

Agenda

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Scrutiny Committee

Date: **Monday 5 September 2016**

Time: **6.00 pm**

Place: **St Aldate's Room, Town Hall**

For any further information please contact:

Sarah Claridge, Committee Services Officer

Telephone: 01865 529920

Email: democraticservices@oxford.gov.uk

As a matter of courtesy, if you intend to record the meeting please let the Contact Officer know how you wish to do this before the start of the meeting.

Scrutiny Committee

Membership

Chair Councillor Andrew Gant

Vice Chair: Councillor Tom Hayes
Councillor Jamila Begum Azad
Councillor Nigel Chapman
Councillor Van Coulter
Councillor James Fry
Councillor David Henwood
Councillor Jennifer Pegg
Councillor Craig Simmons
Councillor Sian Taylor
Councillor Marie Tidball
Councillor Ruth Wilkinson

The quorum for this Committee is four, substitutes are permitted.

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AGENDA

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 WORK PLAN AND FORWARD PLAN

11 - 34

Background Information
The Scrutiny Committee operates within a work plan which has been set for the 2016/17 council year. This plan will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Committee and take account of any changes to the latest Forward Plan (which outlines decisions to be taken by the City Executive Board or Council).
Why is it on the agenda?
The Committee is asked to review and note its work plan for the 2016/17 council year. The Committee is also asked to select which Forward Plan items they wish to pre-scrutinise based on the following criteria: <ul style="list-style-type: none">• Is the issue controversial / of significant public interest?• Is it an area of high expenditure?• Is it an essential service / corporate priority?• Can Scrutiny influence and add value? A maximum of three items for pre-scrutiny will normally apply. This is also an opportunity for Chairs of Standing Panels and Review Groups to provide a verbal update to the Committee.
Who has been invited to comment?
<ul style="list-style-type: none">• Pat Jones, Committee and Member Services Manager.

4 REPORT BACK ON RECOMMENDATIONS

35 - 48

Contact Officer: Andrew Brown, Scrutiny Officer,
Tel 01865 252230, abrown2@oxford.gov.uk

Background Information
The Committee makes a number of recommendations to officers and decision makers, who are obliged to respond in writing.

Why is it on the agenda?

This item allows Committee to see the results of recent recommendations. Since the last meeting the following items have resulted in recommendations to CEB:

- Report of the Equality and Diversity Review Group
- Apprentices
- Fusion Lifestyle's 2016/17 Annual Service Plan
- Grant Allocations - Monitoring Report
- Private Sector Housing Policy
- Review of Lord Mayors Deposit Guarantee Scheme

CEB have asked the Committee to reconsider Equality and Diversity recommendation 15 in light of a submission that was received shortly before the CEB meeting.

Recommendation: That the Committee agrees whether or not Equality and Diversity recommendation 15 still stands in light of the attached submission from Stonewall.

CEB will be asked to respond in writing if the recommendation still stands.

Who has been invited to comment?

- Cllr Tom Hayes, Chair of Equality & Diversity Review Group
- Pat Jones, Committee and Member Services Manager

5 PERFORMANCE MONITORING - QUARTER 1

49 - 56

Background Information

The Scrutiny Committee has a role in monitoring Council performance and quarterly reports are provided to the Committee on a set of selected corporate and service indicators. The Housing Panel receives separate reports on housing performance.

The Chair and Vice Chair propose that Cllr James Fry leads on performance monitoring for the Committee. Cllr Fry has provided a steer as to which measures should be monitored by Scrutiny this year. Nineteen indicators have been added to the report and eight indicators that are no longer measured by the Council have been removed.

Why is it on the agenda?

For the Scrutiny Committee to note and comment on Council performance at the end of 2016/17 quarter 1 (June 2016).

Please note that year end targets and the latest results for some measures had not been provided in time for publication. This information can be communicated separately to the Committee when available.

Recommendation: That the Committee appoints Councillor Fry as lead member for performance monitoring.

Who has been invited to comment?

No one has been specifically invited for this item. Any comments the Committee wishes to make will be included in the minutes and relayed to Heads of Service after the meeting.

Cllr Fry may wish to comment on the selected indicators and performance outcomes.

6 RESPONSE TO QUESTIONS ON FUSION LIFESTYLES SERVICE PLAN

57 - 60

Background Information

The Scrutiny Committee considered Fusion Lifestyles performance and annual service plan in July. In addition to making recommendations to the City Executive Board, the Committee requested a written response from the Head of Community Services in respect of a number of points.

Why is it on the agenda?

For the Scrutiny Committee to note the briefing paper provided by the Head of Community Services.

Who has been invited to comment?

No one has been invited specifically invited for this item. Any comments the Committee wishes to make will be included in the minutes and relayed to the Head of Community Services after the meeting.

7 DRAFT 2015-16 ANNUAL REPORT OF OXFORD CITY COUNCIL'S SCRUTINY COMMITTEE

61 - 72

Background Information
The Chair of Scrutiny's briefing to Council in September will take the form of an annual report detailing the work of Scrutiny during the previous year.
Why is it on the agenda?
For the Scrutiny Committee to approve the 2015-16 annual scrutiny report, subject to any stylistic changes to be agreed by the Chair. The report will be submitted to Council on 29 September 2016.
Who has been invited to comment?
<ul style="list-style-type: none">• Councillor Craig Simmons, 2015-16 Chair of the Scrutiny Committee.• Pat Jones, Committee and Member Services Manager.

8 FINANCE PANEL REPORT ON CREDIT UNION SERVICES

73 - 76

Background Information
The Finance Panel has recently convened two discussions about credit union services and agreed to submit a report with one recommendation to the City Executive Board.
The Scrutiny Committee has final agreement on Standing Panel recommendations except when recommendation are time-critical.
Why is it on the agenda?
For the Scrutiny Committee to approve the report of the Finance Panel before it is submitted to the City Executive Board on 15 September 2016.
Who has been invited to comment?
<ul style="list-style-type: none">• Councillor Craig Simmons, Chair of Finance Panel.

9 EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF) INNOVATION PROJECTS - MATCH FUNDING (START 18.45)

77 - 90

Background Information
Cllr Ruth Wilkinson has asked for this item to be included on the agenda for pre-decision scrutiny.
Why is it on the agenda?
The City Executive Board on 15 September 2016 will be asked to: <ol style="list-style-type: none">1. Recommend Council to approve the required match funding to deliver the capital (£33,939) and revenue (£45,000) elements of the projects detailed in this report.2. Delegate authority to the Executive Director, Housing and

<p>Regeneration to enter into any necessary agreements to secure ERDF funding.</p> <p>This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.</p>
<p>Who has been invited to comment?</p>
<ul style="list-style-type: none"> • David Edwards, Director for Regeneration and Housing.
<p>Councillor Price apologises that due to a prior commitment he is unable to attend for this item.</p>

10 OXLEP STRATEGIC ECONOMIC PLAN REFRESH (START 19.15)

91 - 254

<p>Background Information</p>
<p>The Chair has asked for this item to be included on the agenda for pre-decision scrutiny.</p>
<p>Why is it on the agenda?</p>
<p>The City Executive Board will be asked to endorse the report at its meeting on 15 September 2016. This is an opportunity for the Scrutiny Committee to provide feedback on the Oxfordshire Local Enterprise Partnership Strategic Economic Plan via the City Executive Board.</p> <p>Also included in the paperwork are responses to the National Infrastructure Commission call for evidence on the Cambridge-Milton Keynes-Oxford 'Growth Corridor' provided by the following organisations:</p> <ul style="list-style-type: none"> • Oxford City Council, • Oxfordshire County Council and Oxfordshire Local Enterprise Partnership, • Six Local Enterprise Partnerships along the corridor.
<p>Who has been invited to comment?</p>
<ul style="list-style-type: none"> • Councillor Bob Price, Board Member for Corporate Strategy and Economic Development; • David Edwards, Executive Director for Regeneration and Housing.

11 MINUTES

255 - 264

Minutes from 4 July 2016

Recommendation: That the minutes of the meeting held on 4 July 2016 be APPROVED as a true and accurate record.

12 DATES OF FUTURE MEETINGS

Meetings are scheduled as followed:

Scrutiny Committee (6pm start)

6 October 2016

7 November 2016
6 December 2016

Standing Panels

Housing Standing Panel – 5.00 pm, 5 October
Finance Standing Panel – 5.30 pm, 8 September

DECLARING INTERESTS

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licences for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those of the member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

- a)
- b)

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SCRUTINY WORK PLAN

September 2016 - May 2017

Published on: 24/08/16

11 The Scrutiny Committee agrees a work plan every year detailing selected issues that affect Oxford or its inhabitants. Time is allowed within this plan to consider topical issues as they arise throughout the year as well as decisions to be taken by the City Executive Board. This document represents the work of scrutiny for the remainder of the 2016-17 council year and will be reviewed monthly by the Scrutiny Committee.

The work plan is based on suggestions received from all elected members and senior council officers. Members of the public can also contribute topics for inclusion in the scrutiny work plan by completing and submitting our [suggestion form](#). See our [get involved webpage](#) for further details of how you can participate in the work of scrutiny.

The following criteria will be used by the Scrutiny Committee to evaluate and prioritise suggested topics:

- *Is the issue controversial / of significant public interest?*
- *Is it an area of high expenditure?*
- *Is it an essential service / corporate priority?*
- *Can Scrutiny influence and add value?*

Some topics will be considered at Scrutiny Committee meetings and others will be delegated to two standing panels. Items for more detailed review will be considered by time-limited review groups.

The Committee will review the Council's [Forward Plan](#) at each meeting and decide which executive decisions it wishes to comment on before the decision is made. The Council also has a "call in" process which allows decisions made by the City Executive Board to be reviewed by the Scrutiny Committee before they are implemented.

Scrutiny Committee and Standing Panel responsibility and membership


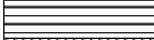

Committee / Panel	Remit	Nominated councillors
Scrutiny Committee	Overall management of the Council’s scrutiny function.	Cllrs Azad, Chapman, Coulter, Fry, Gant (Chair), Hayes, Henwood, Pegg, Simmons, Taylor, Tidball & Wilkinson
Finance Panel	Finance and budgetary issues and decisions	Cllrs Fooks, Fry, Simmons (Chair) & Taylor
Housing Panel	Strategic housing and landlord issues and decisions	Cllrs Goff, Henwood (Chair), Pegg, Sanders, Thomas & Wade, Geno Humphrey (tenant co-optee)

Current and planned review groups

Topic	Scope	Nominated councillors
Budget review 2017/18	To review the Council’s 2017/18 draft budget and medium term financial strategy	Cllrs Fooks, Fry, Simmons & Taylor
Devolution	To scrutinise devolution proposals for Oxfordshire	Cllrs Coulter, Gant, Hayes, Simmons & Tidball (Chair)
Language schools	TBC	TBC

Indicative timings of 2016/17 review panels

Scrutiny Review	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Devolution	Scoping	Evidence gathering	Reporting							
Budget review 2017/18		Scoping	Evidence gathering	Reporting						
Language schools				Scoping	Evidence gathering	Reporting				

	Scoping
	Evidence gathering
	Reporting

SCRUTINY COMMITTEE

5 SEPTEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Submission to ERDF Innovation Call for Oxfordshire	Yes	To brief members on officer's work with partners to deliver a specific element of the county-wide ERDF Innovation call, namely the Smart Oxford initiative initiated by OSP, of which the council is a leading partner (http://oxfordsmartcity.uk).	Corporate Strategy and Economic Development	Matthew Peachey, Economic Development Manager
OxLEP Strategic Economic Plan Refresh	Yes	To update members on the consultation draft of the Strategic Economic Plan, and to request feedback and endorsement.	Corporate Strategy and Economic Development	Matthew Peachey, Economic Development Manager
Performance Monitoring - quarter 1	No	Quarterly reports on Council performance against a set of corporate service measures chosen by the Committee.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

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6 OCTOBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Educational attainment	No	To consider an independent report on the Council's educational attainment investments produced by Oxford Brookes University.	Young People, Schools and Skills	Tim Sadler, Executive Director Community Services
Recommendation monitoring - Inequality Panel	No	To monitor progress and implementation following the recommendations of the Inequality Panel, which reported to the City Executive Board in July 2015.	Corporate Strategy and Economic Development	Val Johnson, Policy Team Leader

Review of Tree Management Policy	Yes	The Tree Management Policy was adopted in 2008 and last reviewed in 2011.	Leisure, Parks and Sport	Stuart Fitzsimmons, Parks and Open Spaces Manager
Sustainable Energy Action Plan (SEAP) for Oxford	Yes	This report will request approval of our aims, objectives and emission reduction target for the City and adoption of the action plan attached to the Sustainable Energy Strategy.	Climate Change and Cleaner Greener Oxford	Mairi Brookes, OxFutures Programme Manager

7 NOVEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Discretionary Housing Payments spend	No	To monitor Discretionary Housing Payments spend mid-way through the year.	Customer and Corporate Services	Paul Wilding, Programme Manager Revenue & Benefits
Air Quality	No	To consider data on air quality in the City and ways of improving air quality in the worst areas (e.g. the city centre).	Climate Change and Cleaner Greener Oxford	Mai Jarvis, Environmental Quality Team Manager
Graffiti prevention	No	To consider the appreciative inquiry and focus group around graffiti and other initiatives to solve the issues long term.	Climate Change and Cleaner Greener Oxford	Liz Jones, Interim ASBIT Team Leader
Safeguarding Language School Students	No	Update on safeguarding arrangements for foreign language students studying in Oxford.	Community Safety	Richard J Adams, Community Safety & Resilience Manager
Annual Monitoring Report (AMR) 2015/16	Yes	This is the City Council's 12th AMR to assess the effectiveness of planning policies contained within Oxford's Local Development Plan.	Planning and Regulatory Services	Rebekah Knight, Planner

6 DECEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Corporate Plan 2017/2018	Yes	A new Corporate Plan for the period 2017/2018. The pre-consultation draft report will be submitted to CEB in December 2016.	Corporate Strategy and Economic Development	Caroline Green, Assistant Chief Executive
Recommendation Monitoring - Cycling	No	To monitor progress and implementation following the recommendations of the Cycling Review Group, reported to CEB in September 2015.	Climate Change and Cleaner Greener Oxford	Sophie Hearn, Contracts Manager
Performance monitoring - quarter 2	No	Quarterly reports on Council performance against a set of corporate service measures chosen by the Committee.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

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30 JANUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Recommendation monitoring - Recycling rates	No	To receive an update on the monitoring of recycling rates and the impacts of the Blue Bin Recycling League following a site visit to the Waste Services Team.	A Clean and Green Oxford	Jeff Ridgley, waste Services Business Development & Fleet Manager
Waterways Public Space Protection Order	Yes	The report will contain a proposal to the CEB to introduce a Public Spaces Protection Order for certain behaviours on the waterways within Oxford City's local authority boundary.	Community Safety	Richard J Adams, Community Safety & Resilience Manager
Grant Allocations to Community and Voluntary Orgs 2017/2018	Yes	This report is for the City Executive Board to make decisions on the allocation of grants to the community and voluntary organisations for 2017/2018.	Culture and Communities	Julia Tomkins, Grants & External Funding Officer

28 FEBRUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Performance Monitoring - quarter 3	No	Quarterly reports on Council performance against a set of corporate service measures chosen by the Committee.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

27 MARCH 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Safeguarding Report 2017/18	Yes	An annual report to monitor the progress made on Oxford City Council's Section 11 Self-assessment Action Plan 2016-2017 and to approve the Action Plan for 2017-2018.	Finance, Asset Management and Public Health	Val Johnson, Policy Team Leader

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2 MAY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Fusion Lifestyle's 2017/18 Annual Service Plan.	Yes	The report will recommend that the City Executive Board endorse Fusion Lifestyle's Annual Service Plan for the management of the Council's leisure facilities for 2017/18.	Leisure, Parks and Sport	Lucy Cherry, Leisure and Performance Manager

JUNE 2017

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Local Plan Preferred Options	Yes	Progress of the review of the Local Plan	Planning and Regulatory Services	Sarah Harrison, Senior Planner

SCRUTINY COMMITTEE - TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Recommendation monitoring - Guest houses	No	To monitor progress and implementation following the recommendations of the Guest Houses Review Group, reported to CEB in December 2015.	Corporate Strategy and Economic Development	Richard J Adams, Community Safety & Resilience Manager
Recommendation monitoring - Local economy	No	To monitor progress and implementation following the recommendations of the local economy review group, reported to CEB in June 2015.	Corporate Strategy and Economic Development	David Edwards, Executive Director City Regeneration and Housing
Public Spaces Protection Orders	No	To monitor the impacts of PSPOs the city, including the numbers and types of early interventions and enforcement actions.	Community Safety	Richard J Adams, Community Safety & Resilience Manager
Assessing disabled impacts in planning	No	To consider how the Council fulfils its duty to assess the impacts on disabled people of new developments and changes of use, including for businesses and private & social sector housing.	Planning and Regulatory Services	Patsy Dell, Head of Planning & Regulatory Services
Design Review Panel	No	To consider the work and effectiveness of the Oxford Design Review Panel.	Planning and Regulatory Services	Patsy Dell, Head of Planning & Regulatory Services
Disabled Students' Allowance	No	To consider the impacts of cuts to Disabled Students' Allowance on disabled students in the City.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer
Workplace parking levies	No	To consider the pros and cons of the proposed introduction of workplace parking charges in Oxford.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer
Health and Wellbeing Board update	No	To receive an update on the work of Oxfordshire Health and Wellbeing Board by the Council's representative on the Board.	Finance, Asset Management and Public Health	Val Johnson, Policy Team Leader
Police and Crime Panel update	No	To receive an update on police and crime scrutiny activities by the Council's representative on Thames Valley Police and Crime Panel.	Community Safety	Andrew Brown, Scrutiny Officer

