each area of search represent estimated housing numbers to be delivered by 2031 – total capacities at a number of these sites may change through local assessment as part of the more detailed Local Plan process, taking a wider range of planning factors into account, including the potential to deliver further housing beyond 2031.
- 135) The detailed results for each of the areas of search that were considered in developing the apportionment are set out at Appendix 5.
- 136) The categorisation from the spatial options considered is set out below:

	Total considered	Shortlisted 'green' areas of search	Amber areas of search	Rejected areas of search
Cherwell	7900	4400	1850	1650
Oxford	4950	550	1850	2550
South	12100	4950	550	6600
Vale	9900	2200	1100	6600
West	7900	2750	-	5150
Totals	42750	14850	5350	22550

137) The working group recommends that the proposed apportionment for each District uses the shortlisted '*green*' areas of search. Thus the proposed apportionment is recommended as:-

	Proposed apportionment
Cherwell	4400
Oxford	550
South	4950
Vale	2200
West	2750
Total	14850

138) The Growth Board is requested to endorse this recommendation.

Section 9: Next steps and implementation timescales

- 139) The Programme for considering the unmet need of Oxford is inextricably linked with the progress of the district Local Plans. Three councils, Cherwell, Vale and West have all had Part One of their Local Plan examinations completed, where the Inspector has considered the implications of the unmet need for Oxford in their Local Plans.
- 140) In the first two examinations, at Cherwell and Vale, the Inspector agreed to allow the Local Plans to proceed in advance of the conclusion of the Programme with an early review once the unmet need was apportioned. In the third examination at West Oxfordshire, the Inspector concluded that the Council should consider Oxford's unmet need in the current emerging Local Plan to prevent the Local Plan being out of date before it can be adopted. It is also therefore anticipated that the South Oxfordshire Local Plan, when examined will also need to have regard to the conclusions of the Programme.
- 141) The timely completion of the Programme for considering the unmet need of Oxford now has significant and pressing implications for both Cherwell and West's Local Plan Examinations. Cherwell have commenced a Partial Review of its Part One Local Plan, for which it has a two-year deadline following the adoption of the Part One Plan in July 2015. Cherwell intend to publish a draft Partial Review Development Plan Document in November 2016 and require to have fully considered how to meet their agreed proportion of Oxford's unmet need in this process to ensure that the planned Partial Review can be completed within the agreed timescale set out in Paragraph B95 of their Local Plan, Part One.
- 142) West Oxfordshire have been advised by their Inspector that in effect they should not proceed with their Local Plan until they can include proposals to meet any agreed apportionment of the unmet need for Oxford to their District. Therefore, the timetable for West Oxfordshire's Local Plan is now dependant on the completion of the Programme for considering the unmet need of Oxford before they can make further progress.
- 143) Oxford and its neighbouring Local Planning Authorities will now take forward the agreed apportionment figure into their own Local Plan development. While each Plan has reached a different stage there is a common commitment to applying the apportioned figure and accompanying evidence base to the preparation of each District Local Plan and continuing to work constructively under the Duty to Co-operate.
- 144) This work will involve detailed technical work at a site level and will provide extensive opportunities for public and stakeholder engagement. Each Local Planning Authority will receive the Programme evidence and will commission additional detailed evidence, and full Sustainability Appraisals to support their Local Plan Review and Local Plan developments. It will be for each Council to consider whether they adopt any of the areas of search assessed through the Strategic Work Programme or whether they develop an alternative approach, supported by their own evidence prepared in conjunction with local plan reviews.
- 145) One critical matter to recognise is that the assessment of the spatial options included recognition that deliverability of allocated sites was considered on a comparable basis

between the different Districts, with an assumed start date of 2021 for the commencement of development after the adoption of the respective Local Plan review or Local Plan update/refresh. This assumption does not preclude earlier delivery, but does recognise the complexity of the issues being considered and has sought to factor in reasonable lead times to enable options to come forward and to be fully considered through the Local Plan process.

- 146) The apportionment once agreed will then be taken forward as part of the consideration of the individual Local Plans. The current programme for each District is as follows.

Section 9.1: Cherwell District Council

The council intends to consider its proposed submission Development Plan Document for a Partial Review of the Local Plan part 1 at the Executive meeting in November 2016 and this will take account of its share of the apportionment. Submission of the revised Plan will be June/ July 2017 in line with the timetable set by the Inspector and incorporated into the adopted Local Plan part 1 in Para B95.

Section 9.2: Oxford City Council

Work commenced in January 2016 on Oxford's Local Plan which looks forward to the longer time period of 2036 and an issues consultation has recently concluded. This is to be followed by a Preferred Options consultation in June 2017 and a Proposed Submission version consultation in June 2018.

The Council aims to submit its preferred plan for examination in December 2018 with adoption anticipated during 2019. This is in line with the timeframe agreed at the Leaders meeting when the working assumption of Oxford unmet OAN was of 15,000 homes was agreed.

Section 9.3: South Oxfordshire District Council

The council propose submission of its draft Local plan including its response to the apportionment in spring 2017 with Examination anticipated in the summer/autumn 2017

Section 9.4: Vale of White Horse District Council

The Vale Local Plan 2031: Part 1 is currently at Examination following formal hearing sessions in September 2015 and February 2016.

The Inspector published his Interim Findings in June 2016 and stated that the plan was likely to be found sound subject to modification. The council anticipates that consultation on the 'main modifications' will take place later in July 2016 with adoption of the plan anticipated early in 2017.

Work has commenced on the Local Plan 2031: Part 2 and will address the proportion of Oxford's unmet to be addressed in Vale and it is anticipated that this plan will be submitted to the Secretary of State in February 2018.

Section 9.4: West Oxfordshire District Council

Growth Board
26 September 2016
Agenda item Appendix One
Post SHMA Strategic Work Programme – final report

The council intends to respond to the Inspectors preliminary findings with a package of suggested changes to the submission Local Plan in October 2016.

The Council proposes that the suggested changes will address its apportionment of Oxford's unmet need.

Section 10: Conclusions and recommendation

- 148) As noted in section 3 of this report, the PPG advises that cooperation should take place to ‘...*maximise the effectiveness of Local...Plan preparation in the context of strategic cross boundary matters*’...and...‘...*co-operation should produce effective and deliverable policies on strategic cross boundary matters*’.
- 149) The guiding principle for the Project Team has been to ensure that the potential areas of search that underpin the proposed apportionment, identified in each district are reasonably representative of the potential capacity of each district to contribute to Oxford’s unmet housing needs by 2031. This enables us to show that the Duty to Co-operate is being discharged and the limited guidance in the PPG is being addressed with evidence to show how the process has led to the conclusions, without compromising the ability of each Council to test this through their respective Local Plan processes.
- 150) The Project Team believe that the evidence from the different work streams (Oxford capacity, Green Belt, Spatial Options, Transport, HRA and Education) has provided a basis for agreeing a proposed apportionment with sufficient detail to be justified, without compromising the subsequent Local Plan process.
- 151) The process began with the report to the Growth Board agreed in November 2014 which set out a set of commitments to joint working and reviewed the steps being undertaken to secure agreement to a final apportionment of the unmet need of Oxford. This report shows that the November 2014 objectives have been fulfilled and effective outcomes have been achieved in so far as a shared evidence base has been agreed, and an apportionment is signed up to subject to agreement by Growth Board. Duty to Cooperate is of course an on-going process up until the point that local plans are submitted, and so the next stages of joint working between the local authorities will also be important to ensure that the apportionment is taken forward and implemented with successful outcomes that ultimately ensure that homes are delivered to meet the identified unmet need of Oxford..
- 152) All the Councils in Oxfordshire have remained involved throughout the process and contributed to the consideration of all aspects of the programme and the consideration of the emerging evidence. The Planning Authorities of Oxfordshire have embarked on a process some have referred to as ‘evidence based Duty to Cooperate’.
- 153) The Duty to Cooperate has been actively fulfilled by all Councils and an apportionment is proposed for agreement by the Oxfordshire Growth Board.
- 154) **Recommendation.** The working group recommends that the proposed apportionment for each District uses the shortlisted ‘green’ areas of search. Thus the proposed apportionment is recommended as:-

	Proposed apportionment
Cherwell	4400
Oxford	550
South	4950
Vale	2200
West	2750

Total	14850
-------	-------

154) The Growth Board is requested to endorse this recommendation.

Appendix

- Appendix 1 - Growth Board Terms of Reference.
- Appendix 2 – Meetings of the Growth Board considering the unmet need of Oxford
- Appendix 3 - Growth Board paper approving Post SHMA Strategic Work Programme as an approach to resolving Oxford unmet need: Nov 2014
- Appendix 4 - Post SHMA Strategic Work Programme Summary
- Appendix 5 – Detailed Assessment of Areas of Search

Appendix 1 - Growth Board Terms of Reference

The agreed Terms of Reference for the Oxfordshire Growth Board are reproduced below:

Oxfordshire Growth Board Joint Statutory Committee

Terms of Reference

1.0 Governance

- 1.1 The Oxfordshire Growth Board (the joint committee) includes the local authorities within the Oxfordshire LEP comprising, Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council.
- 1.2 It will also include co-opted non-voting named members from those organisations listed at [4.4 below](#). In addition, when considering matters that sit under the purview of the Local Transport Board then Network Rail and the Highways Agency will have the right to attend the Growth Board as non-voting investment partners.
- 1.3 The Oxfordshire Economic 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.
- 1.4 The Committee will be hosted under local government arrangements and this will be rotated in accordance with the arrangements for the Chairman (see [Section 8.1](#)).

2.0 Accountable Body

- 2.1 The Accountable Body for the Growth Board is Oxfordshire County Council which will provide Section 151 and Monitoring Officer roles to the Committee.
- 2.2 The County Council's Chief Finance Officer (Section 151 Officer) in conjunction with the LEP Chief Executive will provide the Growth Board with a quarterly financial report. This report will provide the Board with an overview of the funds spent, funds committed against funds allocated
- 2.3 Programme management will be provided by the Growth Board Programme Manager and will include milestones and outcomes achieved and where necessary, ensure that action plans are put in place to address any concerns.
- 2.4 For those programmes and funding streams where another local authority is the Accountable Body, e.g. the Enterprise Zone, the relevant Section 151 Officer will provide the financial and programme performance information to the County Council's Chief Finance Officer to enable a complete picture to be presented to the Growth Board.
- 2.5 The Local Transport Board Assurance Framework will be the basis on which the appraisal, assessment and prioritisation for proposed Local Growth Fund projects and future growth programmes will be undertaken, which may be revised by the Growth Board as wished, subject to approval by the DfT.

3.0 Purpose of the Oxfordshire Growth Board

- 3.1 To facilitate and enable collaboration between local authorities on economic development, strategic planning and growth.
- 3.2 To deliver cross-boundary programmes of work including City Deal, Growth Deal, Strategic Economic Plan and Local Transport Board programmes, within government

timescales, including agreeing the detailed contents of specific priorities, plans, projects and programmes.

- 3.3 To approve and monitor the implementation of a detailed work programme as laid out in the City Deal, Strategic Economic Plan and Local Transport Board programmes together with any future Growth Deals or other programmes as agreed.
- 3.4 To bid for the allocation of resources to support the above purposes. For the avoidance of doubt these terms of reference are not to be read as incorporating any non-Executive functions and each constituent Authority shall retain the capability to exercise all executive functions generally and specifically in relation to economic development, strategic spatial planning and strategic transport planning. Further, these terms of reference are not to be read as entitling the Board to bind, either financially or contractually, any constituent Authority.”

4.0 **Membership**

- 4.1 As the Joint Committee is discharging executive functions then the appointed person must be from the Executive. There should be one member from each constituent authority.
- 4.2 Each constituent authority shall appoint a substitute (also being an executive member). The substitute member shall have the same rights of speaking and voting at the meetings as the member for whom the substitution is made.
- 4.3 Subject to the legal right of the Joint Committee to appoint a Chairman and Vice Chairman of its choice each year the proposed protocol is that there will be a rotating Chairman and Vice Chairman as set out in table [8.2 below](#).
- 4.4 Other non-voting members as required for good linkages with the Local Enterprise Partnership shall be a single named-position representative from the bodies as detailed below:
- Chairman of OXLEP
 - Vice Chairman of OxLEP and Skills Board Representative
 - Universities Representative
 - OXLEP Business Representative- Bicester
 - OXLEP Business Representative-Oxford City
 - OXLEP Business Representative- Science Vale
 - Homes and Communities Agency Representative
- 4.5 When considering matters that sit under the purview of the Local Transport Board then a single representative of Network Rail and the Highways Agency will have the right to attend the Growth Board as non-voting investment partners

5.0 **Voting**

- 5.1 One member one vote for each constituent authority member although members intend to agree matters on a unanimous basis where possible.
- 5.2 Normal rules as to declarations of interest to be applied to local authority members in accordance with the respective Council’s Code of Conduct.

6.0 **Quorum & Safeguard**

- 6.1 The quorum for a meeting shall be four voting members.
- 6.2 Where the effect of a particular proposition, if adopted by the Committee, would be to give rise to contractual or financial implications for any constituent authority, then a

protocol will be established where the expectation would be that the vote of the member appointed by that constituent authority, in favour of the proposition, would be required. In respect of other matters, all other voting will be on a normal majority basis.

- 6.3 When considering matters that sit under the purview of the Local Transport Board, this protocol will apply to the vote of the member appointed by the County Council.

7.0 Functions

- 7.1.1 The opportunity provided by establishing the Growth Board and aligning the strategic meetings including SPIP and the LTB is to streamline the governance arrangements and incorporate the combined terms of reference under a single governing body:

From the Spatial Planning & Infrastructure Partnership

- To provide a forum for partnership working and collaboration on spatial planning, economic development, housing, transport, and general infrastructure issues arising at regional and sub-regional level;
- To lead and co-ordinate liaison with the Local Enterprise Partnership on Oxfordshire wide issues and support the LEP in the identification of priorities and development of investment strategies and economic plans for Oxfordshire;
- To lead and co-ordinate liaison with the Homes and Communities Agency (HCA) to develop plans to enhance Oxfordshire share of HCA development programmes and contribute to any related interaction with Government agencies;
- To lead on production of joint work on cross border issues to ensure partners meet the requirements of the Duty to Cooperate and wider national policy;
- To lead and coordinate the Homes and Communities Agency (HCA) process on regeneration and housing issues leading to the production of the Local Investment Plan (LIP) and contribute to any related interaction with Government agencies;
- To seek agreement on local priorities and targets and advise partners on matters of collective interest in the fields of activity listed above;
- To seek agreement on alignment between national and regional and local funding streams in the fields of activity listed above and prioritise competitive funding bids;
- To assess whether spatial planning, infrastructure and public services are integrated and make recommendations to encourage this.

From the Local Transport Board

- To have the role of prioritising transport schemes to be funded from devolved funding sources, not already within the remit of the Local Transport Authority, to ensure that decisions are made in one place and supported by all relevant partners and stakeholders;
- To have the ability to comment on wider consultations, such as the Local Transport Plan, and funding investment decisions from national agencies, e.g. Network Rail, Highways Agency, where these have a strategic impact on the local transport network;

From the City Deal and Growth Board

- To oversee the delivery of all of the local government aspects of City Deal, Growth Deal (where local authorities are the delivery partners) and to have oversight of the LEP Work Programme;
- Prioritisation of the investment in the Escalator Hubs, the allocation of funding from City Deal and the accountable body for each project;
- Establishing the City and relevant Growth Deal projects infrastructure programme and agreement of the contribution level from either retained business rates or the proposed funding streams;
- Responsible for prioritising the delivery of schemes to be funded through the City Deal infrastructure fund, for transport, housing or economic development schemes;
- Agreement to the work programme for the City Deal, relevant Growth Deal projects and in support of the Strategic Economic Plan.

8.0 Meetings

- 8.1 The Chairman and Vice-Chairman of the Growth Board will be elected at the first meeting but are expected to follow the arrangements as set out in paragraph 8.2.
- 8.2 The lead authority for convening meetings will be that of the elected Chairman and it will provide Secretary/Clerk support to the Board. Meetings shall be held on a bi-monthly basis, meetings may be called as and when required to ensure that critical timescales are met.

Year	Chairman	Vice chairman
2014/15	West Oxfordshire District Council	Cherwell District Council
2015/16	Cherwell District Council	Oxfordshire County Council
2016/17	Oxfordshire County Council	Oxford City Council
2017/18	Oxford City Council	South Oxfordshire District Council
2018/19	South Oxfordshire District Council	Vale of White Horse District Council
2019/20	Vale of White Horse DC	West Oxfordshire DC

9.0 Secretariat and Support

- 9.1 The secretariat and support will be provided by the existing SPIP Executive Officer Group, now known as the Growth Board Executive. Other investment partners will be involved as appropriate, e.g. Homes and Communities Agency, Environment Agency, Highways Agency, Network Rail; to advise on the investment and work programme.
- 9.2 The Group will be chaired by the lead authority (as in previous SPIP arrangements). In the first instance this will be West Oxfordshire.

10.0 Scrutiny Arrangements

- 10.1 Decisions made by the Committee shall be subject to the scrutiny arrangements of each constituent authority.

Growth Board
26 September 2016
Agenda item Appendix One
Post SHMA Strategic Work Programme – final report

Annex

Protocol

This protocol has been incorporated into the Terms of Reference for Oxfordshire Growth Board, a statutory Joint Committee.

The Parties to this Protocol are those referred to in the Terms of Reference.

The Parties wish to record the basis on which they propose to undertake their decision making function as a Joint Committee.

General principles

The Parties agree to support the purposes of the Joint Committee by ensuring that in their decision making, they:

- Collaborate and cooperate with each other
- Are open and accountable to each other
- Adhere to all relevant statutory requirements
- Deploy appropriate resources
- Act in good faith

Voting arrangements

1. Only Joint Committee Members (or their substitutes) shall be designated as Voting Members and shall be entitled to one vote on items of business considered by the Joint Committee.
2. Every question shall be determined by the voices of those Voting Members present, provided that if there is a Voting Member who indicates dissent to this procedure than a vote by show of hands shall take place. A simple majority shall be required.
3. In the event there being an equal number of votes for and against a particular proposition, the Chairman shall have a casting vote.
4. Where the effect of the particular proposition, if adopted by the Joint Committee, would be to give rise to contractual or financial implications for any part of one of the Parties, then in addition to the normal requirement for a simple majority of votes, the Parties will seek to ensure that the vote of the Member of the effected Party, in favour of the proposition, will be obtained.

Status

This protocol is not intended to be legally binding, and no legal obligations or rights shall arise between the Parties from this protocol.

Appendix 2 – Meetings of the Growth Board considering the unmet need of Oxford.

A Project Team was established involving officers from each Council that has met fortnightly through the Programme reporting back firstly to the Growth Board Executive Officer Group and thence onto the Board at regular intervals on progress with the Programme. In addition a number of Check and Challenge workshops have been held at the conclusion of key projects within the Programme to review the detail of the evidence and its implications.

List of Growth Board meetings at which the Programme was considered.

20th November 2014

25th June 2015

30th July 2015

19th November 2015

2nd February 2016

31st March 2016

29th May 2016

26th September 2016

Appendix 3 - Growth Board paper approving Post SHMA Strategic Work Programme as an approach to resolving Oxford unmet need: Nov 2014

Title: Post SHMA Strategic Work Programme

Purpose of Report

1. To outline a strategic work programme that can address the unmet need arising from the Oxfordshire Strategic Housing Market Assessment (SHMA), and help local planning authorities meet the duty to cooperate, whilst protecting the sovereignty of individual Councils over their Local Plans.

Recommendations

2. That the Growth Board endorses the principles set out in the proposed strategic work programme.
3. That the Growth Board asks each member council to identify the necessary resources for this collaborative work.
4. That a report from the Growth Board Executive Officer Group is presented to the next Growth Board outlining the project plan and resourcing arrangements for the strategic work programme.

Background

5. The Oxfordshire SHMA was published in April 2014. This suggests that across Oxfordshire, there is an identified need for provision of around 5,000 homes a year over the 2011-31 periods. The need in Oxford City was identified as between 1,200 and 1,600 homes a year, a potential requirement of around 28,000 additional homes up to 2031. Although the precise ability of Oxford to accommodate its own need has yet to be concluded there is general agreement that there is limited capacity within the city to accommodate this number of dwellings and therefore there will be a significant potential shortfall which will need to be provided in neighbouring districts.
6. In March 2014, the Spatial Planning and Infrastructure Partnership (SPIP) agreed a headline process, as part of the Statement of Cooperation, setting out how to address the outputs of the SHMA in relation to unmet housing need. Because this was relatively new ground for Oxfordshire, SPIP sought advice from two independent "critical friends". The advice concluded that a collaborative process is required to understand the strategic options, in the context of both the Strategic Economic Plan, and of existing and planned infrastructure.
7. Council leaders have considered the emerging ideas for the strategic work programme and agreed some key principles that should underpin future post SHMA work. These are summarised as:

- The district Local Plans are sovereign and all work should feed into Local Plans for them to determine the spatial future of the districts;
 - A recognition however that the work must be collaborative and joined up to provide a county wide spatial picture and strategy;
 - A recognition therefore that joint work on future spatial options, transport infrastructure and green belt will be required to feed into Local Plans;
 - Recognition that the City cannot fully meet its housing needs and there is a need to agree on the level of unmet need. However work on determining spatial options in Local Plans can commence alongside this;
 - A wish that the timescale for completing the Review is 12-18 months and that this should not hold up Local Plan timescales.
8. Using these principles as a basis and following further discussions at the EOG, officers have drawn upon the attached Strategic Work Programme for consideration by the Growth Board.
9. The key messages from the programme are:
- The need to coordinate an agreed timetable for Local Plan reviews for the rural districts that build a collective spatial vision through the individual reviews;
 - The need to recognise the economic geography of the county and strategic infrastructure implications of growth;
 - The need to agree how to distribute the unmet need for Oxford City to enable districts to consider this need through their Local Plan reviews;
 - The constituent parts of the work programme necessary to meet the duty to cooperate;
 - The timetable together with an initial assessment of resource implications;
 - The respective roles of the partner agencies.

Conclusion

10. Officers believe that the attached proposal offers a methodology that appropriately balances the need for collaborative working, required by the Duty to Cooperate, and for county wide strategic infrastructure planning with the statutory role of Local Plans.
11. The proposed work programme plans to complete the project within 12-18 months. However, the lead authority's view is that whilst this is achievable there are significant risks inherent in the approach that could lead to delay and these will need to be recognised and mitigated in a formal project plan.

Appendix 4 - Post SHMA Strategic Work Programme Summary

No.	Programme Element	Lead Council(s)	Resources	Tasks	Outputs	Original Completion Date	Revised completion date as at 12th May 2016	Notes
1	Programme Set Up	WODC- Cherwell from 1/7/15	Growth Board Programme Manager/ In-house staff	Prepare Detailed Project Plan, agree project leads, identify resources, and define steering and reporting arrangements	Detailed Project Plan for approval at February Growth Board	On going		Completed.
			Growth Board Programme Manager/ In-house staff	Recruit/Identify Strategic Planner to support the Growth Board Programme Manager	Fixed term/ seconded Strategic Planner	February 2015	May 2015	Completed.
			Growth Board Programme Manager/ In-house staff	Engage external expert Critical Friend to independently validate and comment on the programme at key stages	Critical Friend appointed	February 2015	May 2015	Completed.
			Growth Board Programme Manager/ In-house staff	Develop communications strategy and Growth Board website	Communication Strategy and Website Information	February 2015	February 2015	Completed.
			Growth Board Programme Manager/ In-house staff	Develop coordination and communication protocol	agreed coordination and communication protocol	May 2015	August 2015	Completed.
			Growth Board Programme Manager/ In-house staff	Develop a confidentiality protocol		n/a	October 2015	Completed.
2	Define Oxford's Unmet Need	OCityC	In-house staff/ Consultants	Detailed response from VOWH, SO and CDC on Oxford SHLAA (Cundall Review)	Cundall Report	November 2014		Completed.
			Critical Friend	Critical Friend reviews Oxfords SHLAA and responses from rural districts and recommends an unmet need figure for Oxford based upon existing policy, with policy change options to be considered as a Strategic Option(s) and tested	Critical Friend Review Paper	February 2015	October 2015	Completed.
3	Strategic Options development to inform housing	WODC	Post SHMA project Team	Define scope of Strategic Options (i.e. size thresholds and essential criteria) and prepare standard information template (SHLAA compatible)	Scoping Paper and Standard Information Template	January 2015	March 2015	Completed.

	distribution	All Councils	all partners	Individual Districts generate aggregated Strategic Options	Strategic Options for all districts	March 2015	September 2015	Completed.
		All Councils	Post SHMA project Team/EOG	Check and Challenge workshop on Strategic Options list to ensure that all reasonable options have been included	Final Strategic Options list	March 2015	October 2015	Completed.
4	High Level Sustainability and Strategic Options Assessment	OCountyC	Post SHMA project Team	Finalise brief and procure consultants for Sustainability Assessment	Develop Project Brief and appoint consultants	February 2015	November 2015	Completed.
		OCountyC	Post SHMA project Team	Study the draft report and assess the relative contribution of areas of land to the purposes of the Oxford Green Belt in order to identify the potential, or not, for development, and the case for additional areas to be added to the Green Belt.	Draft Report on Green Belt Study	June 2015	April 2016	Completed as part of spatial options testing framework
		OCountyC	Post SHMA project Team/Consultants	Establish spatial and sustainability assessment criteria and baseline	Agreed assessment criteria and baseline	June 2015	April 2016	completed and testing criteria agreed - this methodology will underpin the recommendations of the draft spatial options assessment report due on 11th May
				Identify any strategic environmental constraints	Report on Strategic Environmental Constraints	June 2015	April 2016	
				Identify any strategic infrastructure constraints	Report on Strategic Infrastructure Constraints	June 2015	April 2016	
				Identify any strategic water constraints	Report on Strategic Water Constraints	June 2015	April 2016	
				Assess Strategic Options for consistency with Strategic Economic Plan	SEP Consistency Paper	June 2015	April 2016	
				Infrastructure assessment of Strategic Options, including transport	Infrastructure analysis of Strategic Options	June 2016	April 2016	
				Assess landscape and heritage impact of Strategic Options	Landscape and heritage analysis of Strategic Options	June 2017	April 2016	
		High level viability assessment of Strategic Options and draft list for infrastructure testing	Report on viability assessment of Strategic Options	July 2015	April 2016			
All Councils	Growth Board Project Team/ EOG/ Consultants	Check and Challenge workshop on emerging evaluation of Strategic Options	Revised Draft Sustainability Assessment Report and Revised Draft Report on Green Belt Study	July 2017	April 2016	Completed		
5	Infrastructure Delivery Plan	OCountyC	Growth Board Project Team	Collate existing IDPs and evidence	develop a background comprehensive evidence	March 2015	January 2016	Completed.

					base			
				Define scope of infrastructure assessment work and transport assessment/ modelling	Detailed Project Brief	March 2015	January 2016	Completed.
				Initial assessment of transport/accessibility of options	initial options report for spatial options workshop	July 2015	April 2016	Completed on the long list of options.
				Consideration of a more detailed assessment of options and infrastructure needs/ requirements of the shortlisted options.	first draft of infrastructure report		June 2016	Completed- The Project Team have concluded that further more detailed work was not required for the apportionment but would be needed for areas to be brought forward. At present the team are considering a more limited but detailed examination of key transport corridors such as A40 and A44
			Growth Board Project Team	Finalise Strategic Infrastructure Delivery Plan	Final Strategic Infrastructure Delivery Plan	tbc	July 2016	Completed- The conclusions necessary for the apportionment have been received
6	Complete final reports for Growth Board	All Councils	Growth Board Project Team	Report on final conclusions on spatial options assessment and infrastructure implications and recommendations on housing distribution between districts and implications for 5 year housing land supply	Report to Growth Board	July 2015	August 2016	drafting has commenced
			Growth Board	Growth Board consider recommendations and decide housing distribution between districts	Agreed position on housing distribution	September 2015	Early-mid September 2016	Growth Board date set for 26th September 2016
			Growth Board Project Team	Publish memorandum of understanding and supporting project documentation	Revised Statement of Cooperation	September 2015	End of September 2016	September/early October 2016
7	Strategic Habitat Regulations Assessment	Cherwell	Growth Board Project Team	Prepare brief and procure consultants	Project Brief	tbc	tbc	The Team are considering whether a high level HRA is appropriate for the Programme. Notwithstanding their conclusions, a detailed HRA project will commence alongside Local Plan reviews
			Consultants	Screening of Recommended Strategic Options	HRA Screening of Strategic Options Report	tbc	tbc	
				Appropriate Assessment (if required)	Appropriate Assessment	tbc	tbc	
	Water Cycle Strategy	Vale/South	Growth Board Project Team	Prepare brief and procure consultants	Project Brief	tbc	tbc	This project will commence alongside Local Plan reviews
			Consultants	Prepare Water Cycle Strategy	Water Cycle Strategy	tbc	tbc	

Appendix 5 – Detailed Assessment of Areas of Search

District	Name	Site yield to 2031	RAG	Explanation
Cherwell	Shipton-on-Cherwell Quarry	1100	R	The area's score reflects its proximity to Oxford and the fact that this is not mitigated by transport accessibility. Additionally, deliverability before 2031 with minerals extraction on-going is considered to be challenging.
Cherwell	Land North of Oxford	2200	G	The area of search scores well against the key criteria in the spatial options assessment. It is also sustainable from a transport perspective.
Cherwell	Land at Woodstock	1300	A	<p>The area of search scored amber for the following reasons:</p> <p>The spatial options assessment noted some landscape/heritage issues as the area is nearby to a world heritage site. However, despite this the area is not in the green belt.</p> <p>The area of search scores poorly for transport links, based upon it being relatively remote from Oxford, apart from current rapid transit routes and proposals from Oxford, which means it has relatively poor connectivity compared to other areas of comparable scoring. The Team noted that a park and ride is under consideration at the edge of the Airport site and on Langford Lane, but this has not reached planning stage.</p> <p>Finally it was noted that there could be a cumulative impact of this area of search being developed alongside the Begbroke/ Yarnton /North Oxford areas of search and in the unlikely event that all are developed, there would be issues of deliverability and infrastructure capacity to address.</p>
Cherwell	Land at Begbroke	1650	G	The area of search scores well against the key criteria.
Cherwell	East of Yarnton	550	A	The area scored amber against the assessment criteria with 2 of the 9 criteria scoring as red.

	Cherwell	West of Yarnton	550	R	The area of search scores the same as the area east of Yarnton but also scored poorly on transport connectivity, landscape and relationship to countryside. There are also settlement pattern concerns. As a consequence this area scores red.
	Cherwell	South East of Kidlington	550	G	Although the area of search scores well against the key criteria it was noted that areas 2 and 7 could not both be pursued without unwelcome coalescence arising and as the Green Belt study noted, loss of openness with Kidlington.
	Oxford	Oxford enhanced growth option	2000	N/A	Area of search removed as double counting what has been included in the Oxford City SHLAA.
	Oxford	Oxford Golf Club	1100	A	<p>The area of search scores well for close proximity to Oxford, sustainable transport, and connectivity to employment centres. However, within the area there are issues of ecological importance concerning biodiversity and also the impact of water flows into an adjacent area of special scientific interest. The Team noted that these issues required balancing in the scoring.</p> <p>There was not agreement within the Project Team on the score for this area. The Rural districts consider that it could be judged to be green if considered on a consistent basis with other areas of search. Oxford believes that it is not possible to mitigate the hydrology concerns that development would cause.</p> <p>The Team agreed that there has to be a test against whether it is a realistic proposition. If the biodiversity issues are “show- stoppers” then it should remain as amber.</p>
	Oxford	Horspath site	550	R	The area was scored red for two reasons. Firstly, the area has significant transport issues identified. Secondly, the area is judged not to be deliverable as alternative non-residential use is at an advanced planning stage- i.e. BMW expansion on to this area is imminent.
	Oxford	Land north of	550	G	The area was scored green on the basis of its close proximity, its performance against the

		Old Headington			<p>key criteria in the options assessment and relatively sustainable transport options.</p> <p>The Project Team noted the Inspector's report at Barton AAP that rejected this site, primarily on the basis of impact on Heritage/Conservation Area but concluded on a majority basis that the area should score green as it scores well against the key criteria and is not meant as a site allocation but as a basis for apportionment.</p>
	Oxford	Oxford Science Park at Littlemore	350	A	<p>These are two areas that have already been allocated for employment and are actively being considered for strategic business expansion. The group noted there is advanced pre-application process on certain areas for specialist/headquarters style employment uses. Additional issue of whether the locations are suitable for housing having regard to their location in relation to existing employment use and main roads.</p>
	Oxford	Oxford Business Park	400	A	<p>The Project Team concluded that although these are recognised employment areas they are appropriate area of search available for development where housing rather employment could be a different decision. This is an issue of planning choice rather than site characteristic and on this basis; choice should not be a determinant. However where there is a development process for an existing use well underway within the area of search it does not seem realistic to ignore that.</p> <p>In summary the team concluded that the areas of search have elements that indicate they should be shortlisted, for example proximity to the City, connectivity to employment etc. but this is balanced by planning realism and issues about the deliverability of the education provision the areas would require. The team decided that this balance led to a score of amber.</p>
	South	Land at Berinsfield	2200	R	<p>This area of search was rejected on the basis of its poor performance against assessment criteria.</p> <p>The area was not viewed as sustainable given its distance from the city, consequent reliance upon car travel and the inability to fund necessary road improvements to mitigate this.</p>

	South	Land at Culham	2200	R	The area scores amber for most of the criteria in the options assessment, however it scored poorly against the transport assessment which noted that all solutions to the transport issues created by development have high funding gaps and cannot realistically be assumed to be able to come forward. The area also does not score well on accessibility to jobs in Oxford, especially the Eastern Arc area. On this basis, the area was scored red.
	South	Land south east of Grenoble Rd	2200	G	The area of search scores well against the key criteria. In transport terms it was concluded that the area of search was relatively sustainable as it is well serviced by strategic bus and cycle routes nearby.
	South	Land at Wheatley - Holton	550	A	The site is categorised as amber. It has a balance of criteria, scoring well on accessibility to existing provision but poorly when compared to future proposals (this relates to the decision of Brookes to relocate). This was also supported by the reliance upon car journeys to the City for visiting and employment, making it a relatively unsustainable development from a transport perspective.
	South	Land adjacent to M40 Junction 7	2200	R	The area was rejected on the basis of poor performance against assessment criteria and a lack of sustainable transport options for the development.
	South	Land at Wick Farm	2200	G	The area of search scores well against the key criteria in the options assessment due firstly to its close proximity to Oxford and availability of sustainable transport options both to the centre and key employment sites in East Oxford.
	South	Land adjacent to Thornhill P&R	550	G	The area of search scores well against the key criteria in the options assessment due firstly to its close proximity to Oxford and availability of sustainable transport options both to the centre and key employment sites in East Oxford.
	Vale	Land Abingdon North	1100	G	Although the area is slightly remote from Oxford it scores well for future sustainable connectivity to key employment centres.
	Vale	Land at Abingdon South	1100	R	The area was rejected on the basis of poor performance against both the options assessment criteria and the necessary highway infrastructure required to deliver.
	Vale	Land	N/A	N/A	The area was removed from assessment prior to commencement. Thames Water confirmed

		earmarked as Garden Town or Reservoir			during the Vale Local Plan Examination that the area is likely to be required for a reservoir and should not be considered for housing.
	Vale	Land at Botley	550	G	The team noted the proposal to build a Park and Ride in the area (a County commitment, but not yet in the planning process). The Project Team concluded that the areas proposed use was not well advanced in planning terms and so it was legitimate to look at alternative uses- and re-categorise as green on the basis that the area of search scores well against the key criteria of proximity to the City and sustainable transport options.
	Vale	Land at Chawley	550	A	Although the area of search scored similar to Botley in transport terms it has a number of area specific and adjacent biodiversity issues raised in the options assessment. There is also an access issue. The Team noted that the area could possibly contain a smaller scale of development but for purposes of the apportionment, the Team agreed to score as amber.
	Vale	Land at Cumnor	550	G	The area scored strongly against the options assessment but has a lack of current sustainable transport options. The team concluded on balance a score of green was appropriate.
	Vale	Land at Kennington	550	A	The key issue flagged in the assessments that made this area of search amber was accessibility/connectivity. However, there is also an additional concern about education provision for this scale of growth.
	Vale	Land at Kingston Bagpuize	1100	R	The area of search was rejected on poor performance against assessment criteria, mainly due to its distance from the City and lack of current or proposed sustainable transport options.
	Vale	Land at Radley	2200	R	This area was rejected on the basis of relatively poor connectivity to major employment sites in East Oxford and a lack of sustainable alternatives.

	Vale	Land at Wootton	1100	R	This area was rejected on the basis of poor performance against spatial options assessment criteria (5 red out of 9) and particularly poor transport scoring where nearly all journeys could only be supported by car and improvements to the road infrastructure could not mitigate the impact.
	Vale	Land at Appleford	1100	R	This area was rejected on the basis of poor performance against the spatial options assessment criteria with no green scores.
	West	Land north east of Witney	1300	R	This area was rejected on the basis poor performance against the spatial options assessment criteria and transport assessment due to the distance from Oxford and lack of either existing or proposed sustainable connectivity.
	West	Land west of Downs Road	550	R	This area was rejected on the basis of poor performance against the spatial options assessment criteria and transport assessment due to the distance from Oxford and lack of either existing or proposed sustainable connectivity.
	West	Land South of Witney	1100	R	This area was rejected on the basis poor performance against the spatial options assessment criteria and transport assessment due to the distance from Oxford and lack of either existing or proposed sustainable connectivity.
	West	Land north of Eynsham	2200	G	The area of search scores well against the key criteria in the options assessment with all criteria scoring green. It performs less well against the transport assessment as existing but better against proposed sustainable transport proposals which led the Team to conclude that the area should score green.
	West	Land west of Eynsham	550	G	The area of search scores well against the key criteria in the options assessment, with all but one criteria scoring green. It performs less well against the transport assessment as existing but better against proposed sustainable transport proposals that led the Team to conclude that the area should score green.
	West	Land within Eynsham Park	2200	R	Although this area of search is adjacent to other areas considered the score for this was different. Partly because of its proximity to parkland and partly because of a significantly

	near Barnard Gate			poorer score for transport accessibility when compared to the other sites in Eynsham. The Team is also aware of the background issue of capacity if all three sites were to be brought forward. For these reasons a majority decision to score as red.
	Total considered	42750		

Memorandum of Co-operation between the local authorities in the Oxfordshire Housing Market Area

Meeting the Objectively Assessed Need for Housing in Oxfordshire

1.0 Introduction

1.1 The National Planning Policy Framework (NPPF) requires Local Planning Authorities (LPA) to have a clear understanding of housing needs in their area. To achieve this, they should prepare a Strategic Housing Market Assessment (SHMA) to assess their full housing needs, working with neighbouring authorities where housing market areas cross administrative boundaries. The SHMA should identify the scale and mix of housing and the range of tenures that the local population is likely to need over the plan period. This is a key part of the evidence base to address the NPPF requirement of ensuring that Local Plans meet the full, objectively assessed needs for market and affordable housing in the housing market area.

1.2 The Localism Act 2011 places a Duty to Co-operate on Local Planning Authorities (LPA). This requires them to engage constructively, actively and on an on-going basis in the preparation of development plan documents where this involves strategic matters. National policy in the NPPF adds to this statutory duty that it expects local planning authorities to demonstrate evidence of having effectively cooperated to plan for issues with cross-boundary impacts.

1.3 The Oxfordshire SHMA 2014 demonstrates identifies an objectively assessed range of housing need for Oxford of between 24-32,000 homes for the period 2011-2031. The Oxford SHLAA demonstrates that Oxford will not be able to meet all of its housing need within its own boundaries and all Oxfordshire LPAs , together with Oxfordshire County Council agree that assisting Oxford to meet its unmet housing need is a key element of the Duty to Co-operate.

1.4 The purpose of this Memorandum of Co-operation is to formally record and make public the Oxfordshire Local Authorities' agreement under the Duty to Co-operate to the position as set out in this Memorandum, subject to LPA ratification by their full Councils as part of their individual Local Plan preparation.

2.0 The Oxfordshire Housing Market Area

2.1 The Oxfordshire Housing Market Area comprises all five Oxfordshire districts; Cherwell , Oxford City, South Oxfordshire, Vale of White Horse and West Oxfordshire.

3.0 Demonstrating the Duty to Co-operate

3.1 The five districts within the housing market area, together with Oxfordshire County Council , have collaborated to meet the requirements of the NPPF set out in section 1.2 by addressing the requirement under the Duty to Co-operate to accommodate the unmet housing need for Oxford.

3.2 The outputs from this collaboration are the Post SHMA Strategic Work Programme (the Programme). The Programme is a collection of projects designed to enable the six councils of Oxfordshire to arrive at an agreed apportionment of an agreed level of unmet need for Oxford.

3.3 The working assumption for the agreed level of unmet need for the purpose of the Programme is 15,000 homes. This figure is subject to testing through the Oxford Local Plan review

3.4 The agreed apportionment is as follows

	Proportion of unmet need apportioned
Cherwell DC	4400
Oxford City Council	550
South Oxfordshire DC	4950
Vale of White Horse DC	2200
West Oxfordshire DC	2750
Total	14850

3.5 This apportionment is based upon a common assumed start date of 2021 for the commencement of development after the adoption of the respective Local Plan review or Local Plan update/refresh. This assumption does not preclude earlier delivery, but does recognise the complexity of the issues being considered and has sought to factor in reasonable lead times to enable options to come forward and to be fully considered through the Local Plan process.

4.0 Timetable for implementation

4.1 The anticipated timetable for adoption of the agreed apportionment through each individual LPA Local Plan process is as follows.

Cherwell District Council

The council intends to submit its revised Local Plan, including its share of the apportionment in June/ July 2017.

Oxford City Council

Work commenced on Oxford's Local Plan review in January 2016. The Council aims to submit the Plan for examination in December 2018 with adoption anticipated during 2019.

South Oxfordshire District Council

The council proposes submission of its draft Local plan including its response to the apportionment in spring 2017 with adoption in early 2018.

