

APPENDIX TWO

THE OXFORD ECONOMIC GROWTH STRATEGY – ACTION PLAN UPDATED JUNE 2014

Under the leadership of the Oxford Strategic Partnership business, university, and voluntary organisation leaders and City and County Council members and officers worked together to build a vision of Oxfords' Economic Growth Strategy which set out a vision for our economic future:

Oxford ...

...is the City which offers the UK's most prosperous, resilient, diverse, globally competitive knowledge-based economy;

...is home to two Universities, strong multi-national companies, and a wide range of small companies known for their world leadership in research, development and innovation and these are prime drivers of future economic growth;

...seeks and welcomes global investors and businesses serving global markets – which provide real economic benefits for the City's and the County's residents and businesses;

...enables and supports the growth of new start-up/spin-out ventures;

...strengthen its position as Oxfordshire's primary retail centre and as a top international tourist destination;

...ensures that young people gain the skills needed to access to jobs in the city through their enrolment in the City's high performing schools;

...offers a readily available supply of homes for sale, and for rent, at prices which those working in Oxford can afford; and

..is demonstrating, in practice, how best to promote economic growth and establish Oxford as a truly sustainable City.

This Action Plan supports the Oxford Strategic Partnership's Strategy for Economic Growth and demonstrates how we will achieve the vision. It brings together existing and new projects that are focused on delivering economic growth for the City. It is not intended to be an exhaustive list of all activities, but it is a selection of key actions delivered by the members of the Partnership that have the potential to deliver the greatest impact. The actions are set out under the 11 elements identified in the Strategy.

It is proposed to review the action plan on an annual basis and to engage with partners through the Economic Strategy Steering Group to review delivery and update key milestones. As such the action plan will be dynamic and capable of responding to change. The Steering Group includes representatives from businesses and business groups, Oxford University, the Local Enterprise Partnership and the City and County Councils. The Steering Group will meet quarterly to review progress and will provide reports to the Oxford Strategic Partnership Board.

Element One

Expanding Oxford’s knowledge economy: frameworks for key sector growth using the global connections of Oxford’s universities and major/large employers to attract new companies, and promote new start-ups

Recommended Actions:

- Develop a clear assessment of the growth potential of the principal growth sectors, incorporating existing and planned research, defining inward investment and marketing plans, and identifying the key sites and infrastructure requirements for each sector. From this an integrated delivery strategy and action plan should be developed.
- Ensure there is a clear strategy and delivery plan agreed by partners for each of the major city employment sites.

Project	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
Work with existing Business Networks to encourage and enable networking opportunities	City Council		Conduct an audit of existing private sector networks to fully understand their scope and priorities. Identify any gaps Regularly attend network events.	an annual business growth summit to understand the barriers to growth and retention	Build a better relationship between the private and public sector	Provide supporting information from partners on their identified need for additional provision

Element Two

Supporting the growth of existing employers including large, global companies, high value small and medium sized enterprise, the universities, and the health care sector.

Recommended Actions:

- Review and expand the choice and supply of accommodation for start-up and spin –out businesses in the city.
- Establish a key account management function for key business clients on business growth and retention for those businesses who are supportive and build effective liaison with the wider business community using existing arrangements to avoid duplication.

Project	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
<ul style="list-style-type: none"> • To review the supply, choice and availability of start-up businesses premises in Oxford • To assess supply in relation to forecast future need • To provide a clear picture of spatial provision in the City • To highlight any existing barriers to increasing supply, quality and choice 	City Council	Pro-Oxford Group Oxford Innovation University Enterprise Hub Local Commercial agents Local Enterprise Partnership Private sector providers	Commence review July 2013 Complete review December 2013 Undertake annual review in the future	Baseline data on amount, type and location of starter units Spatial analysis to show potential within existing centres, key sites and Regeneration Areas Up to date review of supply and future demand To identify opportunities to increase supply and choice	Improve the quality, choice and supply of starter-units in Oxford, that will drive forward innovation and the growth of new small business growth.	<ul style="list-style-type: none"> • Provide supporting information from partners on their identified need for additional provision; • Support inclusion of projects in the City Deal or funding opportunities to increase supply and choice.

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Project	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
<ul style="list-style-type: none"> • To map business location by type and create a new list of Top 100 businesses in Oxford, and identify key contacts for each company • To review the potential opportunity for sharing the County Council's account management software • To set out a programme for carrying out regular visits to Top 100 businesses. It should comprise both individual visits together with sector / cluster group meetings. These visits would be serviced by a pool of Senior Managers and secretariat to organise meetings, record actions and provide responses. • To use these meetings to actively engage with the business community and provide an important two-way channel of communication between the public and private sector • To use information from the analysis of key sectors undertaken for inward 	<p>City Council</p>	<p>Local Enterprise Partnership County Council Pro-Oxford Group Universities Top 100 businesses Key commercial organisations (CBI, Chamber of Commerce, SME contacts</p>	<p>Commence review Nov 2013</p> <p>Develop programme by April 2014</p>	<p>List of Top 100 businesses in Oxford</p> <p>New account management system</p> <p>Develop a programme of regular visits and events to engage with the Top 100 companies and key organisations</p> <p>To increase knowledge and intelligence on individual companies and sectors</p>	<p>New account management system that provides the basis for regular and interactive contact with businesses in Oxford; and build relationship</p>	<ul style="list-style-type: none"> • Provide advice on key companies and appropriate contacts within companies and organisations. • To allow the sharing of account management system (County)

investment work to clearly highlight sector opportunities and identify opportunities for strengthening the supply chains.						
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Element Three

Ensuring a sufficient supply of employment land.