FINANCE PANEL

8 SEPTEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Budget monitoring - quarter 1	No	To monitor the Council's finances at the end of quarter 1 (June 2016).	Finance, Corporate Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Council Tax Support Scheme	No	To consider spend and impacts of the Council's discretionary Council Tax support scheme.	Customer and Corporate Services	Tanya Bandekar, Service Manager Revenue & Benefits
The Implications of Brexit for Local Government	No	To receive a briefing on the expected financial impacts on the Council of Brexit (British exit from the European Union).	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Treasury Management Performance 2015/16	Yes	This performance monitoring report on Treasury Management performance at 31 March 2016 (Full Year)	Finance, Corporate Asset Management and Public Health	Bill Lewis, Financial Accounting Manager

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8 DECEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Budget monitoring - quarter 2	No	To monitor the Council's finances at the end of quarter 2 2016-17 (September).	Finance, Corporate Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Treasury Management Strategy 2017/18	Yes	This performance monitoring report on the Treasury Management performance at 30 September 2016 (Half Year) and the pre-consultation strategy for 2017/18.	Finance, Asset Management and Public Health	Bill Lewis, Financial Accounting Manager

Transfer Station for Recycled Material	Yes	Proposal to create and operate a Council managed Transfer Station.	A Clean and Green Oxford	Geoff Corps, Cleaner Greener Services Manager
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16 JANUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Service reviews	No	To consider the outcomes of comprehensive reviews of service area budgets undertaken as part of this year's budget setting process.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Funding mechanisms for affordable housing	No	To consider alternative and innovative models for financing new affordable housing.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Scrutiny Budget Review 2017/18 - recommendations	Yes	To agree recommendations following the annual scrutiny budget review.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services

1 FEBRUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Scrutiny Budget Review 2017/18	Yes	Review of the Councils draft budget for 2017/18 and medium term financial strategy.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Capital Strategy 2017/18	Yes	To consider the Council's Capital Strategy for 2017/18.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Treasury Management Strategy 2017/18	Yes	Treasury Management Strategy for 2017/2018, including prudential indicators.	Finance, Asset Management and Public Health	Bill Lewis, Financial Accounting Manager
Divestment	No	To consider an ethical policy on divestment.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services

29 MARCH 2017 - NO REPORTS CURRENTLY SCHEDULED

HOUSING PANEL

5 OCTOBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing performance - quarter 1	No	To consider Council performance against a set of housing service measures chosen by the Panel.	Housing	Stephen Clarke, Head of Housing and Property
Choice Based Lettings refusal reasons	No	To receive a briefing on reasons given by Choice Based Lettings applicants for refusing Council properties, including requests for minor adaptations.	Housing	Tom Porter, Allocations Manager
Under-occupation in the Council's housing stock	No	To receive an update on the levels of under-occupation in the Council's housing stock and efforts to reduce under-occupation, including support and incentives for downsizing.	Housing	Bill Graves, Landlord Services Manager
Houses in multiple occupations (HMOs)	No	To consider the licensing of HMOs in the City including member oversight of HMO planning decisions (currently delegated) and rules around the numbers of rooms and the number of HMOs in the street etc.	Corporate Strategy and Economic Development	Ian Wright, Service Manager Environmental Health
Energy Strategy - Housing & Property	No	To consider past, current and future work around energy in Housing, and Housing & Property's approach to Energy and fuel poverty in its own domestic housing stock.	Housing	Deborah Haynes, Energy Efficiency Projects Officer
Right to Buy Retention Funding	Yes	Seeks approval for alternative mechanisms to use Right to Buy Retention Funding to avoid having to return any such funding to Department for Communities and Local Government (DCLG).	Finance, Asset Management and Public Health, Housing	Nigel Kennedy, Head of Financial Services, Alan Wylde, Housing Development & Enabling Manager

9 NOVEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing performance - quarter 2	No	To consider mid-year Council performance against a set of housing service measures chosen by the Panel.	Housing	Stephen Clarke, Head of Housing and Property
Universities land management	No	To invite representatives of universities to discuss their approaches to land management in the City.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer
Rent performance	No	To monitor the Council's rents performance including current and former tenant arrears.	Housing	Tanya Bandekar, Service Manager Revenue & Benefits
Tower block refurbishment	No	To receive a progress update on the Tenant Scrutiny Panel's review of the tower block refurbishment project.	Housing	Stephen Clarke, Head of Housing and Property

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1 MARCH 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing performance - quarter 3	No	To consider a report on Council performance against a set of housing service measures chosen by the Panel.	Housing	Stephen Clarke, Head of Housing and Property
Rough sleeping	No	To consider how the Council deals with people sleeping rough including those with no recourse to public funds.	Community Safety, Housing	Ossi Mosley, Rough Sleeping & Single Homelessness Officer
Access to the private rented sector	No	To receive a briefing on Council support to people in receipt of Housing Benefit in accessing the private rented sector.	Housing	Dave Scholes, Housing Strategy & Needs Manager
Allocation of Homelessness Prevention Funds	Yes	To agree the allocation of the homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy	Housing	Ossi Mosley, Rough Sleeping & Single Homelessness Officer

3 MAY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Great Estates update	No	To receive an update on progress made in developing masterplans for estates and delivering a rolling programme of improvement schemes.	Housing	Stephen Clarke, Head of Housing and Property
Empty garages and former garage sites	No	To receive an update on how the Council is dealing with empty garages and former garage sites.	Housing	Martin Shaw, Property Services Manager
Empty Property Strategy	No	To receive a briefing on the Council's approaches to dealing with empty properties in the City ahead of a refresh of the Council's Empty Property Strategy 2013-18.	Housing	Melanie Mutch, Empty Property Officer (Private Sector)

HOUSING PANEL - TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing Revenue Account Business Plan	Yes	To scrutinise the Housing Revenue Account (HRA) business plan (projected income & expenditure for the Council's housing stock).	Finance, Asset Management and Public Health	Stephen Clarke, Head of Housing and Property
Housing Company for Oxford	Yes	To pre-scrutinise any decisions on funding the Housing Company for Oxford and monitor progress in the Company's first year of operation.	Housing	David Edwards, Executive Director of Regeneration & Housing
Pay to stay	Yes	To scrutinise the local implementation of government plans to increase rents for social tenants with incomes over £30,000 a year.	Housing	Bill Graves, Landlord Services Manager
Flexible tenancies	Yes	To scrutinise the local implementation of government plans to prevent local authorities in England from offering secure tenancies for life to new council tenants.	Housing	Bill Graves, Landlord Services Manager
Leaseholder relationships	No	To consider Council relationships with leaseholders including the views of individual leaseholders.	Housing	Stephen Clarke, Head of Housing and Property

FORWARD PLAN

September 2016 - December 2016

Published on: 24/08/16

www.oxford.gov.uk



What is the Forward Plan?

The Forward Plan gives information about all the decisions (key and non-key) that the City Executive Board (CEB) is expected to take over the next year. For completeness, the Forward Plan also includes important decisions which will be taken by the full Council.

Each item on the Forward Plan shows either a provisional or confirmed date for when it will be considered by CEB. Where possible, report authors will keep to the dates shown, however, it may be necessary for some provisional items to be rescheduled.

The Forward Plan is published on the Council's website on the first working day of the month. However, it is subject to regular revision and new issues or changes to existing issues will be posted on the website as soon as they are known.

The Forward Plan includes:

- a short description of the decision to be made
- who will make the decision
- when the decision will be made
- details of the planned consultation with local people and other stakeholders
- contact details for further information

What is a Key decision?

A key decision is an executive decision which is likely:

- to result in the council incurring expenditure of more than £500,000; or
- to be significant in terms of its effects on communities living or working in an area comprising of two or more wards.

A key decision, except in special or urgent circumstances, cannot be taken unless it has appeared in the Forward Plan for 28 days before the decision is made.

Inspection of documents

The agenda papers (including the reports and background papers) for CEB meetings are available 5 working days before the meeting on the council website:

<http://www.oxford.gov.uk>

The Forward Plan is available to view at the Town Hall.

Private meetings

The majority of the decisions taken by the CEB are made in the "open session" of a meeting when the press or public have the right to attend. However, some or all, of the information supporting decisions in the Forward Plan may be confidential and as such it will be taken in the "private session" a meeting when the press or public are excluded. Items that will be taken in "private session" are marked in this plan and the reason for doing so given.

If you object to an item being taken in private, or if you wish to make representations about any matter listed in the Forward Plan, then please contact Committee & Member Services at least 7 working days before the decision is due to be made:

T: 01865 252191

Email: cityexecutiveboard@oxford.gov.uk

The Council's decision-making process

Further information about the Council's decision making process can be found in the Council's Constitution, which can be inspected at the Council's offices or online at

<http://www.oxford.gov.uk>

City Executive Board Members and Senior Officers

City Executive Board Member	Portfolio
Bob Price, Council Leader	Corporate Strategy and Economic Development
Ed Turner, Deputy Leader	Finance, Asset Management and Public Health
Susan Brown	Customer and Corporate Services
Alex Hollingsworth	Planning and Regulatory Services
Pat Kennedy	Young People, Schools and Skills
Linda Smith	Leisure, Parks and Sport
Mike Rowley	Housing
Dee Sinclair	Community Safety
Christine Simm	Culture and Communities
John Tanner	A Clean and Green Oxford

Senior Officers	Job Title
Peter Sloman	Chief Executive
David Edwards	Executive Director, City Regeneration and Housing
Tim Sadler	Executive Director, Community Services
Jackie Yates	Executive Director, Organisational Development and Corporate Services
Caroline Green	Assistant Chief Executive
Helen Bishop	Head of Business Improvement
Ian Brooke	Head of Community Services
Graham Bourton	Head of Direct Services
Nigel Kennedy	Head of Financial Services/Section 151 Officer
Stephen Clarke	Head of Housing and Property
Jeremy Thomas	Head of Law and Governance / Monitoring Officer
Patsy Dell	Head of Planning and Regulatory

Will this decision be preceded by any form of consultation?	Union consultation
Decision Taker	Council 29 Sep 2016
Executive Lead Member	Customer and Corporate Services
Lead Executive Director	Head of Business Improvement
Report Contact	Helen Bishop, Head of Business Improvement Tel: 01865 252233 hbishop@oxford.gov.uk

CEB 13 OCTOBER 2016

ITEM 17: ID: I013628	REVIEW OF TREE MANAGEMENT POLICY Report Status: Confirmed
The Tree Management Policy was adopted in 2008 and last reviewed in 2011. The current Tree Management Policy will be the subject of discussions at the Parish Council Forum and the Scrutiny Committee in the spring of 2016. If as a result of those discussions the Tree Management Policy needs to be revised then a report will be submitted to the CEB	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Yes - The Tree Policy will be reviewed at the Parish Council Forum in March and Scrutiny Committee in April.
Decision Taker	City Executive Board 13 Oct 2016
Executive Lead Member	Leisure, Parks and Sport
Lead Executive Director	Executive Director for Community Services
Report Contact	Stuart Fitzsimmons, Parks and Open Spaces Manager sfitzsimmons@oxford.gov.uk

ITEM 18: ID: I014800	RIGHT TO BUY RETENTION FUNDING Report Status: Confirmed
Seeks approval for alternative mechanisms to use Right to Buy Retention Funding to avoid having to return any such funding to Department for Communities and Local Government (DCLG).	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 13 Oct 2016 Council 5 Dec 2016
Executive Lead Member	Finance, Asset Management and Public Health, Housing
Lead Executive Director	Head of Financial Services
Report Contact	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk, Alan Wylde, Housing Development & Enabling Manager Tel: 01865 252319 awylde@oxford.gov.uk

ITEM 19: ID: I011844	SUSTAINABLE ENERGY ACTION PLAN (SEAP) FOR OXFORD Report Status: Confirmed
On 29 September 2014 Council agreed to support the Covenant of Mayors initiative and authorised the Lord Mayor to sign the Covenant adhesion form. By signing up to the Covenant of Mayors the Council committed to submit a Sustainable Energy Action Plan (SEAP) for the City of Oxford. The SEAP does not set any new targets but estimates our baseline emissions in 2005 and captures the actions and policies that the Council and its partners are implementing to reduce carbon emissions. These actions will help to meet the Council's target of reducing carbon emissions by 40% by 2020 across the whole city. This report will request approval of our aims, objectives and emission reduction target for the City and adoption of the action plan attached to the Sustainable Energy Strategy.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Yes - Stakeholder workshops took place in February 2016
Decision Taker	City Executive Board 13 Oct 2016
Executive Lead Member	Climate Change and Cleaner Greener Oxford
Lead Executive Director	Executive Director for Community Services
Report Contact	Mairi Brookes, OxFutures Programme Manager Tel: 01865 252212 mbrookes@oxford.gov.uk

ITEM 20: ID: I015017	CUSTOMER SERVICE EXCELLENCE Report Status: Confirmed
To report the results from the recent corporate Customer Service Excellence accreditation, and detail how this will be further embedded in the organisation moving forward.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 13 Oct 2016
Executive Lead Member	Customer and Corporate Services
Lead Executive Director	Executive Director for Organisational Development and Corporate Services
Report Contact	Helen Bishop, Head of Business Improvement Tel: 01865 252233 hbishop@oxford.gov.uk

ITEM 21: ID: I014757	GRANDPONT PAVILION - HINKSEY PARK FOOTBALL CLUB LONG TERM LEASE Report Status: Provisional: Awaiting further information, advice or input
To set out the heads of terms and community use agreement associated with granting a lease to Hinksey Park Football Club over the pavilion at Grandpont Recreation ground. The report will also seek to grant devolution of authority for 2 similar leases for the pavilions at Cutteslowe Park (Lower) with Summertown Stars AFC and Margaret Road Pavilion with Quarry Rovers FC	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area

	comprising two or more wards
Is this item open or exempt to the public?	Part exempt - Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 13 Oct 2016
Executive Lead Member	Leisure, Parks and Sport
Lead Executive Director	Head of Community Services
Report Contact	Paul Backman, Sports Development Officer - Facilities and Projects Tel: 01865252692 pbackman@oxford.gov.uk

CEB 17 NOVEMBER 2016

ITEM 22: ID: I012651	ANNUAL MONITORING REPORT (AMR) 2015/16 Report Status: Confirmed
This is the City Council's 12th AMR to assess the effectiveness of planning policies contained within Oxford's Local Development Plan.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	No consultation. This is a factual report.
Decision Taker	City Executive Board 17 Nov 2016
Executive Lead Member	Planning and Regulatory Services
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Rebekah Knight, Planner Tel: 01865 252612 rknight@oxford.gov.uk

ITEM 23: ID: I014726	COMMERCIAL WASTE COLLECTION CAPACITY Report Status: Confirmed Council: Confirmed
The Council is reaching its commercial wastes collection capacity and requires an additional recycling collection vehicle and operational crew. This report requests the funding for this.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Part exempt - Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Will this decision be preceded by any form of consultation?	Between Direct Services Waste & Recycling Operations and Finance Business Partners.
Decision Taker	City Executive Board 17 Nov 2016 Council 5 Dec 2016
Executive Lead Member	Councillor John Tanner
Lead Executive Director	Head of Direct Services
Report Contact	Ashley Buttress, Waste Operations Co-ordinator Tel: 07824384247 abuttress@oxford.gov.uk, Stuart Pohler, Recycling & Waste Operations Manager Tel: 07824 384 247 spohler@oxford.gov.uk

ITEM 24: ID: I014934	DIGITAL STRATEGY Report Status: Confirmed
Sets out the City Council's vision and strategy for delivering a world-class digital city across the key themes of: Digital Leadership; Digital by Design; Inclusion; Customer in Control; Supporting Business Growth; and Collaboration, supported by an action plan to articulate how the strategy will be delivered.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Consultation taking place during August/September with key stakeholders including digital networks, Oxford Strategic Partnership, business community and other public sector partners
Decision Taker	City Executive Board 17 Nov 2016
Executive Lead Member	Customer and Corporate Services
Lead Executive Director	Head of Business Improvement
Report Contact	Neil Lawrence, Digital Development Manager nlawrence@oxford.gov.uk

ITEM 25: ID: I014835	SAFEGUARDING LANGUAGE SCHOOL STUDENTS Report Status: Confirmed
Update on safeguarding arrangements for foreign language students studying in Oxford.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 17 Nov 2016
Executive Lead Member	Community Safety
Lead Executive Director	Executive Director for Community Services
Report Contact	Richard J Adams, Community Safety & Resilience Manager Tel: 01865 252283 rjadams@oxford.gov.uk

ITEM 26: ID: I015077	SUSTAINABILITY STRATEGY 2017 Report Status: Confirmed CEB April: Provisional: Decision needs further consideration or information Council: Provisional: Decision needs further consideration or information
The report will provide the revised Oxford Sustainability Strategy, which will set out the vision for Oxford's sustainable future and steps we are required to take to deliver it. The report will recommend approval of the draft strategy for public consultation.	
CEB April 2017: To report on the public consultation process and present the final Sustainability Strategy to the Board. CEB to recommend that Council approve the final Sustainability Strategy 2017.	