Vale of White Horse District Council

The Vale Local Plan 2031: Part 1 is currently at Examination with adoption anticipated early in 2017. Work has commenced on the Local Plan 2031: Part 2 that will address the proportion of

Oxford's unmet to be addressed in Vale. It is anticipated that this plan will be submitted in February 2018.

West Oxfordshire District Council

The council intends to respond to the Inspector's preliminary findings with a package of suggested changes to the submission Local Plan in October 2016. The Council proposes that the suggested changes will address its apportionment of Oxford's unmet need and anticipates that the Plan will be adopted in September 2017.

5.0 Conclusion

5.1 The six authorities that form signatories to this Memorandum agree that the figures in the table 3.4 above represent the agreed apportionment, by district of the agreed level of unmet housing need for Oxford, in order to meet the overall objectively assessed need for additional housing within the Oxfordshire Housing Market Area to 2031.

Signed on behalf of

Cherwell DC.....

Oxford City Council.....

Oxfordshire County Council.....

South Oxfordshire DC.....

Vale of White Horse DC.....

West Oxfordshire DC.....

Oxfordshire Growth Board
26th September 2016
Agenda item: Growth Board Programme Review
Author: Robin Rogers
Contact: robin.rogers@Oxfordshire.gov.uk

Growth Board Work Programme Review

Purpose of Report

To invite the Board to consider key areas of focus for the future work programme of the Board and to charge officers with bringing back detailed proposals to the November meeting of the Board

Recommendation

That the Growth Board:

- 1. Notes proposals from the Executive Officers Group to develop a revised work programme for the Growth Board's consideration at the November meeting of the Board;*
- 2. Considers and comments on the suggested prioritisation of projects and identifies additional areas for officer consideration*

Matters for Consideration

3. The Growth Board was established in September 2014 to facilitate and enable collaboration between local authorities on economic development, strategic planning and growth.
4. The Growth Board is supported by an Executive Officers Group (EOG) that oversees officer activity in support of joint decision making and joint working and provides advice to the Growth Board in the discharge of its functions. EOG members work to ensure that the Growth Board's work programme is managed and focussed on strategic objectives that support the purpose of the Growth Board as set out in the Terms of Reference.
5. With the recommended conclusion of the current phase of the post-Strategic Housing Market Assessment Work programme, EOG note that the Growth Board's overall work programme has reached a natural point for review. EOG believe that such a review should consider both the substantive content of the Growth Board's agenda for the coming period and any appropriate change and improvement that could be made to ways of working. In considering this a number of current factors should be taken into consideration:
6. Firstly, as the priorities and approach of the new Government emerge over the coming months, and particularly leading up to the autumn statement, it will be appropriate to ensure that Oxfordshire's partnership structures remain

aligned to the national agenda. This includes ensuring that the Growth Board is engaged with and able to influence emerging sub-national structures and any revised view of infrastructure, industrial and trade strategies. Equally the Board will wish to be in a position to ensure that any change in policy is taken best advantage of to deliver improvements to the quality of life of the people of Oxfordshire.

7. Secondly, during recent months, two separate external reviews of joint working in Oxfordshire have made detailed assessments of joint decision making and strategic planning within the county. While the reports deal specifically with the issue of local government reorganisation, their analysis included a review of current decision making arrangements for strategic decision making in development, planning, transport and housing. In that context, it may be appropriate to consider how the joint working arrangements already in place through the Growth Board can continue to be built upon.
8. Thirdly, one aspect of partnership working worthy of consideration is the engagement of wider stakeholders in the work of the Board. Currently there are a number of non-voting participants on the Board all of who play a valuable role in both informing and calibrating the Board's deliberations. Recognising and strengthening the role that both these members and wider stakeholders could play in shaping and driving an agenda for growth in Oxfordshire should be a priority for the Board as it shapes its future vision.
9. Finally, the public participation scheme for the Growth Board will have been in place for 12 months by November 2016 and it is appropriate to review whether it has functioned satisfactorily.
10. The table below sets out the proposed areas for consideration in establishing a revised work programme.

Bev Hindle
Chair, Executive Officers Group
September 2016



Growth Board Work Programme Review – Outline work streams

	WORKSTREAM	BACKGROUND	PRIORITY H/M/L	TIMESCALE S/M/L
1	Developing proposals for joint working on planning and transport	<p>Authorities have discussed in principle the potential for further joint working in planning and transport. The content and scope of this activity has not been explored beyond specific elements of joint strategy development (for example <i>outline work stream 2, below</i>).</p> <p>This work-stream would task EOG with drafting a review scope for consideration by the Growth Board.</p>	H	<p><i>Scope: S</i> <i>Implementation: L</i></p>
2	Establishing the need for a new spatial plan	<p>Recent external reviews have challenged Oxfordshire’s capacity to deliver a ‘whole-place’ approach. Developing a joint and integrated approach for the spatial development of the county, its communities and environment, would complement the economic narrative established in the Strategic Economic Plan, the transport strategy set out in the Local Transport Plan and the development framework established through District and City Local Plans.</p> <p>Specific emerging requirements for such an approach include establishing Oxfordshire’s position within sub-national development planning and maximising Oxfordshire’s influence with regard to national infrastructure prioritisation.</p> <p>This work-stream would build on in-progress development to establish a county-wide infrastructure strategy and task EOG to develop a brief for a strategic spatial plan.</p>	H	<p><i>Brief: S</i> <i>Implementation: M</i></p>
3	Improving public participation in meetings	<p>A public participation protocol for the Growth Board was established in 2015. At various points concerns have been expressed, including by public participants, on the functionality of the protocol. This work-stream would ask EOG to consider the extent to which the protocol has met its objectives and make any recommendations for change to the Board.</p>	M	S

	WORKSTREAM	BACKGROUND	PRIORITY H/M/L	TIMESCALE S/M/L
4	Developing the participation and role of non-voting board members	The Growth Board is made up of six Local Authority members and additional 'non-voting' partner members. Maximising the strategic impact of the joint working requires the Board to fully engage with all members. This work-stream would ask EOG to work with non-voting partners to ensure that the Growth Board has a complete view of their priorities and concerns with respect to the Growth Board's activity and that these areas are fully reflected in the work programme and any proposed changes to ways of working.	H	M
5	Review Growth Board terms of reference and interaction with related partnership groupings	<p>The Growth Board's terms of reference were established in 2014 within a specific economic and policy context and with considerable and timely focus on supporting City and Growth Deal arrangements. Given the issues set out above and the developing context, it may be appropriate to ask EOG to review the Terms of Reference, incorporate any subsequent additions (eg. the public participation protocol and the Memorandum of Co-operation and make any recommendations for change to the Board.</p> <p>Such a review would take the opportunity to ensure efficiency, clarity and transparency in the relationship between the Growth Board and EOG and related partnership groupings such as the Local Economic Partnership and sub-groups, the Local Growth Fund steering group and the Oxfordshire Environmental Partnership.</p>	L	M

Growth Board Programme Report September 2016- City Deal

Funding stream (& SEP theme)	Strategic Status				Operations				
	Project and lead officer	Outcome	Contribution to Growth Targets	Lead partner and role	Core Activity	Targets	Achievements to August 2016	Comments	Status of project RAG
CITY DEAL (Innovative Enterprise)	Innovation Support for Business (ISfB) Simpler business support Investing in innovative businesses SARAH LONGMAN	Implement an Innovation Support Program which will strengthen the innovation network and provide direct support to innovation based growth		LEP ISfB project team	Simpler business support LEP/OBS website Network Navigators: 9 part time people expert in a particular part of the innovation community, linking up together to welcome and guide/refer anyone seeking any form of business support Investing in innovative business Innovation investment vouchers Funding (proof of concept, growth, social enterprise) Business activation support	Targets over the life of the Oxfordshire Innovation Support Program are: Jobs created – 214 by Mar 2017 Jobs safeguarded – 22 by Mar 2017 Private sector match funding- £4,016,082 by Mar 2016. Businesses assisted- 150 by Mar 2017 Businesses engaged – 962 by Mar 2017	As at the end of June 2016 191 jobs created against a profiled target of 160 with 370.5 committed overall against an overall target of 214 8 jobs safeguarded compared to a profiled target of 16 £9,770,079 private sector match compared to the overall target of £4,016,082 297 businesses assisted compared to the overall target of 150 6881 businesses engaged compared to the overall target of 962	The ISfB programme closed at the end of June 2015 with final claim completed in July 2016 and Accountants report completed in August 2016. Monitoring of targets continues until March 2017. The programme has been highly successful and has already exceeded many targets well ahead of timescales set.	

<p>CITY DEAL (Innovative Enterprise)</p>	<p>The Harwell Innovation HUB TIM BESTWICK (STFC)</p>	<p>Hub: focused on open innovation</p>	<p>Invest in an ambitious network of new innovation and incubation centres which will nurture small businesses.</p>	<p>STFC</p>	<p>Start on site November 2016, completion June 2017</p>	<p>Project programme dates revised and agreed following agreement with BIS.</p>	<p>Planning permission received Detailed design began in January 2016 Road related infrastructure spending has already started. Work on site of Quad One building began in June 2016</p>	<p>The city deal required building to commence in Dec 2014. However master planning led to re-profiling. A revised program and timetable has been agreed with BIS</p>	
<p>CITY DEAL (Innovative Enterprise)</p>	<p>The UKAEA Culham CATHERINE PRIDHAM (CCFE)</p>	<p>Advanced Manufacturing Hub: focused on remote handling technologies</p>	<p>Invest in an Advanced Manufacturing Hub in remote applications in challenging environments including innovation and the incubation of science and technological developments in that field</p>	<p>UKAEA</p>	<p>Start on site March 2015, completion scheduled for Jan 2016</p>		<p>Work commenced on site March 2015. 2817 sqm commercial floorspace has been constructed 40-50 businesses have been engaged Work completed on site 29th January 2016. The facility was opened by Jo Johnson MP, Minister of State for Universities and Science on 23rd May 2016.</p>		

<p>CITY DEAL (Innovative Enterprise)</p>	<p>The Oxford Bio-Escalator PHIL CLARE (Ox Uni)</p>	<p>Hub focused on the life sciences sector;</p>	<p>Invest in an ambitious network of new innovation and incubation centres which will nurture small businesses:</p>	<p>Oxford University</p>	<p>The vision for the Oxford BioEscalator is - To pioneer a new model for bioscience business growth that will reduce the risk associated with early stage firms, stimulate new funding and management mechanisms, and create resilient, sustainable companies. - To realise the potential of the world class clinical and research expertise and assets in Oxford and the surrounding region, developing a leading international centre for the commercial exploitation of bioscience and medical research and innovation</p>	<p>Project programme dates revised and agreed</p>	<p>The Bioescalator construction work commenced in Nov 2015 with completion currently targeted in Autumn 2017. The original delays in the project are due to combination of the Bio-escalator with another construction project, the amenities building for the old road campus, arising from changes introduced during the City Deal bidding and negotiation process. In addition there have been delays incurred through design changes arising from site restrictions that have been uncovered as the design and planning have progressed"</p>		
--	---	---	---	--------------------------	--	---	---	--	--

<p>CITY DEAL (Innovative Enterprise)</p>	<p>The Begbroke Innovation Accelerator PHIL CLARE (Ox Uni)</p>	<p>Hub focused on advanced engineering sectors</p>	<p>Invest in an ambitious network of new innovation and incubation centres which will nurture small businesses:</p>	<p>Oxford University</p>	<p>The Oxford University Begbroke Science Park (BSP) has pioneered the successful integration of academic and business communities to foster knowledge and technology transfer, economic growth, and academic advancement. The Accelerator project builds on this in the advanced engineering sectors of automotive, nuclear materials, advanced materials, robotics, nano-medicine, pharmaceuticals, motorsport and supercomputing. Through the co-location of business and technology it will enhance the successful transition of ideas across the valley of death into the market place and give support for companies with training, networking and mentoring activities.</p>	<p>Project programme dates revised and agreed</p>	<p>The first phase of the Begbroke Innovation Accelerator project is now complete and takes the form of an extension to the existing Centre for Innovation and Enterprise (CIE). The CIE is now more than double its original size. The 2200m2 extension brings the building up to a total of 4000m2. Ground works started in October 2015, the erection of steels began the week before Christmas and Practical Completion of the building has now taken place (Mid-August 2016). The first tenancies begin on August 22nd with reservations and lettings taking occupancy up to 95% at handover. The official opening is hoped to take place in autumn 2016.</p>		
--	--	--	---	--------------------------	--	---	--	--	--

<p>CITY DEAL- SKILLS (Innovative People)</p>	<p>Skills Programme 150 more employers engaged with traineeships SARAH CULLIMORE</p>	<p>Up-skill identified cohorts</p>	<p>Tackling pockets of unemployment</p>	<p>Oxfordshire Skills Board Skills team</p>	<p>Develop a network of apprenticeship ambassadors to promote at events etc. Run 6 Apprentice shops per annum Negotiate Traineeships targets in employment and skills plan Include Traineeships info on OA website</p>	<p>150 unemployed individuals engaged with traineeships</p>	<p>30 ambassadors have been recruited and trained and have supported 45 events during 15/16 financial year as well as being featured on local radio, Oxford TV and in local press. Delivered 27 drop in surgeries during the 15/16 financial year, plus and a 5 day Apprenticeship roadshow. Traineeship target included in Westgate ESP. Traineeship info is on the OA website.</p>	<p>The most recent data shows that 97 young people were enrolled onto a Traineeship during the 14/15 academic year, plus 45 during the first 6 months of 15/16 academic year therefore this target will be achieved.</p>	
<p>CITY DEAL- SKILLS (Innovative People)</p>	<p>Apprenticeship Programme 525 apprenticeships for young people (16-23) SARAH CULLIMORE</p>	<p>Drive better employability skills in young people</p>	<p>Increase the number of apprenticeships</p>	<p>Skills team NAS</p>	<p>Delivery of skills element of the City Deal including: Supporting making sense of apprenticeships for employers. Delivering 'apprenticeship' events aimed at young people and parents. Engagement with secondary schools to increase awareness of apprenticeships. Co-ordinating National Apprenticeship week activity 3-7 March 2014</p>	<p>Additional 525 apprenticeship starts aged 16-24</p>	<p>3 making sense events have been delivered during 15/16 financial year. Progress against City Deal action plan is good. OA has supported or run 65 school events during 2015/16 financial year including careers events, talks in assemblies and workshops. There were 5 MP visits arranged and supported and lots of PR during National Apprenticeship week (March 2016).</p>	<p>Latest figures available are up until the end of October 2015 and are rounded to the nearest 10. There were 1,790 16-24 year old Apprenticeship starts from April to October 2015, this compares with 1,690 during the same period the previous year (an increase of 5.9%) Amber rating because although Oxfordshire is doing better compared with SE region and national, the 525 target may not be achieved.</p>	




<p>CITY DEAL- SKILLS (Innovative People)</p>	<p>Apprenticeship Programme 300 apprenticeship grants for employers (AGE) grants targeted at SME in the growth sector SARAH CULLIMORE</p>	<p>Drive better employability skills in young people</p>	<p>Increase the number of apprenticeships</p>	<p>Oxfordshire Skills Board Skills team</p>	<p>Delivery of City Deal skills action plan.</p>	<p>300 AGE grants targeted at SME in the growth sector</p>	<p>Eligibility rules for the AGE changed in January 2015. Info has been put onto the OA website.</p>	<p>670 AGE grants were awarded to Oxfordshire employers during 2014/15 academic year (Aug 2014 to July 2015)</p>	
<p>CITY DEAL- SKILLS (Innovative People)</p>	<p>Apprenticeship Programme 1850 more employers with a raised awareness of apprenticeships SARAH CULLIMORE</p>	<p>Drive better employability skills in young people</p>	<p>Increase the number of apprenticeships</p>	<p>Oxfordshire Skills Board Skills team</p>	<p>A range of activities aimed at promoting the benefits of apprenticeships to employers , attending network events, follow up leads from website hits etc.</p>	<p>1850 more employers with a raised awareness of apprenticeships</p>	<p>41 employer networks were attended in 2015/16 financial year attended to promote Apprenticeships with 794 employer interactions recorded.</p>		
<p>CITY DEAL (Innovative Connectivity)</p>	<p>Access to Enterprise Zone PAUL FERMER</p>	<p>Improve access to enterprise zone to make site more attractive to potential investors</p>	<p>Will lead to improvement in jobs in the knowledge economy by making the site more attractive to investors</p>	<p>Oxfordshire County Council</p>	<p>Harwell Link Road: Finalising land acquisition and design in preparation for construction. Hagbourne: In construction. Featherbed Lane: Detailed design and land acquisition in progress. Early works undertaken on available land and were completed March 2015. Harwell Entrance: Land has been gifted by the affected landowner in acknowledgment of the infrastructure improvement they will receive. The design has developed and indicated that further land is required from adjacent landowners negotiations are underway and CPO is proposed to run in parallel</p>	<p>Hagbourne Hill - Planned completion on schedule for Jul 2016 Featherbed Lane & Steventon Lights: forecast start Jan 2017, and completion Jan 2018.</p>	<p>Harwell Link Road: There has been significant progress and a lot of efforts to complete the land purchase in August, however further refinements to agreement is required by the vendor is delaying construction start date. Currently agreeing target price for construction. Hagbourne Hill: Main works complete. Featherbed Lane: Design substantially completed with OCC cost review in progress. Land negotiations still in progress.</p>	<p>Harwell Link Rd: Scheduled to start works in October 2016, but dependent on land purchase. Hagbourne Hill: None. Featherbed Lane: Current programme for delivery dependent on land purchase. Harwell Oxford Campus: project paused for outcome of Vale Local Plan examination.</p>	

<p>CITY DEAL (Innovative Connectivity)</p>	<p>Improvements to Northern Gateway PAUL FERMER</p>	<p>To relieve congestion and deliver growth to a key growth area</p>	<p>Will lead to improvement in jobs in the knowledge economy by making the site more attractive to investors</p>	<p>Oxfordshire County Council</p>	<p>Cotteslowe and Wolvercote: Construction underway in July 2015 with projected completion in October 2016. One month ahead of schedule. Loop Fm Link Rd: Feasibility stage reviewing iterations of preferred alignment to maximise BCR.</p>	<p>Cotteslowe and Wolvercote: Complete Construction in Q3 2016. Loop Fm Link Rd: Planned start February 2018, and completion in February 2019</p>	<p>Cotteslowe and Wolvercote: Works progressing well ahead of programme and budget. Loop Fm Link Rd: Proposed design and alignment work was paused whilst a review of optioneering is considered.</p>	<p>Cotteslowe and Wolvercote: Construction forecasted completion ahead of schedule in late September 2016. Two months ahead of schedule. Loop Fm Link Rd: A decision has now been made to progress design work at risk to minimise further delay to this project.</p>	
<p>CITY DEAL (Innovative Connectivity)</p>	<p>Hinksey Hill- Science transit PAUL FERMER</p>	<p>First stage of improvements to transport links across the knowledge spine</p>	<p>Will lead to improvement in jobs in the knowledge economy by making the site more attractive to investors</p>	<p>Oxfordshire County Council</p>	<p>Phase 1 (Kennington roundabout): complete and working well. Phase 2, Hinksey Hill: Feasibility completion has slipped 3 months to enable additional modelling option. Now scheduled for completion in August 2016. No impact on construction milestones.</p>	<p>Phase 1 (Kennington roundabout): complete Phase 2, Hinksey Hill: Preliminary Design to commence August 16. Construction completion Winter 2018.</p>	<p>Phase 1 (Kennington roundabout): Traffic significantly improved at Kennington roundabout. Phase 2, Hinksey Hill: Project review undertaken prior to commencement design to ensure scheme delivers desired outcome.</p>	<p>Phase 1 (Kennington roundabout): Achieved. Phase 2 (Hinksey Hill) Slight delay to commencement of prelim design due to project review stage.</p>	
<p>CITY DEAL (Innovative Place)</p>	<p>SHMA completed GROWTH BOARD PROGRAMME MANAGER</p>	<p>A county wide Strategic Housing Market assessment is completed and approved by the district planning authorities</p>	<p>Commit to deliver the necessary sites to meet the housing needs identified in the SHMA</p>	<p>Oxfordshire Growth Board</p>	<p>Development and approval of a county wide SHMA according to Government guidance</p>	<p>Document completed by April 2014</p>	<p>SHMA has been completed</p>	<p>The figures for housing need generated by the SHMA are the subject of a Post SHMA Strategic Work Programme that will feed into the district's Local Plan reviews. This Programme is now complete and the subject of a report to the Board for approval in September 2016</p>	


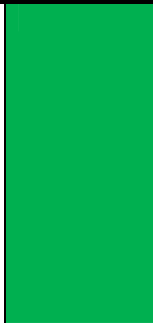
<p>CITY DEAL (Innovative Place)</p>	<p>Accelerate the delivery of 7500 homes across the county</p> <p>GROWTH BOARD PROGRAMME MANAGER</p>	<p>7500 homes agreed in the existing Local plans have delivery accelerated tbc by 2018</p>	<p>Commit to deliver the housing necessary to underpin the SEP</p>	<p>Oxfordshire Growth Board</p>	<p>Accelerate the delivery of agreed housing sites across the county</p>	<p>7500 additional homes by 2018</p>	<p>The SPIP Executive has committed to reviewing all agreed sites and profile delivery in the light of the final agreed City Deal. In addition officers in districts will review any other sites that have come forward to build a revised profile.</p>	<p>No change since last reported.</p> <p>Refreshed projections show 1453 above profile</p> <p>The trajectory will be the subject of an annual refresh in September 2016 reporting to the November Board.</p>	
<p>CITY DEAL (Innovative Place)</p>	<p>Land holding uploaded onto e-pims</p> <p>GROWTH BOARD PROGRAMME MANAGER</p>	<p>All land holding in council ownership declared</p>	<p>Commit to deliver the necessary sites to meet the housing needs identified in the SHMA</p>	<p>Oxfordshire Growth Board</p>	<p>Working with the Government Property Unit and to list their asset on e-PIMS</p>	<p>All public held land uploaded onto database</p>	<p>Completed</p>	<p>Completed</p>	
<p>CITY DEAL (Innovative Place)</p>	<p>Sharing expertise and accumulated experience to support project/programme delivery across the county in a cost-effective and lean way.</p> <p>GROWTH BOARD PROGRAMME MANAGER</p>	<p>Simplified and robust county wide planning procedures that are easier for users to understand</p>	<p>Develop a simplified planning package</p>	<p>Oxfordshire Growth Board</p>	<p>More effective joint working</p>	<p>More effective joint working</p>	<p>Completed</p>	<p>Completed- The growth board EOG discussed this in December 2014 and formed a view that the development of the Post SHMA Strategic Work Programme with a project team and Board was a good example of how we were developing this culture of joint working in Oxfordshire. It is not intended to any further work on this project</p>	

Growth Board Programme Report September 2016- City Deal

Funding stream	Strategic Status				Operations				
	Project and lead officer	Outcome	Contribution to Growth Targets	Lead partner and role	Core Activity	Targets	Achievements to August 2016	Comments	RAG status
GROWTH DEAL	Growth Hub Transition Funding 2015/16 Heather Martin	Build on and strengthen Oxfordshire Business Support (Oxfordshire's Growth Hub) through 2015/16 while other funds are secured for future years		LEP OBS project team	To simplify and raise awareness of the business support landscape via: - OBS website portal - Telephone and email triage service - Network Navigators: Part time experts who are well connected within specific sectors and tasked with welcoming, networking, creating links and referrals to individuals and organisations looking to locate business support within Oxfordshire.	Businesses signposted / referred to national programmes - 200 by Mar 2016 Businesses engaged – 2732 by Mar 2016	As at the end of June 2016: Number of businesses engaging with the project – 2732 versus programme target 2700 Number of enquiries triaged and dealt with directly through the Growth Hub was 197 Sourced a new Tourism and Visitor Economy Network Navigator via Experience Oxfordshire.	The project is on track and is in the process of securing future funding. Due to BREXIT and the anticipated reduced timescales, we have recently revised and combined the previously submitted two bids for European Regional Development Funds (ERDF) on start-up and growth. This has been re-submitted as a combined start-up/growth bid and is currently in the process of being appraised. Anticipated contract offer date is likely 30 TH September. The Innovation bid is currently in the process of being finalised with a submission date of 31 August 2016. The Growth Hub has also secured £205,000 funding per annum for the 2016-18 financial period via BEIS.	

<p>GROWTH DEAL</p>	<p>Headington Phase 1 PAUL FERMER</p>	<p>Access to Headington is a package of schemes to improve access to major employment, health and education sites in the Headington area.</p>	<p>Needed to support new housing and jobs in Headington, and beyond, without attracting more traffic to the area.</p>	<p>Oxfordshire County Council</p>	<p>The project area includes the B4495 from Cherwell Drive/Marsh Lane to Horspath Driftway and the Eastern Bypass, as well as Old Road.</p> <p>Proposed changes include:</p> <ul style="list-style-type: none"> • Junction improvements • New cycle lanes and crossings • New pedestrian crossings • Changes to on-street parking • New bus lanes • Localised road widening 	<p>The implementation of changes is planned for August 2016 to June 2018.</p> <p>The works completion date has been postponed to enable works to be scheduled during the summer months when traffic flows are suppressed.</p>	<p>Business Case Stage 2 submitted and approved by Cabinet in July 2016.</p> <p>Package 1 of the detailed design drawings are with the contractor for pricing.</p> <p>ECI with Skanska ongoing to identify cost savings and minimise traffic management impact.</p>	<p>Estimated final cost within budget.</p> <p>Delay to works start date due to the complexities of the delivery requiring greater discussion with contractor than anticipated.</p>	
<p>GROWTH DEAL</p>	<p>Science Vale cycle Route PAUL FERMER</p>	<p>Improved cycle connectivity and facilities between the main residential and employment and Service areas.</p>	<p>Supports EZ growth and new housing in the Didcot/Science Vale area.</p>	<p>Oxfordshire County Council</p>	<p>Design and Implementation of new and significantly improved cycle tracks/paths</p>	<p>First phase of construction to start January 2017. All other routes forecast to be completed by end of financial year 2018/19.</p>	<p>Procurement of Detailed Design consultant was completed, but further scope has been added to the brief to reduce later risks. This has led to a delay to detailed design being procured but will be beneficial to the project overall.</p> <p>A number of options have been developed for 8 route corridors, which were presented to 3 stakeholder focus group meetings, including local Members.</p>	<p>Business Case Stage 1 scheduled for December 2016. Following appointment of Detailed Design Contractor a firm programme will be agreed, and the construction start date will be confirmed.</p>	
<p>GROWTH DEAL</p>	<p>Bicester London Road WITHDRAWN</p>	<p>Solution to potential closure of level crossing following implementation of East-West rail ph2</p>		<p>Oxfordshire County Council</p>	<p>To establish a feasible/viable (preferred) option</p>	<p>N/A</p>	<p>N/A</p>	<p>Project no longer needs to go ahead due alternative project being progressed (level crossing will not be closed and a longer term better value option is now the focus).</p> <p>Funds have been re-allocated</p>	

<p>GROWTH DEAL</p>	<p>Oxford Science Transit Phase 2 PAUL FERMER</p>	<p>Capacity improvements with the focus on improved and more reliable journey times for express bus services through the junction.</p>	<p>Key element of the Science Transit programme.</p>	<p>Oxfordshire County Council</p>	<p>Feasibility and preliminary design to firm up scheme scope, design and costs, planning application (if required), detailed design then construction/ implementation</p>	<p>Feasibility designs and cost estimate finalised and public consultation starts (Dec 16) Prelim design (Jan-Apr 17) Detailed design (Jul 17-May 18) Submit full Business Case and Approval Application to DfT (Dec 17) Construction (Sep 18 - Sept 20)</p>	<p>Feasibility design consultants progressing work including surveys. External workshops in August & September 2016. Traffic modelling has been completed.</p>	<p>This autumn will see consultation being the focus with external stakeholder workshops and the public in December. The workshops will refine the design ahead of the public consultation. A meeting with DfT is proposed in September to agree the Business Case details.</p>	
<p>GROWTH DEAL</p>	<p>Didcot Station Car Park FIONA CANE</p>	<p>Enabling the development potential of Harwell, Milton Park and Didcot to be realised through enhanced transport connectivity and capacity with circa 900 jobs accommodated;</p>		<p>Great Western Railway (GWR)</p>	<p>Delivery of a new Multi Storey Car Park at Didcot Parkway Station, including improved links between the Foxhall Road site and the station entrance</p>	<p>MSCP open by November 2017 (reforecast from July 2017 in last report).</p>	<p>Detailed design by selected contractor (Bourne) has commenced. Positive progress made with Network Rail to deliver footbridge improvements.</p>	<p>Project still on track with Growth Deal timescales.</p>	
<p>GROWTH DEAL</p>	<p>Oxford Centre for technology and innovation PHIL WADDUP</p>	<p>Increased levels of Science, Technology, Engineering and Maths (STEM) in line with Skills Strategy aspirations</p>	<p>'Innovative People' – higher level skills</p>	<p>City of Oxford College – Activate Learning</p>	<p>Construction of new STEM centre</p>	<p>Construction complete and operational by January 2017</p>	<p>Phase 1 construction is complete and in the process of being fitted out. Phase 2 Buildign works are advancing at pace and we believe we will complete the whole project ready for occupation, ahead of target (Jan 17) ready for occupation in September 2016. There has been significant PR activity and site visits held with employers, students and other visitors to stimulate interest ahead of opening</p>	<p>The project remains on budget and significantly ahead of programme</p>	

<p>GROWTH DEAL 1</p>	<p>Advanced Engineering and technical skills centre</p> <p>MARK LAY</p>	<p>Increased levels of Science, Technology, Engineering and Maths (STEM) in line with Skills Strategy aspirations</p>	<p>'Innovative People' – higher level skills</p>	<p>Abingdon & Witney College</p>	<p>Construction of new STEM centre</p>	<p>Construction complete and operational by Jan 2018</p>	<p>Legal agreement received.</p> <p>The project has been granted planning permission (with conditions).</p> <p>A pre-qualification questionnaire (PQQ) has been sent out to a long list of contractors for their expression of interest (EOI) in the project.</p>	<p>The project is still on track.</p>	
<p>GROWTH DEAL</p>	<p>Advanced Engineering and technical skills centre</p> <p>MARK LAY</p>	<p>Increased levels of Science, Technology, Engineering and Maths (STEM) in line with Skills Strategy aspirations</p>	<p>'Innovative People' – higher level skills</p>	<p>Abingdon & Witney College</p>	<p>Construction of new STEM centre</p>	<p>Construction complete and operational by Jan 2018</p>	<p>Legal agreement received.</p> <p>Positive meeting was held with Local planners.</p> <p>Final plans now being completed before submitting to planners.</p>	<p>The project is still on track.</p>	

<p>GROWTH DEAL</p>	<p>Flood Risk management upstream (Northway and Marston Flood Alleviation Scheme)</p> <p>HELEN VAUGHAN-EVANS</p>	<p>To reduce the risk and impact caused by excessive flooding for 108 households, 2 commercial premises and transport connections in Northway and Marston, North East Oxford.</p>		<p>Oxford City Council</p>	<p>Re-profile to new levels and falls to create a dual purpose sports arena and emergency floodable area on the fields at Northway Community Centre.</p> <p>Re-profile an area between Court Place Farm recreation field and Peasmoor Brook on its eastern boundary to create a new wetland habitat. It will be used to store flash flood water during torrential rainfall.</p> <p>Construct new flow control structures to control water into and out of the two areas created. Including localised road and pavement level changes to direct flows away from public highways into the storage area.</p>	<p>0.3 ha of new habitat created by June 2017</p> <p>1.33% AEP protection to 91 residential and 2 commercial properties (insurance break point) by June 2017</p>	<p>Project Appraisal Report and funding approved by EA.</p> <p>Full time Project Manager appointed. 1 FTE created by the project so far.</p> <p>Procurement strategy/ route to market agreed for detailed design and construction phases.</p> <p>Topographical Survey and Geo-Environmental Site Appraisal completed.</p> <p>Internal project approvals granted (capital gateway 2 and 3; CEB 12/11/15; Full Council 07/12/15).</p> <p>Detailed design supplier appointed (Atkins) and detailed design phase commenced 16/12/15.</p> <p>Funding agreement with OCC negotiated and sealed.</p> <p>Stakeholder engagement initiated and positive external press coverage achieved.</p> <p>Environmental surveys being commissioned and completed.</p> <p>Consultation with the public on design aspects launched 14.03.16 and face to face public consultation events completed.</p> <p>Positive pre app discussions with relevant stakeholder organisations on detailed designs.</p> <p>Planning applications for Phase 1 and Phase 2 submitted.</p> <p>Planning approval achieved for Phase 1.</p> <p>RFQ issued for construction phase of the project.</p> <p>DfT consent for road humps achieved.</p> <p>TW consent for sewer connection and sewer diversion achieved.</p>	<p>The Planning application for Phase 1 of the Northway and Marston Flood Alleviation Scheme was unanimously approved by the East Area Planning Committee on 6th July.</p> <p>This means we have been granted Planning permission to progress the works for Phase 1, namely: Oxford Boxing Centre flood mitigation works, road changes to Westlands Drive and Saxon Way and re-profiling and installation of embankments on Northway Sports Ground.</p> <p>This will deliver 8,400 cubic meters (of the 14,400 m3 total) of flood water storage, which together with Phase 2 works will deliver flood risk reduction to 110 properties.</p> <p>The project remains on track to start construction on site in Autumn 2016.</p> <p>The Planning Application for Phase 2 of the Northway and Marston Flood Alleviation Scheme will be determined at East Area Planning Committee on 7th September.</p> <p>Phase 2 includes the works proposed at Court Place Farm Recreation Ground to create two flood storage areas and also an embankment at Peasmoor Piece.</p> <p>The project continues to progress with securing the various integral consents and permissions needed in order to commence construction. This is in addition to the securing of Planning permission and the successful discharging of any pre-commencement conditions.</p> <p>Phase 1 construction can only commence following consents being secured from Oxfordshire County Council as landlord of Northway Sports Ground (Deed of Variation, License for Alterations) and as the Highways Authority (Section 278, TTRO, Road Hump Consultation).</p>	
---------------------------	--	---	--	----------------------------	---	--	--	--	--

<p>GROWTH DEAL</p>	<p>Oxford Flood Alleviation Scheme</p> <p>JON MANSBRIDGE</p>	<p>1) Reduce flood damages to at least 1000 homes and businesses currently at risk in Oxford</p> <p>2) Reduce flood risks to infrastructure and utilities in Oxford</p> <p>3) Safeguard Oxford's reputation as a thriving centre of commerce that is open for business</p> <p>4) Create and maintain new recreational amenities, wildlife habitat and naturalised watercourses accessible from the centre of Oxford.</p>		<p>Environment Agency</p> <p>Responsible for managing the appraisal and construction of the scheme ensuring it has passed all the necessary assurance and approval milestones.</p>	<p>Develop the Outline Business Case for approval by EA, Defra and HM Treasury</p> <p>Survey and Site investigation work</p> <p>Detailed appraisal work including:</p> <ul style="list-style-type: none"> - Public consultation - Short-listing options <p>- Flood modelling and assessment of 'do nothing' and 'do minimum scenarios'</p> <ul style="list-style-type: none"> - Economic appraisal of preferred option - Funding negotiations with partners <p>Preferred Option Publish June 2016</p> <p>Further refine the business case for approval by EA, Defra and HM Treasury</p> <p>Financing plan in place to outline how whole life costs of the project will be funded</p> <p>Construction Started</p> <p>Construction finished</p> <p>Flood risk areas reviewed and Flood Map amended</p>	<p>Survey work to be undertaken September 2015</p> <p>Consultation on short-list Jan 2016</p> <p>Internal review of Flood modelling and assessment of 'do nothing' and 'do minimum scenarios' is underway April 2016</p> <p>Outline Business Case signed off by Sept 17</p> <p>Full Business Case signed off by October 18</p> <p>Legal agreements in place by July 2018</p> <p>October 2018</p> <p>September 2022</p> <p>Revised flood map published 2023</p>	<p>EA Financial scheme of delegation gained.</p> <p>HMT have approved the Strategic Outline Case in September 2015.</p> <p>Halcrow Group Ltd were appointed in April 2015 and have begun the technical work required for this stage.</p> <p>5 initial public events were carried out in June/July 2015 that engaged the public and updated on progress so far. Positive feedback received.</p> <p>Ground investigations have been completed September 2015.</p> <p>Land owner and further public consultations regarding the scheme options selection were carried out in January 2016</p> <p>Work by OxLEP, Oxfordshire County and the EA on closing the current funding gap of 26m has been progressing well.</p> <p>The project so far has supported approximately 17 FTE roles within the EA</p> <p>Oxford Flood Alleviation Scheme route announced June 2016</p> <p>Work completed so far has been funded partly by Grant In Aid from central government and contributions from Oxfordshire County Council, Oxford City Council and Thames Regional Flood and coastal Committee.</p>	<p>The Scheme is on track - GREEN</p> <p>Strategic Outline case has been signed off by HMT.</p> <p>Contractor for next stage of appraisal has been appointed and work is progressing to the planned programme for outline business case submission.</p>	
---------------------------	--	--	--	--	--	--	---	---	--

GROWTH DEAL	Centre for Applied Superconductivity COLIN JOHNSTON	Support the cluster of applied superconductivity industry in Oxfordshire with S&T support and new longer term developments in new materials and deeper understanding of how superconductors behave in real environments		University of Oxford	Establish an Industrial advisory board (IAB). Refurbish and equip a materials discovery laboratory and a materials testing laboratory for superconductors Develop a core research portfolio Establish industrial open access to facilities.	23 jobs by March 2021	Industrial advisory board has been established and has met 4 times. 1st scientific meeting held with ca. 40 attendees Staff: Materials staff are in post (3 new); Physics staff have been recruited – 1 in post, 1 starting September 2016. Refurbishment: Materials lab refurbishment completed; Physics testing lab refurbishment started, estimated completion October 2016; Physics SC device lab refurbishment completed March 2016. Equipment: first two pieces of kit installed in Materials Lab. Tendering process completed on PLD and PPMS. PLD due for delivery Autumn 2016. PPMS due for delivery winter 2016. Additional funding for instruments has been secured from the Oxford University John Fell Fund. An industrial CASE D. Phil. Studentship has been funded by a member of the IAB with student in place from October 2015	All issues with respect to capital vs revenue have been resolved within the University. The activities in Materials are well underway with Physics gearing up rapidly.	
GROWTH DEAL 2	Northern Gateway TBC			TBC				In early stages of funding agreement work	
GROWTH DEAL 2	Oxpens FIONA PIERCY			Oxford City Council				Funding agreement complete Purchase of land complete	
GROWTH DEAL 2	Activate Care Suite PHIL WADDUP	Increased ability to meet health and social care training and skills demand	Innovative People' – Health and Care related skills delivery	City of Oxford College – Activate Learning	Construction of new Care Centre	Construction complete and operational by January 2017	Work has commenced and under construction.	Funding agreement complete Refurbishment underway	

This page is intentionally left blank

OXFORDSHIRE GROWTH BOARD

STRATEGIC ECONOMIC PLAN

Purpose of Report

1. To provide the Growth Board with an opportunity to review the latest version of the Strategic Economic Plan for Oxfordshire (the SEP) and to comment formally to the Oxfordshire Local Economic Partnership (OxLEP) on the SEP, as part of the final consultation with statutory partners currently being undertaken by OxLEP.

Recommendation

The Growth Board is asked to note the Strategic Economic Plan, attached as an appendix to this report, and comment as appropriate.

Introduction

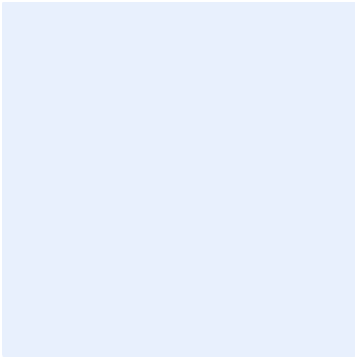
2. The Growth Board received a draft version of the strategic economic plan at its meeting on 26 May 2016.
3. At this meeting the Board resolved that:
 - *That the implications on the SEP Refresh within the context of its on-going joint statutory work, including in particular its work on planning for infrastructure development in the medium to long term be noted.*
 - *That no particular comments on the SEP structure, priorities to 2020 and the identified commitments under each theme be made at this time.*
 - *That the OXLEP Board be requested to set a timetable for consultation and finalisation that would allow councils to have deliberations within their own processes..*
4. The Timetable was accordingly altered and discussions within each council are now timetabled and have either taken place or are due to within the next few weeks.
5. As part of this review process officers considered it appropriate to return to the Board with the latest version of the SEP, including the responses to public consultation for the Board to once again review and comment as appropriate.

This page is intentionally left blank

Refreshing Oxfordshire's Strategic Economic Plan

Draft – revised following public
consultation

Foreword



To be written to include reference to include references to:

The consultation exercise

Brexit

Contents

REFRESHING OXFORDSHIRE'S STRATEGIC ECONOMIC PLAN	1
EXECUTIVE SUMMARY	2
INTRODUCING OXFORDSHIRE'S REFRESHED STRATEGIC ECONOMIC PLAN	4
A PROFILE OF OXFORDSHIRE'S ECONOMY TODAY – AND ITS ASSETS, OPPORTUNITIES AND CHALLENGES.....	6
OUR VISION	19
OUR PROGRAMMES.....	21
PEOPLE	23
PLACE	28
ENTERPRISE	34
CONNECTIVITY	39
MOVING FORWARD IN DELIVERY	45

Executive Summary

This refreshed version of the Strategic Economic Plan (SEP) for Oxfordshire takes into account evidence that has become available since the first SEP was produced in 2014, including new strategies relating to skills, innovation, culture and heritage, and natural resources and the environment. It acknowledges the changing context for Oxfordshire's economic well-being. It also responds to substantial engagement from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents. But like its predecessor, this refreshed SEP signals our strong ongoing commitment to sustainable economic growth across the county.

Oxfordshire's SEP is intended to be a widely-owned "*economic route map*" focused on supporting the economic performance, potential and prospects of Oxfordshire, and managing the county's strong economic growth to ensure sustainability and inclusivity. Compared to the original SEP, this refreshed version is higher level, shorter and clearer. It focuses on strategy rather than the details of delivery.