Recommended Actions:

- Undertake a county-wide review of employment land requirements, including taking into account the needs of existing businesses and the requirements of Oxford’s key growth sectors.
- Build a clear delivery plan for each of the major city employment sites both inside the City’s boundaries, and with the relevant District Council and owners, for those sites near Oxford. The Delivery Plan will set out the key stages required to be carried out to ‘unlock’ these sites and ensure their timely development.

Key Actions	Lead	Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
<ul style="list-style-type: none"> • To commission economic forecasting (SQW & Cambridge Econometrics) to estimate the amount of employment land and therefore potential jobs to 2030 • To review the supply, choice and availability of employment land for each District Council in Oxfordshire through a Strategic Employment Land Availability Assessment (SELAA) • To work with existing businesses, agents and landowners to update and identify new sites through ‘call for sites’ in SELAA 	SPIP	City Council County Council District Councils LEP Pro-Oxford Group Private sector Local commercial agents Key landowners Major employers and key sectors	Commenced Nov 2013 Commence review April 2014 Complete review Sept 2014	Forecasts of the amount of employment land and job growth to 2030 Amount of existing employment land suitable, available and viable for each District Forecast provision and spatial growth within each District and County-wide Potential new jobs to be created	Up to date forecasts of the amount of land and job growth to 2030 An up to date review of employment land supply within each District which together provides a County-wide assessment	<ul style="list-style-type: none"> • To provide support and some funding to commission economic forecasting • To encourage SPIP and its members to prioritise the need to undertake a SELAA for each District Council

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<ul style="list-style-type: none"> • To relate supply of land in the SELAA to forecast need • To use existing surveys of businesses such as LEP and Withy King / Oxford Times surveys to inform the understanding of barriers to growth • To review the spatial implications of key areas of growth and align to future infrastructure provision • To undertake a review of the Green Belt to identify potential opportunities for new employment growth as part of a County-wide review through the SPIP. • To review the balance between employment land provision (jobs) with labour supply (housing). 						<ul style="list-style-type: none"> • To recognise the need to undertake a review of the Green Belt to consider potential opportunities for employment / economic growth
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Project Actions	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
<ul style="list-style-type: none"> • To use the Sites and Housing DPD, West End AAP and Core Strategy to identify all major employment sites within Oxford • To work with neighbouring District 	City Council	City Council County Council Relevant District Councils SPIP LEP Private sector Local commercial agents	Commence review Dec 2013 Complete April 2014	Amount of existing employment land Forecast provision and spatial growth within each District and County-wide Potential new jobs	The Delivery Plan will set out the key stages required to be carried out to 'unlock' these sites and ensure their timely delivery to create economic growth and new	<ul style="list-style-type: none"> • To provide support for the development of major employment sites that will deliver economic growth and jobs to be prioritised through the City Deal • To support other

<p>Council's to identify major employment sites near to the City</p> <ul style="list-style-type: none"> • To identify any barriers to the future development of the sites within the City, such as infrastructure requirements • To discuss with key landowners any measures or assistance that would help to bring forward these major sites sooner, such as focusing inward investment enquires • To seek to align key infrastructure and transport projects/funding to facilitate future development of these sites • To develop a delivery plan for major employment sites within and near Oxford that will clearly show the future development envisaged, barriers to growth, infrastructure requirements and future jobs created 		<p>Key landowners Major employers and key sectors</p>		<p>created</p> <p>Link the development of major employment sites to provision of transport and infrastructure</p>	<p>jobs.</p>	<p>funding bids, such as RGF, GP towards infrastructure provision or measures that might bring the site forward for development sooner</p> <ul style="list-style-type: none"> • To encourage the LEP to support projects / funding and measures that could unlock the future development of these sites
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Oxford City Deal sites						
Northern Gateway	Oxford City Council and Oxfordshire County Council	Colleges (landowners)	<ul style="list-style-type: none"> • AAP commenced Oct 13 • Options Document completed Dec / Jan 2014 • Consult on Options Jan / Feb 2014 • Approve Submission Doc June July 2014 • Consult on Proposed Submission Doc July- Aug Sept 2014 • Formal Submission of AAP Sept Oct 2014 • Examination Hearings Jan 2015 • Adoption May June 2015 	X number of jobs created X number of businesses started	Creation of new employment-led development	<ul style="list-style-type: none"> • To provide support for this project and the associated infrastructure schemes necessary to deliver the development • Support City Deal and the alignment of future funding bids
The BioEscalator and Churchill campus	University of Oxford	OU Hospitals NHS Trust		X number of jobs created X number of businesses started	New high-quality bio-incubator space, to include start-ups,	<ul style="list-style-type: none"> • To provide support for this project and proposals for future infrastructure