Council April 2017 – Council to approve Sustainability Strategy 2017	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	6 weeks Online public consultation required
Decision Taker	City Executive Board 17 Nov 2016 City Executive Board 6 Apr 2017 Council 24 Apr 2017
Executive Lead Member	A Clean and Green Oxford
Lead Executive Director	Executive Director for Community Services
Report Contact	Mai Jarvis, Environmental Quality Team Manager Tel: 01865 252403 mjarvis@oxford.gov.uk

COUNCIL 5 DECEMBER

to include any reports from CEB

CEB 15 DECEMBER 2016

ITEM 27: ID: I014683	BUDGET 2017/2018 Report Status: Confirmed
A new Budget for the period 2017/2018. · The pre-consultation draft report will be submitted to CEB in December 2016. The post-consultation draft report will be submitted to CEB in February 2017 · The Budget will be submitted to Council for adoption in February 2017.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Yes - public consultation
Decision Taker	City Executive Board 15 Dec 2016 City Executive Board 9 Feb 2017 Council 20 Feb 2017
Executive Lead Member	Finance, Asset Management and Public Health
Lead Executive Director	Section 151 Officer
Report Contact	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 28: ID: I014717	CORPORATE PLAN 2017/2018 Report Status: Confirmed
A new Corporate Plan for the period 2017/2018 · The pre-consultation draft report will be submitted to CEB in December 2016. The post-consultation draft report will be submitted to CEB in February 2017 · The Asset Management Plan will be submitted to Council for adoption in February 2017.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards

Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Yes public consultation
Decision Taker	City Executive Board 15 Dec 2016 City Executive Board 9 Feb 2017 Council 20 Feb 2017
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Assistant Chief Executive
Report Contact	Caroline Green, Assistant Chief Executive cgreen@oxford.gov.uk

ITEM 29: ID: I014416	TREASURY MANAGEMENT STRATEGY 2017/18 Report Status: Confirmed
Treasury Management Strategy for 2017/2018, including prudential indicators. <ul style="list-style-type: none"> • The pre-consultation draft report will be submitted to CEB in December 2016. • The post-consultation draft report will be submitted to CEB in February 2017 • Submitted to Council for adoption in February 2017. 	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board 15 Dec 2016 City Executive Board 9 Feb 2017 Council 20 Feb 2017
Executive Lead Member	Finance, Asset Management and Public Health
Lead Executive Director	Executive Director for Organisational Development and Corporate Services
Report Contact	Bill Lewis, Financial Accounting Manager Tel: 01865 252607 blewis@oxford.gov.uk

ITEM 30: ID: I014684	TREASURY MANAGEMENT PERFORMANCE: ANNUAL REPORT AND PERFORMANCE 2016/17 Report Status: Confirmed
This performance monitoring report on the Treasury Management Strategy: Annual Report and Performance 2016/17 is submitted twice a year: <ul style="list-style-type: none"> • Dec 2016– the position at the 30 September 2016 (Half Year) • Sept 2017 – the position at 31 March 2017 (Full Year) • This Performance monitoring report is submitted twice a year to cover: the position at 30 September (Half Year) and 31 March (Full Year)	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 15 Dec 2016 City Executive Board September 2017
Executive Lead Member	Finance, Asset Management and Public Health

Lead Executive Director	Section 151 Officer
Report Contact	Bill Lewis, Financial Accounting Manager Tel: 01865 252607 blewis@oxford.gov.uk

ITEM 31: ID: I012199	TRANSFER STATION FOR RECYCLED MATERIAL Report Status: Provisional: Decision reliant on another action or process.
Proposal to create and operate a Council managed Transfer Station for City collected co-mingled recycled, green waste, street arisings and engineering works spoil.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Part exempt - Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 15 Dec 2016
Executive Lead Member	A Clean and Green Oxford
Lead Executive Director	Executive Director for Community Services
Report Contact	Geoff Corps, Cleaner Greener Services Manager gcorps@oxford.gov.uk

CEB 19 JANUARY 2017

ITEM 32: ID: I011613	DESIGN SUPPLEMENTARY PLANNING DOCUMENT - DRAFT Report Status: Provisional: Decision reliant on another action or process
The Design SPD will set out planning guidance for the design of new buildings in Oxford considering particularly local context. This meeting will be to approve the draft for public consultation.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Yes- public consultation
Decision Taker	City Executive Board 19 Jan 2017
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Gill Butter, Conservation and Urban Design Officer gbutter@oxford.gov.uk

ITEM 33: ID: I011611	NORTH OXFORD VICTORIAN SUBURB CONSERVATION AREA APPRAISAL- ADOPTION Report Status: Provisional: Decision reliant on another action or process
To recommend adoption of the North Oxford Victorian Suburb Conservation Area Appraisal.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the	Open -

public?	
Will this decision be preceded by any form of consultation?	Public consultation in summer 2016.
Decision Taker	City Executive Board 19 Jan 2017
Executive Lead Member	Planning and Regulatory Services
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Ian Marshall, Team Leader Design, Heritage and Specialist Services Tel: 01865 252332 imarshall@oxford.gov.uk

ITEM 34: ID: I013240	WATERWAYS PUBLIC SPACE PROTECTION ORDER Report Status: Provisional: Decision needs further consideration or information
The report will contain a proposal to the CEB to introduce a Public Spaces Protection Order for certain behaviours on the waterways within Oxford City's local authority boundary. <ul style="list-style-type: none"> It was submitted to CEB in January 2017 for approval pre-consultation. 	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Yes - public consultation Autumn/Winter 2016. Specific groups include Riparian owners and waterways users.
Decision Taker	City Executive Board 19 Jan 2017
Executive Lead Member	Community Safety
Lead Executive Director	Executive Director for Community Services
Report Contact	Richard J Adams, Community Safety & Resilience Manager Tel: 01865 252283 rjadams@oxford.gov.uk

CEB 9 FEBRUARY 2017

to include reports relating to the Budget, Medium Term Financial Plan and Corporate Plan

ITEM 35: ID: I014681	GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2017/2018 Report Status: Confirmed
This report is for the City Executive Board to make decisions on the allocation of grants to the community and voluntary organisations for 2017/2018. A further monitoring report on the reported achievements resulting from these grants allocations will be submitted to the City Executive Board in June 2018.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 9 Feb 2017
Executive Lead Member	Culture and Communities
Lead Executive Director	Head of Community Services
Report Contact	Julia Tomkins, Grants & External Funding Officer

	Tel: 01865252685 jtomkins@oxford.gov.uk
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ITEM 36: ID: I014411	CAPITAL STRATEGY 2017/18 Report Status: Confirmed Council: Confirmed
To consider the Council's Capital Strategy for 2017/18.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 9 Feb 2017 Council 20 Feb 2017
Executive Lead Member	Finance, Asset Management and Public Health
Lead Executive Director	Executive Director for Organisational Development and Corporate Services
Report Contact	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 37: ID: I014782	REFRESH OF CARBON MANAGEMENT PLAN: 2017 -2022 Report Status: Confirmed
The current five year phase of the Carbon Management Plan ends in March 2017 – it is expected that the corporate target of implemented carbon reduction measures across the estate and operations of the council of 5%/y min. will be exceeded for the 5 year phase to that point. The refreshed plan will: look ahead to the next five year phase; quantify the tCO2 required each year to meet the ongoing 5%/y min. corporate target; describe the approach to be taken particularly with regard to energy and water management, and intention to follow the ISO 50001 standard.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Input will be sought from OCC staff whose roles have implications for the carbon emissions of the council
Decision Taker	City Executive Board 9 Feb 2017
Executive Lead Member	A Clean and Green Oxford
Lead Executive Director	Executive Director for Community Services
Report Contact	Paul Spencer, Energy & Carbon Manager Tel: 01865 252238 pspencer@oxford.gov.uk, Paul Robinson, Team Manager, Energy and Climate Change Tel: 01865252541 probinson@oxford.gov.uk

COUNCIL - 6 FEBRUARY 2017

To include any reports from CEB

COUNCIL (BUDGET) - 20 FEBRUARY 2017

to include reports relating to the Budget, Medium Term Financial Plan and Corporate Plan

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Scrutiny recommendation tracker – 5 September 2016 CEB

The City Executive Board (CEB) on 14 July agreed responses to Scrutiny Committee recommendations on the following items:

- Report of the Equality and Diversity Review Group
- Apprentices
- Fusion Lifestyle’s 2016/17 Annual Service Plan
- Grant Allocations - Monitoring Report
- Private Sector Housing Policy
- Review of Lord Mayors Deposit Guarantee Scheme

Report of the Equality and Diversity Review Group

Recommendation	Agreed?	Comment
1. That the Council undertakes comprehensive accessibility audits of its employment practices, premises, public-facing information (for instance, on the website) and externally available application forms, at appropriate intervals. Consideration should be given to how frequently these audits should take place at each workplace premises and to the setting of maximum intervals between audits.	N	Accessibility audits were previously undertaken periodically on the Council’s employment premises when we had a dedicated Equalities Officer. More typically now, officers in various service areas provide expertise (e.g. Building Control) when changes are being introduced. We also get external advice as accessibility issues arise e.g. what type of devices are needed for people with hearing difficulties to participate more effectively in meetings, use the phone, etc. There is also a dedicated budget to fund specific equipment designed to assist with accessibility. Oversight is provided by colleagues in Human Resources to ensure we keep abreast of accessibility developments. Given this approach a regular audit would require additional resourcing and cost and is unlikely to add further value
2. That the Council reviews recruitment branding to better target any vacancies at under-represented groups and young people, including utilising settings or channels that are less traditional to local government but more inclusive.	In part	All jobs are advertised using a range of media sources, including Job Centre Plus, Social Media and Job Boards. Increasingly we run recruitment events which prove to be a successful way of reaching out to the wider community. Dependant on the role traditional print media and community magazines have also been used, but use of these is dependent on publication dates and cost. We are doing more work with the Communication Team to look at how we can improve employer branding and our use of social media. Focus groups in the local community were used to help identify how we could become more attractive as an employer to under-represented groups.
3. That the Council continues to promote itself as an inclusive employer through outreach activities including continuing to hold open recruitment	Y	This work is already in place and continuing. We have just held a second recruitment roadshow this year and for the first time this was held in one of our Community Centres. We aim to continue to run these events, however

sessions in community settings, reaching out in schools through the Business in the Community partnership, and attending job fairs and community meetings.		there is a significant cost in time and money to organise, promote and run these events and there is no budget in place to support this. The organisation will also continue to attend local job fairs as appropriate. The successful mentoring programme with Cherwell School continues and we are currently exploring whether to open this out to more educational establishments.
4. That the Council investigates opportunities to advertise multiple vacancies in community settings at low cost, which could include making use of community newspaper social media platforms, as well as community newspapers and, as long as those running them are willing, community centres.	Y	As stated above we advertise in community magazines but doing so depends on publication dates and costs. The infrequency of publication can be an issue. The HR Team will familiarise themselves with publications/dates/costs and work proactively with recruiting managers to make better use of this media. The HR Manager will also explore whether Community Centres would be willing to advertise our job vacancies on notice boards, etc.
5. That the Council makes use of its assets to promote itself as an inclusive employer, including Streetscene vehicles.	N	This is a good way of advertising but it is very expensive (e.g. advertising on a refuse lorry runs to several thousand pounds per campaign). With no budget for this unfortunately the approach is cost prohibitive.
6. That the Council reviews its Talent Management Framework and researches whether the inclusion of a more targeted talent management programme would appeal to under-represented groups, as well as what such a programme would include.	Y	This is a project that the OD team will be commencing in July 2016.
7. That the Council emphasises the value it attaches to the ability to speak a second language by including this skill in the desirable criteria for selected customer-facing job vacancies, such as Tenancy Management Officers and Customer Service Officers.	Y	The HR Manager will work with recruiting managers to recommend inclusion of a second language as a desirable criterion where appropriate.
8. That the Council undertakes a workforce skills audit with the purpose of identifying priority competencies and hidden talents that aren't currently being utilised but would benefit to the organisation, including the ability to speak a second language.	N	The Council has a good understanding of the skills of its workforce locally within services. However undertaking a large skills audit would be a significant piece of work; to determine what data needs collecting, actually collecting it and not least maintaining it. The benefits of doing such a large piece of work are unlikely to outweigh the cost when (for example) we already know who to call on for the ability to speak a second language when required.
9. That the Council considers the feasibility of having staff who are known to speak a second language 'on call' to communicate with customers who speak little or no English, and whether these staff could be rewarded with a small pay	N	It is better to have an independent translator in these situations. The language line is how we currently provide this service, however there may be more technical solutions which we could explore. We would not recommend using employees whose fluency/competency in speaking another language would be unknown.

supplement.		
10. That all Council employees are reminded of the Council's Fair Employment Statement and employment policies at least annually. These documents should also be prominent and easily accessible on the Council's Intranet.	Y	The HR and OD Team will be reviewing the intranet content that they hold this year to make policies more accessible. HR Matters (a monthly brief to all managers) is also be used to promote policies.
11. That all Council employees are at least annually made aware of their responsibility to challenge discriminatory language and behaviour in the workplace, wherever that may be, as matter of course.	Y	Every year each employee undertakes a self-assessment on how they position themselves against the Council's values and behaviours – one of which is about valuing diversity. This self-assessment forms the basis of a discussion with the manager and 3 development areas are agreed for the year based on the values. This gives an opportunity to discuss discriminatory language and behaviours.
12. That unconscious bias training is provided to the Council's most frequent recruiting managers and HR Business Partners. Ideally this would be followed up with annual refresher courses in order to maintain awareness and compliance with good practice.	Y	The OD Team will be designing a workshop around this in 16/17 and this can be offered to recruiting managers. The HR Team already provide recruitment training to managers and this includes information on unconscious bias.
13. That the Council identifies one or more Diversity Champions at senior levels who would help to embed equality in the workplace. These Diversity Champions could lead on communicating the importance of diversity and monitoring within the organisation and co-ordinate a calendar of activities in support of celebrations such as Black History Month, Pride, etc.	N	The OD Team have been trying to make diversity part of business as usual. Having Champions would also require additional resource to manage and coordinate. The OD Team could however work more closely with the culture team to promote events and activities.
14. That the Council identifies an elected member to oversee and externally represent the Council's equality and diversity work.	Y	This could be the responsibility of the portfolio holder that covers Equalities and Diversity, or other chosen elected member.
15. That the Council seeks to obtain better value from its status as a Stonewall Diversity Champion and, failing that, considers whether the small membership fee would be better invested in other means of tackling discrimination.	TBC	Referred back to Scrutiny Committee to reconsider in light of a submission received from Stonewall.
16. That the Council continues to ask employees to review and complete their personal details, including sensitive information such as their sexual	In part	This is regularly promoted by the HR Team and employees are encouraged to review and update their details. In May 2016 managers were asked to remind staff about this matter. We will continue to promote this and will do

orientation, on at least an annual basis, as well as continuing to target identified data gaps. Explanation should be provided as to why sensitive personal information is held by the organisation and the wider benefits of doing so.		more this year to focus on missing information. Some employees actively choose not to record this information.
17. That the Council sets targets for increasing disclosure rates to reduce data gaps for sexual orientation, disability and ethnicity over a fixed period of time (e.g. eighteen months).	N	Targets would not assist with reducing data gaps. Whilst the HR Team can continue to encourage and promote disclosure of this information, some people actively choose not to provide this information, which is their right to do so.
18. That the Council maintains a watching brief on good practice in workforce equalities monitoring and continues to keep its own monitoring arrangements under review, including how questions are asked and the language used as well as the continued inclusion of a 'prefer not to say' option.	Y	The Organisational Development & Learning Manager ensures the OD team keep up to date with this.
19. That consideration is given to whether the sensitive personal data of applicants and employees requested and held by the Council should be more inclusive of transgender people. For example, the Council should consider consulting with appropriate individuals and Trade Unions on adding an appropriately worded gender identity field to its monitoring forms, with the clear purpose of building equality and identifying discrimination.	In part	We will discuss with trade union colleagues and clarify best practice in this area.
20. That the Council adopts gender-neutral terms on forms as part of its ongoing work to be as inclusive as possible, for instance, giving consideration to adding the title Mx in addition to the more established gendered titles such as Mr, Mrs, Miss and Ms.	Y	Subject to the HR software being able to include the addition of the title Mx without significant costs then this option could be added. The requirement to record a title could also be made optional rather than mandatory, again depending on the ability to change the software.
21. That consideration is given to whether there is merit in phasing out the use of titles on Council forms and databases over the medium term.	N	We do not consider that we should take away the ability for people to use a title on a job application, although it could be made optional.