The Vision of the SEP is that

By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence.

Oxfordshire is notable for the excellence and scale of innovation, enterprise and research within the county, and for the dynamism of its economy: both employment and GVA (Gross Value Added) are growing strongly, activity and employment rates are high, and there is very low unemployment. The scale of recent investment in some of its most successful firms bodes well for the future. In addition, significant progress has been made over the last two years in delivering against most of the objectives set out in the 2014 SEP.

However, there are issues of sustainability and inclusion that must be addressed. There is also a need for greater resilience in the face of increased global risks and uncertainty.

We aim, with partners, to harness Oxfordshire's unique combination of assets to ensure that by 2030, the county's economy is recognised to be:

- **Vibrant:** a place where ambitious businesses and people thrive; and where young people choose to build their careers and their lives
- **Sustainable:** environmentally (taking into account patterns of resource use, climate change, carbon emissions, heritage assets), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)
- **Inclusive:** where all residents and businesses have a real stake and voice in determining the county's future economic narrative and contributing fully to it
- **World-leading:** recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

These outcomes will be achieved through four wide-ranging programmes, each with priorities to 2020, and a number of key action areas. The programmes are:

- **People** – 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

- **Place** – ensuring a strong link between jobs and housing growth, and providing a quality environment that supports and sustains growth; and offering the choice of business premises and homes needed to support sustainable growth whilst capitalising on and valuing our exceptional quality of life, vibrant economy and urban and rural communities
- **Enterprise** – emphasising innovation-led growth, underpinned by the strength of Oxfordshire’s research, business collaboration and supply chain potential; recognising and reinforcing the significant contribution made by all sectors, all parts of Oxfordshire and all types of business
- **Connectivity** – enabling people, goods and services to move more freely, connect more easily; improving broadband and mobile coverage and capacity; and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

We will ensure that the inter-relationships and opportunities across these programmes are fully exploited. For example, we will encourage the local commercialisation and application of technologies developed by Oxfordshire’s research and business communities in areas which improve environmental sustainability and health outcomes (such as low carbon, low energy systems, autonomous vehicles and digital health) in order to benefit Oxfordshire’s people, places and connectivity.

There is an important cross-cutting spatial dimension to the SEP. We will maintain the principal spatial focus on Oxfordshire’s Knowledge Spine – from Bicester in the north through Oxford to Science Vale in the south – as the main location for housing and employment growth. However, we will also continue to encourage and support projects in the market towns and rural areas which support the objectives of the SEP, and ensure these areas are well connected to the Knowledge Spine (and elsewhere).

In delivering the refreshed SEP, the LEP will work through clear governance and management arrangements, building on the substantial progress that has been made over the last two years and supporting on-going initiatives to devolve significant responsibilities and funding to deliver local services and infrastructure improvements. It will work closely with key partners and stakeholders including Oxfordshire’s local authorities and the Oxfordshire Growth Board, and the county’s businesses, voluntary organisations, academic institutions, and residents.

Introducing Oxfordshire's refreshed Strategic Economic Plan

It is now two years since Oxfordshire Local Enterprise Partnership (OxLEP) published its first Strategic Economic Plan (SEP). In the interim we have achieved a great deal, and the SEP itself continues to be widely endorsed.

The decision to update and refresh the SEP has been prompted by our desire to continue to nurture Oxfordshire's economy. The refreshed SEP:

- reflects **new evidence and insight** that has become available over the last two years
- embraces a number of **investment plans and strategies** that have been completed (or are ongoing) within the county, relating (for example) to skills, innovation, culture and heritage, and the environment
- acknowledges the changing **wider context** for Oxfordshire's economic well-being – and particularly, the far greater global economic uncertainty that is likely to define the next five years, including in relation to the outcome of the referendum on the UK's membership of the EU
- responds to substantial **engagement** from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents
- anticipates that the **process of devolution** will progress substantially over the months/years ahead.

Through the refresh process, we have sought to ensure that Oxfordshire's SEP is a **widely-owned "economic route map"** for the county as a whole. It focuses on realising the opportunities in Oxfordshire to achieve **sustainable economic growth** and to conserve its natural resources and built heritage. It has been informed by a series of public workshops and it has benefited from a full public consultation (which generated almost 300 written responses).

Box 1: What we mean by sustainable economic growth

The 1987 Brundtland Report defined 'sustainable development' as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. What does this mean in the context of Oxfordshire's Strategic Economic Plan?

Oxfordshire LEP was established by the Government to support economic growth in Oxfordshire. Its focus, therefore, is on supporting economic growth which delivers sustainable and inclusive outcomes and creates a vibrant and world leading business environment. This type of growth will:

- enhance and develop community coherence and connectivity, building-in community well-being and resilience for the future
- ensure today's and tomorrow's residents can find good jobs and homes they can afford in the county
- use the incredible scientific and technological expertise in Oxfordshire's institutions to stimulate economic growth which is more sustainable, more inclusive and genuinely world leading in its characteristics

- enable infrastructure improvements which we all want, but know we cannot afford without the public and private sector funding that only comes with planned growth
- enable us to insist on, and afford, new development which is high quality and enhances the built environment
- enable investment in developing the skills of our young people
- make better use of limited and precious resources such as water, energy and land
- ensure that Oxfordshire continues to make a strong, positive contribution to the national Exchequer.

Growth therefore needs to be both supported and managed, to produce positive, sustainable outcomes. This is what the LEP is seeking to do: to achieve the vision in the Strategic Economic Plan

Figure 1: The purpose of Oxfordshire’s Strategic Economic Plan (SEP)



A profile of Oxfordshire's economy today – and its assets, opportunities and challenges

The economic headlines

Overall, Oxfordshire generates output to the value of about £20.5bn (data for 2014, in current prices, from ONS) from about 400,000 jobs (including both employees and self-employment jobs) in a total of 30,000 enterprises.

Oxfordshire performs well on key metrics of productivity and it is consistently in the upper echelons of league tables relating to the economic performance of LEP areas:

- in 2014, GVA per hour worked in Oxfordshire was an estimated £32.70 – compared to a UK average of £31.00
- in 2013, GVA per filled job was estimated to be £51.2k; the UK average was £48.8k.

In the year to March 2016, some 358,000 residents aged 16-64 were in employment (whether employed or self-employed). Both activity and employment rates are higher than the regional average – and substantially higher than the national average. The rate of unemployment is very low. Hence Oxfordshire is currently approaching full employment.

The largest employment sectors in Oxfordshire are education (51,000 employees, 14.9% of all employees in employment), professional, scientific and technical (41,000, 12.1%), health (40,000, 11.8%) and retail (32,000, 9.4%). Employment in tourism – which is cross sectoral – also accounts for around 32,000 jobs (9.5%)¹.

Over the last few years, Oxfordshire's economy has performed strongly, and the scale of recent investment bodes well for future growth. Between 2011 and 2014, the number of jobs in Oxfordshire – including employee and the self-employment jobs – grew by 7.8%, compared to growth of 6.2% nationally. Within this total, employee job numbers grew by 6.3% to 341,500 (compared to 5.3% nationally), while the number of self-employment jobs grew slightly faster. The rate of GVA growth from 2011-14 was also above the national average (15.6%, compared to 12.1% for the UK).

Since 2011, employment growth in Oxfordshire has been much faster than was expected through the forecasts used as the basis for the Strategic Housing Market Assessment². The sectors with the biggest increase in employees 2011-14 were professional, scientific and technical (an increase of nearly 7,000 employees), construction (5,500 increase), business administration and support services (3,300 increase) and transport and storage (2,200 increase). The number of employees in manufacturing and public administration and defence declined by just over 1,000 in each sector over the 2011-14 period.

Science and technology based clusters in Oxfordshire are particularly strong and distinctive, nationally and internationally. By 2014, there were 46,100 employees in high tech sectors in Oxfordshire, 13.5% of total employee jobs in Oxfordshire. GVA growth in key high tech sectors was well above the national average (e.g. GVA in 'information and communication'

¹ Sectoral employment is taken from the Business Register and Employment Survey (BRES) – latest data is for 2014, published in the autumn 2015. Employment in tourism is based on figures in the Oxfordshire Creative, Cultural, Heritage and Tourism Investment Plan.

² The Planned Economic growth employment forecasts envisaged growth between 2011 and 2021 of just under 50,000 jobs, which is equivalent to just under 15,000 over the period 2011-14. This compared with actual growth of just over 30,000 jobs – twice the rate forecast.

grew by 29.3% in Oxfordshire between 2011 and 2014, compared with 8.4% in UK). In the 12 months to July 2015, Oxford's technology firms received a reported £1.4bn in investments - more than five times the previous year's total of £250m. Over 20 new Oxford technologies and ventures received a record £2.6m in proof-of-concept funding in 2014 alone. This bodes well for future growth.

Some 85% of Oxfordshire residents in employment live and work in the county. However, both inbound and outbound commuting increased between 2001 and 2011 for all Oxfordshire districts with the exception of South Oxfordshire, where there was a slight fall in out-commuting. In 2011, 57,000 people commuted into Oxfordshire, 10,000 more than in 2001, and there was a daily net inflow to Oxford of nearly 30,000 workers, up 16% since 2001.

One reason for increased commuting into Oxfordshire is the high housing costs and associated issues of affordability³. It is therefore encouraging that housing completions have increased over the five years to 2015, compared with a national average of 15%⁴. However, completions remain well below the objectively assessed need: a total of 3,124 new homes were completed in the county in 2014/15, compared with a need averaging approximately 5,000 per year⁵.

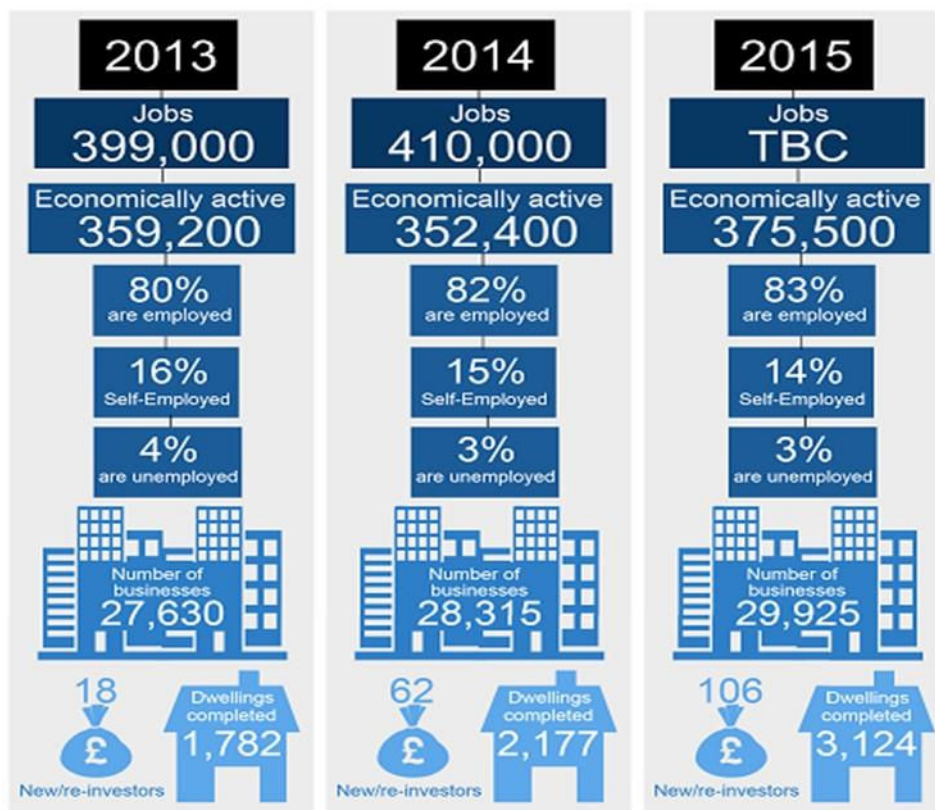
As at June 2016, some 2,635 people in Oxfordshire were claiming Job Seekers Allowance (JSA), or Universal Credit (UC). This equates to an unemployment rate of just 0.6%, compared to 1.8% for Great Britain. Since March 2014, when the first SEP was published, the number of Oxfordshire residents on JSA/UC has declined by nearly 40%. This is to be welcomed. However it does point to the challenges for growing and new businesses seeking to recruit staff from a small pool of potential labour. Furthermore, the people claiming in work benefits are likely to be those who face particular challenges in accessing training and work, meaning that they will need additional and targeted support to help them move closer to the labour market.

³ It is notable also that several of the businesses that were consulted in the course of refreshing the SEP commented specifically on the growing incidence of long distance commuting, particularly from the Midlands, as result of housing pressures and prices. The businesses considered that this was not sustainable long term, not least because employees typically "got fed up" after about a year and then moved onto other jobs

⁴ Sources: local authority annual monitoring reports for the Oxfordshire figure, DCLG for the national figure.

⁵ The 'objectively assessed need' for the period up to 2031 was identified in the 2014 Strategic Housing Market Assessment for Oxfordshire, commissioned by the Oxfordshire local authorities.

Figure 2: Understanding how the economy of Oxfordshire is changing



Oxfordshire's wider assets for economic prosperity

Oxfordshire is home to some of the UK's principal resources for high quality, knowledge-based, economic growth:

- The recent official UK-wide assessment of all university research, the Research Excellence Framework, found that the **University of Oxford** has the country's largest volume of world-leading research. This research sets academic agendas and the University of Oxford is among the top 5 in the world on every key indicator for both teaching and research. The University of Oxford has had over 50 Nobel Prize winners, more than most countries, and total external research has increased every year for the last 10 years, reaching £523m in 2014/15.
- **Oxford Brookes University** is among the best of the newer universities nationally and consistently ranks within the top 10 universities in the UK for income from intellectual property, reflecting the strong impact of its research.
- There is a unique grouping of 'big science' and other research facilities, primarily in **Science Vale** in the south of Oxfordshire, including the Culham Centre for Fusion Energy and – at Harwell – the Science and Technology Facilities Council (STFC) Rutherford Appleton Laboratory; Diamond Light Source, the national synchrotron facility; the ISIS Pulsed Neutron Source; the Central Laser facility; the UK Space Gateway, including the Satellite Applications Catapult Centre; the European Space Agency; and the Medical Research Council's facilities.
- Oxfordshire has some **outstanding and fast-growing businesses with names that are widely recognised around the world**, ranging from newer companies like Adaptimmune and Immunocore to more established ones like Sophos, Williams F1, Oxford Instruments

and Blackwell, and global brands such as BMW, Siemens, Unipart and Oxford University Press.

- There is momentum linked to **Science Vale Oxford**, **three Enterprise Zones** (at Harwell, Didcot and Milton Park), **two Garden Towns** (Bicester and Didcot) and an **increasing supply of specialist science and business parks and incubator space** (for example, at Begbroke, Bicester Business Park, Harwell Science and Innovation Campus, Milton Park, and Oxford Science Park).
- There is improving access to **long term risk capital**, particularly through the establishment of two major new funds in 2015:
 - University of Oxford and Oxford University Innovation (the University's technology commercialisation subsidiary) launched a partnership with newly created Oxford Sciences Innovation plc (OSI) to invest £320m in science and technology-based spin-outs from Oxfordshire's research facilities
 - the Woodford Patient Capital fund, based in Oxfordshire, raised £890m at launch.
- Oxfordshire has a **strategic location** – which is close to both a booming world city (London) and a global hub airport (Heathrow); and is an integral part of the UK's **Golden Triangle** (defined between Cambridge, London and Oxford).

Figure 3: Oxfordshire's Strategic Economic Assets



The economic importance of our built and natural environmental assets

Oxfordshire's built heritage and natural environment have played a substantial part in the county's economic and social development and they will continue to be a vital part of its future. Many of Oxfordshire's towns and villages are attractive and vibrant places in which to live, work and relax. The county's natural capital – including its land, soils, air, water, animals and plants – is distinctively rich and diverse. Oxfordshire's urban and rural heritage is outstanding. The county's residents, businesses and other organisations – wherever they are located – all benefit economically, socially and culturally from these assets.

However, some of these assets are in decline or under threat, and investment is needed to reverse this damage. As the economy and the population grow, and the effects of current and future climate change are felt⁶, the county needs to be prepared in order to minimise damage to the natural environment, build resilience and reduce risk.

It would be misleading to suggest that economic growth does not give rise to environmental pressures. However, Oxfordshire has some real opportunities to apply local research and innovation to repair and enhance its natural capital as well as the built environment. For example, Oxfordshire has world leading research and commercialisation in areas such as solar and fusion energy and electric vehicles, and low carbon sectors already account for about 7% of the economy. Well targeted investments can bring about multiple benefits including added economic value, more efficient use and greater protection of natural resources and more pleasant surroundings, all of which make the county a more desirable place to live and work.

The outstanding quality of its natural and built environment – and the importance of both in relation to its economic well-being – is described in two plans we have produced with partners since the 2014 SEP: the **Strategic Environmental and Economic Investment Plan (SEEIP)** and the **Creative, Cultural Heritage and Tourism Investment Plan (CCHTIP)**. These two documents provide a great deal of evidence and insight with regard to the economic importance of our natural and built environment, and also the way in which sustainable economic development can support the successful management of our environmental assets (see Annex B for a summary of the plans).

Oxfordshire's economic assets are second to none – particularly in combination with its environmental, heritage-related and cultural resources. With them come real opportunities and challenges in relation to economic growth – and, for the people of Oxfordshire and for OxLEP, some responsibilities.

⁶ See Oxfordshire's Low Carbon Economy – Report by the Environmental Change Institute and Low Carbon Oxford, October 2014

Outside Oxford, the major settlements are stand-alone towns with a distinctive character – Bicester and Banbury in Cherwell (to the north and east); Witney in West Oxfordshire; Didcot, and Henley-on-Thames in South Oxfordshire; and Abingdon and Grove & Wantage in Vale of White Horse. These towns differ substantially from each other and some of them – notably Bicester, Didcot and Grove & Wantage – are set to see significant planned growth.

Much of Oxfordshire is rural. Parts of the county are of an extremely high environmental quality. Indeed, Oxfordshire overlaps with three different Areas of Outstanding Natural Beauty (Cotswolds, North Wessex Downs and Chilterns). Blenheim Palace and its Estate, and the University quarter in Oxford, are World Heritage Sites, reflecting their cultural and historical significance.

The area surrounding Oxford is Green Belt – a planning designation which was established to control urban sprawl and, in the case of historic cities like Oxford, to preserve its setting and special character.

These are the particular spatial characteristics of a county which is both distinctive and beautiful. In a fast growing county such as Oxfordshire it is inevitable that at times there may be conflicts between economic development, environment assets and the Green Belt. However, if development is planned and delivered well, with adequate resources – and if natural resources are appropriately valued – the outcome should be net environmental gains.

Progress in delivering our Strategic Economic Plan

Our original SEP included a series of Objectives, structured under each of four Programmes. For the most part, the timescale for the delivery of these Objectives was through to 2030/31, so two years in, we still have some way to go. However, we are making good progress⁷. This section provides an overview of the progress made so far. This has been made possible by the LEP securing, in collaboration with partners, substantial funds through the Oxfordshire City Deal, Local Growth Fund and the European Structural and Investment Funds (ESF, ERDF, EAFRD). The table below summarises the funding secured and the leverage and outputs it will provide.

Table 1: Funding secured by the LEP with support from partners in the last two years

Source	Amount secured	Leverage	Total investment	Expected outputs
City Deal (January 2014)	£55.5m	£1,216m	£1,271.5m	18,000 jobs, 7,500 homes, by 2021
Growth Deal 1 (January 2015)	£108.5m	£100m	£208.5m	6,000 jobs, 4,000 homes, by 2021
Growth Deal 2 (January 2015)	£9.9m	£593.54m	£603.44m	
Total	£173.9	£1,909.54	£2,083.44	

Table 2: European Structural Investment Funds⁸

Source	Amount allocated	Expected outputs
European Regional Development Fund	€9.9m	754 business supported
European Social Fund	€9.4	1,000 people helped into training and work
European Agricultural Fund for Rural Development	€2.8	TBC – discussions with Defra on-going
Total	€22.1m	

One element of progress is the production of four cross cutting plans intended to support implementation of the SEP. These include the **Strategic Environmental and Economic Investment Plan (SEEIP)**, the **Creative, Cultural Heritage and Tourism Investment Plan (CCHTIP)**, the draft **Innovation Strategy** and the **Oxfordshire Skills Strategy**. The main

⁷ More detail is available in OxLEP's Progress Report, 2011-2015

⁸ The Chancellor Phillip Hammond has announced that the Treasury will guarantee government funding for projects backed by ESIF which are signed before the Autumn Statement. The Treasury will assess whether other projects that are signed after the Autumn Statement should also get a guarantee. Some of Oxfordshire's ERDF bids are at assessment stage and we are confident that we will reach contract stage by the Autumn Statement. Other ERDF funding project calls have yet to be issued and we await further guidance on these.

provisions of all four are summarised below; more detailed synopses are available in Annex B.

Figure 5: Oxfordshire’s Strategic Economic Plan – and four cross-cutting strategies which underpin it

	People	Place	Enterprise	Connectivity
Strategic Environmental Economic Investment Plan	Engaging people in the environment and enabling more sustainable lifestyles	Enhancing the quality and resilience of urban areas Improving the management of land to reduce flood risk, enhance water resources, and promote biodiversity	Growing the green economy in Oxfordshire	Promoting and enabling access to the countryside
Creative, Cultural, Heritage and Tourism Investment Plan	Productive and engaging experiences Skills, talent development and business growth	Creative place-making	Skills, talent development and business growth	Collaboration
Oxfordshire Innovation Strategy	Innovation for all Innovation for social good Nurturing talent and developing skills	Building innovation spaces	Reinforcing the science and research base for innovation Attracting significant business Attracting capital Embedding innovation in the ecosystem	Understanding the Ecosystem: Strengthening our Networks
Oxfordshire Skills Strategy	Creating a skills continuum to support young people through their learning journey Upskilling and improving the chances of young people and adults marginalised or disadvantaged from work To increase the number of apprenticeship opportunities		To meet the needs of local employers through a more integrated and responsive approach to education and training To explore how we can better retain graduates within Oxfordshire to meet the demand for higher level skills our businesses need.	

Alongside projects funded through City Deal and Local Growth Fund (see Tables 3 and 4 below), the following paragraphs summarise other aspects of progress, structured around the four SEP programmes (people, place, enterprise and connectivity). The LEP’s role in delivery varies; in some areas it takes a leadership role and seeks to influence decision-making by others, locally and in government nationally; in other areas, it acts as the main

delivery organisation; in others, it acts as a broker – for example, linking partners to each other and to sources of funding – or a facilitator (working with partners, with them in the lead delivery role).

Annex A provides a more detailed analysis of progress in relation to specific commitments in the original SEP.

In relation to People...

We have seen **employment and activity rates** rise in Oxfordshire, ensuring that more people are contributing to – and benefitting from – our growing economy. Over the last two years, we have also seen a **greater uptake in apprenticeships** through our Oxfordshire Apprenticeships Programme.

Our O2i programme (Opportunities to Inspire) is promoting greater collaboration between schools and local businesses, and helping to inspire our young people and make them aware of the employment and career opportunities within Oxfordshire.

Our European Social Fund programme is starting to deliver. Activate Learning has recently won a contract to run Building Better Opportunities, a £1.2 m project that will help more than 300 Oxfordshire residents who are long term unemployed access the labour market. The three-year project will run to 2019.

In relation to Place...

We have made substantial headway in relation to some major new schemes. These include some with outstanding credentials for sustainability (e.g. **North West Bicester and the newly designated Didcot Garden Town**) and innovation (e.g. **Graven Hill**), and which are also providing a focus for both housing and jobs growth.

The District Local Plans are all moving through the plan making process. The Cherwell Local Plan has already been adopted and Oxford City Council has just embarked on a review of its Local Plan. Other District Plans are all in advanced stages of development. This has helped accelerate **housing delivery**, which has increased by 74% over the last five years. However, the scale of housebuilding is still well below the objectively assessed need (as evidenced in the Strategic Housing Market Assessment for Oxfordshire, produced by all the local authorities working together), and **housing costs** have continued to increase relative to incomes, with the result that Oxfordshire is among the least affordable places in the country to live: data from CLG (for 2013) suggest that the ratio of median house prices to earnings is 8.66 across Oxfordshire (compared to 6.72 across England as a whole)⁹.

In relation to Enterprise...

More jobs have been created within Oxfordshire than were anticipated through the forecasts that informed the Strategic Housing Market Assessment. This process has been bolstered by macro-economic conditions, but there has also been an impact from some of our early local initiatives and from the City Deal – notably the creation of the **Enterprise Zones**. The focus on jobs growth through implementing key projects is even more important following the Brexit decision and consequent economic uncertainty.

We have seen some major investments in our science and knowledge-based infrastructure and these should lead to further economic growth downstream. For example, we have seen

⁹⁹ Data sourced from CLG Live Table 577

investment in the **Satellite Applications Catapult** at Harwell, the **Begbroke Accelerator** and the **Oxford Bioescalator**.

In addition, we have been delivering some major projects such as **Oxfordshire Business Support (OBS)**. This promotes, co-ordinates and delivers support to local business to help them develop and grow. It also provides a mechanism for integrating national and local business support. It is targeted at start-ups, high growth SMEs, social enterprises and innovative entrepreneurs via a range of free or subsidised products and services. During 2015/16, nearly 12,000 businesses and individuals engaged with the OBS helpline and website, and almost 700 of these were supported via the Triage system and also through our Network Navigators.

Our **Invest in Oxfordshire** service continues to foster greater Foreign Direct Investment in Oxfordshire by helping overseas and domestic businesses locate in the county. In 2015/16, Invest in Oxfordshire handled 169 enquiries, of which 33% were from UK companies and 67% from foreign firms. 43 of these inquiries were from companies in the life sciences sector, 34 from the creative sector and 21 from automotive and advanced engineering.

In relation to Connectivity...

We have seen significant investments and improvements – notably the opening of **Oxford Parkway** railway station, with a fast direct link to London Marylebone; and also enhancements to the **coverage of superfast broadband** county-wide. Around 80,000 premises across Oxfordshire now have access to faster fibre broadband as a result of the Better Broadband for Oxfordshire roll-out, including many in some of the more difficult to reach parts of the county. Of those 80,000, more than 64,500 households and businesses have access to ‘superfast’ broadband speeds of 24 megabits and above¹⁰.

We have advanced a number of **innovative collaborations, focused on connectivity**; this includes (for example) working on major data analytics projects. We have sought to advance innovative solutions linked, for example, to the interface between energy and mobility.

However, the evidence suggests that **congestion on our roads is continuing to increase**. Whilst there have been some important incremental improvements (including to junctions on the A34), the scale of the challenge remains substantial.

Table 3: Oxfordshire’s City Deal – including projects started by 2016

Projects	City Deal funding	Total investment
Harwell Innovation Hub - a new facility focussed on promoting open innovation based at the Harwell Campus. Delivered by The Science and Technology Facilities Council.	£7m	£14.1m
Culham Advanced Manufacturing Hub - a new facility focussed on remote handling, with applications across a number of different industries where there are extreme environments (nuclear, space, underwater, underground. Delivered by the United Kingdom Atomic Energy Authority.	£7.8m	£21.2m
Oxford BioEscalator - a new-breed of incubator space to nurture small spin-off companies in the life science sector with the capacity to grow into mid-sized companies. Situated in the Old Road Campus in Oxford, it will allow co-location with hospital and research facilities and staff	£11m	£21m

¹⁰ <http://www.betterbroadbandoxfordshire.org.uk/cms/content/track-budget-and-time>

Projects	City Deal funding	Total investment
and sharing equipment that allow “adjacent innovation” to develop at scale. It will also support single teams to manage multiple biotech companies which will significantly reduce management costs. Delivered by The University of Oxford.		
Begbroke Innovation Accelerator - a new facility located at Begbroke Science Park, focused on the advanced engineering sectors of automotive, nuclear materials, advanced materials, robotics, as well as in nano-medicine, pharmaceuticals, motorsport and supercomputing. Delivered by The University of Oxford.	£4.2m	£11.2m
Oxfordshire Innovation Support for Business - a tailored business support programme which will bring together a network of existing provision, amplify and enhance existing services to businesses and plug gaps with bespoke programmes in order to promote innovation based growth. Delivered by the Oxfordshire LEP.	£2m	£7m
A package of measures that will improve access to the Science Vale Oxford Enterprise Zone from the national and local road network. This will increase reliability – and in turn provide the confidence necessary to attract business investment and high skilled employees. Delivered by Oxfordshire County Council.	£6.1m	£28.2m
Schemes to support the regeneration of Oxford’s Northern Gateway and the A40 approaches to Oxford . The package of measures will relieve congestion and deliver growth at the Northern Gateway development site, including 800 houses, of which 300 are additional to current plans, and up to 8,000 new jobs. Delivered by Oxfordshire County Council.	£7.3m	£17.8m
A programme to increase the number of young people taking up Apprenticeships , with a particular focus on courses that will support Oxfordshire’s growth sectors: advanced engineering and manufacturing; space technology and biosciences. Delivered by Oxfordshire County Council.	£1.5m	£1.5m

Table 4: Growth Deal funding secured for projects started by 2016

Project	Growth Deal funding	Total investment
Centre for Applied Superconductivity - a new centre of innovation to coordinate the interaction between key industry players, Oxford University, cryogenics companies, and end users (including SMEs). Delivered by The University of Oxford.	£4.5m	£6.5m
Oxfordshire Centre for Technology and Innovation - development of a Technology and Innovation Training Centre in Oxford to address skills shortages across engineering, electrical, design, and emerging technologies. Delivered by Activate Learning.	£4.5m	£7.8m
Didcot Station Car Park Expansion - packages of measures for car park expansion. Part of the expansion and improvement of Didcot station as a key gateway to Science Vale high tech cluster and the Enterprise Zone. Delivered by Great Western Railway.	£9.5m	£23m

Project	Growth Deal funding	Total investment
<p>Advanced Engineering and Technology Skills Centre – a collaboration with Abingdon and Witney college, the centre will address skills shortages in Science Technology Engineering and Maths subject areas by supplying skilled technicians at Harwell Oxford and elsewhere in Oxfordshire; and deploying the unique expertise and facilities available at and around Harwell Oxford as a learning resource for the rest of the UK and globally. Delivered by Abingdon and Witney College.</p>	£4m	£5.9m
<p>Northern Gateway – a package to improve transport in North Oxford and enable the Northern Gateway development, which will provide business and research space, and new homes. Delivered by Oxford City Council.</p>	£5.9m	£452.5m
<p>Oxpens – transport and site improvements to support the Oxpens development, which will provide office and research space and new homes in the heart of Oxford. Delivered by Oxford City Council.</p>	£3.5m	£150m
<p>Activate Care Suite – to improve adult social care and health. Delivered by Activate Learning.</p>	£0.4m	£0.6m

Our Vision

By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence.

Oxfordshire is set apart by the excellence and scale of **innovation, enterprise** and **research** within the county:

- **Innovation** is the application of new ideas in any context and permeates Oxfordshire's economic life. It includes innovation driven by science and technology, particularly in the life sciences, space technologies, digital sectors, and the automotive and motorsport industries. It includes innovation in heritage, tourism and culture; and in the use of environmental assets and sustainable technologies. It also includes social innovation. It abounds in, for example, service delivery, whether by the public sector, private sector or through voluntary sector organisations. Throughout, the *process of innovation* is one of Oxfordshire's strengths: a survey by ERC found that firms in Oxfordshire reported the most innovation activity compared to other regions in the UK. We will seek to harness this fully to deliver our Vision
- **Enterprise** is another defining feature of Oxfordshire. Within the county, there are around 30,000 enterprises (or 35,000 local units). These range from major companies – like BMW and British Gas at Cowley, Siemens and Polartec at Eynsham/Woodstock, RM and Oxford Instruments, and major publishing houses (like Oxford University Press (OUP) and Blackwell UK) – through to micro businesses. Nearly 90% of Oxfordshire enterprises employ fewer than 10 people, but these smaller businesses are a dynamic element in the enterprise mix. Oxfordshire's enterprises span fast-emerging global players in knowledge-based sectors (e.g. Sophos, Adaptimmune and Immunocore) and firms that are focused on service delivery in local markets. Within Oxfordshire, there is also a vibrant social enterprise sector.
- **Research** undertaken in Oxfordshire is outstanding. It includes world-leading research under the auspices of the University of Oxford and Oxford Brookes University. Harwell and Culham are major foci for "big science", and there are significant numbers of businesses that undertake leading-edge research and development. Oxfordshire's research excellence is underpinned by world class science. At the same time, the county can genuinely claim global specialisms in social science and the humanities, with widespread potential applications.

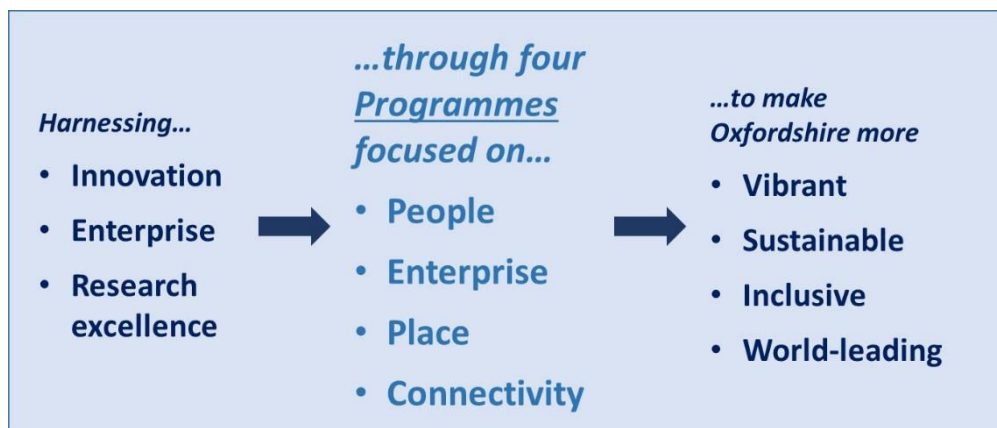
By linking these three overarching themes, we will ensure that by 2030, Oxfordshire's economy is widely recognised to be:

- **Vibrant:** Oxfordshire will be a place where ambitious businesses and people thrive; and where young people choose to build their careers and their lives, contributing to the vibrancy of Oxfordshire's communities
- **Sustainable:** Oxfordshire will be on a trajectory for growth that is sustainable environmentally (taking into account climate change, carbon emissions, heritage, the natural environment and patterns of resource use), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)

- **Inclusive:** Oxfordshire will be a place in which all residents – irrespective of age, gender, or ethnicity – have a real stake in determining the county’s future economic narrative and contributing fully to it
- **World-leading:** Oxfordshire will be a place that is recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

Our Programmes

In order to realise our Vision, our Plan is structured around priorities which define **four Programmes**.



These four Programmes are:

- **People** – 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
- **Place** – ensuring Oxfordshire’s places provide a sustainable mix of jobs, homes, social, community and recreational facilities, and a high quality built and rural environment
- **Enterprise** – placing an emphasis on innovation-led growth, underpinned by the strength of university and other world leading research, business collaboration and supply chain potential; and recognising the importance of supporting enterprises in many sectors of Oxfordshire’s economy
- **Connectivity** – enabling people, goods, services and information to move more freely, by improving physical and digital connectivity supporting a fast-moving, growing and dispersed economy.

These four programmes are closely inter-related and inter-dependent. To support economic growth, firms need access to an appropriate range of supporting infrastructure and services, to manage the significant uncertainties of the global economic environment (see Box 2), and to be able to recruit and retain appropriately skilled people. These people need housing which is affordable, located in attractive places which provide an appropriate mix of services and facilities, and which are well connected to other places within and beyond Oxfordshire by physical and digital links.

The scale of growth envisaged

The SEP is based on the scale of growth set out in each of the District’s adopted and emerging Local Plans, which for Oxfordshire involves an additional 88,000 jobs between 2011 and 2031 and approximately 100,000 new homes.

To put this in context, between 1991 and 2011, total jobs in the county increased by 94,000, or 42%, compared to the forecast jobs growth of 23% between 2011 and 2031.

The SEP supports delivery of the scale of growth envisaged in the District Local Plans, but it does not itself add to those plans (see Annex C for a full explanation of the relationship between the SEP and Local Plans). Each Local Plan is subject to full Strategic Environmental

Impact Assessment to provide reassurance that the consequences of the planned growth have been properly considered and mitigated.

Should the scale of planned growth be adjusted in future revisions to Local Plans – either upwards or downwards – then the SEP will be reviewed accordingly.

Spatial dimensions

There are important inter-relationships between the programme areas and the economic geography of Oxfordshire. The main locations for housing and employment growth will be within the Oxfordshire Knowledge Spine (see Figure 3) – stretching from Bicester in the north through Oxford to Science Vale in the south (including the major research centres at Harwell, Culham, the growing towns of Didcot, Grove and Wantage, and major employment areas such as at Milton Park and Harwell). This spatial focus is reflected in the adopted and emerging Local Plans within Oxfordshire, and in the scale and location of investment in the infrastructure for research, enterprise and connectivity in the county.

However, this spatial focus is not exclusive. There are many important firms and economic assets elsewhere in the county, and we will continue to encourage and support projects in the market towns and rural areas which help implement the SEP. We will also ensure other areas are well connected into the Knowledge Spine, so that the benefits of economic growth are accessible to all. Improved connectivity with adjoining areas is also important for Oxfordshire's economy, including the market towns which in many cases have strong cross boundary functional links (for example, the high performance engineering cluster extends across much of Oxfordshire, Northamptonshire and Bedfordshire; whilst the Cotswold tourism offer extends across west Oxfordshire and Gloucestershire; and the Thames Valley IT cluster extends across southern Oxfordshire and Berkshire).

People

Headline SWOT assessment - People

Strengths and opportunities

Highly qualified workforce

Very attractive place to live and work

Globally leading research and firms working at the leading edge of technology attract the best talent to Oxfordshire

Large student population, providing recruitment opportunities for local firms

Buoyant labour market – less than 2,700 JSA claimants (0.6%) across the county – the lowest nationally

Weaknesses and threats

Housing in Oxfordshire is among the least affordable in the country

Rapidly ageing population with a declining working age labour force

Pockets of social and economic exclusion, especially in Oxford

Very tight labour market – difficult for employers to recruit

Future recruitment and retention of specialist expertise may be threatened by Brexit-related uncertainty concerning foreign nationals working in Oxfordshire

Current characteristics

Oxfordshire's **people are the county's principal resource** in supporting the next phase of economic growth: they are versatile, adaptable, highly skilled and in great demand.

Employers, however, are **struggling to recruit** the people they need¹¹ with the skills that they require against a backdrop of (close to) full employment. Moreover, particularly for younger working age residents, Oxfordshire is a very expensive area to live and work, and retention problems are widespread in the early adult age groups.

The **affordability of housing** across the county is a major concern for local people who are not already home-owners, and those wanting to move to jobs in the county. The challenges are acute for younger people and those in less well-paid jobs. For example, there is clear evidence that high housing costs are affecting Oxfordshire's ability to recruit and retain nurses and teachers – key professions in terms of the county's overall quality of life.

ONS's sub-national population projections suggest that within Oxfordshire, the population aged 20-64 is set to decline through to 2037 (whilst the overall population will increase by over 13%). However, this will depend on the scale of housing growth actually achieved.

In addition, there are very challenging issues with regard to **social inclusion**. Their scale is not great overall – but in many respects, that makes the challenges harder as the issues of exclusion can easily be overlooked against a background of general prosperity. There is a

¹¹ According to the UKCES Employer Skills Survey, in Oxfordshire 2013, 8% of employers (c 1800 businesses) were reporting hard to fill vacancies where impacting on their business (compared to 5% nationally).

need for excellent and creative responses to help more disadvantaged Oxfordshire residents to move into the labour market.

Currently, the landscape for the **delivery of post-16 training and education** is being restructured. Oxfordshire is part of an Area Review process, the aim of which is to ensure a better alignment between providers, firms and learners, with the needs of the economy firmly in view. Moreover, appropriate skills provision needs to feature in any devolution deal that Oxfordshire partners agree with government.

Self-employment is increasingly important, particularly in Oxfordshire's rural areas, and there is a need to support the distinctive needs of the self-employed, for example through the provision of on-line advice and guidance for remoter businesses and sole traders, and encouragement to build homes which are designed to enable home working.

Priorities to 2020

In delivering the SEP, particular priority will be attached to:

Education and skills

- ensuring that skills provision is aligned more effectively with the needs of employers
- understanding – and responding to – the aspirations and frustrations of young people as they seek to build their lives and their careers in Oxfordshire, by creating a 'skills continuum' to support them through their learning journey
- increasing STEM skills among Oxfordshire's young people
- increasing the number of apprenticeship opportunities

Reducing exclusion

- addressing exclusion from the labour market, by up-skilling and other measures to help young people and adults marginalised or disadvantaged from work

Recruitment and retention

- emphasising the importance of people as well as firms in terms of inward investment – Oxford has plenty of firms that will grow fast if they can recruit and retain the right people, including through international recruitment. Government controls on immigration must not hamper the ability of Oxfordshire firms to grow
- ensuring that the specialist skills of those military personnel in Oxfordshire who choose to remain in the county when they leave service life are used as far as possible in the local economy

Attitudes to growth

- demonstrating the genuine potential benefits of "good economic growth", defined as growth which is sustainable in economic, social and environmental terms (to be determined through Local Plans).

Actions to deliver our Programme

The **Oxfordshire Skills Board** was established in 2011. It works closely with the LEP in order to achieve improvements in the skills infrastructure available to Oxfordshire's employers and the learning opportunities available to students, residents and workforce. The Oxfordshire Skills Strategy to 2020 was developed by the Skills Board. It sets out the strategic priorities necessary to support economic growth to 2020 and is currently being refreshed.

Through our European Social Fund programme, we have developed with the Big Lottery Fund, a £1.2m programme that will focus on helping those residents that are long term unemployed to move closer to the labour market. Activate Learning is running this activity, called Building Better Opportunities, from 1 August 2016 for three years¹². The project will help 300 Oxfordshire residents to seek training and work opportunities.