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					laboratories and offices. Potential opportunities for innovation networking.	schemes that will serve to mitigate transport impacts on the area.
Magnet	Science Oxford	University of Oxford Oxford Innovation	<ul style="list-style-type: none"> • Feb 2013 Planning application submitted • July 2013 Planning application approved • December 2013 Detailed Design complete • June 2014 Tenders released • September 2014 Pre Construction • November 2014 Start on site • June 2016 Building opens to public 	<p>X number of jobs created</p> <p>X number of businesses started</p> <p>X number of businesses supported</p> <p>X number of visitors</p>	A world class science discovery and innovation centre in Oxford City	<ul style="list-style-type: none"> • Provide links where appropriate (e.g. Govt, education sector, voluntary sector etc) • Statements of Support • Support with funding applications • Letters of support to funding applications • Inclusion of project in City Deal • Reference to project in strategic plans
Oxpens - Escalator Campus	Oxford Brookes/Saïd Business School/OUP	Oxford City Council County Council	• Consultation on Oxpens	• New office development	Mixed-use commercial and	• To support City Deal and necessary

	City Council	BRBR DfT/LCR Royal Mail Greensquare HA	Master Plan SPD (July 2013) • Report to CEB Nov 2013 • SPD adopted Nov 13 • Landowner discussions ongoing • Land assembly 2016/17	<ul style="list-style-type: none"> • Retail • Hotel • Student accommodation • Residential • Apprenticeships • New FTE jobs • Start-up businesses 	residential development	infrastructure projects required to deliver the scheme.
Oxpens Station Gateway Redevelopment	Network Rail Tripartite City/County/Network Rail	Oxford City Council County Council DfT LCR TOCs	• Draft Master plan prepared by consultants following stakeholder engagement (Aug–Sept 2013) • Launch July 2014	<ul style="list-style-type: none"> • Transport interchange • Mixed-use development • New FTE jobs 	Comprehensive redevelopment of Oxford railway station site, to create world class gateway, destination station , transport interchange, together with mixed-use commercial and residential development.	• To support City Deal, Master Planning of site and necessary infrastructure projects required to deliver the scheme.
Other Major Sites						
Westgate Shopping Centre	Westgate Oxford Alliance Oxford City Council (Land Securities and Crown Estates)	Oxford City Council Land Securities Crown Estates County Council Bus companies	• Outline planning achieved. Reserve matters	<ul style="list-style-type: none"> • Number Jobs created • Skills Programmes and apprenticeships 		

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			<p><u>application Aug 14 Planning application submitted Oct 2013</u></p> <ul style="list-style-type: none"> • Construction work to commence <u>Jan 2015</u> • Completion 2017 			
Expansion of Oxford Science Park (including Escalator Hub)	Magdalen College and partners	Oxford City Council Local Enterprise Partnership SPIP SODC?				
Expansion of Begbroke Science Park	University of Oxford	Land owners Cherwell DC Existing businesses on site				
University of Oxford sites - ROQ - Physics / Maths Centre	University of Oxford					
Oxford Brookes University sites - Headington Master Plan - Headington Hill Campus	Oxford Brookes University					
City of Oxford College – Oxford site redevelopment	City of Oxford College (was OCVC)	City of Oxford College	<ul style="list-style-type: none"> • £6M redevelopment work • Planning completed, works starting 	New facilities for hairdressing and beauty, Sports and Exercise science and adjoining café. Will also include a new	High quality facilities to be utilised by students and for local business and resident use 7	

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			<p>summer 2013</p> <ul style="list-style-type: none"> • Completion expected Sept 2014 	<p>more welcoming Reception and Student Services area and a river front walk way.</p>	<p>days per week.</p>	
<p>City of Oxford College – Blackbird Leys site redevelopment – Oxfordshire Centre for Technology & Innovation</p>	<p>City of Oxford College (was OCVC)</p>	<p>City of Oxford College</p>	<ul style="list-style-type: none"> • Expression of Interest with Skills Funding Agency - initial response expected May 2013 • Application of Funding TBA (subject to above) but at least £3M • Opening Phase 1 - summer / autumn 2015; Phase 2 - 2016 	<p>Development of a high quality centre for engineering, construction (incl. sustainable construction), regional centre for electrical skills testing and a product design / development incubation area.</p>	<p>High quality facilities to be utilised by students and for local business and entrepreneurs on a 7 days per week basis.</p>	<ul style="list-style-type: none"> • Support with funding / planning applications • Support with communication to pupils / parents / employers etc
<p>Science UTC Oxfordshire</p>	<p>City of Oxford College (was OCVC)</p>	<ul style="list-style-type: none"> • City of Oxford College • Range of Academic partners and Industrial Sponsors • Local authorities 	<ul style="list-style-type: none"> • £10M development of a new University Technical College (UTC) in Didcot (Great Western Park) • Community 	<p>New education provision for 14-19 following the established UTC model, focusing on science, engineering and computing. At full capacity will support 600 students, within a 15 mile radius catchment</p>	<p>High quality sector specialist education with significant involvement from industry within curriculum design and extended work experience / projects. Targeting high technology</p>	<ul style="list-style-type: none"> - Employers in engineering, science and computing sectors invited to become involved as Associate Partners - Support with funding - Support with communication to pupils / parents /

			<p>engagement ongoing</p> <ul style="list-style-type: none"> • In depth planning commencing with Industry Sponsors and Academic Partners • Funding agreement by Sept 2014 • Premises design starts Jan 2014 • Building commencing mid 2014 • Opening Sept 2015 	area.	jobs within the Harwell campus and Milton Park.	employers etc
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Element Four

Strengthening Oxford’s city centre retailing offer.