Apprentices

Recommendation	Agreed?	Comment
1. That consideration is given to extending the eligibility criteria for apprenticeships beyond the OX1 to OX4 postcode areas but with a preference for appointing applicants with these postcodes.	Y	The eligibility criteria is important as it gives opportunities to candidates living in the city and needing support - this will still be a priority. However given the significant increase in the number of apprenticeships being recruited and to ensure a rich pool of candidates the extension of postcodes was trialled this year with success and this will form part of future campaigns.
2. That consideration is given to making apprenticeship opportunities available to applicants aged 20-24.	Y	This will allow the Council to better target NEETs and facilitate a route into work for early career changers and women entering work for the first time (where having and managing families might have interrupted school/ college studies and reduced career opportunities).
3. That a more co-ordinated approach is taken in schools to raise awareness of apprenticeship and work experience opportunities and promote them to pupils and their parents.	Y	The Business in the Community partnership work over the past two years has enabled the Council to work with schools to deliver apprenticeship workshops, talks for specific school year groups, career workshops and a city wide apprenticeship "Earn while you Learn" awareness raising event (attended by over 100 students who had declared an interest in apprenticeships). The next stage of a more co-ordinated approach will feature a series of parents evening workshops with a presentation on local labour market information put together by our economic development team. These colleagues will also be presenting at an "Educating the Educators" BiTC event on July 13 th geared at informing careers advisors and teachers with work experience/ careers responsibilities. The Council will further develop its work experience offering in consultation with schools during the summer and early Autumn.
4. That a particular focus is put on encouraging Black and Minority Ethnic pupils to take up work experience placements and apprenticeships.	Y	Some of our BME former apprentices have successfully acted as ambassadors to promote their experience back in schools and various events. It's encouraging that 20% of our recent apprenticeship cohort applicants are from BME backgrounds. We will continue this ambassador approach and work with schools to look for other ways to engage with young BME and other pupils as potential future apprentices. Work experience placements work well in tackling barriers to work, e.g. qualifications, job interviews, breaking down employer stereotypes, english as a second language or wider access to support including careers advice. We will do more with schools to ensure an appealing work experience programme is in place attracting a diverse range of candidates.
5. That the Council links in with social housing	N	The Council has an agreement in place with Activate Learning; they

providers and higher education colleges in order to engage with hard to reach groups.		promote and place our apprenticeship vacancies on the National Apprenticeship website and we signpost unsuccessful applicants to them for advice and guidance on alternative options.
6. That the Council considers what can be learnt from the Change 100 internship programme, including their advertising and social media campaigns.	Y	Whilst the Council took the decision not to engage with the Change 100 programme on the basis it felt it didn't represent value for money, we will explore what we can learn from their advertising and media campaigns to better engage with disabled students. For this group and the wider cohort we can use social media more effectively to raise interest in work experience and apprenticeships.
7. That further consideration is given to defining and promoting the Council's brand and offer to prospective apprentices, including in terms of pay rates and career progression opportunities.	In part	Wage rates are informed by the national apprenticeship picture, the local economy, the cost of living in Oxford and what is affordable in order to recruit the maximum number of apprenticeships. Our recent campaign was the most successful yet with over 170 applicants so the financial offer seems reasonable. Part of the strategy is to do more workforce planning so that the apprenticeship leads to a permanent job wherever possible. Our track record is good in achieving this but in hiring more apprentices we need to manage the succession planning more effectively. We have developed the apprentice webpages and uploaded a series of films where apprentices tell their stories (led by direct local market research into what applicants wanted) and believe that this has improved the profile of Council apprenticeships. However effective communication needs to 'speak' to potential applicants in the language they understand and through the right method so we will work with our internal communications and Youth Ambition teams to ensure we are making best use of tools such as social media and video to connect with the widest audience.
8. That the Council seeks to influence Oxfordshire Skills Board to do more to promote apprenticeship opportunities.	N	This is already being done through the input of leading Councillors, BiTC and other local business forums and we would anticipate that this leadership role would continue.
9. That the Council keeps the details of the Enterprise Bill under review and makes appropriate plans to mitigate its impacts, including the Apprenticeship Levy and the apprenticeship start targets.	Y	We are planning how to manage the Apprenticeship Levy spend in order to maximise its impact including how we can provide accredited training internally as well as work with other providers. More details are emerging regarding apprenticeship start targets which at this stage is thought to mean 28 new apprenticeship starts each year. This would need some careful workforce planning giving the length of the apprenticeships e.g. 2 – 4 years and new cohorts potentially starting each year. We will report back to Members in the Autumn as more details emerge.

Fusion Lifestyle's 2016/17 Annual Service Plan

Recommendation	Agreed?	Comment						
1. That the Council encourages and seeks to facilitate stronger user representation on the Leisure Partnership Board, including by varying meeting times if required.	Y	<p>Current stakeholder groups represented at Leisure Partnership Board include Younger and Older People, Public Health, Early Intervention and Customers. Fusion have been tasked to increase attendance by users.</p> <p>The meeting times have been set following a doodle poll with attendees, although we are very happy to check again and set the meeting at the time that will ensure the best attendance.</p>						
2. That the Council encourages the formation of user groups at the remaining Leisure Centres and considers how these user groups could link in with the Leisure Partnership Board, perhaps with each user group having a representative on the Board.	Y	Ferry Leisure Centre and Hinksey Outdoor Pool both have regular or seasonal user group meetings and we have from Fusion a 2016/17 timetable of dates and times for all facilities. Fusion are looking to encourage representation by customers.						
3. That the Council takes further steps to understand why the numbers of swimming visits have declined amongst some target groups and challenges Fusion Lifestyle to set a more ambitious target for increasing swimming visits by people over the age of 60 in 2016/17.	Y	<p>Nationally there is a picture of general decline in participation of swimming. Officers continue to work with the Amateur Swimming Society to understand the reason for this and some target groups in Oxford are bucking the trend being used a good practice examples. Swimming visits have increased by the following amounts since 2013/14:</p> <table border="0"> <tr> <td>Fusion Swim School</td> <td>156%</td> </tr> <tr> <td>Schools Swimming</td> <td>92%</td> </tr> <tr> <td>Casual Swims</td> <td>69%</td> </tr> </table> <p>We will continue to work to increase participation, with an increased focus on the over 60s.</p>	Fusion Swim School	156%	Schools Swimming	92%	Casual Swims	69%
Fusion Swim School	156%							
Schools Swimming	92%							
Casual Swims	69%							
4. That further consideration is given to the case for and expected impacts of a proposal to introduce reduced non-concessionary membership fees at less well used leisure centres.	Y	<p>Customer feedback and our experience tells us that we need to avoid overly complicating our price structures.</p> <p>Fusion are though currently reviewing the membership offer within Oxford facilities, with 2017/18 fees and charges an agenda item at the July 2016 Leisure Partnership Board. This time line supports inclusion of any proposals in the Councils wider 2017/18 budget consultation process.</p> <p>It is important to bear in mind that all the centres are well used at peak times, and the greatest benefit to increase participation is to encourage more off</p>						

		<p>peak usage which is detailed in the city's Leisure & Wellbeing Strategy 2016-2020</p> <p>Will be pleased to give this further consideration within the review of fees and charges to ensure we are continually looking to remain competitive.</p> <p>We do continually monitor prices to ensure they are competitive, inclusive and provide value for money.</p>
5. That benchmarking on performance, participation and price is undertaken with the wider market, including the private sector, not just with neighbouring local authorities.	Y	<p>Fees and charges and membership offer benchmarking is compared across other:</p> <ul style="list-style-type: none"> • Local districts • Fusion Lifestyle contracts • National comparators where they have similar centres (i.e. Exeter, Preston, Rushmoor, Runnymede) <p>Further benchmarking on performance, participation and price is undertaken as part of the UK quality award scheme for sport and leisure QUEST. As part of this process facilities engage with the partnership approach of an industry National Bench Marking Service, which provides critical data on the performance our leisure facilities such as access, finance, utilisation and satisfaction. This includes facilities run by council's, trusts and private operators.</p>
6. That further consideration is given to the idea of introducing gym-only membership options, perhaps on a limited trial basis.	Y	Please see our response to recommendation 4.
7. That consideration is given to the priority order of the five key strategic objectives for 2016/17.	N	As there are only five strategic objectives we do not feel they need to be ranked.

Grant Allocations - Monitoring Report

Recommendation	Agreed?	Comment
1. That consideration is given to how to quantify the social value achieved from the different grant programmes for community and voluntary organisations and to the inclusion of a measure of social value in future grant monitoring reports.	Y	This is an aspiration we are working towards, and I am also aware that there are many people working and volunteering in the community sector, and in particular in our community centres, who are keen for us to be able to quantify their work in their neighbourhoods. We do though need to be very mindful around how much time and resources is expended by our staff which could be spent actually working with and supporting community and voluntary groups.
2. That consideration is given to whether and how the Council could better integrate its grant programmes for community and voluntary organisations with related aspects of service delivery, with a view to focusing resources as effectively as possible.	Y	We will explore how we can best to do this.

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Private Sector Housing Policy (Housing Panel)

Recommendation	Agreed?	Comment
1. That careful thought is given to future public consultations on private sector housing interventions and that members are specifically invited to comment on the range and style of any consultations.	Y	I welcome the useful discussion of alternative approaches to consultation that took place at the Scrutiny Panel, and which led to this recommendation. The next steps towards the introduction of a PRS licensing scheme will necessarily involve very widespread consultation with the landlord community and with tenants, as well as the general public. I will ensure, with the appropriate Board members, that a very thorough plan is drawn up in advance of the next stage in the process.

Review of Lord Mayors Deposit Guarantee Scheme (Housing Panel)

Recommendation	Agreed?	Comment
That after the pilot year a review of the enhanced offer including expenditure, the number of clients assisted and refusal reasons is reported to the City Executive Board.	Y	Agreed – this was the intention.

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DIVERSITY CHAMPIONS PROGRAMME

Business case for membership

Sexual orientation and gender identity equality can often be the last item on the diversity agenda.

Research this year found that...

- Lesbian, gay and bisexual staff who are comfortable to be completely out in the workplace are 67 per cent more likely to be satisfied with their sense of achievement
- And 71 per cent more likely to be satisfied with the support they receive from their manager
- Lesbian, gay and bisexual respondents who out at work are also 65 per cent more likely to be satisfied with their job security.

Trans staff who are comfortable disclosing their gender identity at work are 77 per cent more likely to be satisfied with their job security, and 68 per cent more likely to be satisfied with their sense of achievement.

(All statistics from [Stonewall Staff Feedback Questionnaire 2016](#) – a survey over over 60,000 employees in Britain)

The employment protections for lesbian, gay and bisexual people that came into place in 2003 and the Equality Act (2010) can only go so far to create a truly inclusive workplace. Our programme helps you measure, track and celebrate your success in a variety of ways. Stonewall currently works with **over 700** of the country's leading organisations to create fully inclusive environments for staff, service users and the community. It is the largest non-governmental intervention programme of its kind in the world.

The Business Case

1. Service delivery and Reputation

Being a Stonewall Diversity Champions enables you to demonstrate your commitment to staff, community, service users and partners.

Meeting the needs of your service users with an understanding of their specific challenges is crucial to your overall effectiveness as a service provider. LGBT people face some very specific challenges relating to their sexual orientation. Such as:

- 1 in 5 LGB people expect to be treated worse than straight people when applying for social housing and this rises to 1 in 4 among LGB people over 65
- More than half (54 per cent) of trans people reported that they have been told by their GP that they don't know enough about trans-related care to provide it.
- 1 in 5 LGB people experience a homophobic hate crime and 75% of those people never report it
- Two in five (41 per cent) trans people have been attacked or threatened with violence in the last 5 years.
- LGB older people are more likely to go back in the closet when entering sheltered housing or care homes due to fear of discrimination
- More than half (55 per cent) of trans people have experienced negative comments or behaviour at work because of being trans.
- LGBT people experience significantly higher levels of mental health conditions and poor experience of mental health services

- 9 in 10 LGB people have never been asked by their local service provider about their views on local services
- More than four in five (83 per cent) trans young people have experienced name-calling or verbal abuse; three in five (60 per cent) have experienced threats and intimidation; and more than a third (35 per cent) of trans young people have experienced physical assault.

PROGRAMME FEATURES

1. Benchmarking and assessment

- [Workplace Equality Index](#) - Use our definitive benchmarking tool to assess your organisation's work on lesbian, gay, bisexual and trans equality against Stonewall's best practice and others in your sector. We will then be able to plan out your next steps with an in-depth benchmarking meeting where will cover the strengths, areas to develop and share examples of best practice to develop an action plan.

2. Recruiting diverse talent

- A **free listing** in our [Starting Out Guide](#) – this goes out to all colleges and universities in the UK so that young people can start to make informed decisions about where they start their career.
- **Access to** our [Proud Employers](#) website, a jobs board for LGBT candidates. This has 60,000 new users per year and will help you to attract diverse talent for all levels of the organisation. When you join you will receive your first 5 adverts in the first year for free.

3. Visibility and branding

- **UK Diversity Champions logo** – to use in your internal and external branding; job posts, emails, newsletters, etc.
- **Stonewall Top 100 Employers logo** – free to use when you reach the Top 100 LGBT-Friendly Employers
- **Publicity** - We publish the Top 100 LGBT-Friendly Employers as a supplement in The Times, as well as online. This receives about 150 unique pieces of media attention and is a great way to celebrate your success as a diverse, equal and inclusive employer

4. Expertise and resources

- **Dedicated point of contact** – an allocated client account manager in England, with knowledge of best practice in your sector and/or region.
- **Workplace and sector-specific guides** – free copies of guidance and Stonewall resources with tailored support on implementation
- **Seminar series** – free for all employees of Diversity Champion members held in locations across the UK. Covering a range of topics to share ideas and keep you up to date with innovation in diversity practice.
- **Networking opportunities** – be part of a network of over 750 employers and get in touch with others in your sector or region to share ideas.

EMPLOYEE BENEFITS

Many of the benefits of this Programme to employees are as a direct result of the employer working to create an inclusive workplace. By addressing sexual orientation and gender identity equality and pro-actively taking steps to positively impact LGBT staff, employees:

- build better relationships with their teams and managers
- feel more engaged in, and loyal to their work
- be more efficient, effective and productive
- get exclusive and subsidised access to leadership and development tools , specifically catered for LGBT employees.

TESTIMONIALS FROM EMPLOYERS

“Stonewall has provided invaluable support and information in our endeavours to create an inclusive workplace. We have embarked on an exciting and ground breaking journey to create a genuinely inclusive workplace and sport. It’s had a much wider impact then we could have imagined.”

Sarah Williams, Equality & Diversity Manager, Rugby Football League

“The Royal Navy’s goal is to be a world class Navy. I am committed to ensuring that the Royal Navy has a culture in which all our people are valued for themselves and are thus able to give 100 per cent to their jobs. Our engagement with Stonewall is an important part of making this happen and we strongly support this excellent initiative”

Vice Admiral A J Johns CBE ADC, Second Sea Lord and Commander in Chief, Naval Home Command

TESTIMONIALS FROM EMPLOYEES

“You’d have to pay me a lot more than I get paid here to go somewhere else. I just feel very comfortable here and I very accepted. I feel very loyal to the organisation”

“If I’m not able to feel comfortable in being out at work, I spend more time in trying to conceal myself and end up not concentrating properly on my job”

“The person that I am at work is now me rather than a doctored version of me. If you’re not 100% yourself how can you be 100% involved and committed and putting 100% in? It’s not like I wasn’t working hard before but there’s no detachment or reservation now where there was before.”

MEDIA RECOGNITION

“A place in the Stonewall 100 is coveted by big employers, a sign of their openness and inclusivity, with a kite mark proudly displayed on their corporate literature.”

The Independent

“Stonewall’s Diversity Champions programme offers specialist resources for organisations seeking to become an employer of choice for LGB talent...Top of the Stonewall Index, Ernst & Young can now measure the business case after conducting global research around the correlation of employee engagement and the performance of business units. There was a clear link between those businesses with high engagement scores and the best profitability...”

Financial Times

A list of our current members can be found [here](#).

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Performance Summary
Scrutiny Committee

Green = target met
Amber = within tolerance
Red = outside tolerance

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

Jun-2016

Measure		Owner	Result 2015/16	Latest Data		Year End Target 2016/17	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
An Efficient and Effective Council											
BI002a	BI002a: The number of training places and jobs created as a result of Council investment and leadership	Nigel Kennedy	466 Number	0 Number	7 Number	0 Number	R	→	↗	↗	7 jobs created under the Tower Block contract covering Feb to Apr16
BI002b	BI002b: The number of Council apprenticeships created through Council investment for those who live in Oxford	Simon Howick	22 Number	0 Number	1 Number	0 Number	R	→	↗	↗	Tower Block contract employed Feb16. WME are in discussions with Oxfordshire Apprenticeship and other stakeholders about how they can fulfil their social value obligations.
CS001	CS001: The % of customers satisfied at their first point of contact	Helen Bishop	81.95%	82.00%	86.43%	82.00%	G	↗	↗	↗	Our overall customer satisfaction results in June were again very strong achieving 88.96% satisfaction, increasing by 4.34% compared to May. We are tracking at 86.43% YTD. We saw a very high percentage of satisfaction in June as we were surveyed by 1451 of our telephony customers who rated our satisfaction at 99.45%. Our face to face service satisfaction was rated at 87.76%. Web satisfaction also improved by 2.33% to 59.94% which is encouraging. In May our telephony service came in the Top 10 for the 3rd month in a row in the Gov-Metric Satisfaction league which ranks satisfaction levels across 70 different councils. We consider

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OS

											<p>this to be a fantastic achievement which demonstrates the high level of customer service we continue to provide to our customers. For the 1st time, in May our web service came 10th in the league which again is a great result.</p>
FN033	FN033: Delivery of the council's cost savings and income targets	Nigel Kennedy	Not Recorded	439,500 Number	571,000 Number	1,758,000 Number	G	↗			<p>Efficiency savings on target for the full year, and some of these have been achieved in full in the first quarter to show a positive position at this point.</p>
WR001	WR001: Number of people moved into work by the Welfare Reform Programme	Paul Wilding	45 Number	6 Number	11 Number	39 Number	G	↗	↘	↘	<p>As the majority of people in the caseload are customers who will be impacted by the lowering of the Benefit Cap later in the year, it was not anticipated that many would move into work before the measure came in. Performance has been good due to the high level of engagement that the team has achieved with this customer group.</p>
BIT019i	BIT019i: % all contact carried out online	Helen Bishop	26.3%	27.2%	28.6%	30.0%	G	↗	↗	↗	<p>Another strong month's performance with online submissions in June 2016 15.9% above those for June 2015 (or +11.8% for comparative year-to-date performance). Face to face visits continue to decline which are helping boost performance.</p>
BIT021	BIT021: Number of authorised procurement practitioners in Service Areas	Caroline Wood	22 Number	18 Number	31 Number	35 Number	G	↗	↗	↗	<p>31 Practitioners have completed the programme.</p>
CE001	CE001: Car Park income received against target for the year	Roy Summers	£73,067,609	£1,795,571	£1,802,016	£6,339,738	G	↗	↘		<p>Car parking income is £6k over budget expectation. However, there has been a notable decline in city centre usage with both Worcester Street and Oxpens being affected. This is primarily due to the Westgate development. Suburban car parks are performing well, with the exception being Summertown and Ferry Pool, as these two car parks have both been adversely affected by the engineering works</p>
CE002	CE002: Commercial property income received against target for the year	Jane Winfield	£11,702,773	£2,220,000	£5,063,954	£9,000,000	G		↘	↘	<p>The figure is the total amount of all invoices raised for the current year in respect of the commercial portfolio. Whilst Finance can provide a figure for income received which includes VAT, they are not currently able to provide a figure for</p>

											income excluding VAT.
CH001	CH001: Days lost to sickness	Simon Howick	6.81 days	1.50 days	1.74 days	6.00 days	R	↘	↗	↘	Services continue to actively manage sickness, some revisions to the Attendance Management Policy are under consultation with trade unions which should help managers manage sickness more effectively.
CS025	CS025: Percentage of Business Rates Collected	Tanya Bandekar	98.32%	30.00%	30.73%	99.00%	G	↗	↘	↘	By 30/06 we had collected 30.73% of the 2016/17 net collectable debit (£91.1m). This is comfortably above the end of June profiled target figure of 30%.
CS054	CS054: Time taken to determine DHP applications	Paul Wilding	7 Working Days	10 Working Days	13 Working Days	Not Set	R	↗	↘	↘	Although we have reduced our DHP processing time from 17.1 working days in April to 8 working days in June, we are still over our target for the year as a whole. This is because April is our busiest month with DHP renewals for the new financial year as well as new applications, and also because of ICT issues which led to delays in assessing DHP applications that had been delivered to the council. To help bring our assessment times down towards our target, we have held a number of DHP "blitz" days, where caseworkers put aside all other work to deal with DHP applications.
LG002	LG002: Achieve the electoral registration household registration rate	Jeremy Thomas	96.90%	0.00%	0.00%	96.00%	R	→	↗	↗	This target produces a single result which is reported at March 2017
LP187	LP187: Effective delivery of the capital programme: >80% of development milestones achieved	Ian Brooke	86%	86 %	86%	86 %	G	→	→	↗	Capital projects on track for the period.
BV009	BV009: Percentage of Council Tax collected	Tanya Bandekar	97.61%	31.10%	30.73%	98.20%	A	↗	↘	↘	By 30/06 we had collected 30.73% of the 16/17 net collectable debit (£77.7m). This is slightly down on the equivalent result 12 months ago (31.05%) and also on the profiled end of June target of 31.1%. However we are actively pursuing all accounts that in arrears and hopefully we will soon be back on target.