With the Big Lottery Fund, OxLEP has issued a project call for an engagement programme to help those young people in Oxfordshire who are not in employment, education or training (NEET), and a transition programme to help young people at risk of becoming NEET – using match funding from the Big Lottery Fund to make a project total of just under £1m. The project will help 445 young people who are NEET, or at risk of becoming NEET over a three-year period. At the time of writing, the bids are being assessed and we are confident the project will start in January 2017.

In addition, OxLEP and the Skills Funding Agency (SFA) have jointly issued a project call for an Oxfordshire Community Grants scheme with a value of just under £0.5m that will be focused on helping around 250 people within their communities to move closer to the labour market. This will start delivering in January 2017. Grants will be available throughout the county and community groups and other eligible organisations will be able to bid for grants of between £5,000 and £50,000.

Taken together, these projects to help our longer term unemployed residents represent an opportunity for Oxfordshire to tackle social exclusion and enable local people to access some of the local jobs being generated through business start-up and growth, and through employment-generating new development.

Community Employment Plans (CEPs) will also support people to access job opportunities arising from new development. They include employer-led initiatives relating to both the construction phase for all large developments, and the end user phase of large commercial development, and include measures such as apprenticeships and training schemes, local procurement and links with schools and colleges. A number of CEPs are already in place across Oxfordshire (see Box 2 for an example), and more are in the pipeline. The LEP will support local authorities to include such proposals as part of their local plan policies and supporting text.

The LEP will continue to support the Oxfordshire Apprenticeships programme which aims to increase the number of apprentices in Oxfordshire through wide-ranging engagement with Oxfordshire schools, advertising campaigns, workshops, and by increasing the number of Apprenticeship Ambassadors. The programme has already benefitted from £1.5m of City Deal funding, focusing particularly on sectors that support Oxfordshire's growth including: advanced engineering and manufacturing; space and satellite, creative and digital; and life sciences.

The LEP will support implementation of the recommendations of the Post-16 Review. This will see potential realignment within our Further Education infrastructure to better reflect the skills needs of our economy.

In the short term, OxLEP will seek clarity from the Government regarding the status of EU and other non-UK citizens working in the UK and the current and potential future barriers to attracting EU and other non-UK staff to the UK. Access to the best talent internationally is crucial to the success of the universities and big science facilities as well as to many of the firms in the county.

¹² <http://www.cityofoxford.ac.uk/news/project-support-long-term-unemployed-back-work>

Box 2: Westgate Community Employment Plan

In 2013, we successfully agreed with Land Securities the development of a Community Employment Plan for the Westgate shopping centre redevelopment. The key objectives of the Westgate CEP are:

- to procure supply chain locally
- to provide Oxfordshire residents with sustainable jobs
- to equip people with the skills to be successful, with a particular focus on youth and longer term unemployed groups
- to give communities the opportunity to grow for good

Two plans have been agreed for the Westgate development, covering the Construction and End User phase. 750 outcomes have been agreed across the two CEPs, taking account of the length of the build plus a sensible period of time post opening of Westgate Oxford to ensure optimum outcomes for the local community.

There have been a number of successes within the current Construction CEP:

- 50 people attended pre-employment training, 11 people attended site work experience, and 3 people have been employed on the site
- 2 individuals employed as a result of the CEP and Laing O'Rourke's involvement with City of Oxford College.
- 18% of those employed on the site have Oxfordshire postcodes
- 39.50% of procurement to date awarded from within the local supply chain
- significant attendance at local career events such as Career Fest, etc.
- Land Securities and Laing O'Rourke have become lead partners supporting the future School of Construction and Science Technology Engineering and Maths (STEM) Centre on the City of Oxford Campus at Blackbird Leys
- Laing O'Rourke is currently supporting University Technical College Oxfordshire with its Project Base Learning programme.

Each CEP is measured and monitored as part of ongoing dialogue through monthly meetings with a variety of key external and internal stakeholders. All progress is shared regularly with Oxford City Council.

Box 3: Apprenticeship Programme

Oxfordshire Apprenticeship is a brand currently funded out of Oxfordshire's City Deal with an aim to promote and increase Apprenticeship opportunities within Oxfordshire. The three-year project started in April 2014 with targets to increase Apprenticeship starts for young people by 525 and to raise awareness of Apprenticeships amongst 1,850 employers.

Activities delivered include:

- Developing a website (www.oxfordshireapprenticeships.co.uk) with information aimed at young people, parents and employers on Apprenticeships, case studies of local Apprentices and employers, and a local vacancy search function. The website gets around 2,500 hits per month.
- Developing and training a network of 30 Apprenticeship Ambassadors who support events to share their experiences, including appearing on local radio, and attending schools and employer events.
- Delivery of various PR campaigns including social media (over 2,900 Twitter followers and over 1,000 likes on Facebook), bus advertising, digital marketing and radio.
- Supporting school events including careers events, talks to parents and young people, and delivery of workshops.
- Delivering of 'making sense of Apprenticeship' events, drop in surgeries aimed at SMEs, attendance at employer networks to promote Apprenticeships and one to one support for employers thinking about taking on an Apprentice for the first time.
- Procurement of 8 projects with partners.
- Sponsorship of the Apprenticeship of the year award category at the Cherwell Business Awards and Oxfordshire Business awards.

Place

Headline SWOT assessment - Place

Strengths and opportunities

Oxfordshire is one of the most attractive places in the country to live and work

It has a high quality built environment – particularly in central Oxford and some of the market towns and villages

Within the county, there are extensive areas of high environmental quality and sensitivity as described by the SSSI, SAC and AONB series: Oxfordshire has a high level of natural capital found mainly in rural areas

Oxfordshire has internationally significant cultural and heritage assets, and an important tourism and cultural sector as a consequence

Weaknesses and threats

There is a need to balance the opportunities for economic development with the possible compromise to the natural environment

Housing in Oxfordshire is among the most expensive and least affordable in the country

New housing delivery has improved significantly, and at a faster rate than nationally, but it remains well below the objectively assessed requirement as set out in the SHMA, meaning that it is unlikely to have any impact on housing becoming more affordable

Oxfordshire is facing significant resource constraints – water, power supply and grid capacity (e.g. to upload solar energy) – which are challenging the extent and quality of its natural assets

Although countywide emissions of carbon dioxide fell by just over 8% from 2008 to 2013, if this trend continued, we would see emissions fall by 32% by 2030 (as compared to the public commitment to 50% reduction in the sustainable community strategy)

Current characteristics

Oxfordshire benefits from a **high quality built and natural environment**, which has evolved and changed over centuries. Significant parts of the built environment in Oxford, the market towns and villages are precious and should be conserved, but by no means all of the built environment is either attractive or fit for future purpose.

Within the county, there are extensive areas of high environmental quality and sensitivity – the designated AONBs in particular – plus important cultural and heritage assets.

As set out already, Oxfordshire's **housing is among the most expensive in the country**, making it difficult for young people in particular to afford to live locally. A recent study of house prices to earnings ratios (by Oxford University's Professor Dorling (February 2016)) showed that in January 2015, the ratio of average house prices to incomes in Oxford was over 15, compared to 14 in London. According to Professor Dorling, the average cost of a house in Oxford is £426,720, well out-stripping the average income of £26,500 of Oxford employees. This is reinforced by similar findings from the London-based Centre for Cities think tank which has found Oxford's housing is now the least affordable in the country. The problem of affordability is not confined to Oxford: the house price the earnings ratio in

South Oxfordshire is even higher than in Oxford, and house prices across the county are 50% above the national average and 13% above average for the South East region. According to Rightmove, the average price of a home in Oxfordshire as a whole is £377,533.

The result is hard to fill vacancies in low income jobs; long distance commuting from lower cost areas, and therefore more congestion on key transport routes; and less disposable income for the resident population.

Oxfordshire is facing **significant resource constraints** including in relation to water, power supply and grid capacity which need to be addressed to achieve sustainable economic growth.

Priorities to 2020

The overall priority for Oxfordshire's places is to plan simultaneously for both jobs and housing growth, putting in place the infrastructure required for both, whilst also protecting and where possible enhancing environmental quality and social inclusion.

The detailed priorities in relation to place can be summarised under four main headings: place-making, including housing delivery and affordability; supporting the implementation of the SEEIP; support for the development plan system; and dealing with infrastructure constraints.

Place-making

- working with Oxfordshire's local authorities (through the local plan preparation process and by responding to individual planning applications for strategic development sites), to ensure high quality housing meeting the full range of demand and needs is delivered close to jobs and with supporting retail, community, social, transport and green infrastructure and recreational facilities and services. This includes support for master-planning which is being used for bringing forward a range of major allocated development sites across the county. An analysis of the natural resources required to support these plans is also required
- supporting innovative approaches to the supply of a sufficient quantity of genuinely affordable housing, for example through community land trusts, Neighbourhood Plans, self-build schemes and employer initiatives to provide housing for their key workers, recognising that we and our partners are significantly restrained unless there are (radical) changes in housing policy at a national level
- supporting the design and delivery of innovation districts in suitable locations across the county (comprising mixed use, high density developments providing space for innovative businesses of different sizes, an appropriate mix of housing for the local workforce, supporting facilities and services and a high quality built environment)
- ensuring the high quality of our built and rural environments is maintained, and managing change in ways which produce better outcomes for local residents and businesses, and the natural environment. New development can, and should, enhance the existing built environment, through excellent design and the use of high quality building materials, and provide appropriate green infrastructure. At the same time, the sustainability of the existing built environment must be improved.

Supporting implementation of the SEEIP

We will support the implementation of the **Strategic Environmental and Economic Investment Plan** (SEEIP – see Annex B for a fuller summary), which will mean:

1. Growing the green economy in Oxfordshire
2. Enhancing the quality and resilience of urban areas
3. Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity
4. Promoting and enabling access to the countryside
5. Engaging people in the environment and enabling more sustainable lifestyles.

Support for the development plan system

- supporting the development of growth plans which fully consider the available and potential capacity of infrastructure in the broadest sense
- supporting the delivery of new housing and employment space which has been allocated for development in approved Local Plans, for example through securing funding for access or infrastructure improvements. This includes support for strategic allocations which may result from Oxford City's unmet housing need, which may also result in significant economic development opportunities
- communicating the priorities of the SEP to local planning authorities in their preparation of local plans and to local organisations in the preparation of neighbourhood plans.

Dealing with infrastructure constraints

- supporting the preparation of an Oxfordshire Infrastructure Strategy by the Oxfordshire authorities by spring 2017. This will identify, map and prioritise infrastructure requirements to 2040 under the themes of: transport; education; health services; other strategic community and environmental infrastructure (e.g. waste management); energy and utilities; flooding and water management; broadband and connectivity; and green infrastructure
- ensuring that all homes and businesses have access to resilient broadband with at least 24MG download capacity, and to a good mobile phone signal.
- supporting the utilities study, commissioned by the Growth Board to map utilities capacity against Local Plan ambitions countywide
- supporting the preparation of a locally-informed energy strategy for Oxfordshire to act as a business case for investment and grant support from Ofgem, etc.
- providing continued support for the implementation of flood alleviation schemes.

Actions to deliver our Programme

In most cases under the Place programme, OxLEP will play an influencing and brokerage role, persuading and supporting partners to take action, and helping to secure funding where appropriate.

OxLEP acknowledges the challenge faced by the local planning authorities in providing for the scale of housing and employment growth expected over the next 20 years, and will provide support wherever possible to ensure delivery of new homes and jobs.

The Oxfordshire authorities are committed to allocating land for development through their Local Plans with housing delivery across the County up by 75% in the last two years. However, sustaining this level of increase will not be possible without greater investment in infrastructure and flexibilities to support delivery of the programme of infrastructure investment, unlock land and ensure that local authorities have the levers and capacity to

bring forward sites for development. These priorities are forming the basis for our ongoing devolution discussions. These will potentially bring forward a series of interventions which, alongside continued Local Growth Fund (LGF) investment, should support our place shaping priorities and increase housing delivery. These include:

- an integrated approach to strategic planning for infrastructure, housing and employment that builds on Local Plans and existing joint working through the proposed Combined Authority Growth Board
- a partnership with the HCA to develop and support a housing investment strategy and consolidated funding allocation address the county's housing priorities and enable delivery of the mix of housing needed to support economic growth, including a substantial proportion of starter homes
- development of a Land and Property Partnership Board to support the use, deployment and regeneration of public land and other major landholdings
- development of housing development companies with access to a revolving investment fund and supported by strengthened local authority CPO powers to unlock housing delivery
- locally-set planning fees to increase and align resources needed to support the significant growth in strategic site delivery.

OxLEP is also committed to supporting attractive, sustainable and resilient places (including Garden Towns at Bicester and Didcot). Major actions agreed within the SEEIP include the development of a Sustainability and Environment Sub-Group to the LEP and the setting up of a £13 m Oxfordshire Environmental Investment Fund.

Partners in Oxfordshire are committed to the delivery of "Smart Oxford"¹³. Smart Oxford, involving private, public and voluntary sector partners, aims to build a stronger, safer, economically and environmentally sustainable city and surroundings taking advantage of the latest data-enabled solutions. Smart Oxford will provide new solutions in areas such as housing, health, transport to address issues of congestion, air pollution as well as promoting innovation, and generating jobs and growth. The LEP will promote increased access to data to facilitate this, for example, through data sharing agreements as part of the approval process for major commercial planning applications.

OxLEP is focusing £1.6m of its European Structural and Investment Fund (ESIF) monies (principally European Regional Development Fund - ERDF) on low carbon agendas in order to mitigate climate change. With match funding, this will equate to a £3.2m low carbon programme for Oxfordshire which will help 180 businesses reduce their carbon footprint. Delivery should commence later in 2016.

Oxford City Council has led on the delivery of '**Low Carbon Oxford: A Route Map to 2020**'. The Route Map is an action plan that sets out how the city of Oxford expects to meet its commitment to reduce carbon emissions by 40% by 2020. This target was established in the Council's sustainability strategy in 2011 and subsequently adopted by the Low Carbon Oxford Partnerships' Pathfinder members as a common goal.

By setting out the actions that partners around the city have taken and intend to take to reduce carbon, the Route Map provides a rigorous underpinning of Low Carbon Oxford's efforts to facilitate members' actions and projects that deliver change. It provides an

¹³ <http://oxfordsmartcity.uk/cgi-bin/index.pl>

understanding of which actions have the greatest impact and the exercise was an opportunity to explore and plug any gaps in the plan.

From both a City Council and Low Carbon Oxford perspective, the Route Map is a key step in progressing the transition to a low carbon economy. As the project moves forward there will be a need to look beyond the now standard solutions of energy efficiency and renewable generation. There will be a focus on operational transformation and the impacts of the supply chain. The Route Map provides the baseline from which leaders in sustainability can begin to shift from delivery roles into an increasing function as a facilitator of change, such as working with business operations to reduce the impact of on-site deliveries.

In relation to the resilience of Oxfordshire's places, OxLEP has secured £25.85m through Local Growth Fund to part fund the Oxfordshire Flood Risk Management Scheme (total investment £88.35m), which is a comprehensive package of measures to mitigate the risks of damage to homes, businesses and transport connections caused by excessive flooding. This project will be delivered by the Environment Agency and will be implemented in the period 2018-21.

In addition, OxLEP has also secured £0.6m through the Local Growth Fund toward funding Upstream Flood Storage at Northway (total investment £1.9m). This is a comprehensive package of measures to mitigate the risks of damage to homes, businesses and transport connections caused by excessive flooding. This project will be delivered by Oxford City Council in the period 2016-17.

OxLEP's support for flood alleviation also includes promoting the application of new technologies that improve flood protection. For example, the Oxford Flood Network consists of water-level sensors placed in a range of locations and connected through innovative wireless technology to provide information and early warnings to citizens in flood-prone areas.

Box 4: An example of high quality place-making and innovative approaches to housing delivery: Graven Hill

The Graven Hill site lies just to the south of Bicester and extends to about 188 hectares in size. It is the first project of its type in the UK, allowing people to build their own homes.

1,900 new self-build homes can be accommodated on the site and the first plots are already available for sale.

There is the potential to provide a wide variety of sizes of dwelling, including large individual plots for grand designers, or smaller plots for those on more modest budgets. There are also opportunities for groups of people to work collaboratively to build their homes, including building terraces of eco homes or low cost apartments.

<http://gravenhill.co.uk/>

Box 5: Culham Smart City: people, place, enterprise and connectivity

"Culham Smart City" recognises that people will use digital tools in new and exciting ways for mobility, health, education and entertainment.

The world-class R&D at the University of Oxford's Robotics Institute, the new RACE (Remote Applications in Challenging Environments) facility at the UKAEA's Culham site, and Oxford Brookes Cognitive Robotics Laboratory are examples of excellence that place Oxfordshire at the heart of an emerging disruptive technology. Global companies involved include: Amey, Arriva,

Bosch, JLR, Nissan, Siemens and many more. This work links with the big data catapults: Transport Systems, Future Cities, Digital and Satellite Applications. Strong local council support means access to planning and transport and housing data and agreement around strategic use of emerging technology to maximise impact, locally and internationally.

As a specific example, plans for Culham Smart City represent a nationally significant opportunity to draw together all the key elements, building a significant quantity of next generation housing close to employment, enabling upgrades to key infrastructure and signposting how we will live in the future. This also links with plans for testing and deploying emerging autonomous vehicle technologies along the Knowledge Spine that links Bicester, Oxford, Culham and Didcot. Smart Oxford creates a pipeline to use our world class research to address real world challenges and increase Oxfordshire's contribution to the national economy. OxLEP has a key role working with the councils, universities, national labs, industry and investors in coordinating the delivery of a coherent plan. OxLEP will promote increased access to data, for example, through data sharing agreements as part of the approval process for regeneration and infrastructure projects.

Enterprise

Headline SWOT assessment - Enterprise

Strengths and opportunities

Outstanding strengths and opportunities in research and its commercialisation

Large and diverse high tech economy, including many firms with exceptional growth potential

Globally significant sector strengths in automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies

Wide range of social enterprises dealing with an equally broad spread of social issues

Excellent access to patient risk capital for innovative businesses and spin outs from the research base

Good provision of business incubation facilities, particularly within the Knowledge Spine.

Weaknesses and threats

Relatively low levels of new starts, and a small proportion of high growth businesses

High growth businesses are concentrated mainly in Oxford and southern Oxfordshire, where constraints on growth (linked, for example, to traffic congestion) are most acute

Declining working age population means labour shortages are likely to get worse

Concerns about congestion, housing costs and access to skills threaten firms' ability and willingness to grow in Oxfordshire

Oxfordshire's firms are very international – in relation to their markets, workforce and networks. They are therefore vulnerable to global economic shocks or significant policy changes, such as in relation to international migration

Current characteristics

Oxfordshire is remarkable for the **range of business sectors and scientific disciplines** in which there is real strength and depth.

The county has some outstanding success stories in business formation and growth – particularly in science and technology-based sectors. It has globally significant strengths in five areas, all of which have huge growth potential: automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies (see below); and these have been a particular focus for inward investment. Oxfordshire also has an internationally renowned grouping of universities and research institutions which are increasingly focused on local commercialisation of their R&D, and on building links with Oxfordshire businesses.

Figure 6: Inward investment enquiries by sector, 2015/16

Automotive and Advanced Engineering	21
Life Sciences	43
Space and Space-related Technologies	12
Creative (IT Publishing and Media)	34
Energy and Environment	7
Professional and Business Services	10
Retail	2
Food and Drink	6
Tourism and Leisure	6
Other	28

(Source: Invest in Oxfordshire)

Invest in Oxfordshire has developed a series of Sector Profiles that explore the strengths, capabilities, opportunities and prospects of the key sectors in the county. These are summarised below in Figure 7. The sector profiles are primarily a promotional and marketing tool that provides prospective national and international investors with accurate and detailed information.

Figure 7: Oxfordshire’s key sector profiles

Automotive and motorsport	Creative and digital	Electronics – sensors and instruments	Life sciences	Space technologies
<ul style="list-style-type: none"> 24,000 people employed in manufacturing across the county; 3,700 of these directly in motor vehicles Part of a wider cluster which extends across Oxfordshire, Northamptonshire, Buckinghamshire and Milton Keynes R&D expertise: Oxford University, Oxford Brookes University, F1 companies, Mobile Robotics Group (autonomous vehicles) Some global brands including BMW Mini and three F1 teams (Williams, Renault and Manor Marussia) Expertise in technologies for autonomous, electric and hybrid vehicles, batteries and energy storage, and lightweight materials 	<ul style="list-style-type: none"> One of the UK top 10 creativity and innovation hotspots (NESTA) Sector strengths in: publishing, computer games, software development, cybersecurity, big data, TV and film, broadcast and production and sound Over 22,000 people employed in digital employment across the county The largest centre of publishing in the UK outside London Part of the SuperConnected Cities programme, rolling out superfast broadband to everyone throughout Oxford 	<ul style="list-style-type: none"> Well-established electronics industry: over twice the national proportion of optoelectronics employees Track record of attracting global electronics companies: Toshiba, CN Innovations, Sharp’s European research centre, all based locally World-class R&D facilities, e.g. at Harwell Campus and at Culham Diverse commercial base: R&D, design and manufacturing 	<ul style="list-style-type: none"> University of Oxford is ranked first in the world for both life sciences and clinical, pre-clinical and health (Times HE World University Rankings 2015-16) Investment magnet: Oxfordshire life science companies have raised over \$1.5bn in investment since 2014 Fast-growing university spin-outs Clinical trials: University of Oxford Medical Sciences Division and the Oxford University Hospitals NHS Foundation Trust run one of the biggest clinical trial portfolios in the UK 	<ul style="list-style-type: none"> Already attracted leading international space technology companies such as Lockheed Martin, Thales Alenia Space and Elecnor Deimos Internationally state-of-the-art robotics and autonomous systems Space Studio Banbury is a unique new school for pupils with an interest in maths, technology and space, and works closely with the space industry to develop and deliver the curriculum BIS estimates the space industry could generate 100,000 new jobs in the UK by 2031: and the UK Space Gateway at Harwell Campus puts Oxfordshire at the centre of the UK and European space industry: ESA, ECSAT, RAL Space, the Satellite Applications Catapult

There has been strong employment growth in Oxfordshire in the last few years, but sustaining that growth over the long-term is a significant challenge, particularly given the uncertainties caused by the EU referendum result. The SEP has an important role in supporting the building of resilient local economies.

Amongst a proportion of high growth businesses, there is a need for stronger management and marketing capabilities to complement technical excellence (i.e. building management teams to enable growth). The establishment of several specialist funds has improved access

to finance for businesses with high growth potential, and the provision of business incubator facilities in the county is relatively good. However, many new and small firms still experience problems of access to finance and to flexible property, particularly those which are not linked to research based institutions.

Oxfordshire is the UK's first official 'Social Enterprise County'. The award recognised the wide range of social enterprises dealing with an equally broad spread of social issues. The county also has many strong enterprises in its rural areas and market towns, as well as within the main Knowledge Spine

Priorities to 2020

The SEP identifies priorities for enterprise relating to all employment sectors, and more specifically to both the five globally significant, wealth creating sectors, and the large employment sectors which provide the majority of jobs for Oxfordshire's people.

Support for all businesses and all parts of the county

- improving productivity across all sectors, to 'create more from less': for example, by encouraging businesses to adopt energy efficiency approaches, to use resources more efficiently throughout their supply chains, and by supporting training
- focusing on export promotion among businesses with the potential to operate in international markets, and working in collaboration with UKTI to ensure its full support for exporting by Oxfordshire firms
- supporting start up and scale up of businesses in Oxfordshire through, for example, improved provision of incubator and grow-on facilities, business advice and access to finance, and an enhanced on-line presence for small firms. It is important that Oxfordshire both supports more start-ups and also retains and supports established firms, particularly those with high growth potential
- celebrating Oxfordshire's business successes across all sectors, to raise the profile of Oxfordshire's businesses both internally (within the county) and externally, and to establish role models for the next generation of entrepreneurs
- improving national and international marketing of Oxfordshire and its firms, and consistent messaging about quality growth – to benefit local businesses and attract public and private sector investment into the county
- encouraging all employers to provide flexible jobs that can work for those on the margins of the labour market
- encouraging businesses to fully understand and mitigate their impact on the natural environment, exploiting opportunities available within the knowledge economy and new approaches such as the circular economy and natural capital accounting.

Support for globally significant, wealth creating sectors

- linking firms to networks and support, both within and across sectors, for example by strengthening the Network Navigators initiative and by helping firms navigate the research community in Oxfordshire
- supporting the local commercialisation and application of technologies developed by Oxfordshire's research and business communities in areas which improve environmental sustainability and health outcomes, such as low carbon, low energy systems, autonomous vehicles and digital health, in order to benefit Oxfordshire's people, places and connectivity and to complement activities under each of the four programmes

Support for large employment sectors

- delivering the Creative, Cultural Heritage and Tourism (CCHT) Investment Plan, which identified four main thematic areas:
 - productive and engaging experiences;
 - skills, talent development and business growth;
 - creative place-making; and
 - collaboration.
- supporting interrelationships between the tourism economies of Oxfordshire and surrounding areas, such as the Cotswolds
- supporting other important employment sectors which include retail, logistics and distribution, health and social care, and education (e.g. through access to finance and business support, access to training, and in making provision through the planning system for an appropriate range of premises in the right locations).

Actions to deliver our Programme

In relation to Enterprise, OxLEP will be directly involved in delivering a range of business support, as well as working with partners to ensure priorities are addressed in all areas of the economy and of the county.

We intend to continue to advance the delivery of business support through **Oxfordshire Business Support (OBS)**. This requires appropriate funding for the long term sustainability of the service. It includes the Network Navigators programme, which is a support and signposting service focused specifically on the globally significant sectors and also, most recently, on tourism. OxLEP will also establish a business ambassadors service to celebrate and communicate Oxfordshire's business excellence and distinctive successes.

Our €9.9m European Regional Development Fund has been allocated to deliver against the ambitions of our Enterprise Programme. These include priorities linked to 'SME Competitiveness' (€3.9m), which will help 469 Oxfordshire businesses to start up and grow, and 'Research and Innovation' (€3.7m) which will help 285 businesses grow and innovate through collaborative work with research institutions and with each other.

We will continue to sponsor Venturefest (£10,000 a year), the West Oxfordshire Business Awards (£1,950), the Cherwell Business Awards (£1,000), the Oxfordshire Business Awards (£6,000), and business networks such as B4.

We will also prioritise the activities of **Invest in Oxfordshire** to promote inward investment into Oxfordshire, and build further on our already strong links with UKTI to support increased exporting by Oxfordshire firms.

OxLEP, in collaboration with the University of Oxford, has led on the production of an Innovation Strategy for the county (see Annex B for a summary of the draft strategy), and once finalised, we will support its implementation.

Specific measures to support commercialisation and scale up include RACE at Culham, the Bioescalator and the Centre for Applied Superconductivity (the last a public/private partnership).

Business site assembly and deliverability is a concern in parts of Oxfordshire due to viability issues, and pressures to convert business premises into homes is creating a shortage of business premises, especially small scale business premises. We will help overcome

constraints to the development of land allocated for employment uses where there are shortages of market led supply by contributing to emerging Local Plan consultations and by responding to individual planning applications and Master-plans for strategic development sites.

We will also help to shape and respond to the Government's proposed industrial strategy: this is a significant opportunity for Oxfordshire, as it is likely that most of all of the globally significant sectors in Oxfordshire will be priorities for the Government.

Connectivity

Headline SWOT assessment - Connectivity

Strengths and opportunities

There has been significant improvement in rail, with the first new connection to London in 100 years and station in Oxfordshire for 80 years, but with more investment needed to enhance capacity and reliability

Bus travel is amongst the country's most modern and innovative (e.g. in terms of payment)

Recent road investment has addressed some important pinch-points

Oxford Transport Strategy Rapid Transit and Park & Ride network will support growth and economic development in Oxford and along the Knowledge Spine

Active & Healthy Travel is a growing area of importance. While it requires investment, there is a commitment to prioritise this area to meet transport and health objectives and address limited past progress

There is an opportunity to apply some outstanding research undertaken in Oxfordshire's research institutions to solve or reduce local connectivity problems

Oxfordshire has a very large number of business networks, some of which have a regional or national profile (e.g. OBN)

Weaknesses and threats

Congestion on Oxfordshire's roads remains a significant issue, despite targeted investment in the strategic network

Oxford City suffers from serious traffic congestion, which is forecast to get worse. This affects the speed and reliability of bus travel, undermining its image and ability to attract more users

Broadband has seen some significant upgrades but there are still areas in rural areas that do not have superfast broadband, and access to resilient broadband is a frequent concern for businesses

Similarly, mobile phone coverage remains patchy across the county

Oxfordshire's business networks are mainly sector specific and opportunities for cross over benefits between sectors, technologies and businesses may be missed

The capacity of the electricity grid in Oxfordshire is constrained – particularly for renewables connections, but also for supply connections

Current characteristics

Oxfordshire is a **very well connected** county. Strategically, it has excellent links to London, Heathrow, the Midlands and the south coast ports. The rail network has been improved by the new Oxford Parkway station and the direct link to Marylebone, and there are further significant improvements in the pipeline (e.g. electrification of the Great Western Mainline). Business use of London Oxford Airport has increased.

However, roads within Oxfordshire and the major routes beyond the county such as the M40, A34 and A40, all suffer from **congestion**. Oxfordshire County Council's Congestion

Report (2014/15) shows a steady increase in average journey times across Oxford city and an increase in congestion across the county. This is partly the result of high housing costs in the county forcing people to commute long distances to work.

Figure 8: Highway Network in the morning peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)

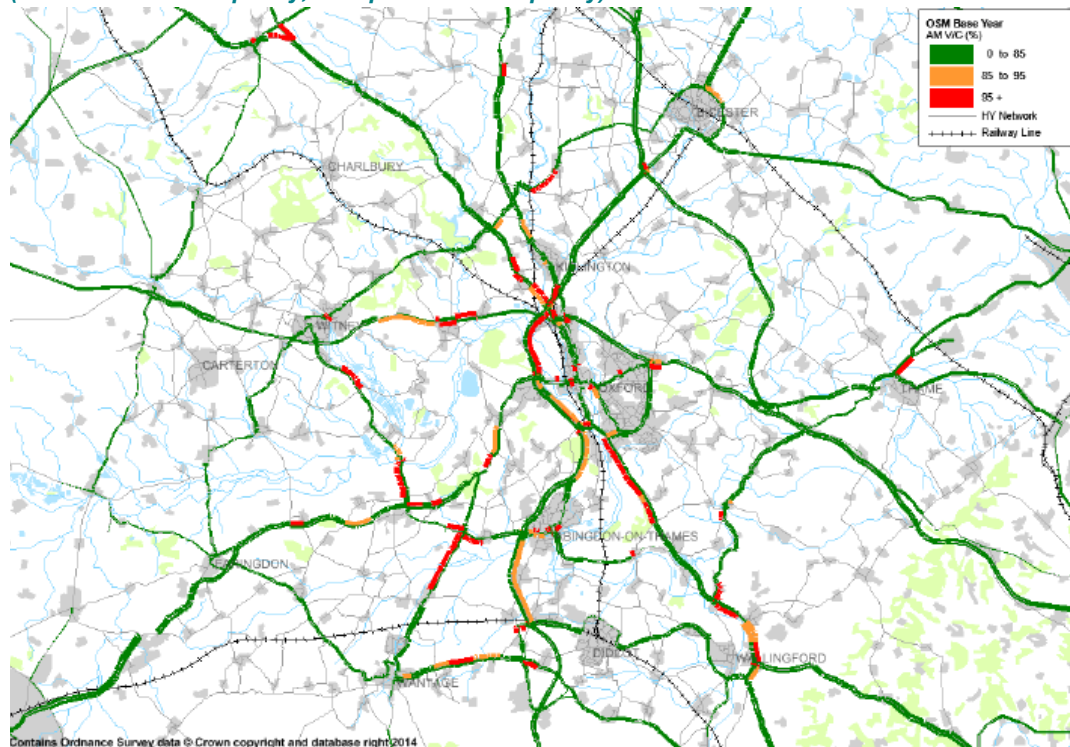
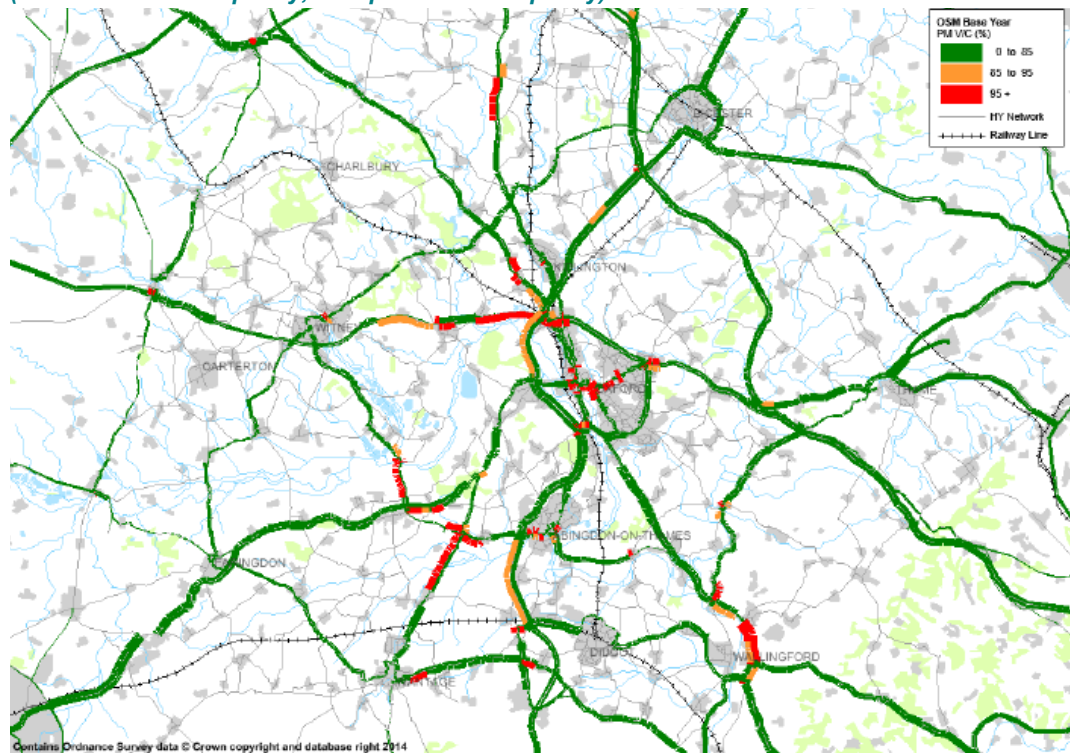


Figure 9: Highway Network in the evening peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)



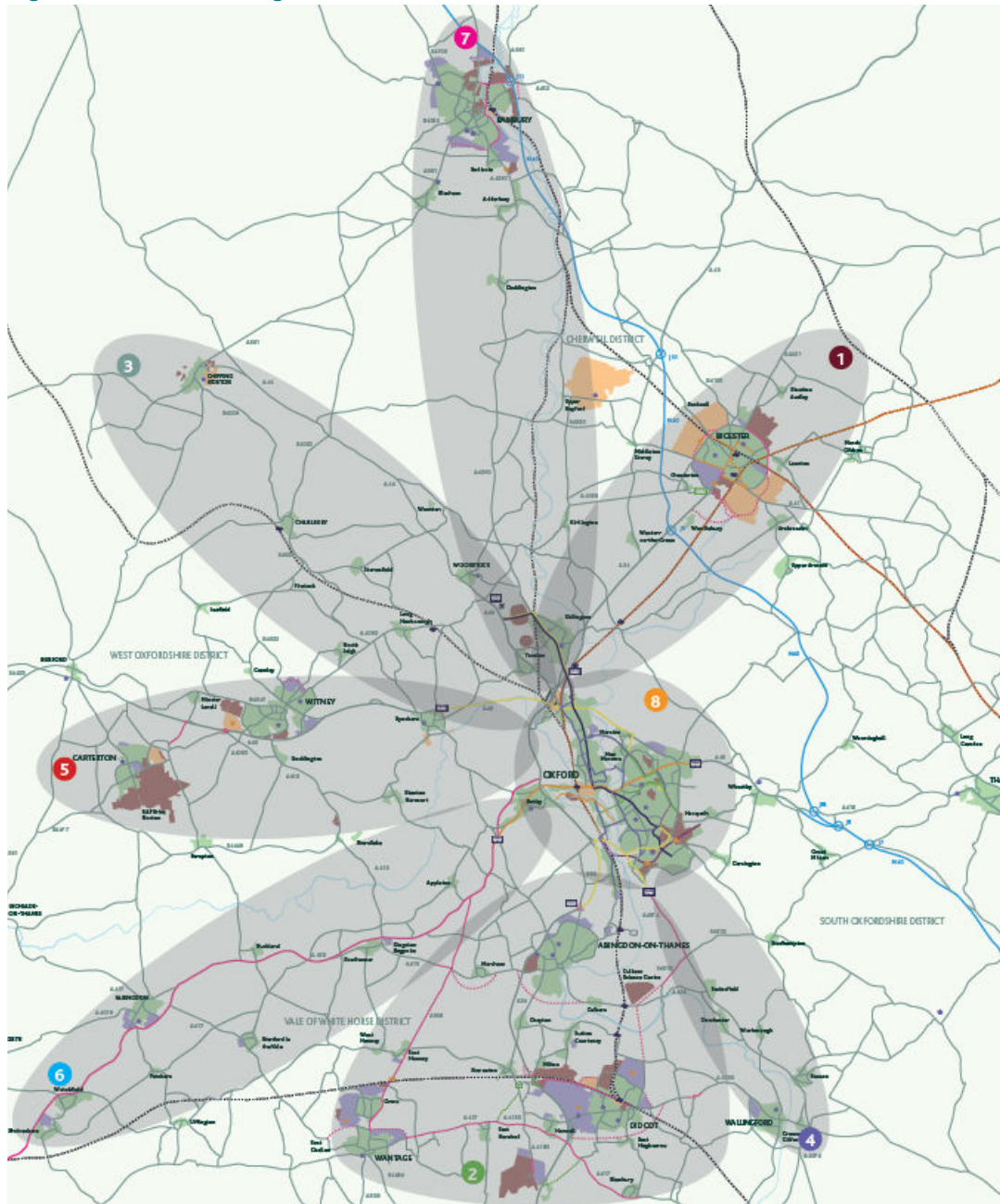
Digital connectivity within Oxfordshire is generally good, although there are still some gaps. Access to broadband across the county has improved but further improvements are needed

both to broadband and to mobile phone networks to ensure all homes and businesses can benefit from high capacity telecommunications.

The **business community is well networked**, including some strong sector focused networks such as OBN (for the life sciences), long established business angel networks, and a growing network for entrepreneurs. However, the existing networks are quite fragmented and are mainly sector focused.

Oxfordshire is also developing some **outstanding technologies which could improve connectivity** both locally and more generally. For example, Oxbotica, which originated from Oxford University's Mobile Robotics Group, was identified by the Wall Street Journal as one of the 'Top 10 Tech Companies to watch in 2015' and claimed it *"may be one of the few companies in the world to rival Google in driverless cars"*.

Figure 10: Oxfordshire's growth corridors



Priorities to 2020

In delivering the SEP, particular priority will be attached to:

Improvements to physical connectivity in Oxfordshire

- overcoming current capacity bottlenecks on road and rail networks within the county, both by network improvements and by getting better use out of existing road capacity through use of innovation technology and by encouraging change to more sustainable travel modes
- ensuring, through the planning process, that connectivity improvements are linked to the scale and location of planned housing and employment growth
- supporting the implementation of an Oxfordshire Infrastructure Strategy and the Local Transport Plan for Oxfordshire, including the Oxford Transport Strategy and the Science Transit Strategy, which includes various measures to improve the frequency, reliability and speed of public transport links between different locations in the Knowledge Spine
- supporting partners in implementing the Oxfordshire Active & Healthy Travel Strategy

Improvements to virtual connectivity with Oxfordshire

- completing countywide broadband and mobile network coverage, to ensure all workplaces and homes have good internet and telecoms connectivity; and, subsequently, ensure there is continual improvement to give sufficient broadband speed and network capacity for modern businesses
- continuing the Network Navigators initiative and strengthening network coordination across sectors

Improvements to connectivity in a regional context

- supporting the work of the National Infrastructure Commission in relation to east-west connectivity through the Cambridge – Milton Keynes – Oxford corridor
- working with partners in ‘England’s Economic Heartland’¹⁴ to develop strategies to improve the capacity of transport corridors across Oxfordshire and into surrounding areas, including towards Cambridge and to London and Heathrow.

Actions to deliver our Programme

OxLEP – and its partners – is committed to the delivery of the Connectivity Programme, including transport improvements to address constraints to growth and improve the quality of life. Specific strategies which OxLEP will work with partners to implement include:

- The **Oxfordshire Local Transport Plan 2015-31**, which both addresses existing congestion where it is damaging the economy or hindering economic growth, and identifies ways to avoid exacerbating transport problems due housing and economic growth. The Plan includes strategies for all transport modes and area and route strategies. Capital funding for transport schemes is largely dependent on Local Growth Fund, which is secured through the LEP, but delivery is primarily the responsibility of the local authorities and transport companies. The LTP will also draw on other funding sources where possible such as the Local Sustainable Transport Fund (LSTF)

¹⁴ <http://www.englandseconomicheartland.com/Pages/home.aspx>

- The **Science Transit Strategy** – This is a long-term ambition to transform public transport along the Knowledge Spine. The Oxford Science Transit will be a fully integrated public transport system that connects the area’s centres of innovation and economic growth with the two universities. It will mean that people using Oxford Science Transit will be able to hop on, and off, high-frequency bus and rail services using “smart” tickets (akin to Oyster cards), planning their journeys using real-time information and updates. The City Deal will enable the first phase of the Science Transit by focusing on the major pinch points in the network: the A34 between Abingdon and south Oxford and the access into Oxford from the A34 along the Oxford Southern Bypass. This project will be delivered by Oxfordshire County Council. Its total cost will be £23.5m, of which £8.7m will be funded through the Oxfordshire City Deal. The Science Transit Shuttle is currently in its pilot phase.
- The **Smart Oxford Strategy**, which aims to exploit the opportunities arising from data-sharing and smart city technologies to: make city services more efficient; make homes and businesses more sustainable, in terms of resource consumption; improve resilience to emergencies such as flooding; improve safety; and lead to better health outcomes
- The **Oxfordshire Strategic Infrastructure Strategy**, commissioned by the Growth Board in May 2016 (and due to be completed by spring 2017) to bring together infrastructure priorities into a single overarching Oxfordshire Infrastructure Strategy which incorporates green infrastructure.