Recommended Actions:

- Use the proposed Westgate redevelopment as a catalyst to raise the quality and range of the retail offer, including investment in public spaces, transport and environment.
- Support and revitalise the independent retail offer where this is practical.

Review of all actions, dates, milestones, outputs and outcomes when the new City Centre Manager comes into post in July 2014.

Use the proposed Westgate redevelopment as a catalyst to raise the quality and range of the retail offer, including investment in public spaces, transport and environment.						
Project Actions	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
4.1 Improve accessibility to city centre retail offer for customers from outside the city. Likely refocus on “Oxford open for business” initiative during construction of Westgate	Oxfordshire County Council	Oxford Town Team. Oxford City Council. Transport operators. City Centre retail and leisure businesses.	To be confirmed	“Open Oxford” initiative. Linked personal mobility management and retail loyalty systems to incentivise travel and retail purchase.	Extended retail catchment area with increased customer expenditure in Oxford from ‘County shoppers’.	This project has the potential to revolutionise the management of traffic to city centres. All OSP partners to work together to champion and facilitate the project.
4.2 Develop a comprehensive public realm enhancement plan	Oxford City Council	County/City/private sector. Coordinated by City Centre Manager	To be confirmed	Produce aspirational plan with ‘menu’ of schemes and costs. Review ‘Transform Oxford’ programme and other projects that would support retail performance and regeneration opportunities.	Enhanced public realm that has radically improved public spaces that creates greater opportunities for visitor and community activities.	Will require the city to come together to generate the mutual will and resources to achieve a bold vision. This will also require some compromises by all/most parties.
4.3 Develop the evening economy retail and leisure offer. Linked to opening of new Westgate in Autumn 2017?	Oxford Town Team	Oxford City Council	To be confirmed	Later shop trading hours. Enhanced evening and night time leisure offer.	Merge the day time and night time economies to maximise customer attraction and spend.	Assist with statistical support for the case.
4.4 BID and/or micro BIDs	Oxford Town Team	Retail community and councils.	Explore funding for resource to	OTT to lead the development of BID(s) in 2014	BID(s) to fund retail support initiatives and greater	Support and assist the retail sector in the BIs process

			lead and manage the BID process. <u>Timeline to be confirmed – likely to be a later phase led by Town Team</u>		engagement by the retail community	
Support and revitalise the independent retail offer where this is practical.						
4.5 Covered Market strategic review.	Oxford City Council	Covered Market Traders Association	Consultancy study due to report September 13. Council and traders review of advice by end of 2013. <u>Review completed, Covered Market Manager recruited</u>	10 year investment and management strategy to enhance performance of the market.	Iconic destination attraction for Oxford city centre that attracts visitors from a wide catchment and anchors an enhanced independents' quarter.	Oxfordshire County Council to support proposed changes to the surrounding roads and pavements.
4.6 'Oxford Local' initiative to provide direct support to independent retailers.	Oxford Town Team	Retail Skills Academy. Individual retail companies. Suppliers.	<u>To be reviewed</u>	Delivery of retail apprenticeships; specialist training programmes; customer loyalty systems; marketing programmes	Retention and expansion of independent retail sector.	
4.7 Improve the quality and distribution of footfall by seeking to attract more	City Centre Manager	City and County Councils	Trials during 2013.	Proactively planned and sourced series of events to encourage more visits,	Greater reason to visit by adding to the range of quality	Greater flexibility and partnership in the design and application of event

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<p>'county/high value' shoppers and by encouraging shoppers/visitors into lower footfall retail areas. Possible joint Culture Service and Town Team initiatives. Links with arrival of new Westgate</p>			<p>Policy paper and action plan for 2014.</p>	<p>longer dwell times, and increased spend</p>	<p>"things to see and do".</p>	<p>fees, costs and protocols</p>
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Element Five

Expanding the value of Oxford’s tourism across the region.

Recommended Actions:

- Build on the success of Visit Oxfordshire, the Destination Management Organisation and extend the tourism and cultural offer and event calendar.
- Focus attention on increasing the quality of the tourism offer and driving up standards across the sector.
- Extend the range of tourist accommodation, in particular hotels, to support extended trips and visitor expenditure across the region.

Expanding the value of Oxford’s tourism across the region						
Project Actions	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
Development of a Destination Management Plan for Oxford and Oxfordshire	Experience Oxfordshire (EO)	Districts and County Private sector stakeholders	Target completion Spring 2014	Increased length of stay Improving the quality of accommodation and the visitor offer	Improvement in the range and quality of the visitor offer and the size of the visitor economy in the county (economic benefit)	Supporting the DM plan – all partners individually and collectively supporting the DM Plan Partners can provide advice, details on trends and opportunities
Increasing the number of quality hotel rooms in and around the city	Oxford City Council (planning)	Experience Oxfordshire Developers County (Transport)	Target of one new hotel for the next three years	Increased number of hotel rooms	Increased economic benefit through increased number of o/n stays	Partners support resourcing of marketing and promotion
To increase number of overnight stays (from visits)	EO	Private sector Visit Britain Visit England LEP (link to Inward	Annual review Baseline 2011 data:	Increased length of stay and number of trips (targeted key markets eg BRICs)	Broaden appeal of city to key target markets	