CS003	CS003: Customers getting through first time on Councils Main Service lines	Helen Bishop	91.50%	95.00%	94.19%	95.00%	A	↗	↗	↘	We were offered 20,527 calls into the Contact Centre in the month which was 857 calls more than the previous month but 1004 calls less than the same period last year. We answered 19,335 of them (94.19%), an improvement on Mays performance which has increased the YTD to 91.94%. The decrease in calls compared to June15 was mostly due to a marked reduction of 941 less Council Tax calls and 582 less Benefit calls. Elections calls in comparison to June15 increased by 1152 calls due to the impact of the referendum this year. We have put together a plan with 16 actions that are designed to maximise our resource and improve our performance. These include utilising our face to face resource in quieter periods to pick up calls, moving Team Meetings to quarterly, using Assistant Team Managers to pick up calls in busy periods and spreading out training more to free up phone resource.
LP208	Town Hall Income	Ian Brooke	Not Recorded	£100,000	£134,000	£582,000	G	↗			Combined income for Events and Room Hire, Apr to Jun 16
52 WR002	Customers supported to remove barriers to employment	Paul Wilding	Not Recorded	30 Number	22 Number	234 Number	R	↗			This is a new measure and as such performance was difficult to predict. It is very much driven by the issues that individual customers present with and should be considered in conjunction with WRT 003 (Customers supported to improve financial capability).
WR003	Customers supported to improve financial capability	Paul Wilding	Not Recorded	15 Number	34 Number	100 Number	G	↗			This is a new measure and as such performance was difficult to predict. It is very much driven by the issues that individual customers present with and should be considered in conjunction with WRT 002 (Customers supported to remove barriers to employment).
Cleaner Greener Oxford											
ED002	ED002: Implementation of measures to reduce the city council's carbon footprint by 5% each year	Paul Robinson	637 Tonnes	15 Tonnes	36 Tonnes	248 Tonnes	G	↗	→	↘	LED lighting upgrade low rise blocks completed (est 36tCO2/year). Various other Salix funded projects in development including contribution to Tower Blocks refurb (LED lighting/controls); Gloucester Green air handling unit motor

											upgrades. Energy/Water bill validation savings Apr – Jun 2016: 50 closed queries; £48,275 total saving value
NI191	NI 191: The amount of non-recyclable waste produced in the city per household decreases each year	Geoff Corps	409.50 kgs	109.40 kgs	95.64 kgs	423.00 kgs	G	↓	↑	↑	Lots of work is being carried out to reduce refuse waste and increase recycling across the city
NI192	NI192 Household waste recycled and composted (YTD)	Geoff Corps	46.90%	45.40%	49.59%	47.50%	G	↑	↑	↑	Lots of work is being carried out to reduce refuse waste and increase recycling across the city
LP205	Number of environmental enforcement activities	Ian Brooke	Not Recorded	300 Number	63 Number	1,200 Number	R	↓			The team are 2 officers short for this month. Addresses in Rose Hill targeted with Community Protection Warnings over waste in gardens
NI195a	NI195a Percentage of streets with litter levels that fall below Grade B (YTD)	Geoff Corps	0.00%	1.75%	0.00%	1.75%	G	→	→	→	Year to date 0 out of 240 streets inspected were below grade B. In June none of the 80 streets were below grade B
NI195b	NI195b Percentage of streets with detritus levels falling below Grade B (YTD)	Geoff Corps	0.42%	3.00%	0.00%	3.00%	G	→	↑	→	Year to date 0 out of 240 streets inspected were below grade B. In June none of the 80 streets was below grade B
NI195c	NI195c Percentage of streets with Graffiti levels falling below Grade B (YTD)	Geoff Corps	0.21%	1.00%	0.00%	1.00%	G	→	↑	→	Year to date 0 out of 240 streets inspected were below grade B. In June none of the 80 streets were below grade B

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Meeting Housing Need

PR002	PR002: Proportion of appeals allowed % on major developments averaged over 2 years	Patsy Dell	Not Recorded	0 %		Not Set	R				
NI157a	NI 157a Processing of planning applications as measured against targets for major application types	Patsy Dell	74.0%	70.0%	74.0%	Not Set	G	→	→	↑	

NI157b	NI 157b Processing of planning applications as measured against targets for minor application types	Patsy Dell	66.0%	70.0%	35.0%	Not Set	R	↗	↘	↘	The service is taking action to reduce the number of old outstanding applications and whilst the overall number of applications determined remains fairly constant, this action reduces the overall percentage of applications determined in time. As part of the P&R restructure and the Service Improvement Plan, a number of measures are being put in place to improve performance.
NI157c	NI 157c Processing of planning applications as measured against targets for other application types	Patsy Dell	68.0%	80.0%	60.0%	Not Set	R	↗	↘	↘	The service is taking action to reduce the number of old outstanding applications and whilst the overall number of applications determined remains fairly constant, this action reduces the overall percentage of applications determined in time. As part of the P&R restructure and the Service Improvement Plan, a number of measures are being put in place to improve performance.

Strong and Active Communities

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LP119	LP119: The number people taking part in our youth ambition programme	Ian Brooke	6,640 Number	1,500 Number	1,768 Number	5,500 Number	G	↗	↘	↗	<p>A good start has been made for the first quarter and we are currently above target even though we are still awaiting some participation data. Participants are shown below against each project.</p> <p>Youth Voice - 36 Holiday Activities - 636 Youth ambition sessions - 453 CSAF - 550 Free swim lessons - 7 Free swim card holders - 86</p> <p>Total 1768</p>
NI008	NI008 The % increase in the number of adults taking part in sport as measured by Sport England's Active People Survey	Ian Brooke	31.5%	31.8%	31.3%	31.8%	A	↗	↘	↘	The new APS figures have been released in June and we are within tolerance but slightly below target. Oxford is now the most active district within the County.

PC027	PC027: Increase the Number of people engaging with the Council's social media accounts	Chris Lee	2,500 Number	420 Number	114,558 Number	420 Number	R				<p>The target relates to the total number of followers across all 57 Council social media accounts. These include eight accounts run by Fusion Lifestyle, 27 Twitter accounts and 14 Facebook accounts. The Corporate Communications Team, to which the performance measure is attached, has control over six accounts: the corporate Twitter, Facebook, Instagram, YouTube, Vine and Periscope accounts.</p> <p>The total number of followers across all 57 platforms is currently 114,558. It is not clear what the 2,500 result relates to.</p> <p>A social media strategy is being developed which will propose a new target for increasing social media engagement, as well as a reduction in the total number of social media accounts.</p>
55 PC004	PC004: Grow level of active participation in dance through programme of events	Claire Thompson	9,485 Number	1,100 Number	372 Number	7,200 Number	R				<p>Baby Boogie - 63 DFP - 122 Total for this month = 185</p> <p>Cumulative = 372</p>

Vibrant and Sustainable Economy

BI001	BI001: The % of Council spend with local business	Caroline Wood	64.90%	0.00%	41.37%	52.00%	R				<p>In the absence of the monthly report for the Tower Block contract the local spend for the month has reduced. A major impact for the percentage being lower than in previous years is to do with the number of capital projects being cut.</p>
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UPDATE BRIEFING PAPER

To: Scrutiny Committee

Date: 28 July 2016

Report of: Head of Community Services

Title of Report: Response to further Committee questions: Fusion Lifestyles performance 2015/16 and 2017/18 Annual Service Plan, 4 July 2016.

Fusion Lifestyle

Summary

Purpose of report: To provide further response to member questions.

Key decision? No

Executive lead member: Councillor Linda Smith, Executive Board Member for Leisure, Parks and Sports.

Introduction

- 1 The performance report for the Councils leisure provider, Fusion Lifestyle (Fusion) 2015/16 and Fusions 2016/17 Annual Service Plan was presented to the Scrutiny Committee, 4 July 2016.
- 2 The Committee requested further response to:
 - The extent of competitor benchmarking against neighbouring leisure providers
 - How customer satisfaction is measured
 - The marketing and accessibility of leisure services to women from black and ethnic minority groups
 - The use of social media and the marketing and visibility of leisure services to groups who may be less likely to engage with these channels, such as older people.
- 3 This report provides response to these points.

4 The extent of competitor benchmarking against neighbouring leisure providers

Fees and charges and membership offer benchmarking is compared across other:

- Local districts
- Fusion Lifestyle contracts
- National comparators where they have similar centres (i.e. Exeter, Preston, Rushmoor, Runnymede)
- Association of Public Service briefings such as; State of the Market Survey for Local Authority Sports and leisure Services.

Further benchmarking on performance, participation and price is undertaken as part of the UK quality award scheme for sport and leisure QUEST.

As part of this process facilities engage with the partnership approach of an industry National Bench Marking Service, which provides critical data on the performance our leisure facilities such as access, finance, utilisation and satisfaction. This includes facilities run by council's, trusts and private operators.

5 How customer satisfaction is measured

Fusions customer care process includes an approach to:

- Facility presentation
- Customer enquiries and complaints
- Customer comments.

Measures and continuous monitoring is completed by Fusion through wide ranging mechanisms and processes including:

- Mystery visits
- Quality Award Schemes such as Quest and the National Benchmarking Service
- Facility User Group meetings
- Non- User surveys are also completed.
- A 'Please Tell Us What You Think' scheme, where customers rate their level of satisfaction with facilities and service. This can be completed in person at the facility or on-line; [Leave us Feedback](#)
- Fusion also uses Net Promoter Score (NPS) methodology; an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand

6 Marketing and accessibility of leisure services to women from black and ethnic minority groups

Fusion's core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.

Sports and Community Development teams are equipped with strategies, policies processes, techniques, resources and expertise to deliver the objective of increasing participation amongst all communities, including special populations and hard to reach groups. Some examples in practice are:

- Fusion utilise photos and images of the local population/BME on website and other promotional materials, etc.
- They are also a partner in the Active Women scheme and participants receive a monthly newsletter. An example can be found on the Oxford Sport and Physical Activity Website;

<http://www.oxspa.co.uk/uploads/active-women-activities-in-oxford-city.pdf>

- Dedicated women only activities and timetables, with provision at Barton Leisure Centre fully staffed by a female only team.

7 The use of social media and the marketing and visibility of leisure services to groups who may be less likely to engage with these channels, such as older people

Fusion promotes programmes and timetables through the Oxford City 50+ Network. These include activities and exercise classes tailored to the older population such as Prime Time, Zumba gold and 50+ badminton.

A proactive Older People representative regularly attends and contributes at quarterly Leisure Partnership Board meetings. This supports and engages two way communication for our older population on the delivery of service in city leisure facilities

Fusion's Older People programmes also link with the countywide GO Active Get Healthy initiative and with local Health Practitioners to promote an Exercise On referral scheme.

Fusion actively reach out to communities by attending events across the city where they engage with all age groups, abilities and to promote our facilities and get more people active.

8 Key elements of Fusions sports and community development plan in respect of increasing participation by under-represented groups in Oxford includes:

- Research – Analysis of user numbers, types of usage and numbers of target groups
- Develop and maintain proactive relationships
- Consultation
- Programming
- Pricing
- Promotion
- Partnerships.

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List of background papers: None

Version number: Final



2015/16 Annual Report of Oxford City Council's Scrutiny Committee

Foreword by the Chair and Vice Chair

Noted Victorian historian Lord Acton, well known for his progressive views on democracy, freedom and the operation of government, once wrote that ‘power corrupts and absolute power corrupts absolutely’.

In this short sentence Acton effectively summed up the reasons why scrutiny is so important. Without effective checks and balances, there is always a risk that those wielding power will not respect the tenets of good governance.

In Oxford, we are glad to report that Councillors from all parties have supported and embraced the concept of scrutiny. This can be seen, most clearly, in the number of scrutiny recommendations that have been accepted by City Executive Board and the way in which Scrutiny, through its panels and review groups, has challenged the Council to improve the efficiency with which it operates and the quality of the services it delivers.

When our Scrutiny committee offers helpful challenges to thinking and plans, our Council gets more things right and delivers the best possible value for money for local taxpayers. During tough financial times for authorities all around the country, it's critically important that Oxford seizes every opportunity for saving and generating funding. Our Scrutiny Committee is working hard to create the greenest, healthiest, and best educated city, with support nets for the most vulnerable, by searching for - and in many cases, exploiting - these opportunities.

Councillor Craig Simmons
Chair, Scrutiny Committee

Councillor Tom Hayes
Vice-Chair, Scrutiny Committee

“After my second year as Chair of Scrutiny, it is time to stand down and hand the reigns on to another Councillor. I would like to thank the Vice Chair, Cllr Tom Hayes, for his support and the officers from Democratic Services for their guidance and advice. I would to extend my thanks to all members who have participated in this importance process. The Council is measurably better as a result”. – Councillor Craig Simmons, Chair of the Scrutiny Committee

Summary of scrutiny activity during 2015/16

Meetings

41 meetings in total:

- 11 Committee meetings
- 7 Housing Panel meetings
- 4 Finance Panel meetings
- 6 Guest Houses Review Group meetings
- 5 Budget Review Group meetings
- 4 Equality and Diversity Review Group meetings
- 2 Cycling Review Group meetings
- 1 Flooding Panel meeting

- 1 PSPO Panel meeting

Items

70 items considered:

- 35 City Executive Board decisions (including 1 call in)
- 35 Other issues prioritised by Scrutiny

Reports

49 reports to CEB including major reports on:

- Combatting Inequality
- Supporting City Centre Businesses
- Cycling
- Guest Houses
- Budget Review

Recommendations

207 recommendations:

- 148 (71%) Agreed
- 32 (15%) Agreed in part
- 27 (13%) Not agreed

About Scrutiny

Most major City Council decisions are taken by the City Executive Board, which is made up of ten elected Councillors from the controlling political group. In operating this form of decision making arrangement the Council is required by law to have a dedicated Scrutiny Committee made up of elected Councillors who are not on the Board. Their role is to provide a check and balance function that holds the Board to account and provides a formal means for 'backbench' Councillors to contribute to Council decision making, similar to the role of Select Committees at the UK Parliament.

Scrutiny is empowered to question council decision makers and to make recommendations to them about their decisions or about any issue affecting the local area or its inhabitants that Scrutiny has chosen to investigate.

The work of Scrutiny helps to provide assurance that the Council is performing well, providing value for money and taking the best decisions it can to improve public services and the quality of life for people in Oxford. It also helps to open up Council decision making and promote public engagement in democratic processes.

Scrutiny at Oxford City Council

Oxford City Council has a well-established scrutiny function led by a 12-member Scrutiny Committee that meets in public 10 times per year. Meetings are timed to enable the Committee to make recommendations about selected decisions before they are taken by the Board.

The Committee has cross-party membership and is chaired by an opposition Scrutiny Councillor who is elected at the first meeting of the Council year.

The Committee also agrees a work plan at the start of each year including determining which of the long list of topics and issues that Councillors have highlighted should be prioritised for scrutiny during the year. Some of these issues are delegated to two standing panels, which meet approximately five times per year, and to time-limited review groups, which can look at certain topics in detail over a series of meetings. The work plan itself is reviewed at each Scrutiny meeting to ensure that it remains current.

Call in

Call in is a statutory function that enables Councillors to challenge decisions that have been taken before they are implemented. If a call in request from any 4 Councillors or the Chair of Scrutiny is deemed valid the Scrutiny Committee will hear both sides of the argument and decide whether or not to refer the decision back to the Board with reasons why it should be re-considered.

Get involved

There are many opportunities for members of the public and representatives of groups and organisations to get involved in the work of Scrutiny. You can:

- Attend meetings of the Scrutiny Committee, Standing Panels and some review groups, except in instances where confidential information is to be discussed. Details of these meetings are displayed in the Town Hall and on our website.
- Speak on any agenda item with the prior agreement of the chair by emailing democraticservices@oxford.gov.uk. Please give at least 24 hours' notice. The chair will decide how long you can speak for.
- Suggest a topic for the Scrutiny Work Plan by completing and submitting our [Suggestion Form](#).
- Raise issues with your local City Councillor and request that Scrutiny consider this as part of a Councillor Call for Action.
- Watch out for consultations, surveys and requests for evidence by registering at <http://www.oxford.gov.uk/consultation>.