The implementation of these plans and strategies will involve substantial resources and some difficult decisions. For example, measures requiring implementation include a workplace parking levy, zero emission zones and more car restraint in Oxford, and the Science Transit Strategy requires significant improvements to the frequency and journey times to public transport between key locations within the Knowledge Spine. The LEP will support the County Council and Oxford City Council in the sensitive implementation of contentious proposals, for example through its business networks, and in bidding to central government for resources. It will press partners to ensure that all new developments of housing and for employment use are well connected by bus as well as car, and have links to rail services.

Specific examples of projects already underway and funded through City Deal and Local Growth Fund, are provided in the section on “Progress in delivering our Strategic Economic Plan”. An example of a project to be implemented from 2017 onwards is the Science Vale Cycle Network improvements (total investment £4.9m, including £4.5m from Local Growth Fund). This is providing greater connectivity between Science Vale and the newly improved Didcot station by bike, and will be delivered by Oxfordshire County Council.

An example of partners’ actions to deliver the Connectivity Programme is the experimental iMaaS programme, a two-year project to provide real-time, predictive and personalised information across all local transport networks in Oxfordshire. The project involves collaboration between Oxfordshire County Council, Chiltern Railways, Oxford Bus Company, Great Western Railway, Milton Park, Harwell and Culham Science Centre, the Met Office and Transport Focus. It records and maps every transport input – every user journey, every disruption – in order to develop of a suite of tools for different users (travellers, transport operators, major employers and employment areas, etc), such as a fully personalised, automated travel advisor, transport on demand smart ticketing, dynamic routing and optimisation of congestion and traffic flows in real time.

The LEP also endorses Cherwell District Council’s support in its Local Plan (Part 1) for the growth of air related business activities at Oxford Airport.

We will continue to support the Better Broadband for Oxfordshire initiative to make sure that as many premises as possible have access to high speed broadband provision.

In relation to business networks, OxLEP will continue to deliver directly the Network Navigators initiative, which provides business support and signposting specialists for each of the five globally significant sectors (described earlier) plus (most recently) tourism. OxLEP will also play a lead role in supporting a cross-sectoral business group to raise the profile of Oxfordshire and to attract public and private sector investment into the county.

OxLEP will also continue to work with regional partners to develop initiatives to improve strategic transport links extending beyond Oxfordshire but which are very important to the efficient functioning of the Oxfordshire economy. These include: inputs to the National Infrastructure Commission's review of links between Oxford, Milton Keynes and Cambridge; working with the Highways Agency on its national route based strategies; working with rail companies on planning for increased capacity and improved journey times and reliability; working with coach companies on long distance routes such as to Heathrow and London; and supporting Thames Valley Berkshire Local Enterprise Partnership in relation to a Third Thames Crossing.

Figure 11: Map showing inter-regional transport projects

Map has been commissioned

Moving forward in delivery

Monitoring and review

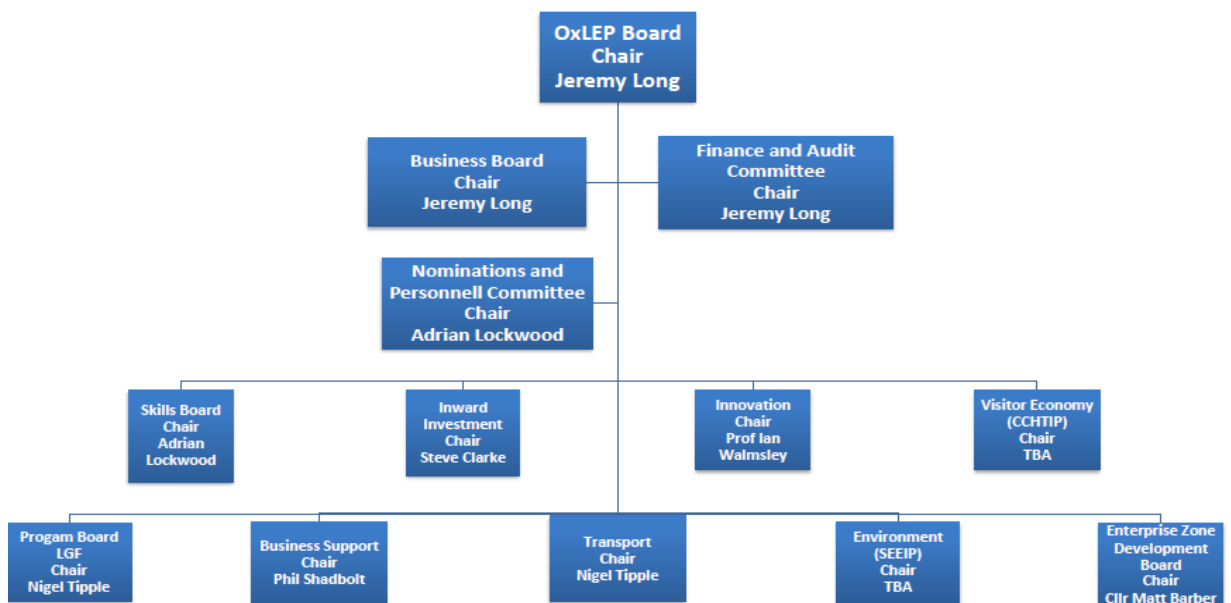
We are committed to an on-going process of monitoring and review. We will monitor progress in relation to our Programmes and the projects we, and partners, are supporting. We will also monitor changes in the economic and policy context for the SEP, and the extent to which our programmes are delivering sustainable and inclusive economic growth.

The SEP will be reviewed regularly to reflect changing circumstances and progress made. For example, if significant changes are made in Local Plans to the housing or job targets for Oxfordshire (upwards or downwards), or to Government funding for local economic development, we will respond by updating the SEP.

The OxLEP Board

The OxLEP Board is continuing to develop in order to deliver the SEP. New sub groups will be set up to drive forward the work on the SEEIP, CCHTIP, Skills Strategy and the Innovation Strategy.

Figure 12: The OxLEP Board and sub-group structure



Wider governance arrangements

OxLEP will work closely with its key partners and stakeholders to deliver the SEP. Key relationships – and their links to wider strategic processes – are summarised in the graphic below.

This shows that:

- Oxfordshire’s **five district councils** – as the local planning authorities – will continue to have responsibility for preparing and delivering Local Plans

- **Oxfordshire County Council**, as the strategic transport and education authority, will continue to have particular responsibility for key elements of the transport and education infrastructure
- All six local authorities (as voting members) – together with OxLEP and various other non-voting members – will continue to comprise the **Oxfordshire Growth Board** with a focus on the collaborative delivery of City Deal (and other) commitments.

Figure 13: Oxfordshire LEP, Growth Board and Local Authority Relationships and Responsibilities



Devolution proposals

The Oxfordshire local authorities are committed to securing significant devolution of responsibilities for service delivery and associated funding. Currently, there is on-going discussion about the governance arrangements related to devolution, both between Oxfordshire’s local authorities and with central government. Further progress will also depend on the extent to which organisations such as Highways England, Network Rail the Homes and Communities Agency and the NHS are prepared to commit funding as well as devolved responsibilities to deliver infrastructure and service improvements.

Whatever the detailed future governance arrangements, we are committed to securing an outcome which benefits Oxfordshire by increasing our collective ability to direct resources to our priorities and manage local service delivery and investment more efficiently.

OxLEP’s wider responsibilities

Within this overall context, OxLEP – with its Board drawn from the business sector, the universities, further education colleges, local authority leaders and the voluntary sector – has overall responsibility for the delivery of the SEP.

We have developed a series of strategies which are “daughter documents” to the SEP. These include strategies for skills; environment and the economy; culture, heritage and

tourism; and innovation. In addition, we have led on the development of a series of sector propositions which are being used, particularly, for inward investment marketing purposes.

We also have responsibility for the delivery of a series of programmes, including successive Growth Deals and ESIF funding (to the extent it continues in future). As explained elsewhere in this strategy, OxLEP’s roles in relation to delivery vary, and much of it is managed through partner organisations.

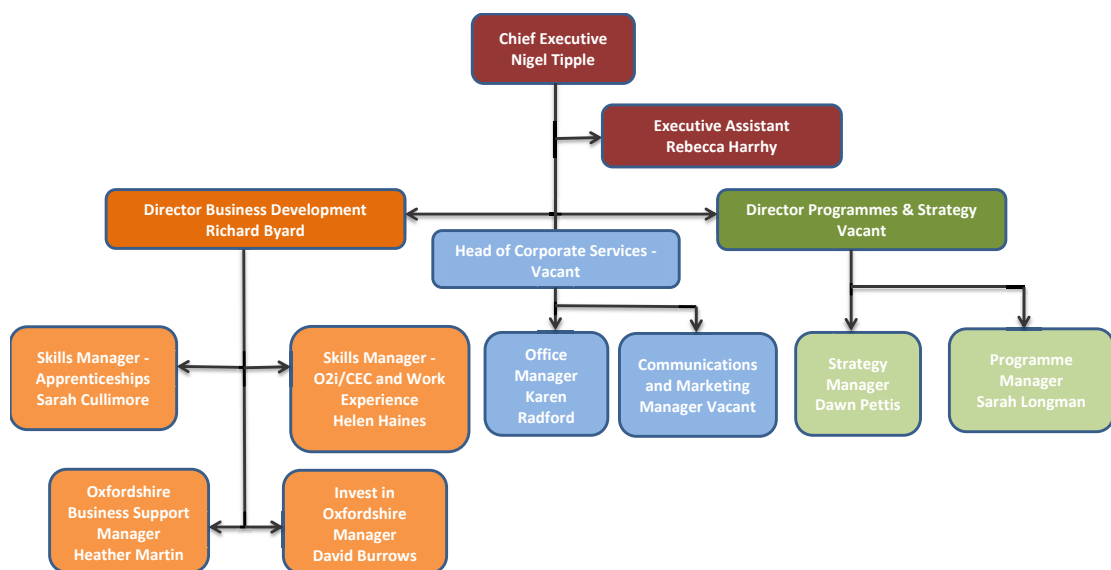
Delivery team within the LEP

Within the LEP, the key officers within the wider delivery team are introduced within Figure 15. The capacity of the team has, recently, been increased with the secondment of Oxfordshire County Council’s Economy and Skills Team (from 1st April 2016).

The LEP will continue to operate through its constituent parts/brands in the delivery of key SEP programmes. These include:

- Oxfordshire Apprenticeships
- O2i (Opportunities to Inspire)
- Oxfordshire Business Support
- Invest in Oxfordshire
- Oxfordshire Work Experience

Figure 14: LEP Executive Team






Annex A: Progress in delivering our Strategic Economic Plan

This annex provides detailed information on progress against specific objectives in the original SEP.

Snapshot of progress in delivering the objectives set out in our original SEP

KEY:

In relation to the original objectives set out in the SEP:

	...good progress appears to be being made		...some, or mixed, progress – but there is more to do		...little or no progress has been made
---	---	---	---	---	--

Objective from the Strategic Economic Plan, March 2014	Evidence of progress by April 2016	
People		
Increase the working age population qualified to level 2 and above to 90%	A	<ul style="list-style-type: none"> The proportion of the population aged 16-64 qualified to level 2 and above has increased from 79% in 2012 to 82% in 2014 (source: APS) – so it is moving in the right direction. It is well above regional and national benchmarks. However there is some way to go before the target set out in the SEP is achieved.
Ensure our further education capital stock meets the needs of 21 st century learners and employers	A	<ul style="list-style-type: none"> In response to identified need, both City of Oxford and Abingdon & Witney Colleges have secured funding via OxLEP to develop state of the art facilities to support increased science, technology, engineering and mathematics (STEM) provision. City of Oxford College has also secured funding to develop the 'Activate Care Suite' to support increased social care provision
Improve school attainment above the national average of 60.4% of GCSE students achieving at least five A* to C grades including English and Maths	G	<ul style="list-style-type: none"> The way in which school attainment is measured has changed. For state-funded schools nationally, some 56.85% of GCSE pupils achieved at least five A* to C grades including English and Maths; in Oxfordshire the corresponding figure was 59.4%. These data relate to 2014 However, despite the overall performance being very close to target, there are big disparities between different schools, and there are high teacher attrition rates due to the high cost of housing. However, although these are significant issues to be addressed, neither relate specifically to the objective
Increase the amount of Skills Funding Agency funding that supports our STEM sectors by 15% to better reflect our economic profile	A	<ul style="list-style-type: none"> SFA financial data no longer allows the ability to scrutinise funding to subject areas; only to providers. However given both City of Oxford and Abingdon & Witney Colleges have each secured in excess of £4m Local Growth Funding to develop STEM centres leading to over 650 additional STEM based learning outcomes annually from Sept 2018 (AY) it's reasonable to assume an increase in the percentage of funding that supports STEM will follow.
Deliver 1,150 more apprenticeships for young people with a focus on our priority growth sectors	A	<ul style="list-style-type: none"> Latest full academic year figures are for 2014/15 and are rounded to the nearest 10. There were 2,510 16-24 year old Apprenticeship starts from August 2014 to July 2015, with 2,450 starts during the same period the previous year. This is an increase of 2.4%, and compares favourably with a decrease of 2.5% across the South East region
Retain our graduate talent	A	<ul style="list-style-type: none"> 26% of Oxfordshire's graduates remain in the county to work after completing their courses, including 18% of Oxford University graduates and 26% of Oxford Brookes University graduates - See Infographic below Retaining graduate talent continues to be challenging.

Objective from the Strategic Economic Plan, March 2014	Evidence of progress by April 2016	
		<p>Evidence suggests that around 45% of graduates of the University of Oxford and almost 20% from Oxford Brookes have opted to work in London (source: <i>Future of Cities: Graduate mobility and productivity</i> Foresight report published by Government Office for Science, March 2016)</p> <ul style="list-style-type: none"> In general, a high proportion of graduates employed in the south east are either those returning to the region (following study elsewhere) or those who studied locally (source: <i>ibid</i>)
Maximise our environment to encourage sustainable living, enhancing quality of life and a range of opportunities for people to learn, improve their skills, and improve health and well-being	A	<ul style="list-style-type: none"> Some evidence of progress, particularly in major new developments like NW Bicester and Graven Hill
Place		
Provide between 93,560 and 106,560 new homes by 2031	A	<ul style="list-style-type: none"> The number of dwellings completed in Oxfordshire has risen year on year, but it is still well adrift of the rate implied by the headline target that has been agreed by the local authorities (informed by the SHMA)
Accelerate the delivery of new homes	A	<ul style="list-style-type: none"> As above
Provide accessible housing that is affordable for the people who work in Oxfordshire	R	<ul style="list-style-type: none"> Recent evidence suggests that Oxfordshire continues to experience real challenges The latest available data from CLG are for 2013. These suggest that the ratio of median house prices to median earnings is 6.72 across England. It 8.66 across Oxfordshire, and in South Oxfordshire, the figure is 10.52
Deliver flagship gateway developments and projects that stimulate growth	G	<ul style="list-style-type: none"> Progress is being made with regard to the delivery of some flagship projects such as Oxford Northern Gateway, North West Bicester and Harwell Campus
Deliver the Oxford Flood Risk Management Strategy	A	<ul style="list-style-type: none"> Preferred option to be published in June 2016, Outline Business Case to be submitted to the Treasury August 2016
Ensure new housing makes innovative use of blue and green infrastructure	A	<ul style="list-style-type: none"> Delivery is on-going
Enterprise		
Grow Oxfordshire's world-class technology clusters, leading to a GVA uplift of £6.6bn to 2030	G	<ul style="list-style-type: none"> There is a lag in the production of GVA data are the latest available estimates from ONS are for 2014. These suggest that between 2012 and 2014, Oxfordshire grew at 5.0% per annum. This was faster than all other LEP areas except London (which grew at 5.8% per annum) In its commentary, ONS comments on the period from 2008-2014. It states that "<i>In Oxfordshire, strong growth in the information and communication sector and the real estate sector contributed to the overall strong GVA growth</i>"
Achieve a more balanced economy through fostering a dynamic private sector and new business start-ups, creating at least 85,600 new jobs by 2031	G	<ul style="list-style-type: none"> Over recent years, Oxfordshire has seen the pace of jobs growth (i.e. on a workplace-based measure) exceed the indicative target that was quoted in the original SEP and has informed emerging local plans Again though, there is a lag in the production of data. ONS' Jobs Density dataset suggests that the total number of jobs in Oxfordshire increased from 378,000 to 399,000 between 2011 and 2013
Capitalise on the global reputation of Oxfordshire's knowledge base translating academic and research excellences into wealth generation for all our residents	G	<ul style="list-style-type: none"> We have secured government funding for four new innovation centres to support the commercialisation of research: an Innovation Accelerator for advanced engineering businesses at Begbroke; a Bioescalator to support the commercialisation of bioscience and medical related research, in Oxford; the Harwell Innovation Hub, focused on open innovation; and the UKAEA Culham Advanced Manufacturing Hub, focused on remote handling technologies

<i>Objective from the Strategic Economic Plan, March 2014</i>	<i>Evidence of progress by April 2016</i>	
		<ul style="list-style-type: none"> Oxford University and Oxford University Innovation have established a £320m fund, Oxford Sciences Innovation, to invest in spin outs from the University of Oxford, Culham and Harwell
Fulfil our potential as an internationally renowned business, academic and research centre to attract a minimum of 30 new high value foreign direct investments per year	A	<ul style="list-style-type: none"> 28 foreign direct investments were supported in Oxfordshire during 2015/16 - 14 of which were high value. 8 of the investments were within the Life Sciences sector. The county has also benefitted from substantial additional investment by major foreign owned firms already in Oxfordshire, such as BMW, and new investment by international agencies such as the European Centre for Space Applications and Telecommunications (ECSAT) Following deeper analysis of key sectors, detailed proposition documents were published in January 2016 to develop a greater understanding of the Oxfordshire offer with UKTI overseas posts and local partners and support the increased marketing, promotion and targeting of high value investment opportunities.
Connectivity		
Improve accessibility of international connections through direct rail connections from The Knowledge Spine to national hubs and airports and reduced congestion on strategic highway links, particularly the A34	A	<ul style="list-style-type: none"> Chiltern Railways has invested in a direct fast link to London Marylebone from the new Oxford Parkway station via Marylebone Significant improvements to the strategic road network, such as to A34 junctions with the M40, the Peartree interchange north Oxford, and at Milton/Didcot and Chilton The National Infrastructure Commission has been asked by the Government to investigate options for improving transport links between Oxford and Cambridge
Reduce the distance and barriers between our core economic areas across the Knowledge Spine through providing a minimum level of public transport services of four per hour and maximum journey time of 30 minutes	A	<ul style="list-style-type: none"> Implementation of the first phase of the Oxford Science Transit strategy, providing a direct link between Oxford and Harwell Improved access to Milton Park; and improvements at Botley
Increase the capacity and improve the efficiency and resilience of our local transport network by reducing congestion on key highway links	R	<ul style="list-style-type: none"> Despite some improvements to the strategic road network in Oxfordshire, particularly at key junctions, the evidence gathered by Oxfordshire County Council shows that levels of congestion on Oxfordshire's roads has increased over recent years
Spread the benefit of transport investment across Oxfordshire	A	<ul style="list-style-type: none"> Increasingly, the focus of transport planning is on a series of corridors across Oxfordshire in addition to the Knowledge Spine. The purpose of this broader emphasis is to encourage a strong link between transport investment and the main locations of housing and employment growth However there have been recent cuts to rural bus services
Explore the potential of 5G technologies underpinned by the development of the 5G Innovation Centre for Future Mobile Communications and Internet Technology	A	<ul style="list-style-type: none"> TBC
Increase connectivity between people and the quality natural environment to develop integrated sustainable transport routes	A	<ul style="list-style-type: none"> Preparation and the beginnings of implementation of the Oxford Science Transit strategy

Annex B: Summaries of Oxfordshire's three cross-cutting strategies

Box B1: Oxfordshire's Creative, Cultural, Heritage and Tourism Investment Plan (CCHTIP)

The creative industries and tourism play a key role in economic growth: 9.5% of employment in the county is already in tourism (32,000 jobs). Indeed, there is a 'virtuous circle of growth, quality and sustainability' at play, where each sector depends on the other for its success (creative industries to sell the tourism offer, for example), but each is independently driving economic growth, innovation and competitiveness across the county. The CCHTIP therefore provides a framework for growth which '*shapes a new agenda for joined-up working and cross sector commitment,*' with CCHT sectors at the core.

Four thematic areas were developed for the CCHTIP and inform the proposals:

- Productive and engaging experiences
- Skills, talent development and business growth
- Creative place-making
- Collaboration (a cross-cutting theme)

Experience Oxfordshire is the Destination Management Organisation for Oxfordshire, with a brief to encourage cross-sector collaboration and drive economic growth. The county already receives sizeable inward investment, due to the strength of its cultural offer: galleries, museums, music services, stately homes, festivals and events; as well as Oxford city, market towns and villages, and a beautiful rural landscape. The aim is to use the creative industries to enhance the experience for visitors and residents.

Oxfordshire is home to several thousand creative SMEs and bigger businesses. The county's strengths lie in publishing, software, games and design/crafts. Many of these are based outside Oxford, in rural towns and villages, heightening the need for excellent digital connectivity in rural areas. They are innovative and resilient: flexible responses to change have enabled businesses and the local economy to adapt and avoid economic stagnation, by developing new innovative business models.

Many in-county organisations – including Oxford University, Oxford Brookes University and schools and colleges – are already working with the Oxfordshire Skills Board, to ensure the county's skills need is met at all levels. The county's strong library network helps with this.

The CCHTIP matters because Oxfordshire is 'set for significant growth' and needs to prioritise the sectors that will help to achieve this. The county will retain its competitive edge only by 'connecting [its] strengths and coordinating [its] offer,' and innovating in order to win investment which is becoming ever-harder to secure

Box B2: Oxfordshire's Strategic Environmental and Economic Investment Plan (SEEIP)

Oxfordshire's natural environment has played a major part in the county's economic and social development and it will continue to be a vital part of its future. Its natural capital - including its land, soils, air, water, animals and plants – is distinctively rich and diverse. These assets provide a huge range of financial and societal benefits, from food and energy, through flood protection and pollution clean-up, to outdoor recreation, health and inspiring landscapes and surroundings.

The county's residents, businesses and other organisations - whether they are based in the City of Oxford, the market towns or numerous villages - all benefit economically and culturally from these assets.

These assets are in decline and investment is needed to reverse this damage. As the economy and the population grow, and the effects of current and future climate change are felt, the county needs to be prepared in order to minimise damage to the natural environment, reduce risk and protect the vital services provided to the people of Oxfordshire.

Recent advances in our understanding of the services provided by our natural capital offer major opportunities to repair and enhance the latter. Improvements nearly always bring about multiple "co-benefits" with added economic value, efficient use of natural resources and more pleasant surroundings, all of which make the county such a desirable place to live and work.

There is also the scope to develop new innovative environmental management strategies, products and services for export, attracting inward investment and creating jobs. A specific opportunity lies in the new field of "green infrastructure" with nationally pioneering work taking place in the county.

Environmental expertise within Oxfordshire is extensive: both the University of Oxford and Oxford Brookes University, together with external research centres, manufacturers, businesses, charities and community groups, are working together (and separately) to protect and maintain the natural environment. The SEEIP emphasises that *'the expertise and activity across the county will be even more effective when harnessed, coordinated and targeted towards common goals.'* Collaboration on working towards a number of environmental priorities is the aim of the SEEIP.

The vision of the SEEIP is: *"for Oxfordshire to benefit from a high quality, resilient environment which supports economic growth, development, health, wellbeing and prosperity for all"*. This will be achieved by an innovative, efficient environmental sector working together with other public and private sectors to:

- Attract and deliver investment in the county
- Ensure sustainable, long-term stewardship of natural capital
- Develop new and improved environmental knowledge, goods and services

This leads to five strategic priorities for investment:

1. Growing the green economy in Oxfordshire
2. Enhancing the quality and resilience of urban areas
3. Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity
4. Promoting and enabling access to the countryside
5. Engaging people in the environment and enabling more sustainable lifestyles

Box B3: Oxfordshire's Innovation Strategy (draft)

The draft sets out a strategy to better understand, increase, and make use of innovation in Oxfordshire. The strategy is structured around ten key themes, each of which underpins innovation across all sectors. For each theme, the needs, drivers and existing work are explored (illustrated by case studies of current initiatives) as well as the challenges that remain for an innovation-driven economy and a 'wish list' of projects that would deliver this vision. The ten themes are:

1. *Understanding the Ecosystem* – a deeper understanding of innovation activities in Oxfordshire will allow for better support of underdeveloped areas and identify opportunities for interactions across disciplines.
2. *Strengthening our Networks* – the networking community is thriving in Oxfordshire, but the challenge is to develop and maintain connections between sectors.
3. *Building Innovation Spaces* – despite the growth of innovation spaces across the county, increasing demand means that Oxfordshire needs both a strategic and tactical approach to better understand where to develop new innovation spaces.
4. *Reinforcing the Science and Research Base for Innovation* –the science and research base must be reinforced through translation to the wider community and increased accessibility to entrepreneurs and businesses.
5. *Innovation for All* –innovation needs to be accessible and adopted by all sectors. The research and knowledge base in Oxfordshire must impact all aspects of the economy, with innovation incorporated into environmental, cultural and heritage programmes to drive growth in the region.
6. *Innovation for Social Good* –building strength in social enterprise by linking social innovators, encouraging sustainable businesses for social good, and better funding, facilities and networks.
7. *Nurturing Talent and Developing Skills* – Oxfordshire has one of the most highly skilled workforces in the UK, but the growing challenge is attracting, developing and retaining skilled workforces in the region.
8. *Attracting Significant Business* – making Oxfordshire attractive to innovative companies and institutions. Investment to provide business space and build networks at a regional, national and global scale will be required to attract companies into the region.
9. *Attracting Capital* – ensuring that capital is available for innovative businesses. A variety of funding sources are available in Oxfordshire but resources are more limited in some sectors and there is a need for a more closely networked and mutually reinforcing culture.
10. *Embedding Innovation in the Ecosystem* – developing Oxfordshire as a testbed for innovation to accelerate the adoption and accessibility of innovations across the ecosystem. Disciplines such as Healthcare, Smart City and Low Carbon have led the way in using Oxfordshire as a living laboratory

Box B4: Oxfordshire Skills Strategy to 2020

Oxfordshire has one of the most innovative and highly-skilled populations in England. However, a small but important proportion of its population are unable to fully participate in the labour market because they lack the skills and opportunities to do so. One of the key aims of the Skills Strategy is to help these residents – through specialist and on-going support - into paid employment. Another key aim is to retain highly-skilled graduates from its two universities.

A highly-skilled workforce is crucial for economic growth and skills development is a core priority for OxLEP. In collaboration with the Oxfordshire Skills Board, it has been working to transform the skills landscape. Starting with schools and colleges, OxLEP has worked to improve careers advice and apprenticeship opportunities from the bottom up. However, this requires ‘a step change in approach, attitudes, focus and aspiration from partners,’ as well as young people. In order to achieve sustainable economic growth which maximises local employment opportunities for all, there is a need to align:

- Young people: given appropriate skills training and opportunities in county skill shortage areas
- Providers: who must meet employer demand for worker training in (current and future) growth sectors, and
- Employers: who must become more engaged with the county’s skills agenda.

In so doing, Oxfordshire hopes to develop and nurture: a workforce which is aligned with employers’ needs; a flexible training and education sector which responds to employers’ needs and which ‘produces employment-ready young people’; and a coordinated services approach which enables young people to transition easily from education to employment.

In order to achieve these goals, the Skills Strategy sets out five Strategic Priorities to 2020:

- *SP1) To meet the needs of local employers through a more integrated and responsive approach to education and training*
- *SP2) Creating the ‘skills continuum’ to support young people through their learning journey*
- *SP3) Up-skilling and improving the chances of young people and adults marginalised or disadvantaged from work*
- *SP4) To increase the number of apprenticeship opportunities*
- *SP5) To explore how we can better retain graduates within Oxfordshire to meet the demand for the higher level skills our businesses need.*

Annex C: Explanation of the relationship between OxLEP, the SEP and development planning

The purpose of Local Enterprise Partnerships is to “provide the clear vision and strategic leadership to drive sustainable private sector-led growth and job creation in their area” (Local Growth: Realising Every Place’s Potential; BIS, 2010).

To do this, LEPs are expected to produce and maintain an up to date Strategic Economic Plan (SEP). This has various purposes, including steering bids for funding for economic development, skills and infrastructure projects. Oxfordshire benefits from strong economic growth, therefore the SEP focuses on supporting and managing the economic growth to ensure sustainable and inclusive outcomes.

In producing Local plans, Oxfordshire’s local authorities are required to give due consideration to the SEP. They are not bound by what it says if other factors (e.g. environmental constraints) are considered to be more important, but there must be a robust case for overriding the SEP which will withstand scrutiny by the Government.

Local Planning Authorities have a statutory duty to prepare and maintain an up-to-date Local Plan, which sets out the proposed scale and location of development in the area over the next 15 to 20 years and in doing so seeks to balance economic, social and environmental considerations. This is different from the role of the LEP, which is expected to focus on supporting economic growth, albeit growth which is both sustainable and socially inclusive.

Part of the essential evidence base for a Local Plan is an assessment of the likely future growth of employment, and of the requirement for new homes. The expected scale and characteristics of employment growth are usually assessed using econometric forecasts which take into account past trends and policy changes. The housing requirement is assessed through a Strategic Housing Market Assessment (SHMA), which should be produced for the functional housing market area, usually adjusted to coincide with local authority boundaries, and which is required by the National Planning Policy Framework (NPPF) to be kept up to date.

In Oxfordshire, the five District Councils, supported by the County Council, decided jointly to commission a SHMA for the whole County, within which the requirements for individual districts were identified. The work was led by GL Hearn. Separately, the local authority client group commissioned employment growth forecasts from Cambridge Econometrics, in association with SQW, in order to inform the SHMA and Local Plans. The methodology used to produce the Oxfordshire SHMA was consistent with Government guidance and the housing requirements identified took account of forecast employment growth as one factor influencing future housing needs. There was a consultation on the SHMA methodology and all local authorities subsequently accepted the final report of the SHMA.

The original Oxfordshire SEP was prepared at the same time as the SHMA, in 2013. It incorporated the figures for employment growth produced for the SHMA, and the housing requirement figures produced by the SHMA. *The employment and housing growth figures in the Oxfordshire SEP are therefore a product of the local planning process (i.e. the SHMA), not an input to it.*

The SEP Refresh is using the same figures for growth as the original SEP and the SHMA. There are three main reasons for this:

- Employment growth since 2011 has been stronger than indicated by the employment forecasts used by the SHMA and the SEP. This is during a period of economic recovery, so the actual figures may be expected to be positive. However, it suggests that the employment forecasts are soundly based and are a good basis for planning
- The SHMA has been tested at the Cherwell Local Plan Examination in Public in 2014 and the Inspector's report of June 2015 concluded that it formed an appropriate basis for the proposed level of housing growth in Cherwell. This effectively endorsed the SHMA as a sound evidence document which underpins the development of Local Plans in Oxfordshire
- It is important that there is consistency between Local Plans and the SEP.

Note that during the workshop discussions that informed the development of this consultation draft of the refreshed SEP, some attendees expressed support for a county-wide approach to the environmental, social and economic assessment of the impact of the figures contained within the SHMA.

Annex D: List of acronyms

CCHTIP	Creative, Cultural Heritage and Tourism Investment Plan
EAFRD	European Agricultural Fund for Rural Development
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
NEET	Not in Employment, Education or Training
OxLEP	Oxfordshire Local Enterprise Partnership
SEEIP	Strategic Environmental and Economic Investment Plan
SEP	Strategic Economic Plan
SFA	Skills Funding Agency
STEM	Science, Technology, Engineering and Mathematics

This page is intentionally left blank



Oxfordshire Growth Board Monday, 26 September 2016

ADDENDA

9. Urgent Business - Strategic Economic Plan (Pages 1 - 62)

Strategic Economic Plan

The Chairman has agreed that the following item be considered as an item of urgent business in that it had always been the intention to review the SEP at this meeting but it was left off the original agenda due to an administrative oversight.

The Chairman has indicated that the item will be taken following Item 6 on the agenda.

This page is intentionally left blank

OXFORDSHIRE GROWTH BOARD

STRATEGIC ECONOMIC PLAN

Purpose of Report

1. To provide the Growth Board with an opportunity to review the latest version of the Strategic Economic Plan for Oxfordshire (the SEP) and to comment formally to the Oxfordshire Local Economic Partnership (OxLEP) on the SEP, as part of the final consultation with statutory partners currently being undertaken by OxLEP.

Recommendation

The Growth Board is asked to note the Strategic Economic Plan, attached as an appendix to this report, and comment as appropriate.

Introduction

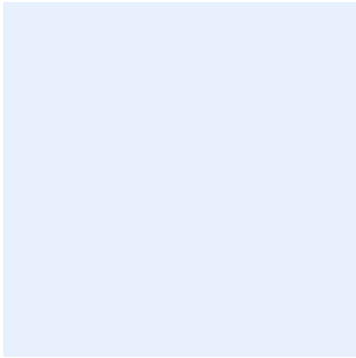
2. The Growth Board received a draft version of the strategic economic plan at its meeting on 26 May 2016.
3. At this meeting the Board resolved that:
 - *That the implications on the SEP Refresh within the context of its on-going joint statutory work, including in particular its work on planning for infrastructure development in the medium to long term be noted.*
 - *That no particular comments on the SEP structure, priorities to 2020 and the identified commitments under each theme be made at this time.*
 - *That the OXLEP Board be requested to set a timetable for consultation and finalisation that would allow councils to have deliberations within their own processes..*
4. The Timetable was accordingly altered and discussions within each council are now timetabled and have either taken place or are due to within the next few weeks.
5. As part of this review process officers considered it appropriate to return to the Board with the latest version of the SEP, including the responses to public consultation for the Board to once again review and comment as appropriate.

This page is intentionally left blank

Refreshing Oxfordshire's Strategic Economic Plan

Draft – revised following public
consultation

Foreword



To be written to include reference to include references to:

The consultation exercise

Brexit

Contents

REFRESHING OXFORDSHIRE'S STRATEGIC ECONOMIC PLAN	1
EXECUTIVE SUMMARY	2
INTRODUCING OXFORDSHIRE'S REFRESHED STRATEGIC ECONOMIC PLAN	4
A PROFILE OF OXFORDSHIRE'S ECONOMY TODAY – AND ITS ASSETS, OPPORTUNITIES AND CHALLENGES.....	6
OUR VISION	19
OUR PROGRAMMES.....	21
PEOPLE.....	23
PLACE	28
ENTERPRISE	34
CONNECTIVITY	39
MOVING FORWARD IN DELIVERY	45

Executive Summary

This refreshed version of the Strategic Economic Plan (SEP) for Oxfordshire takes into account evidence that has become available since the first SEP was produced in 2014, including new strategies relating to skills, innovation, culture and heritage, and natural resources and the environment. It acknowledges the changing context for Oxfordshire's economic well-being. It also responds to substantial engagement from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents. But like its predecessor, this refreshed SEP signals our strong ongoing commitment to sustainable economic growth across the county.

Oxfordshire's SEP is intended to be a widely-owned "*economic route map*" focused on supporting the economic performance, potential and prospects of Oxfordshire, and managing the county's strong economic growth to ensure sustainability and inclusivity. Compared to the original SEP, this refreshed version is higher level, shorter and clearer. It focuses on strategy rather than the details of delivery.

The Vision of the SEP is that

By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence.

Oxfordshire is notable for the excellence and scale of innovation, enterprise and research within the county, and for the dynamism of its economy: both employment and GVA (Gross Value Added) are growing strongly, activity and employment rates are high, and there is very low unemployment. The scale of recent investment in some of its most successful firms bodes well for the future. In addition, significant progress has been made over the last two years in delivering against most of the objectives set out in the 2014 SEP.

However, there are issues of sustainability and inclusion that must be addressed. There is also a need for greater resilience in the face of increased global risks and uncertainty.

We aim, with partners, to harness Oxfordshire's unique combination of assets to ensure that by 2030, the county's economy is recognised to be:

- **Vibrant:** a place where ambitious businesses and people thrive; and where young people choose to build their careers and their lives
- **Sustainable:** environmentally (taking into account patterns of resource use, climate change, carbon emissions, heritage assets), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)
- **Inclusive:** where all residents and businesses have a real stake and voice in determining the county's future economic narrative and contributing fully to it
- **World-leading:** recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

These outcomes will be achieved through four wide-ranging programmes, each with priorities to 2020, and a number of key action areas. The programmes are:

- **People** – 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

- **Place** – ensuring a strong link between jobs and housing growth, and providing a quality environment that supports and sustains growth; and offering the choice of business premises and homes needed to support sustainable growth whilst capitalising on and valuing our exceptional quality of life, vibrant economy and urban and rural communities
- **Enterprise** – emphasising innovation-led growth, underpinned by the strength of Oxfordshire’s research, business collaboration and supply chain potential; recognising and reinforcing the significant contribution made by all sectors, all parts of Oxfordshire and all types of business
- **Connectivity** – enabling people, goods and services to move more freely, connect more easily; improving broadband and mobile coverage and capacity; and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

We will ensure that the inter-relationships and opportunities across these programmes are fully exploited. For example, we will encourage the local commercialisation and application of technologies developed by Oxfordshire’s research and business communities in areas which improve environmental sustainability and health outcomes (such as low carbon, low energy systems, autonomous vehicles and digital health) in order to benefit Oxfordshire’s people, places and connectivity.

There is an important cross-cutting spatial dimension to the SEP. We will maintain the principal spatial focus on Oxfordshire’s Knowledge Spine – from Bicester in the north through Oxford to Science Vale in the south – as the main location for housing and employment growth. However, we will also continue to encourage and support projects in the market towns and rural areas which support the objectives of the SEP, and ensure these areas are well connected to the Knowledge Spine (and elsewhere).

In delivering the refreshed SEP, the LEP will work through clear governance and management arrangements, building on the substantial progress that has been made over the last two years and supporting on-going initiatives to devolve significant responsibilities and funding to deliver local services and infrastructure improvements. It will work closely with key partners and stakeholders including Oxfordshire’s local authorities and the Oxfordshire Growth Board, and the county’s businesses, voluntary organisations, academic institutions, and residents.

Introducing Oxfordshire's refreshed Strategic Economic Plan

It is now two years since Oxfordshire Local Enterprise Partnership (OxLEP) published its first Strategic Economic Plan (SEP). In the interim we have achieved a great deal, and the SEP itself continues to be widely endorsed.

The decision to update and refresh the SEP has been prompted by our desire to continue to nurture Oxfordshire's economy. The refreshed SEP:

- reflects **new evidence and insight** that has become available over the last two years
- embraces a number of **investment plans and strategies** that have been completed (or are ongoing) within the county, relating (for example) to skills, innovation, culture and heritage, and the environment
- acknowledges the changing **wider context** for Oxfordshire's economic well-being – and particularly, the far greater global economic uncertainty that is likely to define the next five years, including in relation to the outcome of the referendum on the UK's membership of the EU
- responds to substantial **engagement** from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents
- anticipates that the **process of devolution** will progress substantially over the months/years ahead.

Through the refresh process, we have sought to ensure that Oxfordshire's SEP is a **widely-owned "economic route map"** for the county as a whole. It focuses on realising the opportunities in Oxfordshire to achieve **sustainable economic growth** and to conserve its natural resources and built heritage. It has been informed by a series of public workshops and it has benefited from a full public consultation (which generated almost 300 written responses).

Box 1: What we mean by sustainable economic growth

The 1987 Brundtland Report defined 'sustainable development' as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. What does this mean in the context of Oxfordshire's Strategic Economic Plan?

Oxfordshire LEP was established by the Government to support economic growth in Oxfordshire. Its focus, therefore, is on supporting economic growth which delivers sustainable and inclusive outcomes and creates a vibrant and world leading business environment. This type of growth will:

- enhance and develop community coherence and connectivity, building-in community well-being and resilience for the future
- ensure today's and tomorrow's residents can find good jobs and homes they can afford in the county
- use the incredible scientific and technological expertise in Oxfordshire's institutions to stimulate economic growth which is more sustainable, more inclusive and genuinely world leading in its characteristics

- enable infrastructure improvements which we all want, but know we cannot afford without the public and private sector funding that only comes with planned growth
- enable us to insist on, and afford, new development which is high quality and enhances the built environment
- enable investment in developing the skills of our young people
- make better use of limited and precious resources such as water, energy and land
- ensure that Oxfordshire continues to make a strong, positive contribution to the national Exchequer.

Growth therefore needs to be both supported and managed, to produce positive, sustainable outcomes. This is what the LEP is seeking to do: to achieve the vision in the Strategic Economic Plan

Figure 1: The purpose of Oxfordshire’s Strategic Economic Plan (SEP)



A profile of Oxfordshire's economy today – and its assets, opportunities and challenges

The economic headlines

Overall, Oxfordshire generates output to the value of about £20.5bn (data for 2014, in current prices, from ONS) from about 400,000 jobs (including both employees and self-employment jobs) in a total of 30,000 enterprises.

Oxfordshire performs well on key metrics of productivity and it is consistently in the upper echelons of league tables relating to the economic performance of LEP areas:

- in 2014, GVA per hour worked in Oxfordshire was an estimated £32.70 – compared to a UK average of £31.00
- in 2013, GVA per filled job was estimated to be £51.2k; the UK average was £48.8k.

In the year to March 2016, some 358,000 residents aged 16-64 were in employment (whether employed or self-employed). Both activity and employment rates are higher than the regional average – and substantially higher than the national average. The rate of unemployment is very low. Hence Oxfordshire is currently approaching full employment.