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		Investment) Universities and Colleges City and County Councils	O/s nights 2.67m nights Increase by 1% per annum for the next three years		Increased economic benefit	
Business Tourism – Improving the awareness of Oxford as a conference destination (link to inward investment)	EO (Meet Oxfordshire Conference desk)	LEP County City Meet England UKTI Private sector partners Universities and Colleges Conference Oxford	By end of 2015 to have increased the value of conference business to the city (linked to the Visit England RGF funded project)	Increased use of available venues Increase business o/n stays	Increased economic benefit	
MICE review – review Oxfordshire’s position in the market and identity gaps in city provision	EO/ Oxford City Council	LEP County City Meet England UKTI Private sector partners Universities and Colleges Conference Oxford	tbc	Strategy for long term development of Oxfordshire’s MICE position, identified gaps in infrastructure/service provision, and action plan to address priorities	More competitive offer in national & international MICE markets. Increased economic benefit Support inward investment agenda	
Review visitor information provision alongside city development plans	EO/ Oxford City Council	County Developers Private sector partners	tbc	Strategy and action plan for visitor information provision throughout the city region.	Increased visitor spend. More welcoming city	

Element Six

Continuing to improve educational and skills attainment to support future economic growth opportunities.

Recommended Actions:

- Extend current initiatives to raise schools attainment and to bring greater co-ordination to the existing education/business initiatives, University volunteering schemes and relevant voluntary sector programmes to scale up support for schools (e.g. STEM engagement).
- Work with schools to improve employability skills amongst leavers, to ensure that they are better equipped for the world of work.
- Review with the business sector whether there is the potential to sustain a stronger apprenticeship and skills programmes across the city and county to expand existing initiatives. Link this with the OSP development programme to support and develop employability for young people and adults who are currently excluded from the workforce.

Project Actions	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
Procure and monitor and instructional programme to raise literacy and numeracy levels in Oxford City primary schools serving disadvantaged areas	Oxford City Council	KRM Psychological and Educational Research Consultants City Primary Schools Oxfordshire County Council	Programme started between November 2012 and April 2013 Initial programme review July 2013 Second phase of programme starts September 2013 <u>Evaluation competed 30 June 2014. In depth review of</u>	Over 100 training sessions and observation sessions for teachers in 8 schools	Improved reading, writing and mathematics on tests at age 7 and 11 in participating schools • <u>95% achieving level 2 in Reading at age 7 and</u> • <u>84% achieving Level 4 in English and Maths at age 11 by 2016/17</u>	Consider what support they might provide participating schools

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			<u>programme delivery to be undertaken between June and November 2014.</u>			
Procure and monitor a leadership programme for middle and sector leaders in in Oxford City primary schools serving disadvantaged areas	Oxford City Council	Oxford University Education Department Oxford Brookes University Oxford Schools learning Consortium City Primary Schools Oxfordshire County Council	Two programmes being run one from Jan to Dec 2013 and one from Jan to Dec 2014	3 core workshops, 6 public seminars 6 action learning sets Online learning access for 80 school leaders	Improved reading, writing and mathematics on tests at age 7 and 11 in participating schools	Consider what support they might provide participating schools
Increase the number of leaders applying for leadership roles in Oxford City primary schools serving disadvantaged areas	Oxford City Council	<u>Catalyst</u> Housing Association	Set up shared equity housing scheme for newly appointed school leaders <u>Scheme agreed with Catalyst: will be operational on approval from Financial Conduct Authority.</u>	Increased number of leaders on shortlists for identified schools	Improved reading, writing and mathematics on tests at age 7 and 11 in participating schools	
Increase the number of year 9 students in Oxford City Secondary schools that have access to the internet	Oxford City Council	The Internet Institute <u>Oxford University</u> Oxford City Secondary Schools – <u>The Oxford Academy, Cheney and Cherwell School</u>	Work with schools to identify students who are digitally excluded Procure equipment and broadband	Up to 1 50 students with broadband access at home	Improved GCSE results in 2016 in target students	<u>Internet Institute, University of Oxford, Digital inclusion Project with Schools</u>

			connection Monitor and support students			
Increase the number of partners who employ apprenticeships	Oxford City Council	Oxfordshire County Council	Work with partners on the OSP to increase the number of partners with active apprenticeship programmes Improve links between schools and businesses by sponsoring the BiTC Business Class Project in 6 City Schools	Increased numbers of apprenticeships available to Oxford City residents	Reduced numbers of NEET	Sign up to have an apprenticeship scheme

Work is continuing through the a number of programmes through the Skills Board and locally through the “Breaking the Cycle of Deprivation” and “Back to Work” Groups on work with schools to improve employability skills amongst leavers, to ensure that they are better equipped for the world of work. And also on review with the business sector to sustain stronger apprenticeship and skills programmes across the city and county to expand existing initiatives.

Element Seven

Increasing the annual rate of housing development in locations which are easily accessible to the city centre and other main employment areas by cycle, bus, and rail.

Recommended Actions:

- Review the city housing requirement in the context of the forthcoming county-wide assessment to seek to reduce the burden of in-commuting, and improve the city housing-employment balance.
- Develop with adjoining District and County Councils, through SPIP, a set of compacts sharing the benefits and costs (under the Duty to Co-operate) to address the requirements of regional economic growth.