Scrutiny Committee

Membership:

Councillor Craig Simmons (Chair)
Councillor Tom Hayes (Vice-Chair)
Councillor Mohammed Altaf-Khan (to September)
Councillor Van Coulter
Councillor Roy Darke
Councillor James Fry
Councillor Andrew Gant (from September)
Councillor Sam Hollick
Councillor David Henwood
Councillor Ben Lloyd-Shogbesan
Councillor Jennifer Pegg (from December)
Councillor Linda Smith
Councillor Sian Taylor
Councillor Louise Upton (to December)

The Scrutiny Committee is responsible for the overall management of the Council's scrutiny function and decides which topics, issues and decisions will be considered at Scrutiny meetings. These items are all listed in an annual work plan which is agreed each summer and reviewed regularly during the year to take account of any emerging issues and upcoming decisions.

The Committee also sets the remits and membership of two standing panels, which are themed sub-committees that consider all issues and decisions within their given remits. This year the Committee agreed to continue with the Finance Panel and Housing Panel and membership of the Housing Panel was increased from four to six Councillors to provide opportunities for more Councillors to get involved in Scrutiny.

A small number of issues prioritised by the Committee are delegated to review groups for more detailed scrutiny over a series of meetings. Review groups often engage with partner organisations and expert witnesses before producing substantial evidence-based reports with recommendations. This year review groups were set up to look at safeguarding practices in guest houses and issues of equality and diversity in the Council workforce. A review of the Council's annual budget and medium term financial strategy was delegated to the Finance Panel. The Committee also established one-off panels to scrutinise efforts to reduce sewerage flooding in Oxford and a proposed Public Spaces Protection Order covering Oxford City Centre.

Approximately half of all items listed on the Scrutiny Work Plan were considered at meetings of the Scrutiny Committee. These include items on preventing elderly isolation, taxi licensing, discretionary housing payments, and the work of the Oxfordshire Growth Board, which is a joint committee of the six councils in Oxfordshire that facilitates collaboration on economic development, strategic planning and growth. The Committee also scrutinised various Council decisions through the year, including decisions on grant allocations to community and voluntary groups, resettling Syrian refugees in Oxford, the redevelopment of the Oxpens area, and the Council's Leisure and Wellbeing Strategy. In many cases, these items resulted in reports and recommendations to the City Executive Board.

Scrutiny also has a role in monitoring Council performance and received quarterly reports on a set of selected performance indicators. This enabled Scrutiny Councillors to track Council performance in key areas and, where necessary, hold the organisation to account for under-performance against targets.

Guest Houses

Membership:
Councillor Van Coulter (Chair)
Councillor Michele Paule
Councillor Gwynneth Royce
Councillor Craig Simmons

A high profile investigation into suspected serious sexual offences against children in Oxfordshire revealed that a guest house was one of a number of premises where offenders took young girls to have sex. Scrutiny Councillors raised concerns that the regulatory framework and powers available to the authorities to intervene in guest

houses were inadequate, and exploring these issues was the highest priority for the Scrutiny Committee in 2015/16.

The Guest Houses Review Group was chaired by Councillor Van Coulter and sought to understand what was already being done to prevent exploitation in guest houses, and to consider the case for further interventions, including the introduction of a voluntary code of practice for guest house owners to sign up to.

The Review Group met six times from August to December 2015 including four evidence sessions where Councillors spoke in confidence with a range of witnesses. These included people who own or run guest houses in the City, an independent trauma advisor who works with victims of exploitation, and representatives of the various agencies involved in regulating guest houses, such as the police, fire authority, trading standards, environmental health and community safety.

During their deliberations the Review Group concluded that there was a strong case for the introduction of a voluntary code of good practice for guest house owners to sign up to. This proposal was found to complement other initiatives aimed at improving standards in guest houses. It would also provide assurance that guest house owners are committed to operating their premises in accordance with good practices that can help to deter, prevent and disrupt criminal activities. The Review Group identified a number of good practices that were not routinely practiced across the sector and suggested that these should be included in the code. No one the Review Group spoke to objected outright to this proposal and amongst guest house owners there was an acknowledgment of the problem and a willingness to co-operate.

The City Executive Board agreed in principle to the introduction a voluntary code of good practice and the Scrutiny Committee will monitor progress after 12 months.

'It is clear some offenses of exploitation have taken place within a number of Oxford's guest houses. Some owners of guest houses already work to very good standards, sharing suspicions and incidents with the police and having various measures in place that can deter potential perpetrators. Owners of other establishments accepted they have had little oversight of who comes and goes from guest rooms, but each showed a willingness to improve standards' – Councillor Van Coulter, Chair of the Guest Houses Review Group

Agreed recommendations called for:

- The introduction of a voluntary code of good practice
- Targeted promotion of the code to institutions based in the City
- Better signposting to advice and guidance for guest house owners
- Prompt attention to requests for assistance at guest houses

Equality and Diversity

Membership:

Councillor Tom Hayes (Chair)
Councillor Mohammed Altaf-Khan
Councillor Sian Taylor

Councillor David Thomas

The second scrutiny review of the year had a more internal focus on exploring issues of equality and diversity in the Council workforce. A Review Group led by Councillor Tom Hayes was tasked with identifying barriers faced by under-represented groups in recruitment and career progression at the Council, and understanding how the Council prevents and addresses instances of discrimination, including specifically discrimination against LGBT employees.

The Review Group began by examining employee equalities data held by the Council and comparing this with information from the most recent Oxford census. This enabled Councillors to make a number of observations about the profile of the Council workforce and identify under-representations of minority ethnic groups, women, people with disabilities and LGBT groups in different parts of the Council workforce.

A number of possible explanations for the under-representation of different groups were considered in discussions with Council officers and trade union representatives and further measures were identified that could help to reduce barriers experienced by these groups. Instances of reported discrimination were found to be very low but the Review Group felt that more could be done to prevent unconscious bias and make the workplace more inclusive of diverse groups, and in particular, transgender people.

Agreed recommendations called for:

- Job vacancy advertising in community settings
- A more targeted approach to talent management
- Unconscious bias training for recruiting managers
- Adding the gender-neutral title 'Mx' alongside existing options on Council forms

'When our Council gets diversity right and looks more like the communities we serve, our Council gets more things right and delivers the best possible value for money for local taxpayers. Further improvements are possible, and we offer concrete accounts of the gaps that need filling and our thinking on the measures that can best fill them' – Councillor Tom Hayes, Chair of the Equality and Diversity Review Group

Inequality

A review group was set up in the previous year to examine how the Council could maximise its impact in combating social and economic inequality in the City. Councillor Van Coulter chaired this wide-ranging review. The Review Group's 21 recommendations were informed by evidence from members of the public, social researchers and representatives of numerous partner organisations, including; Oxfordshire Clinical Commissioning Group, Citizens Advice, Age UK, the Child Poverty Action Group, Asylum Welcome, Healthwatch Oxfordshire and the Living Wage Foundation.

The Review Group made recommendations about, amongst other things, boosting the supply of affordable housing including keyworker housing, further interventions to improve standards in the private rented sector, closer working with health partners and continued efforts to combat financial exclusion.

The City Executive Board responded to the recommendations in October 2015, agreeing over two thirds in full or in part. The Committee will receive an update report in order to track progress and implementation in autumn 2016.

Local Economy

In 2014/15 the Local Economy Review Group, led by Councillor James Fry, focused on support for independent retailers during a period of major redevelopment in the City Centre. In June 2016 the Committee received a 12 month update report to enable Councillors to track progress.

Developments one year on included progress in supporting businesses to draw up proposals for a Business Improvement District for the City Centre. A long term strategy for the City Centre was also in development but the Committee heard that it might not be possible to progress some of the priorities identified by the Review Group, such as encouraging distinctive 'local quarters' in and around the City Centre, due to a resource-intensive review of the Council's Local Plan.

The Committee restated its support for the Review Group's recommendations, welcomed progress in some areas and urged officers to implement outstanding recommendations, such as doing more to facilitate the temporary use of empty retail premises for things like pop-up shops.

Cycling

The Cycling Review Group, led by Councillor Louise Upton, was also established in 2014/15 but concluded its work during summer 2015. The Review Group made the case for having an overall cycling strategy and a dedicated Cycling Officer for the City. The Review Group also highlighted opportunities to ensure the Council's planning policies support its vision for Oxford to become one of the great cycling cities of Europe.

The Board responded positively to the Review Group's nine recommendations in September, agreeing six in full and three in part. The Board agreed to explore the scope for an innovative partnership approach with major employers that would deliver the objectives behind the suggestion for a dedicated Cycling Officer at lower cost. The Committee will be monitor progress and implementation during the year ahead.

Waste Water Flooding

Former Councillor Roy Darke convened a second meeting with Thames Water Utilities (TWU) in July 2015. This enabled Councillors to monitor the progress of a substantial long-term catchment study of Oxford's sewerage system, which is intended to identify issues and priority improvement works.

TWU reported that during their initial investigations they came across a number of serious problems, which they had been dealing with on a find and fix basis. The next phase of the study would involve developing predictive 3D modelling of the sewerage system in order to manage flows in real time and prevent instances of sewerage flooding.

The Panel recommended that the Council continues to engage proactively with TWU at a senior level through the Oxford Area Flood Partnership and other channels, and this recommendation was agreed by the Board.

‘The Scrutiny Committee pushed for this study and I’m delighted it’s now happening and progressing well. We originally thought it would be some years before we saw noticeable improvements so the find and fix system being actively pursued by TWU is particularly pleasing. The removal of fatbergs and other obstructions will be making an immediate difference and we are already seeing less sewage flooding in parts of the city’. – Former Councillor Roy Darke, Chair of the Waste Water Flooding Panel.

Public Spaces Protection Orders (PSPOs)

The Scrutiny Committee has kept a close watch on Council proposals to utilise new powers aimed at tackling anti-social behaviours in the City Centre and on the Oxford Waterways. The proposed PSPOs generated public and media interest and a number of residents took the opportunity to address Councillors when these decisions came to Scrutiny.

The Committee tasked a one-off Panel, Chaired by Councillor Andrew Gant, with questioning Council decision makers and scrutinising the City Centre PSPO decision in detail before reporting back to the Committee with their findings. Despite differing views on the inclusion of certain behaviours in the PSPOs, the Committee made a number of suggestions for strengthening the proposals which were agreed by the Board.

After the City Centre PSPO decision was taken, four Councillors exercised their right to call it in for further scrutiny. At the call in meeting the Committee agreed by a majority vote that the decision should stand.

Later in the year the Committee scrutinised proposals to consult on a PSPO covering the Oxford Waterways. The Committee considered submissions from members of the public before recommending that the documentation should be revised and improved prior to the start of a formal consultation. This recommendation was agreed by the Board and the start of the consultation was delayed.

Finance Panel

Membership:

Councillor Craig Simmons (Chair)

Councillor James Fry

Councillor Jean Fooks

Councillor Tom Hayes

The Finance Panel is responsible for overseeing and scrutinising the Council's financial performance. It does this by monitoring spend throughout the year, looking at selected financial issues and decisions and conducting a detailed review of the Council's annual budget and medium term spending proposals.

This year the Panel engaged with representatives of several external bodies in considering a number of financial themes. These included exploring the case for borrowing or investing in the Municipal Bonds Agency, assessing opportunities for the Council to utilise alternative funding models such as crowd-sourcing, and examining the provision of credit union services in the City. The Panel also requested a report on the numbers and costs of different Council Tax exemptions and discounts, welcoming the use of additional tools and resources to crack down on fraudulent claims.

The Finance Panel conducted an in depth review of the Council's budget proposals over the New Year period, questioning senior managers on budgetary changes and testing assumptions about spending levels, income targets and financial pressures. Councillors were pleased to conclude that the General Fund remained in good shape but had significant concerns about the impacts of government policy changes, such as annual reductions in social rents, on the Housing Revenue Account. The Panel made 24 recommendations to the Board aimed at strengthening the proposals and maximising the Council's financial position. 21 of these were agreed in part or in full.

Other financial decisions scrutinised by the Panel included decisions on the Council's Capital Strategy, Treasury Management Strategy, Debt Policy and energy and water contracts. The Panel also received an update report following recommendations made to the Board last year on maximising the benefits of European Funding. The Panel was pleased to see their recommendations being actioned and making a difference.

'We cannot spend what we do not have. Thus sound finances must form the basis of any well run organisation. The role of Finance Panel is to keep a watchful eye on the Council's finances, to check that they are robust, as well as looking for revenue-raising opportunities and innovative means of making savings without compromising on the quality or quantity of the services the Council delivers.' – Councillor Craig Simmons, Chair of Finance Panel

Housing Panel

Membership:

Councillor Linda Smith (Chair)

Councillor Elise Benjamin

Councillor David Henwood

Councillor Sam Hollick

Councillor Gill Sanders

Councillor Liz Wade

Geno Humphrey (tenant co-optee)

The Housing Panel is tasked with scrutinising strategic housing and landlord services, issues and decisions. The lack of affordable housing is a big issue in Oxford and a number of major housing-related decisions were taken by the Council during 2015/16, so the Panel had a busy year.

Members of the Housing Panel joined with the Finance Panel in considering the implications of national policy changes on the Housing Revenue Account, and in scrutinising a decision to establish a Council-owned housing company. Other housing decisions considered by the Panel included decisions on the Oxford Growth Strategy, the allocation of homelessness prevention funds, a major investment in homelessness properties, the extension of a houses in multiple occupation (HMO) licensing scheme and a new Private Sector Housing Policy.

The Panel also monitored the performance of the Council's housing function and considered a number of other issues prioritised by Councillors, including the refurbishment of five tower blocks, the Council's great estates investments, security in communal areas of tower blocks and changes to the Choice Based Lettings scheme for the allocation of social housing.

In April the Panel held a joint meeting with the Tenant Scrutiny Panel dedicated to the topic of tenant involvement. The Panel welcomed the Council's achievement of a tenant engagement accreditation and together with tenant representatives made 14 recommendations for building on recent improvements, which were all agreed or agreed in part by the Board.

“Building more affordable homes, providing a first class service to our existing tenants, improving standards in the private rented sector and fighting homelessness are high priorities for this council. The Housing Panel acts as a critical friend to scrutinise the efforts being made in these areas to help ensure that, whatever policies and budgets come from national government, Oxford City Council will continue to deliver the best possible results” – Councillor Linda Smith, Housing Panel Chair

The year ahead

The Scrutiny Committee has elected Councillor Andrew Gant as Chair for the 2016/17 Council year. The Committee also has four new members in Councillors Jamila Azad, Nigel Chapman, Marie Tidball and Ruth Wilkinson, who replace Councillor Linda Smith, Councillor Ben Lloyd-Shogbesan and former Councillors Roy Darke and Sam Hollick.

The new Committee has prioritised reviews into devolution proposals for Oxfordshire and the impacts of English language schools in the City, including safeguarding concerns around under-18s studying at language schools being accommodated in the private sector. The Committee will continue to scrutinise selected CEB decisions and a number of other issues affecting the City have been included in the Scrutiny Work Plan. These include; air quality, workplace parking levies, the Local Plan review, graffiti prevention and educational attainment. The Committee has also re-appointed to the housing and finance standing panels and referred a number of issues and decisions to them for consideration.

In 2016/17 the Committee will receive update reports following recent scrutiny reviews into Inequality, Cycling and Guest Houses, and will continue to monitor the implementation of all agreed Scrutiny recommendations.

Housing Panel will be chaired by Councillor David Henwood this year after Councillor Linda Smith was appointed to the Board. The Panel plans to engage with representatives of the two universities about their approaches to land management in the City. The Panel will also look at issues around rough sleeping, how to reduce under-occupation in the Council's housing stock and the impacts of major housing investments such as the refurbishment of five tower blocks.

Councillor Craig Simmons remains Chair of the Finance Panel, which will undertake the detailed annual review of the Council's budget proposals early in the New Year. The Panel has also agreed to look at the financial impacts of Brexit, the Council Tax Support Scheme and alternative ways of funding affordable housing. The Finance Panel and Housing Panel will join together in considering the progress of the new Council-owned housing company and in scrutinising the Housing Revenue Account business plan.

Contact us

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To: City Executive Board

Date: 15 September 2016

Report of: Finance Panel (Panel of the Scrutiny Committee)

Title of Report: Credit Union Services

Summary and Recommendations

Purpose of report: To present recommendation of the Finance Panel on credit union services

Scrutiny Lead Member: Councillor Craig Simmons, Chair of Finance Panel

Executive lead members: Councillor Susan Brown, Board Member for Customer and Corporate Services

Recommendation of the Scrutiny Committee to the City Executive Board:

That the City Executive Board states whether it agrees or disagrees with the recommendation set out in the body of this report.

Introduction

1. The Finance Panel convened discussions on credit union services at its meetings on 7 April and 30 June 2016. The Panel considered a credit union services evaluation report, the Council's response to the evaluation report and submissions from Oxfordshire Credit Union. Representatives of both credit unions operating in Oxford were invited to the meetings. The Panel would like to thank Mark Luntley, David Soward and Sue Tanner, who attended on behalf of Oxfordshire Credit Union, as well as Councillor Susan Brown, Board Member for Customer & Corporate Services, and Paul Wilding, Revenue and Benefits Programme Manager.

Background

2. Credit Unions promote saving and provide banking services and affordable credit to those who might otherwise struggle to access such services. Credit Unions are essential delivery providers in the Council's Financial Inclusion Strategy. The two Credit Unions operating in Oxford have been funded through the Council's

commissioned advice programme, both to aid their sustainability, and to facilitate a proposed merger, whereby the smaller Blackbird Leys Credit Union (BBLCU) would have been effectively subsumed by Oxfordshire Credit Union (OCU).