The largest employment sectors in Oxfordshire are education (51,000 employees, 14.9% of all employees in employment), professional, scientific and technical (41,000, 12.1%), health (40,000, 11.8%) and retail (32,000, 9.4%). Employment in tourism – which is cross sectoral – also accounts for around 32,000 jobs (9.5%)¹.

Over the last few years, Oxfordshire's economy has performed strongly, and the scale of recent investment bodes well for future growth. Between 2011 and 2014, the number of jobs in Oxfordshire – including employee and the self-employment jobs – grew by 7.8%, compared to growth of 6.2% nationally. Within this total, employee job numbers grew by 6.3% to 341,500 (compared to 5.3% nationally), while the number of self-employment jobs grew slightly faster. The rate of GVA growth from 2011-14 was also above the national average (15.6%, compared to 12.1% for the UK).

Since 2011, employment growth in Oxfordshire has been much faster than was expected through the forecasts used as the basis for the Strategic Housing Market Assessment². The sectors with the biggest increase in employees 2011-14 were professional, scientific and technical (an increase of nearly 7,000 employees), construction (5,500 increase), business administration and support services (3,300 increase) and transport and storage (2,200 increase). The number of employees in manufacturing and public administration and defence declined by just over 1,000 in each sector over the 2011-14 period.

Science and technology based clusters in Oxfordshire are particularly strong and distinctive, nationally and internationally. By 2014, there were 46,100 employees in high tech sectors in Oxfordshire, 13.5% of total employee jobs in Oxfordshire. GVA growth in key high tech sectors was well above the national average (e.g. GVA in 'information and communication'

¹ Sectoral employment is taken from the Business Register and Employment Survey (BRES) – latest data is for 2014, published in the autumn 2015. Employment in tourism is based on figures in the Oxfordshire Creative, Cultural, Heritage and Tourism Investment Plan.

² The Planned Economic growth employment forecasts envisaged growth between 2011 and 2021 of just under 50,000 jobs, which is equivalent to just under 15,000 over the period 2011-14. This compared with actual growth of just over 30,000 jobs – twice the rate forecast.

grew by 29.3% in Oxfordshire between 2011 and 2014, compared with 8.4% in UK). In the 12 months to July 2015, Oxford's technology firms received a reported £1.4bn in investments - more than five times the previous year's total of £250m. Over 20 new Oxford technologies and ventures received a record £2.6m in proof-of-concept funding in 2014 alone. This bodes well for future growth.

Some 85% of Oxfordshire residents in employment live and work in the county. However, both inbound and outbound commuting increased between 2001 and 2011 for all Oxfordshire districts with the exception of South Oxfordshire, where there was a slight fall in out-commuting. In 2011, 57,000 people commuted into Oxfordshire, 10,000 more than in 2001, and there was a daily net inflow to Oxford of nearly 30,000 workers, up 16% since 2001.

One reason for increased commuting into Oxfordshire is the high housing costs and associated issues of affordability³. It is therefore encouraging that housing completions have increased over the five years to 2015, compared with a national average of 15%⁴. However, completions remain well below the objectively assessed need: a total of 3,124 new homes were completed in the county in 2014/15, compared with a need averaging approximately 5,000 per year⁵.

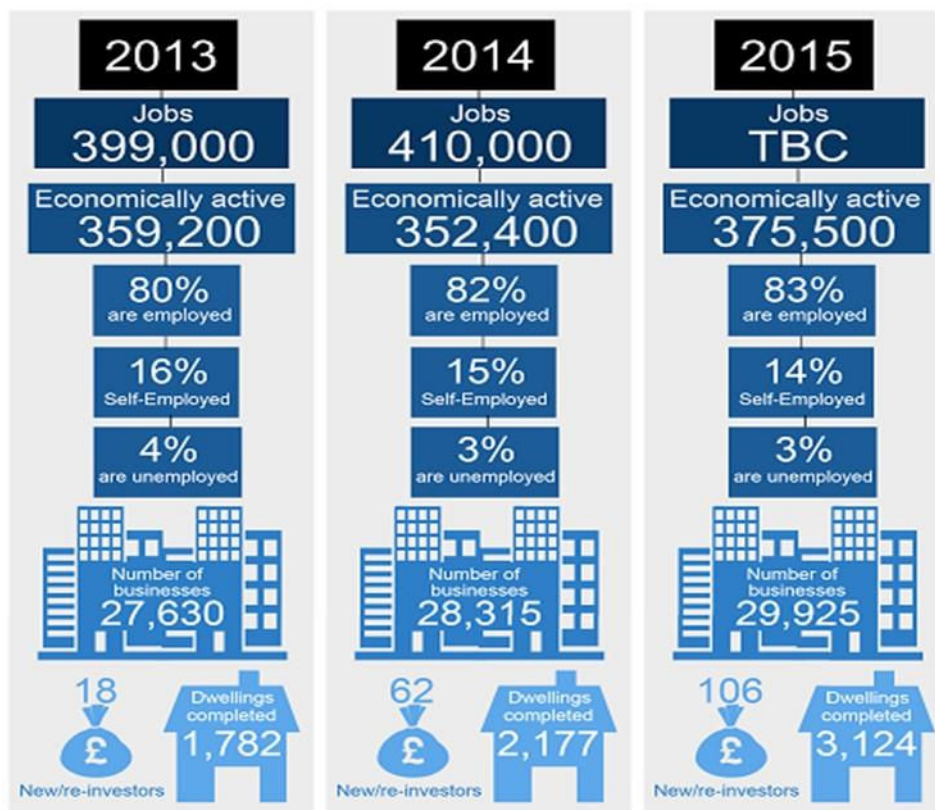
As at June 2016, some 2,635 people in Oxfordshire were claiming Job Seekers Allowance (JSA), or Universal Credit (UC). This equates to an unemployment rate of just 0.6%, compared to 1.8% for Great Britain. Since March 2014, when the first SEP was published, the number of Oxfordshire residents on JSA/UC has declined by nearly 40%. This is to be welcomed. However it does point to the challenges for growing and new businesses seeking to recruit staff from a small pool of potential labour. Furthermore, the people claiming in work benefits are likely to be those who face particular challenges in accessing training and work, meaning that they will need additional and targeted support to help them move closer to the labour market.

³ It is notable also that several of the businesses that were consulted in the course of refreshing the SEP commented specifically on the growing incidence of long distance commuting, particularly from the Midlands, as result of housing pressures and prices. The businesses considered that this was not sustainable long term, not least because employees typically "got fed up" after about a year and then moved onto other jobs

⁴ Sources: local authority annual monitoring reports for the Oxfordshire figure, DCLG for the national figure.

⁵ The 'objectively assessed need' for the period up to 2031 was identified in the 2014 Strategic Housing Market Assessment for Oxfordshire, commissioned by the Oxfordshire local authorities.

Figure 2: Understanding how the economy of Oxfordshire is changing



Oxfordshire's wider assets for economic prosperity

Oxfordshire is home to some of the UK's principal resources for high quality, knowledge-based, economic growth:

- The recent official UK-wide assessment of all university research, the Research Excellence Framework, found that the **University of Oxford** has the country's largest volume of world-leading research. This research sets academic agendas and the University of Oxford is among the top 5 in the world on every key indicator for both teaching and research. The University of Oxford has had over 50 Nobel Prize winners, more than most countries, and total external research has increased every year for the last 10 years, reaching £523m in 2014/15.
- **Oxford Brookes University** is among the best of the newer universities nationally and consistently ranks within the top 10 universities in the UK for income from intellectual property, reflecting the strong impact of its research.
- There is a unique grouping of 'big science' and other research facilities, primarily in **Science Vale** in the south of Oxfordshire, including the Culham Centre for Fusion Energy and – at Harwell – the Science and Technology Facilities Council (STFC) Rutherford Appleton Laboratory; Diamond Light Source, the national synchrotron facility; the ISIS Pulsed Neutron Source; the Central Laser facility; the UK Space Gateway, including the Satellite Applications Catapult Centre; the European Space Agency; and the Medical Research Council's facilities.
- Oxfordshire has some **outstanding and fast-growing businesses with names that are widely recognised around the world**, ranging from newer companies like Adaptimmune and Immunocore to more established ones like Sophos, Williams F1, Oxford Instruments

and Blackwell, and global brands such as BMW, Siemens, Unipart and Oxford University Press.

- There is momentum linked to **Science Vale Oxford**, **three Enterprise Zones** (at Harwell, Didcot and Milton Park), **two Garden Towns** (Bicester and Didcot) and an **increasing supply of specialist science and business parks and incubator space** (for example, at Begbroke, Bicester Business Park, Harwell Science and Innovation Campus, Milton Park, and Oxford Science Park).
- There is improving access to **long term risk capital**, particularly through the establishment of two major new funds in 2015:
 - University of Oxford and Oxford University Innovation (the University's technology commercialisation subsidiary) launched a partnership with newly created Oxford Sciences Innovation plc (OSI) to invest £320m in science and technology-based spin-outs from Oxfordshire's research facilities
 - the Woodford Patient Capital fund, based in Oxfordshire, raised £890m at launch.
- Oxfordshire has a **strategic location** – which is close to both a booming world city (London) and a global hub airport (Heathrow); and is an integral part of the UK's **Golden Triangle** (defined between Cambridge, London and Oxford).

Figure 3: Oxfordshire's Strategic Economic Assets



The economic importance of our built and natural environmental assets

Oxfordshire's built heritage and natural environment have played a substantial part in the county's economic and social development and they will continue to be a vital part of its future. Many of Oxfordshire's towns and villages are attractive and vibrant places in which to live, work and relax. The county's natural capital – including its land, soils, air, water, animals and plants – is distinctively rich and diverse. Oxfordshire's urban and rural heritage is outstanding. The county's residents, businesses and other organisations – wherever they are located – all benefit economically, socially and culturally from these assets.

However, some of these assets are in decline or under threat, and investment is needed to reverse this damage. As the economy and the population grow, and the effects of current and future climate change are felt⁶, the county needs to be prepared in order to minimise damage to the natural environment, build resilience and reduce risk.

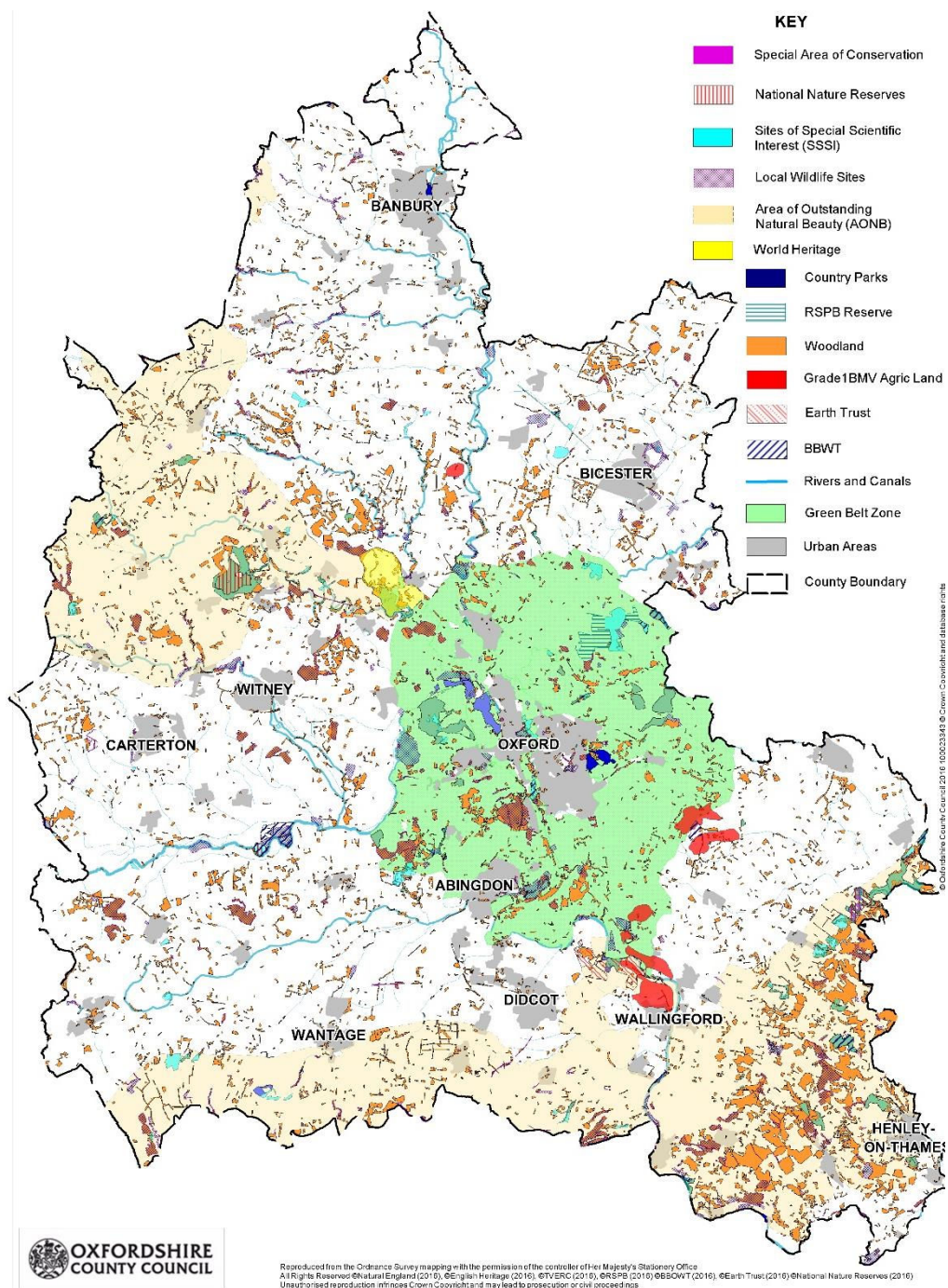
It would be misleading to suggest that economic growth does not give rise to environmental pressures. However, Oxfordshire has some real opportunities to apply local research and innovation to repair and enhance its natural capital as well as the built environment. For example, Oxfordshire has world leading research and commercialisation in areas such as solar and fusion energy and electric vehicles, and low carbon sectors already account for about 7% of the economy. Well targeted investments can bring about multiple benefits including added economic value, more efficient use and greater protection of natural resources and more pleasant surroundings, all of which make the county a more desirable place to live and work.

The outstanding quality of its natural and built environment – and the importance of both in relation to its economic well-being – is described in two plans we have produced with partners since the 2014 SEP: the **Strategic Environmental and Economic Investment Plan (SEEIP)** and the **Creative, Cultural Heritage and Tourism Investment Plan (CCHTIP)**. These two documents provide a great deal of evidence and insight with regard to the economic importance of our natural and built environment, and also the way in which sustainable economic development can support the successful management of our environmental assets (see Annex B for a summary of the plans).

Oxfordshire's economic assets are second to none – particularly in combination with its environmental, heritage-related and cultural resources. With them come real opportunities and challenges in relation to economic growth – and, for the people of Oxfordshire and for OxLEP, some responsibilities.

⁶ See Oxfordshire's Low Carbon Economy – Report by the Environmental Change Institute and Low Carbon Oxford, October 2014

Figure 4: Oxfordshire's Strategic Environmental Assets



Economic geography

Against this backdrop, Oxfordshire has a very distinctive economic geography. Most of the county is within an Oxford Travel to Work Area (as defined at the time of the 2011 Census). Banbury – in the north – has a TTWA of its own (which extends into Northamptonshire) and parts of southern Oxfordshire are contained within the Reading TTWA, but Oxford is – demonstrably – the county’s functional centre. The urban area of Oxford (including Botley which is in Vale of White Horse district) has a population of around 160,000 – slightly larger than that of the area administered by Oxford City Council. But on either definition, the city accounts for just under a quarter of the county’s population, and around 30% of all the jobs in Oxfordshire.

Outside Oxford, the major settlements are stand-alone towns with a distinctive character – Bicester and Banbury in Cherwell (to the north and east); Witney in West Oxfordshire; Didcot, and Henley-on-Thames in South Oxfordshire; and Abingdon and Grove & Wantage in Vale of White Horse. These towns differ substantially from each other and some of them – notably Bicester, Didcot and Grove & Wantage – are set to see significant planned growth.

Much of Oxfordshire is rural. Parts of the county are of an extremely high environmental quality. Indeed, Oxfordshire overlaps with three different Areas of Outstanding Natural Beauty (Cotswolds, North Wessex Downs and Chilterns). Blenheim Palace and its Estate, and the University quarter in Oxford, are World Heritage Sites, reflecting their cultural and historical significance.

The area surrounding Oxford is Green Belt – a planning designation which was established to control urban sprawl and, in the case of historic cities like Oxford, to preserve its setting and special character.

These are the particular spatial characteristics of a county which is both distinctive and beautiful. In a fast growing county such as Oxfordshire it is inevitable that at times there may be conflicts between economic development, environment assets and the Green Belt. However, if development is planned and delivered well, with adequate resources – and if natural resources are appropriately valued – the outcome should be net environmental gains.

Progress in delivering our Strategic Economic Plan

Our original SEP included a series of Objectives, structured under each of four Programmes. For the most part, the timescale for the delivery of these Objectives was through to 2030/31, so two years in, we still have some way to go. However, we are making good progress⁷. This section provides an overview of the progress made so far. This has been made possible by the LEP securing, in collaboration with partners, substantial funds through the Oxfordshire City Deal, Local Growth Fund and the European Structural and Investment Funds (ESF, ERDF, EAFRD). The table below summarises the funding secured and the leverage and outputs it will provide.

Table 1: Funding secured by the LEP with support from partners in the last two years

Source	Amount secured	Leverage	Total investment	Expected outputs
City Deal (January 2014)	£55.5m	£1,216m	£1,271.5m	18,000 jobs, 7,500 homes, by 2021
Growth Deal 1 (January 2015)	£108.5m	£100m	£208.5m	6,000 jobs, 4,000 homes, by 2021
Growth Deal 2 (January 2015)	£9.9m	£593.54m	£603.44m	
Total	£173.9	£1,909.54	£2,083.44	

Table 2: European Structural Investment Funds⁸

Source	Amount allocated	Expected outputs
European Regional Development Fund	€9.9m	754 business supported
European Social Fund	€9.4	1,000 people helped into training and work
European Agricultural Fund for Rural Development	€2.8	TBC – discussions with Defra on-going
Total	€22.1m	

One element of progress is the production of four cross cutting plans intended to support implementation of the SEP. These include the **Strategic Environmental and Economic Investment Plan (SEEIP)**, the **Creative, Cultural Heritage and Tourism Investment Plan (CCHTIP)**, the draft **Innovation Strategy** and the **Oxfordshire Skills Strategy**. The main

⁷ More detail is available in OxLEP's Progress Report, 2011-2015

⁸ The Chancellor Phillip Hammond has announced that the Treasury will guarantee government funding for projects backed by ESIF which are signed before the Autumn Statement. The Treasury will assess whether other projects that are signed after the Autumn Statement should also get a guarantee. Some of Oxfordshire's ERDF bids are at assessment stage and we are confident that we will reach contract stage by the Autumn Statement. Other ERDF funding project calls have yet to be issued and we await further guidance on these.

provisions of all four are summarised below; more detailed synopses are available in Annex B.

Figure 5: Oxfordshire’s Strategic Economic Plan – and four cross-cutting strategies which underpin it

	People	Place	Enterprise	Connectivity
Strategic Environmental Economic Investment Plan	Engaging people in the environment and enabling more sustainable lifestyles	Enhancing the quality and resilience of urban areas Improving the management of land to reduce flood risk, enhance water resources, and promote biodiversity	Growing the green economy in Oxfordshire	Promoting and enabling access to the countryside
Creative, Cultural, Heritage and Tourism Investment Plan	Productive and engaging experiences Skills, talent development and business growth	Creative place-making	Skills, talent development and business growth	Collaboration
Oxfordshire Innovation Strategy	Innovation for all Innovation for social good Nurturing talent and developing skills	Building innovation spaces	Reinforcing the science and research base for innovation Attracting significant business Attracting capital Embedding innovation in the ecosystem	Understanding the Ecosystem: Strengthening our Networks
Oxfordshire Skills Strategy	Creating a skills continuum to support young people through their learning journey Upskilling and improving the chances of young people and adults marginalised or disadvantaged from work To increase the number of apprenticeship opportunities		To meet the needs of local employers through a more integrated and responsive approach to education and training To explore how we can better retain graduates within Oxfordshire to meet the demand for higher level skills our businesses need.	

Alongside projects funded through City Deal and Local Growth Fund (see Tables 3 and 4 below), the following paragraphs summarise other aspects of progress, structured around the four SEP programmes (people, place, enterprise and connectivity). The LEP’s role in delivery varies; in some areas it takes a leadership role and seeks to influence decision-making by others, locally and in government nationally; in other areas, it acts as the main

delivery organisation; in others, it acts as a broker – for example, linking partners to each other and to sources of funding – or a facilitator (working with partners, with them in the lead delivery role).

Annex A provides a more detailed analysis of progress in relation to specific commitments in the original SEP.

In relation to People...

We have seen **employment and activity rates** rise in Oxfordshire, ensuring that more people are contributing to – and benefitting from – our growing economy. Over the last two years, we have also seen a **greater uptake in apprenticeships** through our Oxfordshire Apprenticeships Programme.

Our O2i programme (Opportunities to Inspire) is promoting greater collaboration between schools and local businesses, and helping to inspire our young people and make them aware of the employment and career opportunities within Oxfordshire.

Our European Social Fund programme is starting to deliver. Activate Learning has recently won a contract to run Building Better Opportunities, a £1.2 m project that will help more than 300 Oxfordshire residents who are long term unemployed access the labour market. The three-year project will run to 2019.

In relation to Place...

We have made substantial headway in relation to some major new schemes. These include some with outstanding credentials for sustainability (e.g. **North West Bicester and the newly designated Didcot Garden Town**) and innovation (e.g. **Graven Hill**), and which are also providing a focus for both housing and jobs growth.

The District Local Plans are all moving through the plan making process. The Cherwell Local Plan has already been adopted and Oxford City Council has just embarked on a review of its Local Plan. Other District Plans are all in advanced stages of development. This has helped accelerate **housing delivery**, which has increased by 74% over the last five years. However, the scale of housebuilding is still well below the objectively assessed need (as evidenced in the Strategic Housing Market Assessment for Oxfordshire, produced by all the local authorities working together), and **housing costs** have continued to increase relative to incomes, with the result that Oxfordshire is among the least affordable places in the country to live: data from CLG (for 2013) suggest that the ratio of median house prices to earnings is 8.66 across Oxfordshire (compared to 6.72 across England as a whole)⁹.

In relation to Enterprise...

More jobs have been created within Oxfordshire than were anticipated through the forecasts that informed the Strategic Housing Market Assessment. This process has been bolstered by macro-economic conditions, but there has also been an impact from some of our early local initiatives and from the City Deal – notably the creation of the **Enterprise Zones**. The focus on jobs growth through implementing key projects is even more important following the Brexit decision and consequent economic uncertainty.

We have seen some major investments in our science and knowledge-based infrastructure and these should lead to further economic growth downstream. For example, we have seen

⁹⁹ Data sourced from CLG Live Table 577

investment in the **Satellite Applications Catapult** at Harwell, the **Begbroke Accelerator** and the **Oxford Bioescalator**.

In addition, we have been delivering some major projects such as **Oxfordshire Business Support (OBS)**. This promotes, co-ordinates and delivers support to local business to help them develop and grow. It also provides a mechanism for integrating national and local business support. It is targeted at start-ups, high growth SMEs, social enterprises and innovative entrepreneurs via a range of free or subsidised products and services. During 2015/16, nearly 12,000 businesses and individuals engaged with the OBS helpline and website, and almost 700 of these were supported via the Triage system and also through our Network Navigators.

Our **Invest in Oxfordshire** service continues to foster greater Foreign Direct Investment in Oxfordshire by helping overseas and domestic businesses locate in the county. In 2015/16, Invest in Oxfordshire handled 169 enquiries, of which 33% were from UK companies and 67% from foreign firms. 43 of these inquiries were from companies in the life sciences sector, 34 from the creative sector and 21 from automotive and advanced engineering.

In relation to Connectivity...

We have seen significant investments and improvements – notably the opening of **Oxford Parkway** railway station, with a fast direct link to London Marylebone; and also enhancements to the **coverage of superfast broadband** county-wide. Around 80,000 premises across Oxfordshire now have access to faster fibre broadband as a result of the Better Broadband for Oxfordshire roll-out, including many in some of the more difficult to reach parts of the county. Of those 80,000, more than 64,500 households and businesses have access to ‘superfast’ broadband speeds of 24 megabits and above¹⁰.

We have advanced a number of **innovative collaborations, focused on connectivity**; this includes (for example) working on major data analytics projects. We have sought to advance innovative solutions linked, for example, to the interface between energy and mobility.

However, the evidence suggests that **congestion on our roads is continuing to increase**. Whilst there have been some important incremental improvements (including to junctions on the A34), the scale of the challenge remains substantial.

Table 3: Oxfordshire’s City Deal – including projects started by 2016

Projects	City Deal funding	Total investment
Harwell Innovation Hub - a new facility focussed on promoting open innovation based at the Harwell Campus. Delivered by The Science and Technology Facilities Council.	£7m	£14.1m
Culham Advanced Manufacturing Hub - a new facility focussed on remote handling, with applications across a number of different industries where there are extreme environments (nuclear, space, underwater, underground. Delivered by the United Kingdom Atomic Energy Authority.	£7.8m	£21.2m
Oxford BioEscalator - a new-breed of incubator space to nurture small spin-off companies in the life science sector with the capacity to grow into mid-sized companies. Situated in the Old Road Campus in Oxford, it will allow co-location with hospital and research facilities and staff	£11m	£21m

¹⁰ <http://www.betterbroadbandoxfordshire.org.uk/cms/content/track-budget-and-time>

Projects	City Deal funding	Total investment
and sharing equipment that allow “adjacent innovation” to develop at scale. It will also support single teams to manage multiple biotech companies which will significantly reduce management costs. Delivered by The University of Oxford.		
Begbroke Innovation Accelerator - a new facility located at Begbroke Science Park, focused on the advanced engineering sectors of automotive, nuclear materials, advanced materials, robotics, as well as in nano-medicine, pharmaceuticals, motorsport and supercomputing. Delivered by The University of Oxford.	£4.2m	£11.2m
Oxfordshire Innovation Support for Business - a tailored business support programme which will bring together a network of existing provision, amplify and enhance existing services to businesses and plug gaps with bespoke programmes in order to promote innovation based growth. Delivered by the Oxfordshire LEP.	£2m	£7m
A package of measures that will improve access to the Science Vale Oxford Enterprise Zone from the national and local road network. This will increase reliability – and in turn provide the confidence necessary to attract business investment and high skilled employees. Delivered by Oxfordshire County Council.	£6.1m	£28.2m
Schemes to support the regeneration of Oxford’s Northern Gateway and the A40 approaches to Oxford . The package of measures will relieve congestion and deliver growth at the Northern Gateway development site, including 800 houses, of which 300 are additional to current plans, and up to 8,000 new jobs. Delivered by Oxfordshire County Council.	£7.3m	£17.8m
A programme to increase the number of young people taking up Apprenticeships , with a particular focus on courses that will support Oxfordshire’s growth sectors: advanced engineering and manufacturing; space technology and biosciences. Delivered by Oxfordshire County Council.	£1.5m	£1.5m

Table 4: Growth Deal funding secured for projects started by 2016

Project	Growth Deal funding	Total investment
Centre for Applied Superconductivity - a new centre of innovation to coordinate the interaction between key industry players, Oxford University, cryogenics companies, and end users (including SMEs). Delivered by The University of Oxford.	£4.5m	£6.5m
Oxfordshire Centre for Technology and Innovation - development of a Technology and Innovation Training Centre in Oxford to address skills shortages across engineering, electrical, design, and emerging technologies. Delivered by Activate Learning.	£4.5m	£7.8m
Didcot Station Car Park Expansion - packages of measures for car park expansion. Part of the expansion and improvement of Didcot station as a key gateway to Science Vale high tech cluster and the Enterprise Zone. Delivered by Great Western Railway.	£9.5m	£23m

Project	Growth Deal funding	Total investment
Advanced Engineering and Technology Skills Centre – a collaboration with Abingdon and Witney college, the centre will address skills shortages in Science Technology Engineering and Maths subject areas by supplying skilled technicians at Harwell Oxford and elsewhere in Oxfordshire; and deploying the unique expertise and facilities available at and around Harwell Oxford as a learning resource for the rest of the UK and globally. Delivered by Abingdon and Witney College.	£4m	£5.9m
Northern Gateway – a package to improve transport in North Oxford and enable the Northern Gateway development, which will provide business and research space, and new homes. Delivered by Oxford City Council.	£5.9m	£452.5m
Oxpens – transport and site improvements to support the Oxpens development, which will provide office and research space and new homes in the heart of Oxford. Delivered by Oxford City Council.	£3.5m	£150m
Activate Care Suite – to improve adult social care and health. Delivered by Activate Learning.	£0.4m	£0.6m

Our Vision

By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence.

Oxfordshire is set apart by the excellence and scale of **innovation, enterprise** and **research** within the county:

- **Innovation** is the application of new ideas in any context and permeates Oxfordshire's economic life. It includes innovation driven by science and technology, particularly in the life sciences, space technologies, digital sectors, and the automotive and motorsport industries. It includes innovation in heritage, tourism and culture; and in the use of environmental assets and sustainable technologies. It also includes social innovation. It abounds in, for example, service delivery, whether by the public sector, private sector or through voluntary sector organisations. Throughout, the *process of innovation* is one of Oxfordshire's strengths: a survey by ERC found that firms in Oxfordshire reported the most innovation activity compared to other regions in the UK. We will seek to harness this fully to deliver our Vision
- **Enterprise** is another defining feature of Oxfordshire. Within the county, there are around 30,000 enterprises (or 35,000 local units). These range from major companies – like BMW and British Gas at Cowley, Siemens and Polartec at Eynsham/Woodstock, RM and Oxford Instruments, and major publishing houses (like Oxford University Press (OUP) and Blackwell UK) – through to micro businesses. Nearly 90% of Oxfordshire enterprises employ fewer than 10 people, but these smaller businesses are a dynamic element in the enterprise mix. Oxfordshire's enterprises span fast-emerging global players in knowledge-based sectors (e.g. Sophos, Adaptimmune and Immunocore) and firms that are focused on service delivery in local markets. Within Oxfordshire, there is also a vibrant social enterprise sector.
- **Research** undertaken in Oxfordshire is outstanding. It includes world-leading research under the auspices of the University of Oxford and Oxford Brookes University. Harwell and Culham are major foci for "big science", and there are significant numbers of businesses that undertake leading-edge research and development. Oxfordshire's research excellence is underpinned by world class science. At the same time, the county can genuinely claim global specialisms in social science and the humanities, with widespread potential applications.

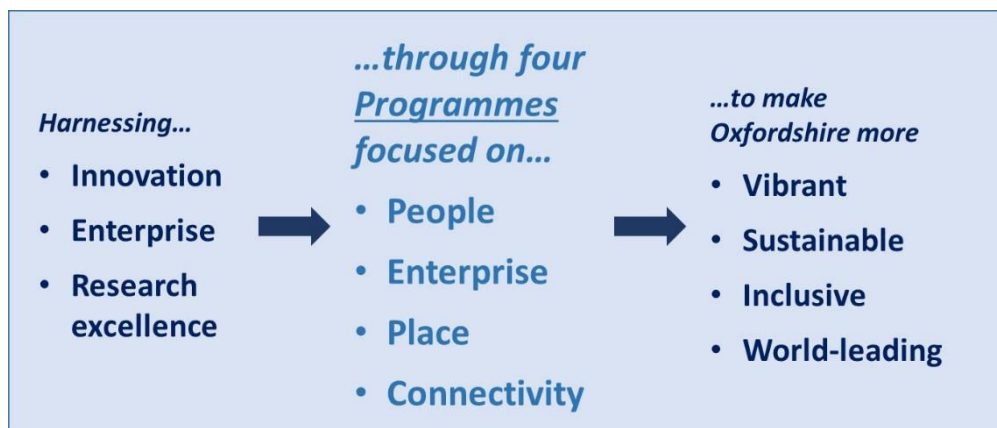
By linking these three overarching themes, we will ensure that by 2030, Oxfordshire's economy is widely recognised to be:

- **Vibrant:** Oxfordshire will be a place where ambitious businesses and people thrive; and where young people choose to build their careers and their lives, contributing to the vibrancy of Oxfordshire's communities
- **Sustainable:** Oxfordshire will be on a trajectory for growth that is sustainable environmentally (taking into account climate change, carbon emissions, heritage, the natural environment and patterns of resource use), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)

- **Inclusive:** Oxfordshire will be a place in which all residents – irrespective of age, gender, or ethnicity – have a real stake in determining the county’s future economic narrative and contributing fully to it
- **World-leading:** Oxfordshire will be a place that is recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

Our Programmes

In order to realise our Vision, our Plan is structured around priorities which define **four Programmes**.



These four Programmes are:

- **People** – 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
- **Place** – ensuring Oxfordshire’s places provide a sustainable mix of jobs, homes, social, community and recreational facilities, and a high quality built and rural environment
- **Enterprise** – placing an emphasis on innovation-led growth, underpinned by the strength of university and other world leading research, business collaboration and supply chain potential; and recognising the importance of supporting enterprises in many sectors of Oxfordshire’s economy
- **Connectivity** – enabling people, goods, services and information to move more freely, by improving physical and digital connectivity supporting a fast-moving, growing and dispersed economy.

These four programmes are closely inter-related and inter-dependent. To support economic growth, firms need access to an appropriate range of supporting infrastructure and services, to manage the significant uncertainties of the global economic environment (see Box 2), and to be able to recruit and retain appropriately skilled people. These people need housing which is affordable, located in attractive places which provide an appropriate mix of services and facilities, and which are well connected to other places within and beyond Oxfordshire by physical and digital links.

The scale of growth envisaged

The SEP is based on the scale of growth set out in each of the District’s adopted and emerging Local Plans, which for Oxfordshire involves an additional 88,000 jobs between 2011 and 2031 and approximately 100,000 new homes.

To put this in context, between 1991 and 2011, total jobs in the county increased by 94,000, or 42%, compared to the forecast jobs growth of 23% between 2011 and 2031.

The SEP supports delivery of the scale of growth envisaged in the District Local Plans, but it does not itself add to those plans (see Annex C for a full explanation of the relationship between the SEP and Local Plans). Each Local Plan is subject to full Strategic Environmental

Impact Assessment to provide reassurance that the consequences of the planned growth have been properly considered and mitigated.

Should the scale of planned growth be adjusted in future revisions to Local Plans – either upwards or downwards – then the SEP will be reviewed accordingly.

Spatial dimensions

There are important inter-relationships between the programme areas and the economic geography of Oxfordshire. The main locations for housing and employment growth will be within the Oxfordshire Knowledge Spine (see Figure 3) – stretching from Bicester in the north through Oxford to Science Vale in the south (including the major research centres at Harwell, Culham, the growing towns of Didcot, Grove and Wantage, and major employment areas such as at Milton Park and Harwell). This spatial focus is reflected in the adopted and emerging Local Plans within Oxfordshire, and in the scale and location of investment in the infrastructure for research, enterprise and connectivity in the county.

However, this spatial focus is not exclusive. There are many important firms and economic assets elsewhere in the county, and we will continue to encourage and support projects in the market towns and rural areas which help implement the SEP. We will also ensure other areas are well connected into the Knowledge Spine, so that the benefits of economic growth are accessible to all. Improved connectivity with adjoining areas is also important for Oxfordshire's economy, including the market towns which in many cases have strong cross boundary functional links (for example, the high performance engineering cluster extends across much of Oxfordshire, Northamptonshire and Bedfordshire; whilst the Cotswold tourism offer extends across west Oxfordshire and Gloucestershire; and the Thames Valley IT cluster extends across southern Oxfordshire and Berkshire).

People

Headline SWOT assessment - People

Strengths and opportunities

Highly qualified workforce

Very attractive place to live and work

Globally leading research and firms working at the leading edge of technology attract the best talent to Oxfordshire

Large student population, providing recruitment opportunities for local firms

Buoyant labour market – less than 2,700 JSA claimants (0.6%) across the county – the lowest nationally

Weaknesses and threats

Housing in Oxfordshire is among the least affordable in the country

Rapidly ageing population with a declining working age labour force

Pockets of social and economic exclusion, especially in Oxford

Very tight labour market – difficult for employers to recruit

Future recruitment and retention of specialist expertise may be threatened by Brexit-related uncertainty concerning foreign nationals working in Oxfordshire

Current characteristics

Oxfordshire's **people are the county's principal resource** in supporting the next phase of economic growth: they are versatile, adaptable, highly skilled and in great demand.

Employers, however, are **struggling to recruit** the people they need¹¹ with the skills that they require against a backdrop of (close to) full employment. Moreover, particularly for younger working age residents, Oxfordshire is a very expensive area to live and work, and retention problems are widespread in the early adult age groups.

The **affordability of housing** across the county is a major concern for local people who are not already home-owners, and those wanting to move to jobs in the county. The challenges are acute for younger people and those in less well-paid jobs. For example, there is clear evidence that high housing costs are affecting Oxfordshire's ability to recruit and retain nurses and teachers – key professions in terms of the county's overall quality of life.

ONS's sub-national population projections suggest that within Oxfordshire, the population aged 20-64 is set to decline through to 2037 (whilst the overall population will increase by over 13%). However, this will depend on the scale of housing growth actually achieved.

In addition, there are very challenging issues with regard to **social inclusion**. Their scale is not great overall – but in many respects, that makes the challenges harder as the issues of exclusion can easily be overlooked against a background of general prosperity. There is a

¹¹ According to the UKCES Employer Skills Survey, in Oxfordshire 2013, 8% of employers (c 1800 businesses) were reporting hard to fill vacancies where impacting on their business (compared to 5% nationally).

need for excellent and creative responses to help more disadvantaged Oxfordshire residents to move into the labour market.

Currently, the landscape for the **delivery of post-16 training and education** is being restructured. Oxfordshire is part of an Area Review process, the aim of which is to ensure a better alignment between providers, firms and learners, with the needs of the economy firmly in view. Moreover, appropriate skills provision needs to feature in any devolution deal that Oxfordshire partners agree with government.

Self-employment is increasingly important, particularly in Oxfordshire's rural areas, and there is a need to support the distinctive needs of the self-employed, for example through the provision of on-line advice and guidance for remoter businesses and sole traders, and encouragement to build homes which are designed to enable home working.

Priorities to 2020

In delivering the SEP, particular priority will be attached to:

Education and skills

- ensuring that skills provision is aligned more effectively with the needs of employers
- understanding – and responding to – the aspirations and frustrations of young people as they seek to build their lives and their careers in Oxfordshire, by creating a 'skills continuum' to support them through their learning journey
- increasing STEM skills among Oxfordshire's young people
- increasing the number of apprenticeship opportunities

Reducing exclusion

- addressing exclusion from the labour market, by up-skilling and other measures to help young people and adults marginalised or disadvantaged from work

Recruitment and retention

- emphasising the importance of people as well as firms in terms of inward investment – Oxford has plenty of firms that will grow fast if they can recruit and retain the right people, including through international recruitment. Government controls on immigration must not hamper the ability of Oxfordshire firms to grow
- ensuring that the specialist skills of those military personnel in Oxfordshire who choose to remain in the county when they leave service life are used as far as possible in the local economy

Attitudes to growth

- demonstrating the genuine potential benefits of "good economic growth", defined as growth which is sustainable in economic, social and environmental terms (to be determined through Local Plans).

Actions to deliver our Programme

The **Oxfordshire Skills Board** was established in 2011. It works closely with the LEP in order to achieve improvements in the skills infrastructure available to Oxfordshire's employers and the learning opportunities available to students, residents and workforce. The Oxfordshire Skills Strategy to 2020 was developed by the Skills Board. It sets out the strategic priorities necessary to support economic growth to 2020 and is currently being refreshed.

Through our European Social Fund programme, we have developed with the Big Lottery Fund, a £1.2m programme that will focus on helping those residents that are long term unemployed to move closer to the labour market. Activate Learning is running this activity, called Building Better Opportunities, from 1 August 2016 for three years¹². The project will help 300 Oxfordshire residents to seek training and work opportunities.

With the Big Lottery Fund, OxLEP has issued a project call for an engagement programme to help those young people in Oxfordshire who are not in employment, education or training (NEET), and a transition programme to help young people at risk of becoming NEET – using match funding from the Big Lottery Fund to make a project total of just under £1m. The project will help 445 young people who are NEET, or at risk of becoming NEET over a three-year period. At the time of writing, the bids are being assessed and we are confident the project will start in January 2017.

In addition, OxLEP and the Skills Funding Agency (SFA) have jointly issued a project call for an Oxfordshire Community Grants scheme with a value of just under £0.5m that will be focused on helping around 250 people within their communities to move closer to the labour market. This will start delivering in January 2017. Grants will be available throughout the county and community groups and other eligible organisations will be able to bid for grants of between £5,000 and £50,000.

Taken together, these projects to help our longer term unemployed residents represent an opportunity for Oxfordshire to tackle social exclusion and enable local people to access some of the local jobs being generated through business start-up and growth, and through employment-generating new development.

Community Employment Plans (CEPs) will also support people to access job opportunities arising from new development. They include employer-led initiatives relating to both the construction phase for all large developments, and the end user phase of large commercial development, and include measures such as apprenticeships and training schemes, local procurement and links with schools and colleges. A number of CEPs are already in place across Oxfordshire (see Box 2 for an example), and more are in the pipeline. The LEP will support local authorities to include such proposals as part of their local plan policies and supporting text.

The LEP will continue to support the Oxfordshire Apprenticeships programme which aims to increase the number of apprentices in Oxfordshire through wide-ranging engagement with Oxfordshire schools, advertising campaigns, workshops, and by increasing the number of Apprenticeship Ambassadors. The programme has already benefitted from £1.5m of City Deal funding, focusing particularly on sectors that support Oxfordshire's growth including: advanced engineering and manufacturing; space and satellite, creative and digital; and life sciences.

The LEP will support implementation of the recommendations of the Post-16 Review. This will see potential realignment within our Further Education infrastructure to better reflect the skills needs of our economy.