Review City housing requirement within a County-wide assessment						
Project Actions	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
<ul style="list-style-type: none"> • To work with neighbouring Districts to agree a brief and appoint consultants to produce a Strategic Housing Market Assessment (SHMA) • To discuss with neighbouring Districts through the 'duty to co-operate' and as part of SPIP how to take forward the findings of the SHMA <u>including the production of a new Strategic Housing Land Availability Assessment for Oxford</u> • In the context of the SHMA to seek a wider review of the Green Belt to explore potential opportunities to accommodate further housing and or 	SPIP West Oxfordshire	City Council County Council District Councils LEP Private sector Local commercial agents Key landowners	May 2013 (SHMA consultants appointed) September 2013 (Draft SHMA Report to be received) <u>March 2014 (Final SHMA report received, October 2013)</u> (Discussion at SPIP re findings of SHMA and potential for wider review of Green Belt) <u>June 2014 (Draft Oxford</u>	A Strategic Housing Market Assessment (SHMA). An accurate up to date evidence base for population forecast and housing need within City and District areas. Develop a housing delivery strategy that links the new housing sites to infrastructure needs to increase prospects of sites coming forward earlier. <u>An Oxford SHLAA to assess the capacity of Oxford against the Objectively Assessed</u>	To provide an up to date understanding of housing need in Oxford and the sub-region. To review the Green Belt and identify sites for future housing and employment growth. <u>To provide evidence of the housing capacity of Oxford and therefore the level of unmet need.</u>	<ul style="list-style-type: none"> • To provide support for the development of major housing sites. • To provide evidence to support the link between housing as part of the labour supply (retention and recruitment of staff) and employment growth; • To support discussion of Oxford's housing and employment needs within the sub-region • To encourage the LEP and SPIP to work together to seek solutions to infrastructure and transport projects that could support both housing and employment growth.

<p>employment growth.</p> <ul style="list-style-type: none"> To seek to align key infrastructure and transport projects/funding to facilitate the development of future housing and employment sites. 			<p><u>SHLAA produced)</u></p>	<p><u>Need from the SHMA with neighbouring districts involved in a 'check and challenge' process.</u></p>		
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<p>Develop a set of compacts, through SPIP, to share the costs and benefits to support economic growth</p>						
<p>Project Actions</p>	<p>Project Lead</p>	<p>Project Partners</p>	<p>Key Dates and Milestones</p>	<p>Outputs</p>	<p>Outcomes</p>	<p>How can OSP / Partners support this</p>
<ul style="list-style-type: none"> To explore how the SHMA and wider review of the Green Belt will impact on the future transport and infrastructure priorities can be taken forward in partnership with SPIP To show clear progress in taking forward the main 'asks' in the City Deal to increase housing delivery To establish a timetable and programme to bring major housing sites including urban extensions. To seek to align key 	<p>SPIP West Oxfordshire</p>	<p>City Council County Council District Councils LEP Private sector Local commercial agents Key landowners</p>	<p>May 2013 (SHMA consultants appointed)</p> <p>September 2013 (Draft SHMA Report to be received)</p> <p>June 2013 Submission of detailed City Deal 'ask' to Government.</p> <p>July 2013 Presentation of City Deal to Ministers.</p>	<p>A Strategic Housing Market Assessment (SHMA)</p> <p>Provide accurate up to date evidence base for population forecast and housing need within City and District areas.</p> <p>Undertake wider Green Belt Review and identify potential new sites to accommodate housing and employment growth.</p>	<p>An up to date understanding of housing need in Oxford and the sub-region.</p> <p>A Review of the Green Belt which identifies sites for future housing and employment growth.</p> <p>Set out a programme for increasing the delivery of housing linked to areas of employment growth within</p>	<ul style="list-style-type: none"> To provide evidence to support the link between housing as part of the labour supply (retention and recruitment of staff) and employment growth; To encourage partnership working between the LEP and SPIP. To support infrastructure and transport projects together with funding bids that could support both housing and employment growth.

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<p>infrastructure and transport projects/funding to deliver future development of these sites.</p>			<p><u>March 2014</u> <u>(Final SHMA</u> <u>report received</u></p>		<p>Oxford and the sub-region (including Science Vale and Bicester). Set out a delivery plan for unlocking key sites, including public sector sites and provide market support that stimulates a wider range of housing opportunities.</p>	
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Element Eight

Ensuring continuing investment in broadband infrastructure.

Recommended Actions

- Work with the Better Broadband initiative to enhance broadband provision across the county, including the wider connections between Oxford’s research infrastructure and the Enterprise Zone.
- Deliver the Super Connected Cities Programme to further enhance the competitiveness of the city region in the knowledge economy.