3. Following the breakdown of the proposed merger, the Council commissioned an evaluation report to articulate the way forward for credit union services in the City. The evaluation report set out what actions the credit unions could take in order to become sustainable, and also made 21 recommendations to the Council. In autumn 2015 the Board Member and Executive Director discussed the outcomes of the report with representatives of both Credit Unions.

Summary and recommendations

4. The Panel noted regret that the merger had failed and heard that there was no prospect of this proposal being resurrected because the two Credit Unions had very different operating models. BBLCU wanted to continue to maintain an office in the community staffed by volunteers, while an office-based cash-based model was not considered to be practically or financially viable for OCU. OCU had found that cash cards were popular with its members and they had received only seven visitors in a six month period as opposed to 700 telephone contacts. BBLCU was now thought to be pursuing a merger with a credit union based in South Northamptonshire.
5. The Board Member for Customer and Corporate Services said that the evaluation report was a valuable piece of work that had made useful recommendations following an impasse over the failure of the proposed merger. She said that the Council had spent some £100k supporting credit unions over recent years, which was a lot of money to spend without realising the aim of having self-sustaining Credit Unions.
6. Representatives of OCU agreed that the evaluation report was an excellent piece of work. The Panel heard that since the report was published OCU had strengthened its position by implementing the recommendations and addressing a number of identified issues. OCU had gained 100 new members through working with local employers, had increased lending and was trying hard to expand. As of April 2016 OCU had £500k in savings, £250k out in loans and 800 active members. OCU had also increased their capital asset ratio from 3.4% to 5% and had budgeted to pay a dividend of 1% this year, although that would be subject to a decision at their annual general meeting. All of these key financial headlines had moved in the right direction since the report was published.
7. The Panel heard that OCU was now financially self-sustaining but had some further asks of the Council. These were to activate a payroll deduction facility and promote OCU to Council staff, and to consider contributing funding for a part-time development manager who would promote OCU much more extensively on the ground. Based on extrapolations from national figures, there were approximately 2000 people in Oxford with pay day loans and some £1.7m was taken out of the local economy each year in interest payments on these loans.

8. The Board Member for Customer and Corporate Services welcomed the progress made by OCU, including a budgetary provision to pay dividends this year. She said that promoting OCU to staff would require further thought as she would want to be sure that this would be in the best interests of Council employees given that most staff had opportunities to access more competitive interest rates on savings and the Council's own loan option (which had low take up) was likely to be more advantageous to them.
9. Representatives of OCU advised that their scheme was different as it required borrowers to save and would over time steer them out of debt. OCU wanted to attract savers as well as people facing financial difficulties but there may be some financially excluded Council employees who would not feel comfortable borrowing from their employer or would not want their employer to know they were in financial difficulty. The Panel heard that OCU had agreed with other employers not to promote the higher interest rate short-term loans they had started to offer (within very tight constraints) following a recommendation in the evaluation report.
10. The Panel suggest that the Council should accept the request to promote OCU to Council employees, provided that OCU pay a dividend to investors and the information is provided carefully alongside other options that enable Council employees who may be looking to borrow or save to make the best decisions they can in accordance in their personal circumstances.

Recommendation – that the Council promotes OCU to its employees alongside other options and within a carefully framed context, on the basis that OCU pay a dividend to investors.

11. In terms of funding for a development Manager, the Panel encouraged OCU to submit a funding application through the Council's open grants programme. While the bid would need to be considered in the round and on its merits the Panel expressed a hope that it would be successful. The Revenue and Benefits Programme Manager advised OCU to be clear when making a bid as to what tangible outcomes the funding for a development manager would deliver, such as increases in membership and income.

Name and contact details of author:-

Andrew Brown on behalf of the Finance Panel
Scrutiny Officer
Law and Governance
Tel: 01865 252230 e-mail: abrown2@oxford.gov.uk

List of background papers: None
Version number: 0.1

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To: City Executive Board
Date: 15 September 2016
Report of: Executive Director, Regeneration and Housing
Title of Report: European Regional Development Fund (ERDF) Innovation Projects – match funding

Summary and recommendations	
Purpose of report:	Request approval to commit match funding towards the Oxford City Council led element of the ERDF Innovation allocation for Oxfordshire, if successfully awarded funds.
Key decision:	Yes
Executive Board Member:	Cllr Bob Price, Corporate Strategy and Economic Development
Corporate Priority:	Vibrant, Sustainable Economy
Policy Framework:	Oxford Economic Growth Strategy
Recommendation(s): That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Recommend Council to approve the required match funding to deliver the capital (£33,939) and revenue (£45,000) elements of the projects detailed in this report. 2. Delegate authority to the Executive Director, Regeneration and Housing to enter into any necessary agreements to secure European Regional Development Fund funding 	
Appendices	
Appendix 1: Risk Assessment	
Appendix 2: Equality Impact Assessment	

Introduction and background

1. Officers have been working with local partners to deliver elements of the county-wide European Regional Development Fund (ERDF) allocation for Innovation. This includes the provision of a new co-working space for business start-ups linked to the Smart Oxford initiative initiated by OSP, of which the council is a leading partner. It also includes Programme Management resource to play a leading role in the delivery of the wider Smart Oxford strategic programme.

2. The 'Smart Oxford Incubator' is a collaborative co-working space, proposed within vacant accommodation in Oxford Town Hall. It will nurture and accelerate new and growing businesses in digital, technology and social enterprise sectors. This will enhance the pipeline of new growing businesses in these sectors, and promote public sector innovation and commercialisation.
3. A business case has been prepared by the Oxfordshire ERDF Innovation consortium and is with DCLG (Department for Communities and Local Government) for agreement. Members are asked to approve the authority for officers to accept the grant (if successful and subject to contract), and commit the required match funding to deliver the project.

Smart Oxford Incubator

4. There is a shortage of small business accommodation in Oxford. In line with the Economic Growth Strategy and the emerging OxLEP Innovation Strategy, officers are pursuing an aim to increase supply, and support a stronger network of enterprise centres and innovative spaces to support local business creation and accelerated growth. With the recent closure of 'the Hatch' in Little Clarendon Street, owned by Barclays and managed by 3Space (based on wider asset based considerations), the supply shortage for start-ups has been exacerbated.
5. To help address this issue, a group of partners has been brought together by officers, targeting specific business sectors with unmet and latent demand for workspace, whilst generating income through identification and use of under-utilised property assets. One such broad market segment is co-working provision - flexible workspaces that support collaborative communities of new entrepreneurs seeking a lean business model, and a workspace solution to enable a focus on accelerating innovative business ideas by working closely with their peers.
6. There is the availability of approximately 2800 sq. ft. (261 sq. m.) within the Town Hall that could be refurbished to support businesses attracted to co-working, whilst generating a modest return for the Council. A dedicated, standalone space accessed from Blue Boar Street of 1800 sq. ft. is immediately available as an initial phase.
7. Officers have received a proposal (agreed in principle, subject to contract) from Oxford Trust and Oxford Innovation, to lease and run the space as a not for profit operation. The space will be run in conjunction with a newly proposed 'Pod' co-working space in the Oxford Centre for Innovation (OCFI) and the space for more established businesses at One St Aldate's.
8. A core element of this proposal is that link between the Town Hall space and 'The Pod' at OCFI (plus the related Oxford Hackspace). It is intended that these co-working spaces are jointly managed and operated to maximise the benefits and ensure synergy across spaces for start-ups across the City, providing an affordable and supportive environment accommodating new business start-ups in a shared workspace.

9. The specific aims of this proposal include:

- a. Enhancing the supply and range of workspace available – up to 260m2 (starting with a self-contained 170 m2 space)
- b. Support the creation enterprises with growth potential – circa 40 enterprises over 3 years
- c. To remove barriers to enterprise for more local residents, reducing inequality
- d. Build on Oxford's reputation for innovation excellence and 'Smart City' ambitions
- e. To enhance the innovation ecosystem infrastructure within the city and link effectively with the wider enterprise/innovation space offering (e.g. the Oxford Centre for Innovation)
- f. To create a modest income for Oxford City Council to reinvest in services
- g. To remove match funding requirement for Smart Oxford by end of year 3
- h. To pilot an innovative concept that, if successful, might be scaled up within the city's wider regeneration programme (e.g. West End)
- i. To ensure a coordinated approach to meeting the support needs of business in-line with the Oxfordshire Business Support programme.
- j. Ensure the opportunity for local authority staff and academics to share knowledge, open challenges and ideas with members of the centre, to translate ideas to commercial enterprises more quickly.

Smart Oxford Programme Management (Fixed Term)

10. The ERDF funds provide opportunity to employ a dedicated, fixed-term (3 years), Programme Manager for Smart Oxford to ensure closer collaboration with business, boost sector development, and deliver products and services.

11. The Smart Oxford Programme Manager will be

- a. Engaging with businesses and organisations to support Smart Oxford and digital enterprises across the county
- b. Supporting the Smart Oxford Project Board
- c. Supporting community events and initiatives in the co-working space
- d. Co-ordinating support services to innovators and enterprises helping to develop and deliver projects and products that support Smart Oxford and wider smart city ambitions and aspirations across the county
- e. Help ensure Smart Oxford becomes a sustainable entity with an appropriate legal structure
- f. Lead and support fundraising initiatives including funding bids, investment and sponsorships
- g. Manage and co-ordinate up to 10 Smart Oxford workshops over three years
- h. Coordinate with colleagues on communications and marketing
- i. Provide leadership on Digital and Smart Oxford initiatives across the county
- j. Support open data platforms and linked initiatives that support business and product formation
- k. Build partnerships/collaborations to achieve aims
- l. Provide expert advice and support to innovators.

12. ERDF and City Council match funding will also ensure the commitment of additional resource from Oxfordshire County Council and the University of Oxford. The County Council, through the Transport Innovation Team, will commit resource of up to 1.5

FTE to work specifically on Smart Oxford projects and support. The University of Oxford will commit a post within the Knowledge Exchange and Impacts Team to work specifically on Smart Oxford projects and support. Taken together, this will ensure adequate resource of Smart Oxford to deliver against the vision and strategy that has been developed.

Financial implications

13. The costs and funding contributions are found in the table below:

ERDF Funded Innovation Projects						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	£	£	£	£	£	£
Item						
Capital Expenditure	67,878	0	0	0	0	67,878
Revenue Expenditure (incl in kind)	45,547	45,547	45,547	0	0	136,641
Revenue Income	(16,200)	(16,200)	(16,200)	(16,200)	(16,200)	(81,000)
Sub-Total	97,225	29,347	29,347	(16,200)	(16,200)	123,519
Funded by:						
Oxford City Council (additional funding)	(48,939)	(15,000)	(15,000)	0	0	(78,939)
ERDF	(49,486)	(15,547)	(15,547)	0	0	(80,580)
Sub-Total	(98,425)	(30,547)	(30,547)	0	0	(159,519)
Net Impact for Project	(1,200)	(1,200)	(1,200)	(16,200)	(16,200)	(36,000)
Net Impact for City Council						(2,061)

14. The City Council's capital contribution would be £33,939, which would be matched by an ERDF grant and fund the works required to bring the accommodation into a usable condition. The Council funding would be taken from potential slippage in the capital programme, but repaid as a rental from the Incubator.
15. The City Council's revenue contribution would be £45,000 (£15,000 per year), which would be matched by an ERDF grant and fund the Incubator Manager for three years. There would also be a contribution in kind of £45,000 that would be staff time from the Economic Development team.
16. The City Council would receive a rental of £10 per sq. ft. per year for a lease of 5 years with an initial six months' rent free period. Based on the initial phase alone this would yield £81,000 over the five years, and repay the Council's revenue and capital contributions.
17. A decision from DCLG on the award of the ERDF funding is not known at this time and there may be uncertainties post-BREXIT. If the ERDF support is not forthcoming it is proposed to proceed with the capital works on the basis of a five year lease to the Incubator under normal Assets officer delegation provided the rental covered the capital outlay by the Council. However, we would not fund the Manager post to provide business support.

Legal issues

18. The lease of Council assets will have legal and contractual implications as will recruitment of a programme management resource over a fixed term. The acceptance of EU funds will also result in a 3-year contractual obligation.

Level of risk

19. The Risk Register is attached at Appendix 1

Equalities impact

20. Equalities Impact Assessment is attached at Appendix 2

Report author	Matt Peachey
Job title	Economic Development Officer
Service area or department	Regeneration and Partnerships
Telephone	01865 252021
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Background Papers: None

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Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls					
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner	
Funding not awarded (Smart Oxford Programme Manager element)	There is uncertainty about whether all non-committed funding contracts would be honoured, post EU referendum	Threat	Government approach to negotiations post referendum	No funding awarded, project unlikely to go ahead.	29-07-16	Matt Peachey	4	2						The Oxon ESIF Committee, advised through DCLG (Managing Authority) has recommended a business as usual approach for local funds. Officers work	December 2016				Matt Peachey
Funding not awarded (Smart Oxford Programme Manager element)	There is uncertainty about whether all non-committed funding contracts would be honoured, post EU referendum	Threat	Government approach to negotiations post referendum	No funding awarded. Project may still go ahead, but will need to be appraised further and considered as a commercial	29-07-16	Matt Peachey	3	2						The Oxon ESIF Committee, advised through DCLG (Managing Authority) has recommended a business as usual approach for local	December 2016				Matt Peachey
Recruitment of Programme Manager	A suitably qualified candidate is not identified for recruitment.	Threat	Lack of available expertise in the labour market, salary levels not sufficient. Perceived issues	Smart Oxford objectives not delivered as effectively	29-07-17	Matt Peachey	4	2						A well planned job specification and recruitment process utilising specialist advice on the	January 2017				Matt Peachey
Smart Oxford partners do not commit associated staff resource	lack of expertise to deliver Smart Oxford's objectives	Threat	Issues with funding or support of senior management	less ambitious delivery of Smart Oxford objectives	29-07-17	Matt Peachey	4	1						Partners (OxON CC and University of Oxford) have written to confirm staff resource to be committed to Smart Oxford	August 2016				Matt Peachey
Co-working costs over-run	Cost increases or unforeseen costs increase the overall budget beyond what is acceptable	Threat	External prices change or lack of awareness of all required inputs.	Investment case would need to be re-considered	29-07-16	Matt Peachey	4	2						An independently verified set of costings and layout for the co-working space has been produced. In any contracting, the budget will need to be made clear and adhered to	January 2017				Matt Peachey
Co-working operator proposal is not contracted	the proposed centre operator cannot manage the centre	Threat	Contractual agreement, funds, change in business conditions, change of personnel	New operator would need to be sought	29-07-17	Matt Peachey	4	2						Board approval has been given by both partner organisations (Oxford Trust and Oxford Innovation)	October 2016				Matt Peachey

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Form to be used for the Full Equalities Impact Assessment

Service Area: Regeneration & Partnerships	Section: Economic Development	Date of Initial assessment: 29-07-16	Key Person responsible for assessment: Matt Peachey	Date assessment commenced:	
Name of Policy to be assessed:		ERDF Innovation projects Approval – CEB Report, September 2016			
1. In what area are there concerns that the policy could have a differential impact		Disability		Age	
Other strategic/ equalities considerations					

<p>2. Background:</p> <p>Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.</p>	<ol style="list-style-type: none"> 1. The 'Smart Oxford Incubator' is a collaborative co-working space, proposed within Oxford Town Hall. It will nurture and accelerate new and growing businesses in digital, technology and social enterprise sectors. This will enhance the pipeline of new growing businesses in these sectors, and promote public sector innovation and commercialisation. 2. Dedicated, fixed-term (3 years), programme resourcing for Smart Oxford to ensure closer collaboration with business in order to boost the growth of related sectors, and deliver projects, products and services that will benefit the public sector and city residents.
<p>3. Methodology and Sources of Data:</p> <p>The methods used to collect data and what sources of data</p>	<p>A range of business and economic data has been obtained and sought in producing the business case for the project including:</p> <ul style="list-style-type: none"> • Property prices • Property availability and reports on local supply, pipeline and demand • Awareness of ward and neighbourhood based inequalities • A rang of socio-economic and demographic information that highlights a need for a 'smarter' approach to city development (led by the OSP Smart Oxford Steering Group).
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • Why you carried out the consultation. • Details about how you went about it. • A summary of the replies you received from people you consulted. 	<p>Consultation has taken place with a range of business stakeholders from the digital, social enterprise and property sectors to ascertain the level of need for new work-space solutions that meet community needs. Conversations with groups of small business owners has supported the conclusion that a more accessible offering is required for early stage start-ups, such as that previously provided by the 'Hatch' co-working centre on Little Clarendon Street.</p> <p>Smart Oxford has consulted with a wide range of organisations and stakeholders on the approach to creating a 'Smart Oxford' project plan that genuinely meets resident's needs, and is citizen focussed, rather than technology focussed. The approach is to use social, environmental and economic needs, and information on the experience of a range of local services, to identify solutions, which may include technology.</p>

<ul style="list-style-type: none"> An assessment of your proposed policy (or policy options) in the light of the responses you received. A statement of what you plan to do next 	
<p>5. Assessment of Impact:</p> <p>Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults</p>	<p>Disability – The co-working proposal has been designed to ensure a satisfactory level of disabled access to the dual site co-working offer. The OCFI element, as well as certain parts of the Town Hall, will have adequate disabled access.</p> <p>Age – where younger people may have less access to available funds to start a business, and experience this as a barrier to entry, this proposal will provide a range of flexible low-cost membership options.</p> <p>Other factors – for the remaining primary equality strands, partner organisations that Oxford City Council intend to work with, will be required to provide evidence their own equality policies, and also evidence how their client application and marketing processes are inclusive.</p>
<p>6. Consideration of Measures:</p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>It is felt the above factors will make this a positive project from an equalities perspective, both in terms of developing more inclusive services, and reducing barriers to starting a business for more people.</p>
<p>6a. Monitoring Arrangements:</p> <p>Outline systems which will be put in</p>	<p>Quarterly against a range of economic and social indicators in line with ERDF funding guidelines.</p> <p>Quarterly monitoring reports and funding claims compiled by officers managing both linked projects</p>

place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any evidence of discrimination.		will take place and be report to the ESIF committee and managing authority (DCLG).				
7. 12. Date reported and signed off by City Executive Board:						
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		Policy impact positive particularly in respect of improving city services for a range of residents and lowering barriers to starting a business.				
9. Are there implications for the Service Plans?	YES	NO	10. Date the Service Plans will be updated	Annually -	11. Date copy sent to Equalities Officer in HR & Facilities	N/A
.13. Date reported to Scrutiny and Executive Board:			14. Date reported to City Executive Board:	Sept 2016	12. The date the report on EqlA will be published	

Signed (completing officer)

Signed (Lead Officer)

Please list the team members and service areas that were involved in this process:

Organisational Development & Learning Advisor/ Equalities
Matt Peachey – Regeneration and Partnerships.