In the short term, OxLEP will seek clarity from the Government regarding the status of EU and other non-UK citizens working in the UK and the current and potential future barriers to attracting EU and other non-UK staff to the UK. Access to the best talent internationally is crucial to the success of the universities and big science facilities as well as to many of the firms in the county.

¹² <http://www.cityofoxford.ac.uk/news/project-support-long-term-unemployed-back-work>

Box 2: Westgate Community Employment Plan

In 2013, we successfully agreed with Land Securities the development of a Community Employment Plan for the Westgate shopping centre redevelopment. The key objectives of the Westgate CEP are:

- to procure supply chain locally
- to provide Oxfordshire residents with sustainable jobs
- to equip people with the skills to be successful, with a particular focus on youth and longer term unemployed groups
- to give communities the opportunity to grow for good

Two plans have been agreed for the Westgate development, covering the Construction and End User phase. 750 outcomes have been agreed across the two CEPs, taking account of the length of the build plus a sensible period of time post opening of Westgate Oxford to ensure optimum outcomes for the local community.

There have been a number of successes within the current Construction CEP:

- 50 people attended pre-employment training, 11 people attended site work experience, and 3 people have been employed on the site
- 2 individuals employed as a result of the CEP and Laing O'Rourke's involvement with City of Oxford College.
- 18% of those employed on the site have Oxfordshire postcodes
- 39.50% of procurement to date awarded from within the local supply chain
- significant attendance at local career events such as Career Fest, etc.
- Land Securities and Laing O'Rourke have become lead partners supporting the future School of Construction and Science Technology Engineering and Maths (STEM) Centre on the City of Oxford Campus at Blackbird Leys
- Laing O'Rourke is currently supporting University Technical College Oxfordshire with its Project Base Learning programme.

Each CEP is measured and monitored as part of ongoing dialogue through monthly meetings with a variety of key external and internal stakeholders. All progress is shared regularly with Oxford City Council.

Box 3: Apprenticeship Programme

Oxfordshire Apprenticeship is a brand currently funded out of Oxfordshire's City Deal with an aim to promote and increase Apprenticeship opportunities within Oxfordshire. The three-year project started in April 2014 with targets to increase Apprenticeship starts for young people by 525 and to raise awareness of Apprenticeships amongst 1,850 employers.

Activities delivered include:

- Developing a website (www.oxfordshireapprenticeships.co.uk) with information aimed at young people, parents and employers on Apprenticeships, case studies of local Apprentices and employers, and a local vacancy search function. The website gets around 2,500 hits per month.
- Developing and training a network of 30 Apprenticeship Ambassadors who support events to share their experiences, including appearing on local radio, and attending schools and employer events.
- Delivery of various PR campaigns including social media (over 2,900 Twitter followers and over 1,000 likes on Facebook), bus advertising, digital marketing and radio.
- Supporting school events including careers events, talks to parents and young people, and delivery of workshops.
- Delivering of 'making sense of Apprenticeship' events, drop in surgeries aimed at SMEs, attendance at employer networks to promote Apprenticeships and one to one support for employers thinking about taking on an Apprentice for the first time.
- Procurement of 8 projects with partners.
- Sponsorship of the Apprenticeship of the year award category at the Cherwell Business Awards and Oxfordshire Business awards.

Place

Headline SWOT assessment - Place

Strengths and opportunities

Oxfordshire is one of the most attractive places in the country to live and work

It has a high quality built environment – particularly in central Oxford and some of the market towns and villages

Within the county, there are extensive areas of high environmental quality and sensitivity as described by the SSSI, SAC and AONB series: Oxfordshire has a high level of natural capital found mainly in rural areas

Oxfordshire has internationally significant cultural and heritage assets, and an important tourism and cultural sector as a consequence

Weaknesses and threats

There is a need to balance the opportunities for economic development with the possible compromise to the natural environment

Housing in Oxfordshire is among the most expensive and least affordable in the country

New housing delivery has improved significantly, and at a faster rate than nationally, but it remains well below the objectively assessed requirement as set out in the SHMA, meaning that it is unlikely to have any impact on housing becoming more affordable

Oxfordshire is facing significant resource constraints – water, power supply and grid capacity (e.g. to upload solar energy) – which are challenging the extent and quality of its natural assets

Although countywide emissions of carbon dioxide fell by just over 8% from 2008 to 2013, if this trend continued, we would see emissions fall by 32% by 2030 (as compared to the public commitment to 50% reduction in the sustainable community strategy)

Current characteristics

Oxfordshire benefits from a **high quality built and natural environment**, which has evolved and changed over centuries. Significant parts of the built environment in Oxford, the market towns and villages are precious and should be conserved, but by no means all of the built environment is either attractive or fit for future purpose.

Within the county, there are extensive areas of high environmental quality and sensitivity – the designated AONBs in particular – plus important cultural and heritage assets.

As set out already, Oxfordshire's **housing is among the most expensive in the country**, making it difficult for young people in particular to afford to live locally. A recent study of house prices to earnings ratios (by Oxford University's Professor Dorling (February 2016)) showed that in January 2015, the ratio of average house prices to incomes in Oxford was over 15, compared to 14 in London. According to Professor Dorling, the average cost of a house in Oxford is £426,720, well out-stripping the average income of £26,500 of Oxford employees. This is reinforced by similar findings from the London-based Centre for Cities think tank which has found Oxford's housing is now the least affordable in the country. The problem of affordability is not confined to Oxford: the house price the earnings ratio in

South Oxfordshire is even higher than in Oxford, and house prices across the county are 50% above the national average and 13% above average for the South East region. According to Rightmove, the average price of a home in Oxfordshire as a whole is £377,533.

The result is hard to fill vacancies in low income jobs; long distance commuting from lower cost areas, and therefore more congestion on key transport routes; and less disposable income for the resident population.

Oxfordshire is facing **significant resource constraints** including in relation to water, power supply and grid capacity which need to be addressed to achieve sustainable economic growth.

Priorities to 2020

The overall priority for Oxfordshire's places is to plan simultaneously for both jobs and housing growth, putting in place the infrastructure required for both, whilst also protecting and where possible enhancing environmental quality and social inclusion.

The detailed priorities in relation to place can be summarised under four main headings: place-making, including housing delivery and affordability; supporting the implementation of the SEEIP; support for the development plan system; and dealing with infrastructure constraints.

Place-making

- working with Oxfordshire's local authorities (through the local plan preparation process and by responding to individual planning applications for strategic development sites), to ensure high quality housing meeting the full range of demand and needs is delivered close to jobs and with supporting retail, community, social, transport and green infrastructure and recreational facilities and services. This includes support for master-planning which is being used for bringing forward a range of major allocated development sites across the county. An analysis of the natural resources required to support these plans is also required
- supporting innovative approaches to the supply of a sufficient quantity of genuinely affordable housing, for example through community land trusts, Neighbourhood Plans, self-build schemes and employer initiatives to provide housing for their key workers, recognising that we and our partners are significantly restrained unless there are (radical) changes in housing policy at a national level
- supporting the design and delivery of innovation districts in suitable locations across the county (comprising mixed use, high density developments providing space for innovative businesses of different sizes, an appropriate mix of housing for the local workforce, supporting facilities and services and a high quality built environment)
- ensuring the high quality of our built and rural environments is maintained, and managing change in ways which produce better outcomes for local residents and businesses, and the natural environment. New development can, and should, enhance the existing built environment, through excellent design and the use of high quality building materials, and provide appropriate green infrastructure. At the same time, the sustainability of the existing built environment must be improved.

Supporting implementation of the SEEIP

We will support the implementation of the **Strategic Environmental and Economic Investment Plan** (SEEIP – see Annex B for a fuller summary), which will mean:

1. Growing the green economy in Oxfordshire
2. Enhancing the quality and resilience of urban areas
3. Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity
4. Promoting and enabling access to the countryside
5. Engaging people in the environment and enabling more sustainable lifestyles.

Support for the development plan system

- supporting the development of growth plans which fully consider the available and potential capacity of infrastructure in the broadest sense
- supporting the delivery of new housing and employment space which has been allocated for development in approved Local Plans, for example through securing funding for access or infrastructure improvements. This includes support for strategic allocations which may result from Oxford City's unmet housing need, which may also result in significant economic development opportunities
- communicating the priorities of the SEP to local planning authorities in their preparation of local plans and to local organisations in the preparation of neighbourhood plans.

Dealing with infrastructure constraints

- supporting the preparation of an Oxfordshire Infrastructure Strategy by the Oxfordshire authorities by spring 2017. This will identify, map and prioritise infrastructure requirements to 2040 under the themes of: transport; education; health services; other strategic community and environmental infrastructure (e.g. waste management); energy and utilities; flooding and water management; broadband and connectivity; and green infrastructure
- ensuring that all homes and businesses have access to resilient broadband with at least 24MG download capacity, and to a good mobile phone signal.
- supporting the utilities study, commissioned by the Growth Board to map utilities capacity against Local Plan ambitions countywide
- supporting the preparation of a locally-informed energy strategy for Oxfordshire to act as a business case for investment and grant support from Ofgem, etc.
- providing continued support for the implementation of flood alleviation schemes.

Actions to deliver our Programme

In most cases under the Place programme, OxLEP will play an influencing and brokerage role, persuading and supporting partners to take action, and helping to secure funding where appropriate.

OxLEP acknowledges the challenge faced by the local planning authorities in providing for the scale of housing and employment growth expected over the next 20 years, and will provide support wherever possible to ensure delivery of new homes and jobs.

The Oxfordshire authorities are committed to allocating land for development through their Local Plans with housing delivery across the County up by 75% in the last two years. However, sustaining this level of increase will not be possible without greater investment in infrastructure and flexibilities to support delivery of the programme of infrastructure investment, unlock land and ensure that local authorities have the levers and capacity to

bring forward sites for development. These priorities are forming the basis for our ongoing devolution discussions. These will potentially bring forward a series of interventions which, alongside continued Local Growth Fund (LGF) investment, should support our place shaping priorities and increase housing delivery. These include:

- an integrated approach to strategic planning for infrastructure, housing and employment that builds on Local Plans and existing joint working through the proposed Combined Authority Growth Board
- a partnership with the HCA to develop and support a housing investment strategy and consolidated funding allocation address the county's housing priorities and enable delivery of the mix of housing needed to support economic growth, including a substantial proportion of starter homes
- development of a Land and Property Partnership Board to support the use, deployment and regeneration of public land and other major landholdings
- development of housing development companies with access to a revolving investment fund and supported by strengthened local authority CPO powers to unlock housing delivery
- locally-set planning fees to increase and align resources needed to support the significant growth in strategic site delivery.

OxLEP is also committed to supporting attractive, sustainable and resilient places (including Garden Towns at Bicester and Didcot). Major actions agreed within the SEEIP include the development of a Sustainability and Environment Sub-Group to the LEP and the setting up of a £13 m Oxfordshire Environmental Investment Fund.

Partners in Oxfordshire are committed to the delivery of "Smart Oxford"¹³. Smart Oxford, involving private, public and voluntary sector partners, aims to build a stronger, safer, economically and environmentally sustainable city and surroundings taking advantage of the latest data-enabled solutions. Smart Oxford will provide new solutions in areas such as housing, health, transport to address issues of congestion, air pollution as well as promoting innovation, and generating jobs and growth. The LEP will promote increased access to data to facilitate this, for example, through data sharing agreements as part of the approval process for major commercial planning applications.

OxLEP is focusing £1.6m of its European Structural and Investment Fund (ESIF) monies (principally European Regional Development Fund - ERDF) on low carbon agendas in order to mitigate climate change. With match funding, this will equate to a £3.2m low carbon programme for Oxfordshire which will help 180 businesses reduce their carbon footprint. Delivery should commence later in 2016.

Oxford City Council has led on the delivery of '**Low Carbon Oxford: A Route Map to 2020**'. The Route Map is an action plan that sets out how the city of Oxford expects to meet its commitment to reduce carbon emissions by 40% by 2020. This target was established in the Council's sustainability strategy in 2011 and subsequently adopted by the Low Carbon Oxford Partnerships' Pathfinder members as a common goal.

By setting out the actions that partners around the city have taken and intend to take to reduce carbon, the Route Map provides a rigorous underpinning of Low Carbon Oxford's efforts to facilitate members' actions and projects that deliver change. It provides an

¹³ <http://oxfordsmartcity.uk/cgi-bin/index.pl>

understanding of which actions have the greatest impact and the exercise was an opportunity to explore and plug any gaps in the plan.

From both a City Council and Low Carbon Oxford perspective, the Route Map is a key step in progressing the transition to a low carbon economy. As the project moves forward there will be a need to look beyond the now standard solutions of energy efficiency and renewable generation. There will be a focus on operational transformation and the impacts of the supply chain. The Route Map provides the baseline from which leaders in sustainability can begin to shift from delivery roles into an increasing function as a facilitator of change, such as working with business operations to reduce the impact of on-site deliveries.

In relation to the resilience of Oxfordshire's places, OxLEP has secured £25.85m through Local Growth Fund to part fund the Oxfordshire Flood Risk Management Scheme (total investment £88.35m), which is a comprehensive package of measures to mitigate the risks of damage to homes, businesses and transport connections caused by excessive flooding. This project will be delivered by the Environment Agency and will be implemented in the period 2018-21.

In addition, OxLEP has also secured £0.6m through the Local Growth Fund toward funding Upstream Flood Storage at Northway (total investment £1.9m). This is a comprehensive package of measures to mitigate the risks of damage to homes, businesses and transport connections caused by excessive flooding. This project will be delivered by Oxford City Council in the period 2016-17.

OxLEP's support for flood alleviation also includes promoting the application of new technologies that improve flood protection. For example, the Oxford Flood Network consists of water-level sensors placed in a range of locations and connected through innovative wireless technology to provide information and early warnings to citizens in flood-prone areas.

Box 4: An example of high quality place-making and innovative approaches to housing delivery: Graven Hill

The Graven Hill site lies just to the south of Bicester and extends to about 188 hectares in size. It is the first project of its type in the UK, allowing people to build their own homes.

1,900 new self-build homes can be accommodated on the site and the first plots are already available for sale.

There is the potential to provide a wide variety of sizes of dwelling, including large individual plots for grand designers, or smaller plots for those on more modest budgets. There are also opportunities for groups of people to work collaboratively to build their homes, including building terraces of eco homes or low cost apartments.

<http://gravenhill.co.uk/>

Box 5: Culham Smart City: people, place, enterprise and connectivity

"Culham Smart City" recognises that people will use digital tools in new and exciting ways for mobility, health, education and entertainment.

The world-class R&D at the University of Oxford's Robotics Institute, the new RACE (Remote Applications in Challenging Environments) facility at the UKAEA's Culham site, and Oxford Brookes Cognitive Robotics Laboratory are examples of excellence that place Oxfordshire at the heart of an emerging disruptive technology. Global companies involved include: Amey, Arriva,

Bosch, JLR, Nissan, Siemens and many more. This work links with the big data catapults: Transport Systems, Future Cities, Digital and Satellite Applications. Strong local council support means access to planning and transport and housing data and agreement around strategic use of emerging technology to maximise impact, locally and internationally.

As a specific example, plans for Culham Smart City represent a nationally significant opportunity to draw together all the key elements, building a significant quantity of next generation housing close to employment, enabling upgrades to key infrastructure and signposting how we will live in the future. This also links with plans for testing and deploying emerging autonomous vehicle technologies along the Knowledge Spine that links Bicester, Oxford, Culham and Didcot. Smart Oxford creates a pipeline to use our world class research to address real world challenges and increase Oxfordshire's contribution to the national economy. OxLEP has a key role working with the councils, universities, national labs, industry and investors in coordinating the delivery of a coherent plan. OxLEP will promote increased access to data, for example, through data sharing agreements as part of the approval process for regeneration and infrastructure projects.

Enterprise

Headline SWOT assessment - Enterprise

Strengths and opportunities

Outstanding strengths and opportunities in research and its commercialisation

Large and diverse high tech economy, including many firms with exceptional growth potential

Globally significant sector strengths in automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies

Wide range of social enterprises dealing with an equally broad spread of social issues

Excellent access to patient risk capital for innovative businesses and spin outs from the research base

Good provision of business incubation facilities, particularly within the Knowledge Spine.

Weaknesses and threats

Relatively low levels of new starts, and a small proportion of high growth businesses

High growth businesses are concentrated mainly in Oxford and southern Oxfordshire, where constraints on growth (linked, for example, to traffic congestion) are most acute

Declining working age population means labour shortages are likely to get worse

Concerns about congestion, housing costs and access to skills threaten firms' ability and willingness to grow in Oxfordshire

Oxfordshire's firms are very international – in relation to their markets, workforce and networks. They are therefore vulnerable to global economic shocks or significant policy changes, such as in relation to international migration

Current characteristics

Oxfordshire is remarkable for the **range of business sectors and scientific disciplines** in which there is real strength and depth.

The county has some outstanding success stories in business formation and growth – particularly in science and technology-based sectors. It has globally significant strengths in five areas, all of which have huge growth potential: automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies (see below); and these have been a particular focus for inward investment. Oxfordshire also has an internationally renowned grouping of universities and research institutions which are increasingly focused on local commercialisation of their R&D, and on building links with Oxfordshire businesses.

Figure 6: Inward investment enquiries by sector, 2015/16

Automotive and Advanced Engineering	21
Life Sciences	43
Space and Space-related Technologies	12
Creative (IT Publishing and Media)	34
Energy and Environment	7
Professional and Business Services	10
Retail	2
Food and Drink	6
Tourism and Leisure	6
Other	28

(Source: Invest in Oxfordshire)

Invest in Oxfordshire has developed a series of Sector Profiles that explore the strengths, capabilities, opportunities and prospects of the key sectors in the county. These are summarised below in Figure 7. The sector profiles are primarily a promotional and marketing tool that provides prospective national and international investors with accurate and detailed information.

Figure 7: Oxfordshire's key sector profiles

Automotive and motorsport	Creative and digital	Electronics – sensors and instruments	Life sciences	Space technologies
<ul style="list-style-type: none"> 24,000 people employed in manufacturing across the county; 3,700 of these directly in motor vehicles Part of a wider cluster which extends across Oxfordshire, Northamptonshire, Buckinghamshire and Milton Keynes R&D expertise: Oxford University, Oxford Brookes University, F1 companies, Mobile Robotics Group (autonomous vehicles) Some global brands including BMW Mini and three F1 teams (Williams, Renault and Manor Marussia) Expertise in technologies for autonomous, electric and hybrid vehicles, batteries and energy storage, and lightweight materials 	<ul style="list-style-type: none"> One of the UK top 10 creativity and innovation hotspots (NESTA) Sector strengths in: publishing, computer games, software development, cybersecurity, big data, TV and film, broadcast and production and sound Over 22,000 people employed in digital employment across the county The largest centre of publishing in the UK outside London Part of the SuperConnected Cities programme, rolling out superfast broadband to everyone throughout Oxford 	<ul style="list-style-type: none"> Well-established electronics industry: over twice the national proportion of optoelectronics employees Track record of attracting global electronics companies: Toshiba, CN Innovations, Sharp's European research centre, all based locally World-class R&D facilities, e.g. at Harwell Campus and at Culham Diverse commercial base: R&D, design and manufacturing 	<ul style="list-style-type: none"> University of Oxford is ranked first in the world for both life sciences and clinical, pre-clinical and health (Times HE World University Rankings 2015-16) Investment magnet: Oxfordshire life science companies have raised over \$1.5bn in investment since 2014 Fast-growing university spin-outs Clinical trials: University of Oxford Medical Sciences Division and the Oxford University Hospitals NHS Foundation Trust run one of the biggest clinical trial portfolios in the UK 	<ul style="list-style-type: none"> Already attracted leading international space technology companies such as Lockheed Martin, Thales Alenia Space and Elecnor Deimos Internationally state-of-the-art robotics and autonomous systems Space Studio Banbury is a unique new school for pupils with an interest in maths, technology and space, and works closely with the space industry to develop and deliver the curriculum BIS estimates the space industry could generate 100,000 new jobs in the UK by 2031: and the UK Space Gateway at Harwell Campus puts Oxfordshire at the centre of the UK and European space industry: ESA, ECSAT, RAL Space, the Satellite Applications Catapult

There has been strong employment growth in Oxfordshire in the last few years, but sustaining that growth over the long-term is a significant challenge, particularly given the uncertainties caused by the EU referendum result. The SEP has an important role in supporting the building of resilient local economies.

Amongst a proportion of high growth businesses, there is a need for stronger management and marketing capabilities to complement technical excellence (i.e. building management teams to enable growth). The establishment of several specialist funds has improved access

to finance for businesses with high growth potential, and the provision of business incubator facilities in the county is relatively good. However, many new and small firms still experience problems of access to finance and to flexible property, particularly those which are not linked to research based institutions.

Oxfordshire is the UK's first official 'Social Enterprise County'. The award recognised the wide range of social enterprises dealing with an equally broad spread of social issues. The county also has many strong enterprises in its rural areas and market towns, as well as within the main Knowledge Spine

Priorities to 2020

The SEP identifies priorities for enterprise relating to all employment sectors, and more specifically to both the five globally significant, wealth creating sectors, and the large employment sectors which provide the majority of jobs for Oxfordshire's people.

Support for all businesses and all parts of the county

- improving productivity across all sectors, to 'create more from less': for example, by encouraging businesses to adopt energy efficiency approaches, to use resources more efficiently throughout their supply chains, and by supporting training
- focusing on export promotion among businesses with the potential to operate in international markets, and working in collaboration with UKTI to ensure its full support for exporting by Oxfordshire firms
- supporting start up and scale up of businesses in Oxfordshire through, for example, improved provision of incubator and grow-on facilities, business advice and access to finance, and an enhanced on-line presence for small firms. It is important that Oxfordshire both supports more start-ups and also retains and supports established firms, particularly those with high growth potential
- celebrating Oxfordshire's business successes across all sectors, to raise the profile of Oxfordshire's businesses both internally (within the county) and externally, and to establish role models for the next generation of entrepreneurs
- improving national and international marketing of Oxfordshire and its firms, and consistent messaging about quality growth – to benefit local businesses and attract public and private sector investment into the county
- encouraging all employers to provide flexible jobs that can work for those on the margins of the labour market
- encouraging businesses to fully understand and mitigate their impact on the natural environment, exploiting opportunities available within the knowledge economy and new approaches such as the circular economy and natural capital accounting.

Support for globally significant, wealth creating sectors

- linking firms to networks and support, both within and across sectors, for example by strengthening the Network Navigators initiative and by helping firms navigate the research community in Oxfordshire
- supporting the local commercialisation and application of technologies developed by Oxfordshire's research and business communities in areas which improve environmental sustainability and health outcomes, such as low carbon, low energy systems, autonomous vehicles and digital health, in order to benefit Oxfordshire's people, places and connectivity and to complement activities under each of the four programmes

Support for large employment sectors

- delivering the Creative, Cultural Heritage and Tourism (CCHT) Investment Plan, which identified four main thematic areas:
 - productive and engaging experiences;
 - skills, talent development and business growth;
 - creative place-making; and
 - collaboration.
- supporting interrelationships between the tourism economies of Oxfordshire and surrounding areas, such as the Cotswolds
- supporting other important employment sectors which include retail, logistics and distribution, health and social care, and education (e.g. through access to finance and business support, access to training, and in making provision through the planning system for an appropriate range of premises in the right locations).

Actions to deliver our Programme

In relation to Enterprise, OxLEP will be directly involved in delivering a range of business support, as well as working with partners to ensure priorities are addressed in all areas of the economy and of the county.

We intend to continue to advance the delivery of business support through **Oxfordshire Business Support (OBS)**. This requires appropriate funding for the long term sustainability of the service. It includes the Network Navigators programme, which is a support and signposting service focused specifically on the globally significant sectors and also, most recently, on tourism. OxLEP will also establish a business ambassadors service to celebrate and communicate Oxfordshire's business excellence and distinctive successes.

Our €9.9m European Regional Development Fund has been allocated to deliver against the ambitions of our Enterprise Programme. These include priorities linked to 'SME Competitiveness' (€3.9m), which will help 469 Oxfordshire businesses to start up and grow, and 'Research and Innovation' (€3.7m) which will help 285 businesses grow and innovate through collaborative work with research institutions and with each other.

We will continue to sponsor Venturefest (£10,000 a year), the West Oxfordshire Business Awards (£1,950), the Cherwell Business Awards (£1,000), the Oxfordshire Business Awards (£6,000), and business networks such as B4.

We will also prioritise the activities of **Invest in Oxfordshire** to promote inward investment into Oxfordshire, and build further on our already strong links with UKTI to support increased exporting by Oxfordshire firms.

OxLEP, in collaboration with the University of Oxford, has led on the production of an Innovation Strategy for the county (see Annex B for a summary of the draft strategy), and once finalised, we will support its implementation.

Specific measures to support commercialisation and scale up include RACE at Culham, the Bioescalator and the Centre for Applied Superconductivity (the last a public/private partnership).

Business site assembly and deliverability is a concern in parts of Oxfordshire due to viability issues, and pressures to convert business premises into homes is creating a shortage of business premises, especially small scale business premises. We will help overcome

constraints to the development of land allocated for employment uses where there are shortages of market led supply by contributing to emerging Local Plan consultations and by responding to individual planning applications and Master-plans for strategic development sites.

We will also help to shape and respond to the Government's proposed industrial strategy: this is a significant opportunity for Oxfordshire, as it is likely that most of all of the globally significant sectors in Oxfordshire will be priorities for the Government.

Connectivity

Headline SWOT assessment - Connectivity

Strengths and opportunities

There has been significant improvement in rail, with the first new connection to London in 100 years and station in Oxfordshire for 80 years, but with more investment needed to enhance capacity and reliability

Bus travel is amongst the country's most modern and innovative (e.g. in terms of payment)

Recent road investment has addressed some important pinch-points

Oxford Transport Strategy Rapid Transit and Park & Ride network will support growth and economic development in Oxford and along the Knowledge Spine

Active & Healthy Travel is a growing area of importance. While it requires investment, there is a commitment to prioritise this area to meet transport and health objectives and address limited past progress

There is an opportunity to apply some outstanding research undertaken in Oxfordshire's research institutions to solve or reduce local connectivity problems

Oxfordshire has a very large number of business networks, some of which have a regional or national profile (e.g. OBN)

Weaknesses and threats

Congestion on Oxfordshire's roads remains a significant issue, despite targeted investment in the strategic network

Oxford City suffers from serious traffic congestion, which is forecast to get worse. This affects the speed and reliability of bus travel, undermining its image and ability to attract more users

Broadband has seen some significant upgrades but there are still areas in rural areas that do not have superfast broadband, and access to resilient broadband is a frequent concern for businesses

Similarly, mobile phone coverage remains patchy across the county

Oxfordshire's business networks are mainly sector specific and opportunities for cross over benefits between sectors, technologies and businesses may be missed

The capacity of the electricity grid in Oxfordshire is constrained – particularly for renewables connections, but also for supply connections

Current characteristics

Oxfordshire is a **very well connected** county. Strategically, it has excellent links to London, Heathrow, the Midlands and the south coast ports. The rail network has been improved by the new Oxford Parkway station and the direct link to Marylebone, and there are further significant improvements in the pipeline (e.g. electrification of the Great Western Mainline). Business use of London Oxford Airport has increased.

However, roads within Oxfordshire and the major routes beyond the county such as the M40, A34 and A40, all suffer from **congestion**. Oxfordshire County Council's Congestion

Report (2014/15) shows a steady increase in average journey times across Oxford city and an increase in congestion across the county. This is partly the result of high housing costs in the county forcing people to commute long distances to work.

Figure 8: Highway Network in the morning peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)

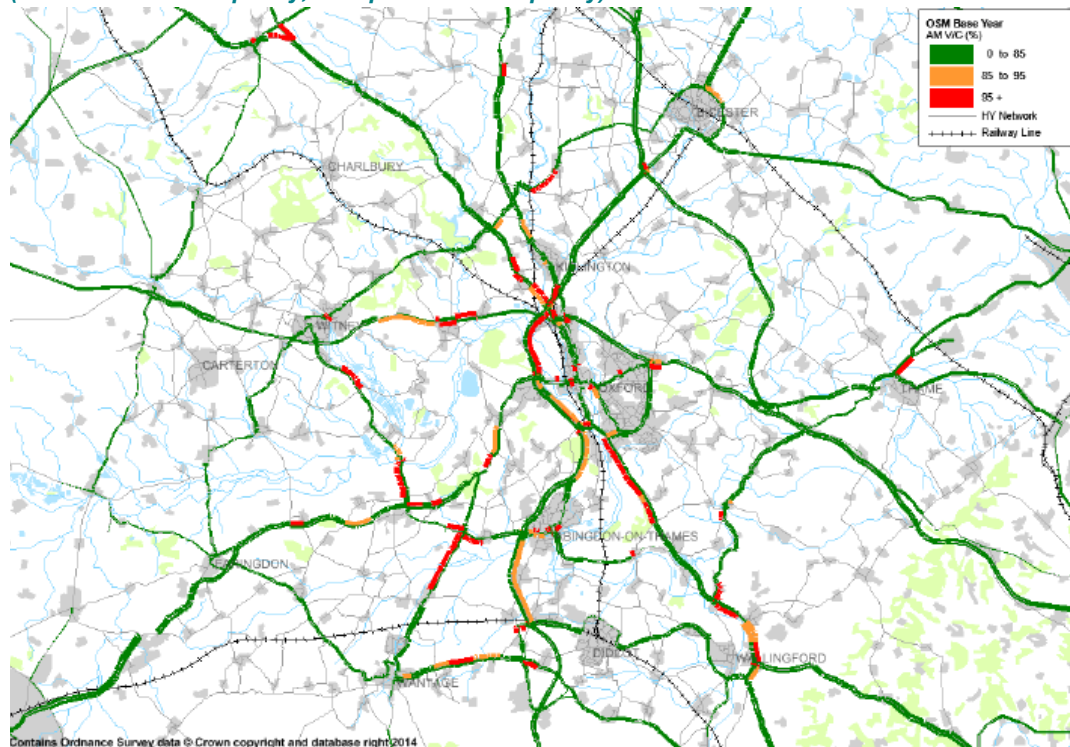
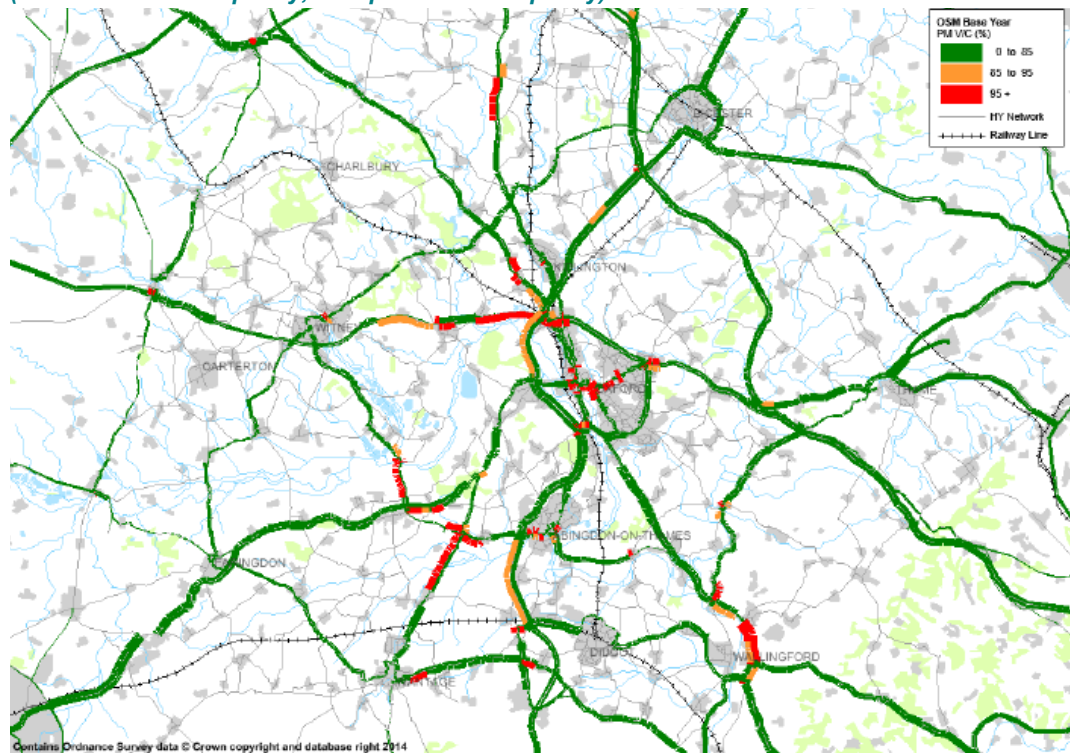


Figure 9: Highway Network in the evening peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)



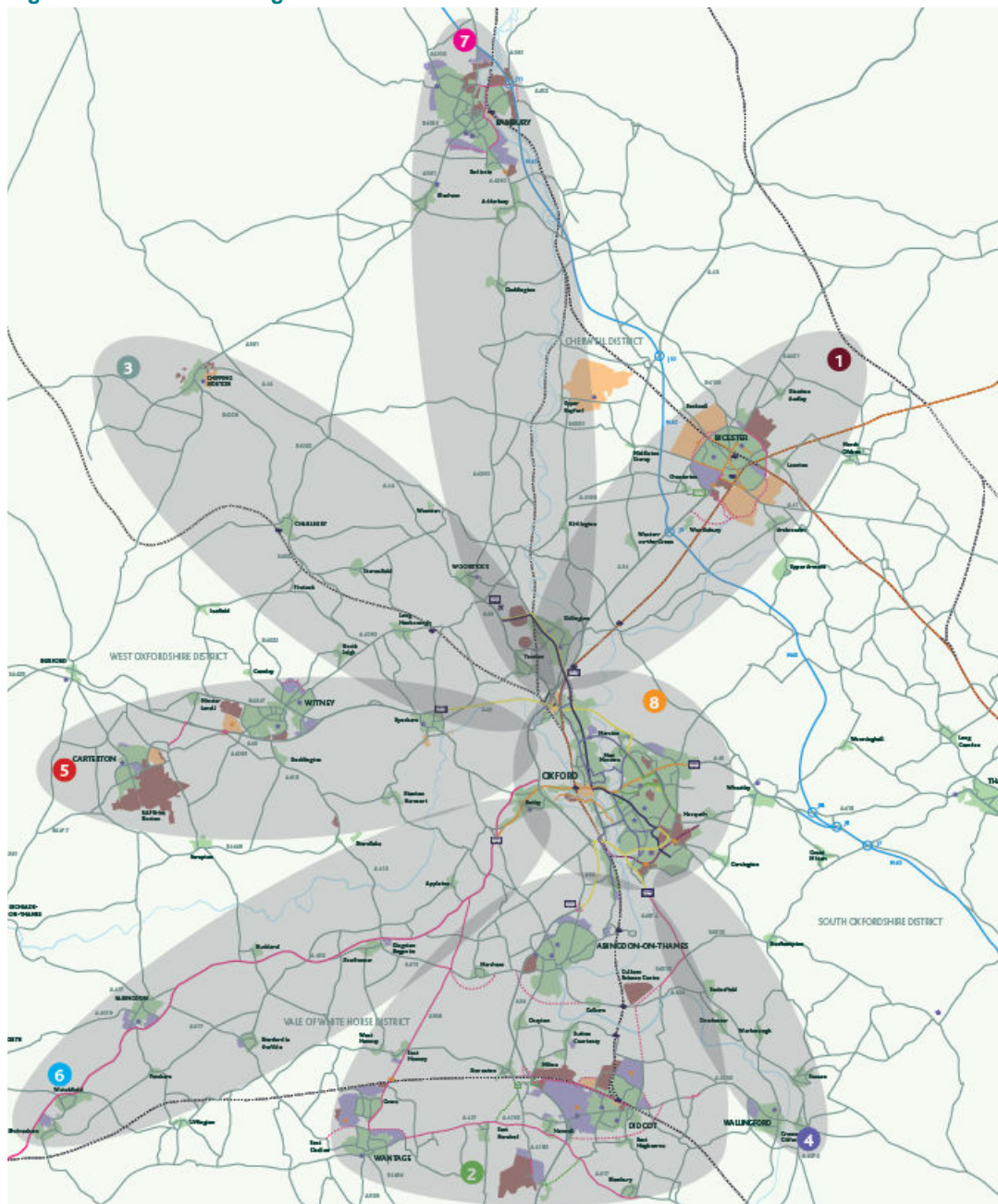
Digital connectivity within Oxfordshire is generally good, although there are still some gaps. Access to broadband across the county has improved but further improvements are needed

both to broadband and to mobile phone networks to ensure all homes and businesses can benefit from high capacity telecommunications.

The **business community is well networked**, including some strong sector focused networks such as OBN (for the life sciences), long established business angel networks, and a growing network for entrepreneurs. However, the existing networks are quite fragmented and are mainly sector focused.

Oxfordshire is also developing some **outstanding technologies which could improve connectivity** both locally and more generally. For example, Oxbotica, which originated from Oxford University's Mobile Robotics Group, was identified by the Wall Street Journal as one of the 'Top 10 Tech Companies to watch in 2015' and claimed it *"may be one of the few companies in the world to rival Google in driverless cars"*.

Figure 10: Oxfordshire's growth corridors



Priorities to 2020

In delivering the SEP, particular priority will be attached to:

Improvements to physical connectivity in Oxfordshire

- overcoming current capacity bottlenecks on road and rail networks within the county, both by network improvements and by getting better use out of existing road capacity through use of innovation technology and by encouraging change to more sustainable travel modes
- ensuring, through the planning process, that connectivity improvements are linked to the scale and location of planned housing and employment growth
- supporting the implementation of an Oxfordshire Infrastructure Strategy and the Local Transport Plan for Oxfordshire, including the Oxford Transport Strategy and the Science Transit Strategy, which includes various measures to improve the frequency, reliability and speed of public transport links between different locations in the Knowledge Spine
- supporting partners in implementing the Oxfordshire Active & Healthy Travel Strategy

Improvements to virtual connectivity with Oxfordshire

- completing countywide broadband and mobile network coverage, to ensure all workplaces and homes have good internet and telecoms connectivity; and, subsequently, ensure there is continual improvement to give sufficient broadband speed and network capacity for modern businesses
- continuing the Network Navigators initiative and strengthening network coordination across sectors

Improvements to connectivity in a regional context

- supporting the work of the National Infrastructure Commission in relation to east-west connectivity through the Cambridge – Milton Keynes – Oxford corridor
- working with partners in ‘England’s Economic Heartland’¹⁴ to develop strategies to improve the capacity of transport corridors across Oxfordshire and into surrounding areas, including towards Cambridge and to London and Heathrow.

Actions to deliver our Programme

OxLEP – and its partners – is committed to the delivery of the Connectivity Programme, including transport improvements to address constraints to growth and improve the quality of life. Specific strategies which OxLEP will work with partners to implement include:

- The **Oxfordshire Local Transport Plan 2015-31**, which both addresses existing congestion where it is damaging the economy or hindering economic growth, and identifies ways to avoid exacerbating transport problems due housing and economic growth. The Plan includes strategies for all transport modes and area and route strategies. Capital funding for transport schemes is largely dependent on Local Growth Fund, which is secured through the LEP, but delivery is primarily the responsibility of the local authorities and transport companies. The LTP will also draw on other funding sources where possible such as the Local Sustainable Transport Fund (LSTF)

¹⁴ <http://www.EnglandEconomicHeartland.com/Pages/home.aspx>

- The **Science Transit Strategy** – This is a long-term ambition to transform public transport along the Knowledge Spine. The Oxford Science Transit will be a fully integrated public transport system that connects the area’s centres of innovation and economic growth with the two universities. It will mean that people using Oxford Science Transit will be able to hop on, and off, high-frequency bus and rail services using “smart” tickets (akin to Oyster cards), planning their journeys using real-time information and updates. The City Deal will enable the first phase of the Science Transit by focusing on the major pinch points in the network: the A34 between Abingdon and south Oxford and the access into Oxford from the A34 along the Oxford Southern Bypass. This project will be delivered by Oxfordshire County Council. Its total cost will be £23.5m, of which £8.7m will be funded through the Oxfordshire City Deal. The Science Transit Shuttle is currently in its pilot phase.
- The **Smart Oxford Strategy**, which aims to exploit the opportunities arising from data-sharing and smart city technologies to: make city services more efficient; make homes and businesses more sustainable, in terms of resource consumption; improve resilience to emergencies such as flooding; improve safety; and lead to better health outcomes
- The **Oxfordshire Strategic Infrastructure Strategy**, commissioned by the Growth Board in May 2016 (and due to be completed by spring 2017) to bring together infrastructure priorities into a single overarching Oxfordshire Infrastructure Strategy which incorporates green infrastructure.

The implementation of these plans and strategies will involve substantial resources and some difficult decisions. For example, measures requiring implementation include a workplace parking levy, zero emission zones and more car restraint in Oxford, and the Science Transit Strategy requires significant improvements to the frequency and journey times to public transport between key locations within the Knowledge Spine. The LEP will support the County Council and Oxford City Council in the sensitive implementation of contentious proposals, for example through its business networks, and in bidding to central government for resources. It will press partners to ensure that all new developments of housing and for employment use are well connected by bus as well as car, and have links to rail services.

Specific examples of projects already underway and funded through City Deal and Local Growth Fund, are provided in the section on “Progress in delivering our Strategic Economic Plan”. An example of a project to be implemented from 2017 onwards is the Science Vale Cycle Network improvements (total investment £4.9m, including £4.5m from Local Growth Fund). This is providing greater connectivity between Science Vale and the newly improved Didcot station by bike, and will be delivered by Oxfordshire County Council.

An example of partners’ actions to deliver the Connectivity Programme is the experimental iMaaS programme, a two-year project to provide real-time, predictive and personalised information across all local transport networks in Oxfordshire. The project involves collaboration between Oxfordshire County Council, Chiltern Railways, Oxford Bus Company, Great Western Railway, Milton Park, Harwell and Culham Science Centre, the Met Office and Transport Focus. It records and maps every transport input – every user journey, every disruption – in order to develop of a suite of tools for different users (travellers, transport operators, major employers and employment areas, etc), such as a fully personalised, automated travel advisor, transport on demand smart ticketing, dynamic routing and optimisation of congestion and traffic flows in real time.