Project Actions	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
Improve broadband and wireless infrastructure and access through successful funding and delivery of the Super Connected Cities Project	Oxford City Council	County Council Universities LEP Business Sector BDUK	Revised Bid and Business case submitted May 2013 Announcement by Govt – July 2013 Launch of Voucher Scheme – Early 2014 Wireless Concession procurement – Early 2014 Wireless on Bus routes throughout city –	Bid submitted Bid agreed and funding approved Voucher delivery – 1700 SMEs and Public Sector family Wireless concession contract agreed Wireless coverage - 2015 Bus companies engaged and providing	Increased ultrafast broadband connections across the city and improved economic performance and service delivery Wireless coverage in city centre and other part of the city – improved visitor experience and access to services on line	Partners are involved in the project and on the Project Board Opportunities for joint working on demand stimulation and business engagement

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			<p>delivered by March 2015</p> <p>Wireless hotspots in museums and gallery public spaces – funding bid agreed by BDUK and LEP – Nov 2013 <u>Jan 2014</u></p>	<p>wireless on routes</p> <p>Wireless hotspots developed by March 2015</p>		
<p>Improve broadband infrastructure through delivery of the Better Broadband (Countywide) Project</p>	<p>Oxfordshire County Council</p>	<p>LEP City and District Councils Business</p>	<p>Contract award Summer 2013</p> <p>Delivery 2013 to 2016</p>	<p>Superfast broadband cabinet upgrade across the County</p> <p>Identify impact on City</p>	<p>Improved broadband infrastructure and access to superfast broadband</p>	<p>Additional support that partners can provide to the project</p> <p>Opportunities for joint working on demand stimulation and business engagement</p>

Element Nine

Addressing the environmental challenges and opportunities presented by economic growth.

Recommended Actions:

- Develop a more strategic framework (city and region) to address and join up projects as well as increase involvement of the private sector in key areas such as energy and waste management.
- Identify with the universities, LEP and partners, applied research which could be developed on a practical scale to deliver low carbon solutions in the city and across the region.

Develop a more strategic framework to link projects and increase involvement of private sector						
Project Actions	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
<ul style="list-style-type: none"> • To consolidate and develop the Low Carbon Oxford partnership to meet 40% carbon reduction by 2020 target • To drive forward Green Deal Plus task force to network supply chain, community, commercial companies and promote delivery of retrofit for carbon 	City Council	Low Carbon Oxford Pathfinders Private sector Oxford University Oxford Brookes Local Enterprise Partnership County Council Energy Saving Coop	<p>Low Carbon Oxford: Need milestones to 2020</p> <p>DECC Pioneer Places grant for 2013: Warming Barton project to deliver 20+ retrofits and Green Deal Task force events.</p> <p>Low Carbon Hub/Insulation NE Ltd partnership to deliver second pilot – Warming Oxford in 2014</p> <p>OxFutures Community Fund to be delivered in 2014 to support community and</p>	<p>Create a set of indicators to monitor and report progress on carbon reduction project</p> <p>Warming Barton evaluation report due Oct 2013</p> <p>OxFutures final report (Nov 2015 - covers Powering down activity including Warming Oxford)</p> <p>OxFutures Community</p>	To work in partnership to meet 40% carbon reduction by 2020, take forward Green Deal Plus and set up OxFutures Community Fund	<ul style="list-style-type: none"> • Continue to provide support to Low Carbon Oxford and OxFutures projects such as Green Deal Plus • Support the setting up of the OxFutures Community Fund • Support future potential for projects in the City Deal or funding

<p>reduction in Oxford</p> <ul style="list-style-type: none"> Establish the OxFutures Fund to mobilise private & public sector investment in renewable energy and retrofitting projects 			<p>public estate projects (County council lead)</p>	<p>Fund portfolio reports</p>		
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Identify with the Universities, LEP and partners applied research projects to deliver low carbon solutions						
Key Actions	Lead	Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
<ul style="list-style-type: none"> To support Low Carbon Oxford in the initial development of a scheme to nurture local low carbon/clean technology start-up businesses. To develop and implement an approach for heritage buildings to play their role in low carbon reduction To identify and take forward projects for District Heating (ie. West End, Regeneration areas, Blackbird Leys) 	<p>City Council</p> <p>City Council</p> <p>City Council</p>	<p>County Council, Low Carbon Hub</p> <p>Low Carbon hub</p> <p>Low Carbon hub Landowners Developers Private sector</p>	<p>Commence November 2013</p> <p>Piloted by early 2013/14</p> <p>Online tool by end 2013-14 year</p> <p>November 2013 apply for DECC HNDU funding</p>	<p>Secure funding for delivery of the scheme</p> <p>Tool-kit setting out methodology and good practise guidance for owners and architects to show how buildings can be altered to achieve low carbon reductions</p> <p>Develop a heat master plan for Oxford to identify existing infrastructure, pending developments and strategic opportunities.</p>	<p>A network of clean tech businesses.</p> <p>Provision of support structures to help retain those businesses in Oxford and the County</p>	<ul style="list-style-type: none"> Support the setting up of a local network and support structures for clean tech business Support any funding opportunities that will positively take forward these projects Explore potential for new projects to be included within the City Deal

Element Ten

Investing in the physical infrastructure and transport required to enable economic growth.

Recommended Actions:

- Ensure that infrastructure and transport strategies for the city centre and the wider city are comprehensive and supported by investment and delivery plans.
 - Use the strategic enhancements to the rail services and the redevelopment of Oxford station as a catalyst for central area regeneration (City centre, Frideswide Square and Oxpens) and mixed use development to create employment and residential opportunities.
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- We will incorporate appropriate and relevant infrastructure projects and actions that are emerging from the work relating to the City Deal bid
 - Links to some of the priorities and actions relating the university, education, high tech and innovation sector support (element one), also emerging key projects for the City Deal bid

Tom Flanagan suggests that the infrastructure programme needs a complete refresh and that future updates could be synchronised with the work of the COG group and the update information collected once.

Project Actions	Project Lead	Project Partners	Key Dates and Milestones	Outputs	Outcomes	How can OSP / Partners support this
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<ul style="list-style-type: none"> To agree the priorities, phasing and timescales for the key pieces of refresh work on the Oxford Transport Strategy (OTS). 	<p>County Council</p>	<p>City Council SPIP LEP Key landowners Bus operators Main employers Developers of major sites in locality Consultants</p>	<p>June / July 2013</p> <p>January 2014 City Deal signed</p> <p>May 2014 LGF Business Cases submitted</p> <p>September 2014</p>	<p>List of key priorities and timetable for OTS</p>	<p>The development of a comprehensive infrastructure and transport strategies for spatial areas of Oxford underpinned by investment and delivery plans</p>	<ul style="list-style-type: none"> Support transport and infrastructure funding bids, through the City Deal for the City centre and Station site. City Deal projects taken forward for Northern Gateway and Hinksey Interchange. City Centre and Station projects now part of SEP LGF bid. Frideswide Square scheme approved, enabling works start Support the spatial development and programming of the Oxford Transport Strategy Access to Headington baseline report Cycling Strategy Part 1 completed North Oxford Transport Study (NOTS) completed Overall OTS delayed due to work on Westgate, City Deal and LGF now due to be completed Taken forward as part of LGF work in advance of OTS. Full set of EOI's and priority business cases
<ul style="list-style-type: none"> Refresh OTS to agreed timetable and ensure management of work with transport, planning and City centre management 	<p>County Council</p>	<p>City Council SPIP LEP Key landowners Bus operators Main employers Developers of major sites in locality Consultants</p>	<p>June / July 2013</p> <p>April 2014</p> <p>June 2014</p> <p>June 2014</p> <p>September 2014</p>	<p>Programme for management of OTS projects</p>		
<ul style="list-style-type: none"> To prepare cost, investment and delivery plans for transport and infrastructure in Oxford 	<p>County Council</p>	<p>SPIP LEP Key landowners Bus operators</p>	<p>May 2014</p>	<p>Investment and delivery plan for transport and infrastructure</p>		

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<ul style="list-style-type: none"> • To create a Board for strategic oversight of Oxford Station Infrastructure and rail enhancements 	<p>County Council</p>	<p>Main employers Developers of major sites in locality Consultants</p> <p>Network Rail Dft LCR TOC Consultants</p>	<p>August / Sept 2013</p> <p><u>May 2014</u></p> <p><u>May 2014</u></p>	<p>New board created</p> <p>Masterplan for Station site together with phasing and delivery plan</p>		<p><u>completed</u></p> <ul style="list-style-type: none"> • <u>Ensure the master planning of the Station site is fully supported to deliver economic growth for Oxford</u> • <u>Final report of Station master plan</u> • <u>Bid for LGF support for Station submitted</u> • <u>Final report of Station master plan</u> • <u>SPD to launch on receipt of master plan</u> •
<ul style="list-style-type: none"> • To develop a gateway vision, masterplan and delivery strategy for Oxford Station 	<p>City and County Council Network Rail</p>	<p>TOC Dft Masterplan consultants</p>	<p>May / June 2013</p>			
<ul style="list-style-type: none"> • Develop an SPD for Station site and bridge 	<p>City Council</p>	<p>County Council Network Rail Master planning consultants</p>	<p>May to September 2013</p> <p><u>Jan 2014</u></p>	<p>New SPD for Station site</p>		

Element Eleven

Securing an effective partnership for implementation and ‘single team’ delivery.

Recommended Actions:

- Create a single City-County-Universities executive – with LEP resources as appropriate -- to take responsibility for ensuring the delivery of each of the elements of this Economic Growth Strategy. This would result in a visible ‘step change’ in partnership working.
- Develop a clear proposition for a single executive serving the LEP and SPIP to implement a measurable ‘step change’ in integrated partnership working across the city and regional partnerships and institutions, which if successful, will move towards a ‘single team’ delivery in driving employment and growth.

The priority actions referenced in this strategy will only succeed if the City Council is able to exert leadership and influence, with priority actions delivered with the support of a solid evidence base.

The Oxfordshire LEP is emerging as a key partner for delivery of economic growth for the City: The Autumn Statement 2012 included the first part of government’s response to Lord Heseltine’s Report, *No Stone Unturned – in pursuit of economic growth*. Through this route, government announced a greatly increased role for Local Enterprise Partnerships (LEPs) which will be resourced in part through £10m of capacity funding for which individual LEPs will need to bid.

Whilst the long term objectives set out in the Economic Growth Strategy remain valid it would be unwise to progress integrating economic development functions until the LEP has firmly established its role and governance structures. Whilst the LEP is building its role and capacity it will be essential that the OSP and City council maintain their positions to offer continuity and focus for growth in the City. As a Strategic Economic Plan for the LEP area is developed and Growth Deal is negotiated with central government the way in which economic development activity is delivered can be re-considered.

Element 11 of the Growth Strategy will be reconsidered in 12 months