The LEP also endorses Cherwell District Council’s support in its Local Plan (Part 1) for the growth of air related business activities at Oxford Airport.

We will continue to support the Better Broadband for Oxfordshire initiative to make sure that as many premises as possible have access to high speed broadband provision.

In relation to business networks, OxLEP will continue to deliver directly the Network Navigators initiative, which provides business support and signposting specialists for each of the five globally significant sectors (described earlier) plus (most recently) tourism. OxLEP will also play a lead role in supporting a cross-sectoral business group to raise the profile of Oxfordshire and to attract public and private sector investment into the county.

OxLEP will also continue to work with regional partners to develop initiatives to improve strategic transport links extending beyond Oxfordshire but which are very important to the efficient functioning of the Oxfordshire economy. These include: inputs to the National Infrastructure Commission's review of links between Oxford, Milton Keynes and Cambridge; working with the Highways Agency on its national route based strategies; working with rail companies on planning for increased capacity and improved journey times and reliability; working with coach companies on long distance routes such as to Heathrow and London; and supporting Thames Valley Berkshire Local Enterprise Partnership in relation to a Third Thames Crossing.

Figure 11: Map showing inter-regional transport projects

Map has been commissioned

Moving forward in delivery

Monitoring and review

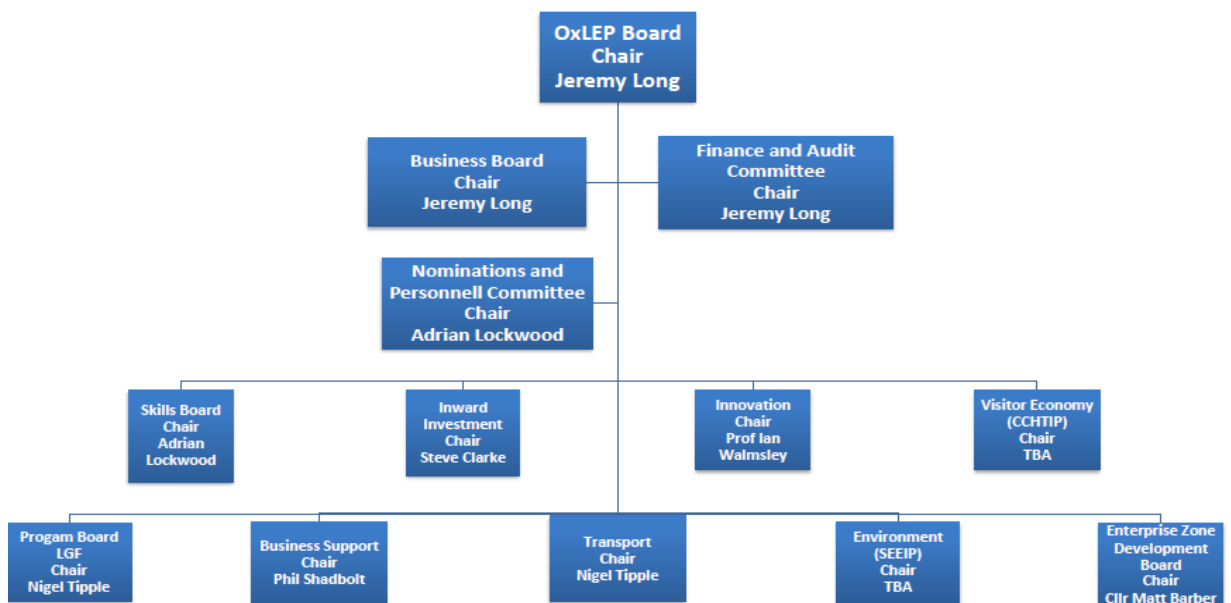
We are committed to an on-going process of monitoring and review. We will monitor progress in relation to our Programmes and the projects we, and partners, are supporting. We will also monitor changes in the economic and policy context for the SEP, and the extent to which our programmes are delivering sustainable and inclusive economic growth.

The SEP will be reviewed regularly to reflect changing circumstances and progress made. For example, if significant changes are made in Local Plans to the housing or job targets for Oxfordshire (upwards or downwards), or to Government funding for local economic development, we will respond by updating the SEP.

The OxLEP Board

The OxLEP Board is continuing to develop in order to deliver the SEP. New sub groups will be set up to drive forward the work on the SEEIP, CCHTIP, Skills Strategy and the Innovation Strategy.

Figure 12: The OxLEP Board and sub-group structure



Wider governance arrangements

OxLEP will work closely with its key partners and stakeholders to deliver the SEP. Key relationships – and their links to wider strategic processes – are summarised in the graphic below.

This shows that:

- Oxfordshire’s **five district councils** – as the local planning authorities – will continue to have responsibility for preparing and delivering Local Plans

- **Oxfordshire County Council**, as the strategic transport and education authority, will continue to have particular responsibility for key elements of the transport and education infrastructure
- All six local authorities (as voting members) – together with OxLEP and various other non-voting members – will continue to comprise the **Oxfordshire Growth Board** with a focus on the collaborative delivery of City Deal (and other) commitments.

Figure 13: Oxfordshire LEP, Growth Board and Local Authority Relationships and Responsibilities



Devolution proposals

The Oxfordshire local authorities are committed to securing significant devolution of responsibilities for service delivery and associated funding. Currently, there is on-going discussion about the governance arrangements related to devolution, both between Oxfordshire’s local authorities and with central government. Further progress will also depend on the extent to which organisations such as Highways England, Network Rail the Homes and Communities Agency and the NHS are prepared to commit funding as well as devolved responsibilities to deliver infrastructure and service improvements.

Whatever the detailed future governance arrangements, we are committed to securing an outcome which benefits Oxfordshire by increasing our collective ability to direct resources to our priorities and manage local service delivery and investment more efficiently.

OxLEP’s wider responsibilities

Within this overall context, OxLEP – with its Board drawn from the business sector, the universities, further education colleges, local authority leaders and the voluntary sector – has overall responsibility for the delivery of the SEP.

We have developed a series of strategies which are “daughter documents” to the SEP. These include strategies for skills; environment and the economy; culture, heritage and

tourism; and innovation. In addition, we have led on the development of a series of sector propositions which are being used, particularly, for inward investment marketing purposes.

We also have responsibility for the delivery of a series of programmes, including successive Growth Deals and ESIF funding (to the extent it continues in future). As explained elsewhere in this strategy, OxLEP’s roles in relation to delivery vary, and much of it is managed through partner organisations.

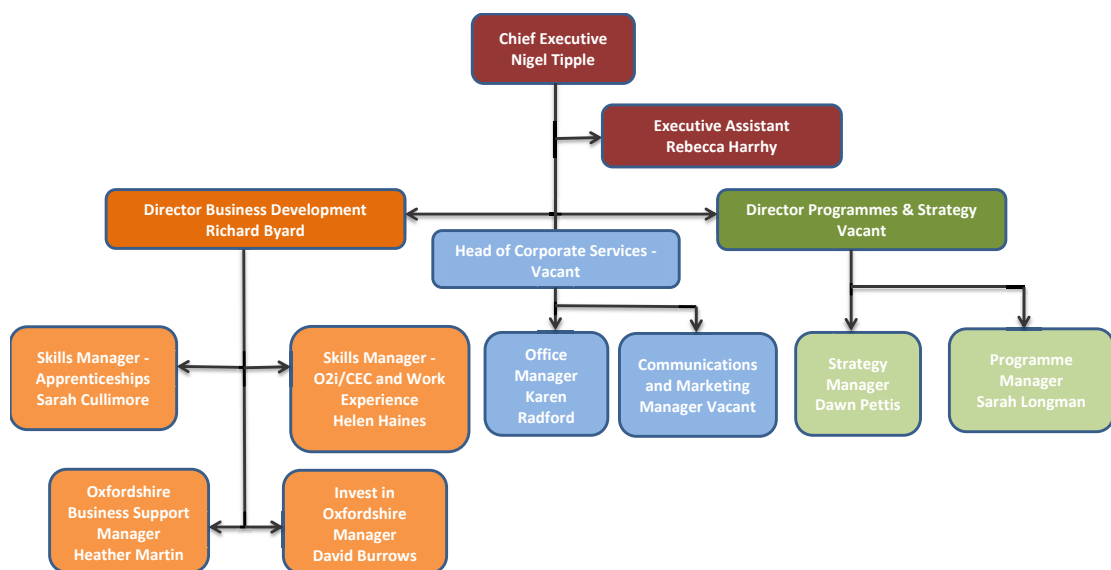
Delivery team within the LEP

Within the LEP, the key officers within the wider delivery team are introduced within Figure 15. The capacity of the team has, recently, been increased with the secondment of Oxfordshire County Council’s Economy and Skills Team (from 1st April 2016).

The LEP will continue to operate through its constituent parts/brands in the delivery of key SEP programmes. These include:

- Oxfordshire Apprenticeships
- O2i (Opportunities to Inspire)
- Oxfordshire Business Support
- Invest in Oxfordshire
- Oxfordshire Work Experience

Figure 14: LEP Executive Team






Annex A: Progress in delivering our Strategic Economic Plan

This annex provides detailed information on progress against specific objectives in the original SEP.

Snapshot of progress in delivering the objectives set out in our original SEP

KEY:

In relation to the original objectives set out in the SEP:

	...good progress appears to be being made		...some, or mixed, progress – but there is more to do		...little or no progress has been made
---	---	---	---	---	--

Objective from the Strategic Economic Plan, March 2014	Evidence of progress by April 2016	
People		
Increase the working age population qualified to level 2 and above to 90%	A	<ul style="list-style-type: none"> The proportion of the population aged 16-64 qualified to level 2 and above has increased from 79% in 2012 to 82% in 2014 (source: APS) – so it is moving in the right direction. It is well above regional and national benchmarks. However there is some way to go before the target set out in the SEP is achieved.
Ensure our further education capital stock meets the needs of 21 st century learners and employers	A	<ul style="list-style-type: none"> In response to identified need, both City of Oxford and Abingdon & Witney Colleges have secured funding via OxLEP to develop state of the art facilities to support increased science, technology, engineering and mathematics (STEM) provision. City of Oxford College has also secured funding to develop the 'Activate Care Suite' to support increased social care provision
Improve school attainment above the national average of 60.4% of GCSE students achieving at least five A* to C grades including English and Maths	G	<ul style="list-style-type: none"> The way in which school attainment is measured has changed. For state-funded schools nationally, some 56.85% of GCSE pupils achieved at least five A* to C grades including English and Maths; in Oxfordshire the corresponding figure was 59.4%. These data relate to 2014 However, despite the overall performance being very close to target, there are big disparities between different schools, and there are high teacher attrition rates due to the high cost of housing. However, although these are significant issues to be addressed, neither relate specifically to the objective
Increase the amount of Skills Funding Agency funding that supports our STEM sectors by 15% to better reflect our economic profile	A	<ul style="list-style-type: none"> SFA financial data no longer allows the ability to scrutinise funding to subject areas; only to providers. However given both City of Oxford and Abingdon & Witney Colleges have each secured in excess of £4m Local Growth Funding to develop STEM centres leading to over 650 additional STEM based learning outcomes annually from Sept 2018 (AY) it's reasonable to assume an increase in the percentage of funding that supports STEM will follow.
Deliver 1,150 more apprenticeships for young people with a focus on our priority growth sectors	A	<ul style="list-style-type: none"> Latest full academic year figures are for 2014/15 and are rounded to the nearest 10. There were 2,510 16-24 year old Apprenticeship starts from August 2014 to July 2015, with 2,450 starts during the same period the previous year. This is an increase of 2.4%, and compares favourably with a decrease of 2.5% across the South East region
Retain our graduate talent	A	<ul style="list-style-type: none"> 26% of Oxfordshire's graduates remain in the county to work after completing their courses, including 18% of Oxford University graduates and 26% of Oxford Brookes University graduates - See Infographic below Retaining graduate talent continues to be challenging.

Objective from the Strategic Economic Plan, March 2014	Evidence of progress by April 2016	
		<p>Evidence suggests that around 45% of graduates of the University of Oxford and almost 20% from Oxford Brookes have opted to work in London (source: <i>Future of Cities: Graduate mobility and productivity</i> Foresight report published by Government Office for Science, March 2016)</p> <ul style="list-style-type: none"> In general, a high proportion of graduates employed in the south east are either those returning to the region (following study elsewhere) or those who studied locally (source: <i>ibid</i>)
Maximise our environment to encourage sustainable living, enhancing quality of life and a range of opportunities for people to learn, improve their skills, and improve health and well-being	A	<ul style="list-style-type: none"> Some evidence of progress, particularly in major new developments like NW Bicester and Graven Hill
Place		
Provide between 93,560 and 106,560 new homes by 2031	A	<ul style="list-style-type: none"> The number of dwellings completed in Oxfordshire has risen year on year, but it is still well adrift of the rate implied by the headline target that has been agreed by the local authorities (informed by the SHMA)
Accelerate the delivery of new homes	A	<ul style="list-style-type: none"> As above
Provide accessible housing that is affordable for the people who work in Oxfordshire	R	<ul style="list-style-type: none"> Recent evidence suggests that Oxfordshire continues to experience real challenges The latest available data from CLG are for 2013. These suggest that the ratio of median house prices to median earnings is 6.72 across England. It 8.66 across Oxfordshire, and in South Oxfordshire, the figure is 10.52
Deliver flagship gateway developments and projects that stimulate growth	G	<ul style="list-style-type: none"> Progress is being made with regard to the delivery of some flagship projects such as Oxford Northern Gateway, North West Bicester and Harwell Campus
Deliver the Oxford Flood Risk Management Strategy	A	<ul style="list-style-type: none"> Preferred option to be published in June 2016, Outline Business Case to be submitted to the Treasury August 2016
Ensure new housing makes innovative use of blue and green infrastructure	A	<ul style="list-style-type: none"> Delivery is on-going
Enterprise		
Grow Oxfordshire's world-class technology clusters, leading to a GVA uplift of £6.6bn to 2030	G	<ul style="list-style-type: none"> There is a lag in the production of GVA data are the latest available estimates from ONS are for 2014. These suggest that between 2012 and 2014, Oxfordshire grew at 5.0% per annum. This was faster than all other LEP areas except London (which grew at 5.8% per annum) In its commentary, ONS comments on the period from 2008-2014. It states that "<i>In Oxfordshire, strong growth in the information and communication sector and the real estate sector contributed to the overall strong GVA growth</i>"
Achieve a more balanced economy through fostering a dynamic private sector and new business start-ups, creating at least 85,600 new jobs by 2031	G	<ul style="list-style-type: none"> Over recent years, Oxfordshire has seen the pace of jobs growth (i.e. on a workplace-based measure) exceed the indicative target that was quoted in the original SEP and has informed emerging local plans Again though, there is a lag in the production of data. ONS' Jobs Density dataset suggests that the total number of jobs in Oxfordshire increased from 378,000 to 399,000 between 2011 and 2013
Capitalise on the global reputation of Oxfordshire's knowledge base translating academic and research excellences into wealth generation for all our residents	G	<ul style="list-style-type: none"> We have secured government funding for four new innovation centres to support the commercialisation of research: an Innovation Accelerator for advanced engineering businesses at Begbroke; a Bioescalator to support the commercialisation of bioscience and medical related research, in Oxford; the Harwell Innovation Hub, focused on open innovation; and the UKAEA Culham Advanced Manufacturing Hub, focused on remote handling technologies

Objective from the Strategic Economic Plan, March 2014	Evidence of progress by April 2016	
		<ul style="list-style-type: none"> Oxford University and Oxford University Innovation have established a £320m fund, Oxford Sciences Innovation, to invest in spin outs from the University of Oxford, Culham and Harwell
Fulfil our potential as an internationally renowned business, academic and research centre to attract a minimum of 30 new high value foreign direct investments per year	A	<ul style="list-style-type: none"> 28 foreign direct investments were supported in Oxfordshire during 2015/16 - 14 of which were high value. 8 of the investments were within the Life Sciences sector. The county has also benefitted from substantial additional investment by major foreign owned firms already in Oxfordshire, such as BMW, and new investment by international agencies such as the European Centre for Space Applications and Telecommunications (ECSAT) Following deeper analysis of key sectors, detailed proposition documents were published in January 2016 to develop a greater understanding of the Oxfordshire offer with UKTI overseas posts and local partners and support the increased marketing, promotion and targeting of high value investment opportunities.
Connectivity		
Improve accessibility of international connections through direct rail connections from The Knowledge Spine to national hubs and airports and reduced congestion on strategic highway links, particularly the A34	A	<ul style="list-style-type: none"> Chiltern Railways has invested in a direct fast link to London Marylebone from the new Oxford Parkway station via Marylebone Significant improvements to the strategic road network, such as to A34 junctions with the M40, the Peartree interchange north Oxford, and at Milton/Didcot and Chilton The National Infrastructure Commission has been asked by the Government to investigate options for improving transport links between Oxford and Cambridge
Reduce the distance and barriers between our core economic areas across the Knowledge Spine through providing a minimum level of public transport services of four per hour and maximum journey time of 30 minutes	A	<ul style="list-style-type: none"> Implementation of the first phase of the Oxford Science Transit strategy, providing a direct link between Oxford and Harwell Improved access to Milton Park; and improvements at Botley
Increase the capacity and improve the efficiency and resilience of our local transport network by reducing congestion on key highway links	R	<ul style="list-style-type: none"> Despite some improvements to the strategic road network in Oxfordshire, particularly at key junctions, the evidence gathered by Oxfordshire County Council shows that levels of congestion on Oxfordshire's roads has increased over recent years
Spread the benefit of transport investment across Oxfordshire	A	<ul style="list-style-type: none"> Increasingly, the focus of transport planning is on a series of corridors across Oxfordshire in addition to the Knowledge Spine. The purpose of this broader emphasis is to encourage a strong link between transport investment and the main locations of housing and employment growth However there have been recent cuts to rural bus services
Explore the potential of 5G technologies underpinned by the development of the 5G Innovation Centre for Future Mobile Communications and Internet Technology	A	<ul style="list-style-type: none"> TBC
Increase connectivity between people and the quality natural environment to develop integrated sustainable transport routes	A	<ul style="list-style-type: none"> Preparation and the beginnings of implementation of the Oxford Science Transit strategy

Annex B: Summaries of Oxfordshire's three cross-cutting strategies

Box B1: Oxfordshire's Creative, Cultural, Heritage and Tourism Investment Plan (CCHTIP)

The creative industries and tourism play a key role in economic growth: 9.5% of employment in the county is already in tourism (32,000 jobs). Indeed, there is a 'virtuous circle of growth, quality and sustainability' at play, where each sector depends on the other for its success (creative industries to sell the tourism offer, for example), but each is independently driving economic growth, innovation and competitiveness across the county. The CCHTIP therefore provides a framework for growth which '*shapes a new agenda for joined-up working and cross sector commitment,*' with CCHT sectors at the core.

Four thematic areas were developed for the CCHTIP and inform the proposals:

- Productive and engaging experiences
- Skills, talent development and business growth
- Creative place-making
- Collaboration (a cross-cutting theme)

Experience Oxfordshire is the Destination Management Organisation for Oxfordshire, with a brief to encourage cross-sector collaboration and drive economic growth. The county already receives sizeable inward investment, due to the strength of its cultural offer: galleries, museums, music services, stately homes, festivals and events; as well as Oxford city, market towns and villages, and a beautiful rural landscape. The aim is to use the creative industries to enhance the experience for visitors and residents.

Oxfordshire is home to several thousand creative SMEs and bigger businesses. The county's strengths lie in publishing, software, games and design/crafts. Many of these are based outside Oxford, in rural towns and villages, heightening the need for excellent digital connectivity in rural areas. They are innovative and resilient: flexible responses to change have enabled businesses and the local economy to adapt and avoid economic stagnation, by developing new innovative business models.

Many in-county organisations – including Oxford University, Oxford Brookes University and schools and colleges – are already working with the Oxfordshire Skills Board, to ensure the county's skills need is met at all levels. The county's strong library network helps with this.

The CCHTIP matters because Oxfordshire is 'set for significant growth' and needs to prioritise the sectors that will help to achieve this. The county will retain its competitive edge only by 'connecting [its] strengths and coordinating [its] offer,' and innovating in order to win investment which is becoming ever-harder to secure

Box B2: Oxfordshire's Strategic Environmental and Economic Investment Plan (SEEIP)

Oxfordshire's natural environment has played a major part in the county's economic and social development and it will continue to be a vital part of its future. Its natural capital - including its land, soils, air, water, animals and plants – is distinctively rich and diverse. These assets provide a huge range of financial and societal benefits, from food and energy, through flood protection and pollution clean-up, to outdoor recreation, health and inspiring landscapes and surroundings.

The county's residents, businesses and other organisations - whether they are based in the City of Oxford, the market towns or numerous villages - all benefit economically and culturally from these assets.

These assets are in decline and investment is needed to reverse this damage. As the economy and the population grow, and the effects of current and future climate change are felt, the county needs to be prepared in order to minimise damage to the natural environment, reduce risk and protect the vital services provided to the people of Oxfordshire.

Recent advances in our understanding of the services provided by our natural capital offer major opportunities to repair and enhance the latter. Improvements nearly always bring about multiple "co-benefits" with added economic value, efficient use of natural resources and more pleasant surroundings, all of which make the county such a desirable place to live and work.

There is also the scope to develop new innovative environmental management strategies, products and services for export, attracting inward investment and creating jobs. A specific opportunity lies in the new field of "green infrastructure" with nationally pioneering work taking place in the county.

Environmental expertise within Oxfordshire is extensive: both the University of Oxford and Oxford Brookes University, together with external research centres, manufacturers, businesses, charities and community groups, are working together (and separately) to protect and maintain the natural environment. The SEEIP emphasises that *'the expertise and activity across the county will be even more effective when harnessed, coordinated and targeted towards common goals.'* Collaboration on working towards a number of environmental priorities is the aim of the SEEIP.

The vision of the SEEIP is: *"for Oxfordshire to benefit from a high quality, resilient environment which supports economic growth, development, health, wellbeing and prosperity for all"*. This will be achieved by an innovative, efficient environmental sector working together with other public and private sectors to:

- Attract and deliver investment in the county
- Ensure sustainable, long-term stewardship of natural capital
- Develop new and improved environmental knowledge, goods and services

This leads to five strategic priorities for investment:

1. Growing the green economy in Oxfordshire
2. Enhancing the quality and resilience of urban areas
3. Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity
4. Promoting and enabling access to the countryside
5. Engaging people in the environment and enabling more sustainable lifestyles

Box B3: Oxfordshire's Innovation Strategy (draft)

The draft sets out a strategy to better understand, increase, and make use of innovation in Oxfordshire. The strategy is structured around ten key themes, each of which underpins innovation across all sectors. For each theme, the needs, drivers and existing work are explored (illustrated by case studies of current initiatives) as well as the challenges that remain for an innovation-driven economy and a 'wish list' of projects that would deliver this vision. The ten themes are:

1. *Understanding the Ecosystem* – a deeper understanding of innovation activities in Oxfordshire will allow for better support of underdeveloped areas and identify opportunities for interactions across disciplines.
2. *Strengthening our Networks* – the networking community is thriving in Oxfordshire, but the challenge is to develop and maintain connections between sectors.
3. *Building Innovation Spaces* – despite the growth of innovation spaces across the county, increasing demand means that Oxfordshire needs both a strategic and tactical approach to better understand where to develop new innovation spaces.
4. *Reinforcing the Science and Research Base for Innovation* –the science and research base must be reinforced through translation to the wider community and increased accessibility to entrepreneurs and businesses.
5. *Innovation for All* –innovation needs to be accessible and adopted by all sectors. The research and knowledge base in Oxfordshire must impact all aspects of the economy, with innovation incorporated into environmental, cultural and heritage programmes to drive growth in the region.
6. *Innovation for Social Good* –building strength in social enterprise by linking social innovators, encouraging sustainable businesses for social good, and better funding, facilities and networks.
7. *Nurturing Talent and Developing Skills* – Oxfordshire has one of the most highly skilled workforces in the UK, but the growing challenge is attracting, developing and retaining skilled workforces in the region.
8. *Attracting Significant Business* – making Oxfordshire attractive to innovative companies and institutions. Investment to provide business space and build networks at a regional, national and global scale will be required to attract companies into the region.
9. *Attracting Capital* – ensuring that capital is available for innovative businesses. A variety of funding sources are available in Oxfordshire but resources are more limited in some sectors and there is a need for a more closely networked and mutually reinforcing culture.
10. *Embedding Innovation in the Ecosystem* – developing Oxfordshire as a testbed for innovation to accelerate the adoption and accessibility of innovations across the ecosystem. Disciplines such as Healthcare, Smart City and Low Carbon have led the way in using Oxfordshire as a living laboratory

Box B4: Oxfordshire Skills Strategy to 2020

Oxfordshire has one of the most innovative and highly-skilled populations in England. However, a small but important proportion of its population are unable to fully participate in the labour market because they lack the skills and opportunities to do so. One of the key aims of the Skills Strategy is to help these residents – through specialist and on-going support - into paid employment. Another key aim is to retain highly-skilled graduates from its two universities.

A highly-skilled workforce is crucial for economic growth and skills development is a core priority for OxLEP. In collaboration with the Oxfordshire Skills Board, it has been working to transform the skills landscape. Starting with schools and colleges, OxLEP has worked to improve careers advice and apprenticeship opportunities from the bottom up. However, this requires ‘a step change in approach, attitudes, focus and aspiration from partners,’ as well as young people. In order to achieve sustainable economic growth which maximises local employment opportunities for all, there is a need to align:

- Young people: given appropriate skills training and opportunities in county skill shortage areas
- Providers: who must meet employer demand for worker training in (current and future) growth sectors, and
- Employers: who must become more engaged with the county’s skills agenda.

In so doing, Oxfordshire hopes to develop and nurture: a workforce which is aligned with employers’ needs; a flexible training and education sector which responds to employers’ needs and which ‘produces employment-ready young people’; and a coordinated services approach which enables young people to transition easily from education to employment.

In order to achieve these goals, the Skills Strategy sets out five Strategic Priorities to 2020:

- *SP1) To meet the needs of local employers through a more integrated and responsive approach to education and training*
- *SP2) Creating the ‘skills continuum’ to support young people through their learning journey*
- *SP3) Up-skilling and improving the chances of young people and adults marginalised or disadvantaged from work*
- *SP4) To increase the number of apprenticeship opportunities*
- *SP5) To explore how we can better retain graduates within Oxfordshire to meet the demand for the higher level skills our businesses need.*

Annex C: Explanation of the relationship between OxLEP, the SEP and development planning

The purpose of Local Enterprise Partnerships is to “provide the clear vision and strategic leadership to drive sustainable private sector-led growth and job creation in their area” (Local Growth: Realising Every Place’s Potential; BIS, 2010).

To do this, LEPs are expected to produce and maintain an up to date Strategic Economic Plan (SEP). This has various purposes, including steering bids for funding for economic development, skills and infrastructure projects. Oxfordshire benefits from strong economic growth, therefore the SEP focuses on supporting and managing the economic growth to ensure sustainable and inclusive outcomes.

In producing Local plans, Oxfordshire’s local authorities are required to give due consideration to the SEP. They are not bound by what it says if other factors (e.g. environmental constraints) are considered to be more important, but there must be a robust case for overriding the SEP which will withstand scrutiny by the Government.

Local Planning Authorities have a statutory duty to prepare and maintain an up-to-date Local Plan, which sets out the proposed scale and location of development in the area over the next 15 to 20 years and in doing so seeks to balance economic, social and environmental considerations. This is different from the role of the LEP, which is expected to focus on supporting economic growth, albeit growth which is both sustainable and socially inclusive.

Part of the essential evidence base for a Local Plan is an assessment of the likely future growth of employment, and of the requirement for new homes. The expected scale and characteristics of employment growth are usually assessed using econometric forecasts which take into account past trends and policy changes. The housing requirement is assessed through a Strategic Housing Market Assessment (SHMA), which should be produced for the functional housing market area, usually adjusted to coincide with local authority boundaries, and which is required by the National Planning Policy Framework (NPPF) to be kept up to date.

In Oxfordshire, the five District Councils, supported by the County Council, decided jointly to commission a SHMA for the whole County, within which the requirements for individual districts were identified. The work was led by GL Hearn. Separately, the local authority client group commissioned employment growth forecasts from Cambridge Econometrics, in association with SQW, in order to inform the SHMA and Local Plans. The methodology used to produce the Oxfordshire SHMA was consistent with Government guidance and the housing requirements identified took account of forecast employment growth as one factor influencing future housing needs. There was a consultation on the SHMA methodology and all local authorities subsequently accepted the final report of the SHMA.

The original Oxfordshire SEP was prepared at the same time as the SHMA, in 2013. It incorporated the figures for employment growth produced for the SHMA, and the housing requirement figures produced by the SHMA. *The employment and housing growth figures in the Oxfordshire SEP are therefore a product of the local planning process (i.e. the SHMA), not an input to it.*

The SEP Refresh is using the same figures for growth as the original SEP and the SHMA. There are three main reasons for this:

- Employment growth since 2011 has been stronger than indicated by the employment forecasts used by the SHMA and the SEP. This is during a period of economic recovery, so the actual figures may be expected to be positive. However, it suggests that the employment forecasts are soundly based and are a good basis for planning
- The SHMA has been tested at the Cherwell Local Plan Examination in Public in 2014 and the Inspector's report of June 2015 concluded that it formed an appropriate basis for the proposed level of housing growth in Cherwell. This effectively endorsed the SHMA as a sound evidence document which underpins the development of Local Plans in Oxfordshire
- It is important that there is consistency between Local Plans and the SEP.

Note that during the workshop discussions that informed the development of this consultation draft of the refreshed SEP, some attendees expressed support for a county-wide approach to the environmental, social and economic assessment of the impact of the figures contained within the SHMA.

Annex D: List of acronyms

CCHTIP	Creative, Cultural Heritage and Tourism Investment Plan
EAFRD	European Agricultural Fund for Rural Development
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
NEET	Not in Employment, Education or Training
OxLEP	Oxfordshire Local Enterprise Partnership
SEEIP	Strategic Environmental and Economic Investment Plan
SEP	Strategic Economic Plan
SFA	Skills Funding Agency
STEM	Science, Technology, Engineering and Mathematics

This page is intentionally left blank

**Oxfordshire Growth Board
Monday, 26 September 2016**

ADDENDA

5. Public Participation (Pages 1 - 8)

Requests to speak and questions to be submitted to the Oxfordshire Growth Board are attached.

This page is intentionally left blank

Oxfordshire Growth Board Monday 26 September 2016 Agenda Item 5: Public Participation

In accordance with the public participation scheme, requests to address the meeting and questions submitted have been listed in the order submitted. The time limit for public participation is 30 minutes.

Restrictions on requests to address the Board:

- Must be on a substantive agenda item
- May speak for up to 3 minutes.
- With the leave of the Chairman, any questions of clarification asked of the

speaker by Growth Board members should be duly answered.

- There will be no debate on any representations made except to the extent that they are considered when the relevant agenda item is considered later in the meeting.

Restrictions on questions submitted to the Board:

- Questions shall be directly relevant to some matter in which the Growth Board has powers and duties and which directly affects the area of Oxfordshire.
- Submitted questions shall be dealt with in the order of receipt by the host

authority.

- The questioner may read his/her question, but the Chairman will do so if the

questioner wishes for that, or is not present at the meeting. No supplementary question may be asked.

- The Chairman will answer submitted questions. This may take the form of an oral statement, or may be given subsequently in writing to the questioner. A written copy of the response will be circulated to all Growth Board Members. It is intended the written response will be given within ten working days of the meeting.
- No discussion shall take place on the question or the answer.

Public Participation Requests

Requests to Address the Board

Helena Marshall, CPRE

Chris Henderson, Vice-Chairman of Radley Parish Council

Sarah Hamilton-Foyn, Regional Director, Pegasus Group

Questions to the Board

Tom Rice, Planner, Barton Willmore

- “1. How has economic growth, place-making and socio-economics informed the apportionment ?
2. When will the findings be subject to public consultation?
3. At paragraph 144, the report identifies that it will be for each council to consider whether they adopt any of the areas of search assessed through the work programme, or whether they develop an alternative approach. If the capacity of each district has been assessed on the suitability of the areas of search, how will the inclusion / consideration of additional and alternative sites at a district level affect the overall apportionment?
4. What will happen to the overall apportionment if, through further evidence gathering in their local plan, a district considers that it cannot meet the need apportioned to it in this report? “

Stephen Fry

“

1. **At any stage in this overall-planning approach** (including the proposals before us today, and any being run concurrently), as well as the approach seeking conclusions on **numbers** of homes needed, **has there been**

(i) **any policy analysis** - of any type - **to which the same weight** is being/given by yourselves and any analogous groups as the weight given to the numbers, on

(a) the **aesthetic** effect or consequences of the type or design of **architecture** proposed for these houses?

(b) any proposed best **configuration** - for example only: high-rise, low-rise, no-cars, eco-led, number-of-beds, co-operative, publicly-funded, etc.?

(c) the inclusion of debate/decision on **volume of facilities** (shops schools doctors etc., etc.,) and if so in what configuration?

(d) whether and what proportion of the **new building** should **necessarily** be of the '**council**' (**publicly-funded**) type?

[d1] (I would note that a dominant portion of public opinion that I consult agrees that this has been ignored for 30 years, and is, fortunately or not, essential to restore the housing balance, since otherwise ALL the (14,000?) homes planned will have the price point and occupancy only of second homes for the well-off from the capital) ;

(e) the **calculation of affordability** provided by Peter Jay (proving the point in [d1] - which is as follows?

-----**Start of Affordability quote**-----

In Oxfordshire a sensible starting point, therefore, should be incomes, which are the main factor determining how much people can afford to pay for housing. Average full-time weekly earnings in Oxfordshire in April 2015 were, by local council area:-

Table 1

Oxford City	£580
West Oxon	£525
Cherwell	£545
Vale	£618
South Oxon	£583

Source: <http://www.neighbourhood.statistics.gov.uk/HTMLDocs/dvc126/>

Converted into pre-tax annual earnings at 52 ¼ weeks per year these incomes range from £ 27.5k to £32.3k per year.

A helpful government website - www.moneyadviceservice.org.uk - shows how this starting point can be used to calculate the mortgage borrowing and so the house prices such earners can afford. This calculator requires one to make assumptions about current outgoings.

Illustrative results are summarised in Table 2:-

Table 2

<i>Item</i>	<i>Earners A (£27.5 k p.a.)</i>	<i>Earners B (£32.3 k p.a.)</i>	<i>Earners C (2 x (£30 k p.a.)</i>
<i>Units</i>	<i>£s per month</i>	<i>£s per month</i>	<i>£s per month</i>
Monthly take-home pay	1822.27	2087.60[i]	2 x 1964= 3928[ii]
Credit card loan payments	50	50	75
Child/spouse maintenance	0	0	0
Child care/school fees	150	150	1045
Travel	175	200	300
Bills/Insurance	175	200	250
Currents rent/mortgage	600	650	750
Leisure	125	150	200
Holidays	125	150	200
Food, groceries, toiletries	250	300	350
TOTAL ASSUMED MONTHLY OUTGOING (as above)	1650	1850	3170
Mortgage Offer Range (as per 'money advice service')	£75,320- 112,980	£88,760- 133,140	£165-248,000
Repayment period and interest (as per 'money advice	25 years, 5%	25 years, 5%	25 years, 5%

service')			
Implied house price (if centre-of-range mortgage = 80% of price)	£118k	£139k	£260k

If something much less than £150,000 is the kind of house price that an average earner in Oxfordshire can afford (even given that s/he has the 20% deposit assumed in these calculations), then the houses which developers currently want to build – and pray in aid the national shortage of houses for those in need – are at upwards of £250,000 a unit well beyond the reach of those on average earnings and below. Most of those would still be beyond the reach of even the two full-time earners household.

In plain English they are unaffordable. They do not become affordable by simply knocking 20 percent off market prices and calling it “affordable housing” .

[i] <http://www.thesalarycalculator.co.uk/salary.php>

[ii] Ditto

-----**end of Affordability quote**-----

(f) seeking a **single overall, properly protective policy-within-the policy** specifically for the proportion of otherwise currently

(i) **green** land and

(ii) **green** belt land that could or should be eliminated? I

refer in this question to both binding and well-considered

(a) overall principles and also

(b) location-specific decisions?

(g) the **following analysis:**

Start of Green Belt quote

i) The main value of Green Belt policy is not related to the environmental quality of the land: it is designed to stop urban sprawl.

ii) Commentators fail to understand the importance of land protected as Green Belt. For example, the analysis of the value of Green Belts by the Adam Smith Institute largely relies on a single study carried out in Chester in 1992, suggesting that Green Belt land provided environmental benefits to society worth £889 per hectare per year. This is a massive underestimate for the true value of the Green Belt overall.

iii) Green Belts provide countryside close to 30 million people and give a range of benefits, including 30,000 km of public rights of way, 250,000 hectares of best quality agricultural land, 89,000 ha of Sites of Special Scientific Interest (SSSIs) and 220,000 ha of broadleaf and mixed woodland.

iv) Many of these benefits have increased over time and the protection against development afforded by the Green Belt designation will have played a critical role in this. To give one particularly outstanding example, Windsor Great Park (which lies in the Metropolitan Green Belt) has been valued by the Government's Natural Capital Committee as having environmental benefits worth at least £49 million, or £7,600 per hectare per year.

-----end of Green Belt quote-----

2a. Will you as an organizing group confirm that the above considerations are **an essential part of the debate** and thus must be resolved before any housing 'planning' decisions can properly be taken?

b) if not, which parts do you accept as having that description?"

Dr Pam Roberts, The Save Gavray Meadows Campaign

"6 work 'streams' to inform the apportionment of houses for Oxford's Unmet Needs include a 'High-Level Habitats Regulation Assessment'. Can the Oxfordshire Growth Board explain whether this high-level HRA refers to Oxfordshire SACs or all Oxfordshire-wide habitats? In addition, will an Environmental Impact Assessment be carried out of the cumulative effect of the inclusion of these sites, proposed to take the 14,850 houses for Oxford Unmet Needs, on top of the 100,000 houses already proposed in the SHMA?"

Helen Marshall, CPRE

"The public was told that the Oxfordshire Strategic Housing Market Assessment (SHMA) was an evidence document that would be examined as part of the Local Plan process. However, at least one of our District Councils is now being strong-armed into accepting the housing numbers outlined in the SHMA because a Planning Inspector has argued that there was no objection raised within the Growth Board process. So, whatever the protestations about this being taken forward in Local Plans, it seems clear that signing off the paper on housing allocations for Oxford's unmet need will commit our local authorities to its findings. Can the respective members of the Growth Board (the five District Council leaders) confirm that by endorsing this deeply flawed process, they will then be speaking in favour of inclusion of these sites as part of their Local Plan – Yes or No?"

Fiona Newton,

“Can the Board feel confident in making a decision today to approve the agreed working figure for the unmet housing need for Oxford, when the documentation contains critically inaccurate information?”

To note the Spatial Options Assessment:- Site 24 is not in Botley, It is Cumnor Site 25 is not Chawley, it is Cumnor Site 24 is already earmarked for a Park & Ride by OCC

Will the Board publish the full evidence base so that the public can check that information contained within the evidence base is accurate?”

Phil Clark, Chief Planner, Galliard Homes Limited

“I write on behalf of GRAA Ltd who have an interest in the Oxford Grey Hound Stadium in Sandy Lane, Oxford.

Having now reviewed the public documents in which the Co-operative looks to disseminate Oxford City Council’s housing allocation to its neighbouring authorities. Clearly the report focuses clearly on this dissemination, however we have a couple questions regarding the inward consideration / allocation of housing within Oxford City Council’s Authoritarian boundary.

1. Has there been a full consideration of all sites promoted with their 2015 call-for-sites?
2. Was there any consideration of our site, the Oxford Grey Hound Stadium, Sandy Lane?
3. Is it appreciated that the Oxford Grey Hound Stadium is available and accessible, capable of delivery circa 200 residential units? We recognise that this is only a small chink in the 15,000 housing target, but brownfield development should be prioritised in accordance with the NPPF’s ‘presumption in favour of sustainable development’.
4. Will the Board be making recommendations to OCC’s Local Plan housing allocations? Because such a recommendation would be very powerful.”

Helena Whall, Need Not Greed

“It was our understanding that the revised SEP Refresh was to be considered by Local Authorities, OxLEP, and the Oxfordshire Growth and Skills Boards during September and early October, with the final SEP 2016 being launched in November (as per the OxLEP website). Need not Greed Oxon was therefore confused to see that the revised SEP Refresh was not on the original agenda of the Growth Board Meeting on Monday 26 September.

We have since learnt that the review of the SEP is to be taken as an urgent item on the agenda and that it was always the Board’s intention to review the

SEP at this meeting, but it was left off the original agenda due to an administrative oversight.

Need not Greed Oxon had already submitted a question to the Board regarding the absence of this item on the agenda, hence we were given the opportunity to reframe our question in the light of this administrative oversight and the deadline for our submission was extended. However, as of 22 September, the SEP has not been added as an urgent item on the agenda. As such, we are deeply concerned that members of the public will not know that the SEP will be on the agenda and have therefore missed their opportunity to submit a question on this agenda item (members of the public are required to submit questions a week before the meeting). Surely this is not an appropriate or transparent method of public engagement?

Furthermore, we are alarmed that an issue as important as the revised SEP Refresh is to be considered as an 'urgent item' on the agenda. How can we have faith that it will be given the consideration it deserves. Surely the SEP needs to be considered thoroughly and not rushed through because of an administrative oversight?

Need not Greed Oxfordshire has long been concerned at the lack of robust, democratic oversight of OxLEP - an unelected quango. The apparent absence of any proper scrutiny of the revised SEP Refresh by the Growth Board confirms our worst fears. We want to see the revised SEP Refresh debated properly at the next Growth Board Meeting on 30 November.

Given that the first listed purpose of the Growth Board is 'To facilitate and enable collaboration between local authorities on economic development, strategic planning and growth' - will the Growth Board commit to considering the revised SEP Refresh at its next meeting?"

This page is intentionally left blank