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To: City Executive Board
Date: 15 September 2016
Report of: Executive Director, Housing and Regeneration
Title of Report: Oxfordshire Local Enterprise Partnership (OxLEP) Strategic Economic Plan Refresh

Summary and recommendations	
Purpose of report:	To update members on the consultation draft of the Strategic Economic Plan (SEP), and to agree feedback on it, prior to formal endorsement of the document.
Key decision:	Yes
Executive Board Member:	Cllr Bob Price, Corporate Strategy and Economic Development
Corporate Priority:	Vibrant, Sustainable Economy
Policy Framework:	Oxford Economic Growth Strategy
Recommendation: That the City Executive Board resolves to:	
1. Endorse the draft Oxfordshire Local Enterprise Partnership Strategic Economic Plan, subject to the feedback in the report and any additional member comments being relayed to the Oxfordshire Local Enterprise Partnership Board for consideration.	

Appendices	
Appendix 1	Draft Strategic Economic Plan: Revised following consultation
Appendix 2	Strategic Economic Plan – Consultation Responses
Appendix 3	Risk Assessment
Appendix 4	Equalities Assessment

Introduction and background

1. The Oxfordshire Local Enterprise Partnership (OxLEP) is responsible for facilitating strategic development of the Oxfordshire economy, in partnership with local authorities, business and academia, and is now established as a key strategic partnership promoting the economic growth agenda to Government. OxLEP submitted their Strategic Economic Plan (SEP) to Government in March 2014. The

SEP set out the partnership's ambition to 2030 – to meet the needs of our diverse science and knowledge based economy, to drive innovation and accelerated growth. The SEP also helped determine the priorities for the Local Growth Fund budget awarded to Oxford and Oxfordshire to support strategic growth opportunities.

2. OxLEP is currently refreshing the SEP to incorporate new evidence that has become available over the last two years. In particular, a number of investment plans and strategies have been produced relating to skills, innovation, the environment, culture and tourism and transport. The greater global economic uncertainty that may define the next five years is also a driver, as is the LEP's desire to engage more widely with business, universities, research institutions, local authorities, voluntary and community sectors, and residents. OxLEP also anticipates that local government devolution will require complementary economic planning.
3. 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 economic growth to ensure it is sustainable and inclusive. Compared to the original SEP, this refreshed version is higher level, shorter and clearer. It has an emphasis on a strategic framework rather than the details of delivery, and ambition to reach a wider audience of stakeholders.
4. The draft SEP was prepared through a more consultative process than the original document. This refreshed version was informed by three public workshops, discussions with the local authorities, businesses, other key stakeholders, and a review of evidence. It was also shaped by a Steering Group, which reviewed the consultation responses. The final phase of consultation is with Local Authorities, LEP Board and Growth Board and will run through district Executive and LEP committee processes, scheduled to end on 7 October. This will be followed by publication in November.

SEP Vision and Themes

5. The full draft SEP as it stands can be found in the appendices. It should be noted that the comments contained in this report are based on a 'Consultation Draft' prepared in June 2016, the latest available draft at the time of writing. Following the public consultation period, a re-draft is being produced that is likely to be published at the end of August. This will be shared with Scrutiny and CEB when it becomes available.
6. For ease of reference, the vision and main themes are found below. 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.'
7. Themes: Oxfordshire has a successful economy based on innovation, enterprise and research. Both employment and Gross Value Added are growing strongly, activity and employment rates are high and there is very low unemployment. However, the draft SEP notes that issues of sustainability and inclusion, and global risks to continued local growth need addressing. The SEP's objectives for the county's economy by 2030 are that it should be:

Vibrant: a place where ambitious businesses and people thrive; and where aspiring young people choose to build their careers and their lives

Sustainable: environmentally (taking into account climate change, carbon emissions, heritage and patterns of resource use), 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 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.

8. These outcomes will be achieved through four programmes, as in the original SEP, but with a set of strategic high-level priorities, rather than a detailed action plan. In each of these programmes, there are on-going projects and commitments. The SEP does identify new priorities to 2020, and a number of action areas. The programmes include:

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 both the quality environment and choice of homes needed to support “good” growth whilst capitalising upon our exceptional quality of life, vibrant economy and dynamic urban and rural communities

Enterprise – emphasising innovation-led growth, underpinned by the strength of university and other research, business collaboration and supply chain potential; and also recognising the significant contribution made through social enterprises

Connectivity – allowing people, goods and services to move more freely, connect more easily; and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

9. The SEP also aims to ensure inter-relationships and opportunities across these programmes are exploited, e.g. local commercialisation and application of technologies developed by research and business in environmental sustainability, health, low carbon, energy, and autonomous vehicles for example.
10. There is also a cross-cutting spatial dimension to the SEP, maintaining the principal focus on the Oxfordshire Knowledge Spine – from Bicester through Oxford to Science Vale in the south – as locations for housing and employment growth.
11. In delivering the refreshed SEP, OxLEP state a focus on clear governance and management arrangements, building on progress to date, working closely with local authorities, the Growth Board, businesses, voluntary organisations and residents.

Responses to Public Consultation

12. Of the 262 responses, 34 were made by organisations, with the remainder from individuals, the vast majority of whom support the stance offered by the CPRE and Need Not Greed Oxfordshire, namely that the LEP is an unaccountable non-elected body, aggressively driving growth. These also claimed that the LEP is responsible for unrealistic and unachievable housing and jobs figures contained in the SHMA, heavily influencing the Local Plan process which will result in new development that will destroy Oxfordshire's environment and communities. The key ask of many of

the respondents is that the SHMA figures for housing and jobs are lowered, and that the SEP should be prepared by an elected body and subject to a Strategic Environmental Assessment. These responses reflect a fundamental misunderstanding by the CPRE/Need Not Greed campaign. The SHMA was commissioned and adopted by the Oxfordshire Local Authorities, in accordance with their statutory planning obligations, and the LEP had no role in this. The SHMA has been tested and accepted in a series of examinations by Planning Inspectors, and the forecasts for economic growth are already being exceeded, confirming that low employment growth forecasts were adopted. The SHMA figures were subsequently adopted by the City Deal and SEP-but the LEP is not responsible for the SHMA. The SEP therefore aims to support the efficient management and delivery of planned economic growth, including the necessary skills and infrastructure, but it did not set the housing or employment forecasts or assessed need.

13. On 4 August 2016, a letter was sent to each of the Oxfordshire LAs by Need Not Greed, reiterating the group's concerns about the SEP. A joint council response was being prepared at the time of writing this report. The specific criticism made in the letter from Need Not Greed is that that the summary of responses provided by Councils to the LEP was not accurately summarised by the LEP in their consultation responses report. However, the purpose of this report is to agree feedback for CEB to relay to the LEP. This feedback is in specific response to the draft plan, which forms part of the SEP consultation timetable to October.
14. Consultation responses from the business community have been less evident. Given that the focus of the SEP is the economy and the process of wealth creation, this is a concern. However, it should be noted that significant effort was made to consult widely across public, private, academic sectors and residents. The campaign used the expected channels; press, social media, leaflets, events, business networks etc. Monthly visitor numbers to the LEP's website increased by 60% from 3,386 to 5,621, indicating increased awareness. An additional business consultation session was held on 20 July 2016 with a group of 13 business representatives from a range of sectors across the county. This enhanced the depth of feedback from the business community. In general, a range of comments were received across each theme. These can be characterised as constructive critique, but generally supportive.
15. A statistical breakdown of categorised comments can be found in the Appendix 2 report on consultation responses. This provides further detail of comments on the LEP's role, strategic area characteristics, priorities, challenges and opportunities, the sector and employment focus, planning for infrastructure and housing, and sustainability in its widest sense.
16. A range of comments have been received from officers, members, the Growth Board and LEP Board. Whilst broadly supportive, these comments will be reflected in the final draft of the SEP. These range from the need for a clearer focus on the audiences that matter (Government and business), balancing the needs of business and residents, avoiding Oxford centric focus, better detailing the economic narrative, more clarity in explaining the purpose of the SEP and going beyond the 'spine' to consider wider economic assets. Other comments include a need for more focus on business accommodation supply. Others felt that the focus could be more explicit on infrastructure planning as a priority to enable growth, and have a still greater emphasis on social inclusion and employment.

Additional officer comments for member's consideration

17. If the SEP is judged on the terms of reference for which the refresh intended (see para. 3), it can be shown to have achieved progress in those areas of focus. It is more accessible and clear in its aims and more of a strategic route map than a plan. In its current form, it will be likely to gain more traction with business and perhaps Government.
18. It is not a radical break from the previous SEP, which served Oxfordshire relatively well in terms of creating a compelling economic narrative and attracting available government resources. The key programme areas are the same as is the vision.
19. It recognises the importance of Oxford, both as a key growth hub in its own right, and as a brand that can help drive growth and investment county-wide. The SEP focus on the 'Knowledge Spine' remains, and is helpful, highlighting Oxford's growth needs and potential in this respect. It recognises the importance of Oxford's Transport to Work Area and the city as the functional economic centre for the county. The draft adequately reflects the importance of the two universities as providers of talent, growth and knowledge, but perhaps needs to factor in the increased risks they face going forward. The SEP also focuses on a diverse range of sectors at varying stages of development, so is supporting a flexible development path, which guards against the lock-in that some areas face through over dependency on sectors.
20. In terms of the focus on funding delivery, the SEP perhaps unnecessarily limits itself to Growth Deals, potential devolved funds and ESIF funds. The LEP might be encouraged to consider a framework for funding attraction for delivery from wider private and sovereign wealth resources. It should be realistic in recognising that Government sources are unlikely to be enough and ESIF funds very likely to end, possibly before the end of the programme in 2020. How will Oxfordshire Business Support be resourced once ESIF is gone for example? How will programmes on social inclusion and employability be funded without European Social Funds? Equally, without a wider and more creative approach to funding, it is fair to say the various Investment Prospectuses, will contain numerous projects, which even if strategically important, remain unfunded. More mention of the certainty of funding that is needed, and *might* be provided through devolution might be encouraged. A need to respond to the opportunities or issues created by changes in central government also places much of this emphasis in flux. The SEP should be positioned to respond flexibly to this uncertainty. Sheffield's recent securing of £1bn through a Chinese firm's investment in city centre projects is one such approach.
21. The draft contains a statement in favour of preserving the Green belt to prevent urban sprawl. Oxford City Council would contend some limited use of the greenbelt is inevitable to meet housing need in the most sustainable way, whilst enhancing wider environmental assets and promoting sustainable forms of development. Other Districts have already made the case for taking sites out of the Green Belt where policy supports this.
22. The SWOT for key themes covers the key issues and the themes and vision are cross referenced well to produce a compelling strategic vision. However, perhaps the 'People' themes should be also linked to the key challenges of housing, demographic challenges and social exclusion, rather than a skills and education focus only. The reference to Community Employment Plans (related to construction e.g. Westgate) is also positive.

23. The Place theme has an important recognition of wider infrastructure constraints (water, power, grid), but could focus more on commercial property quality and availability issues that constrain growth. Land is available but premises are less so. Could it better recognise constraints on central area's public realm and walking connectivity needs as they grow? It is positive the SEP understands that the quality of environment, heritage and culture are strong factors in a successful economy that attract talent and investment, based on quality of life considerations. The SEP helpfully goes beyond its technology and knowledge based growth approach here.
24. There is necessary focus on connectivity in transport, networks of business and digital sense. Overlap in terms of 'place' links with water, power etc. as mentioned in place would be an option to consider for highlighting these infrastructural issues. The SEP broadly supports Local Transport Plan 4, and emphasises a need to link with the new National Infrastructure Commission. The SEP highlights the development of eight corridors and areas, of which Oxford is one. It should serve Oxford's needs well but needs to recognise the extent of movement in and out through commuting to and within Oxford. Investment in the centre will benefit those on the edge of the area (housing and last mile transport for commuters are key). The SEP supports smarter approaches to development, which is encouraging given the focus of councils and universities on smarter development (e.g. Smart Oxford)
25. Delivery team – City and district economic development staff and other officers within a collaborative partnership delivery team are not mentioned here. The LEP uses more resource than its paid staff and this should be made clear. For example the LEP and officers work jointly on engagement with business. This wider resource, which works closely with the LEP as partnership organisation needs to be recognised with officers and business representation alike.
26. In the Delivery section, there is a focus on progress to date. The targets here are in large part local economic indicators, which are impacted by a range of factors beyond the delivery of the LEP, albeit the LEP does influence these. Perhaps more focus in future on more direct outputs that contribute to these outcomes would be helpful in managing expectations. Indicators such 'A Level' attainment can only be influenced by the LEP.
27. Finally, is there enough genuine recognition of new ways to help those at bottom of labour market? This will be important as an increasing focus on the need for inclusive growth is likely to come forward in policy.

Other implications

28. Sustainability – The SEP specifically focuses on the need for sustainable and inclusive growth that benefits local communities in terms of employment and quality of life.
29. Environmental – The draft SEP recognises the importance of sustainable growth in its widest sense and is under-pinned by a Strategic Environment and Economy Investment Prospectus that seeks to demonstrate the value of Oxford's green economy, infrastructure and assets, and seek for investment in key assets. It recognises the challenges around growth and environmental protection specifically, and seeks to offer a balanced approach to these needs.

Financial implications

30. No immediate financial implications.

Legal issues

31. No legal implications.

Level of risk

32. Risk Register attached at Appendix 3

Equalities impact

33. Equalities Impact Assessment attached at Appendix 4

Conclusion

34. Overall, the draft SEP offers a compelling high-level strategic framework for the future direction and priorities for development of the county's economy. It provides an adequate framework to position Oxford's specific economic needs within the county, national and international context.

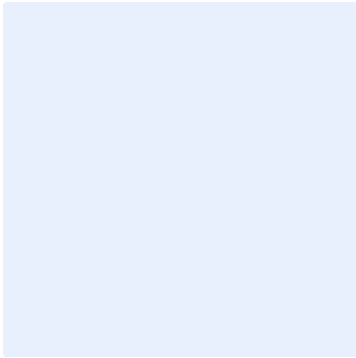
Report author	Matt Peachey
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Background Papers: None	

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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

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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.

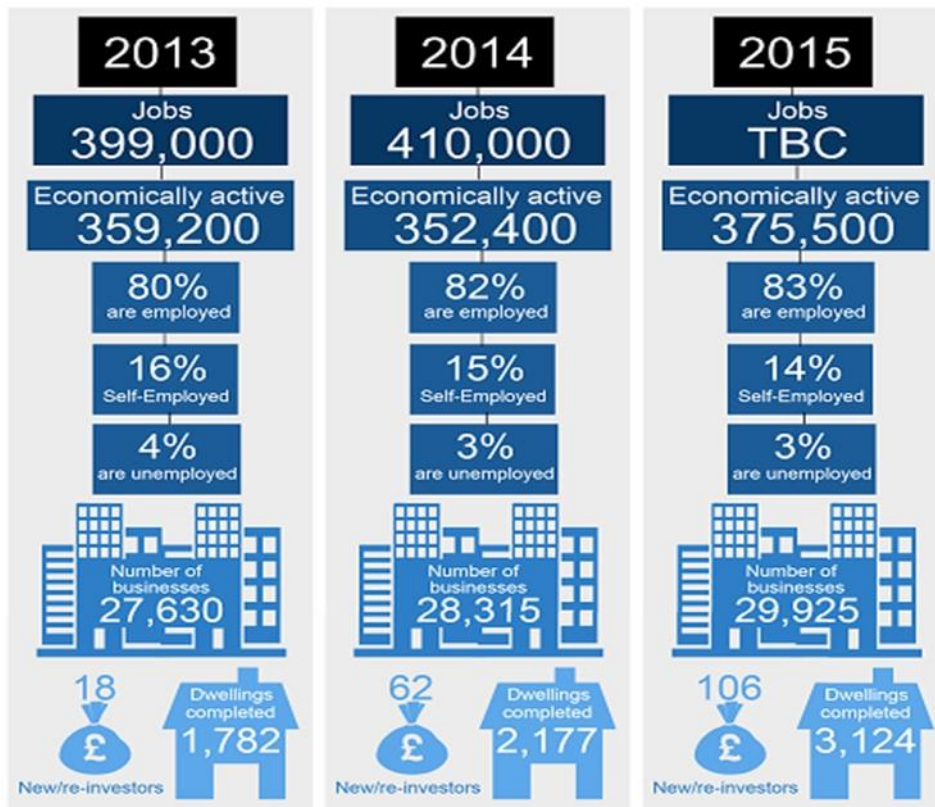
As at June 2016, some 2,635 people in Oxfordshire were claiming Job Seekers Allowance (JSA), or Universal Credit (UC). This equates to an unemployment rate of just 0.6%, compared to 1.8% for Great Britain. Since March 2014, when the first SEP was published, the number of Oxfordshire residents on JSA/UC 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.

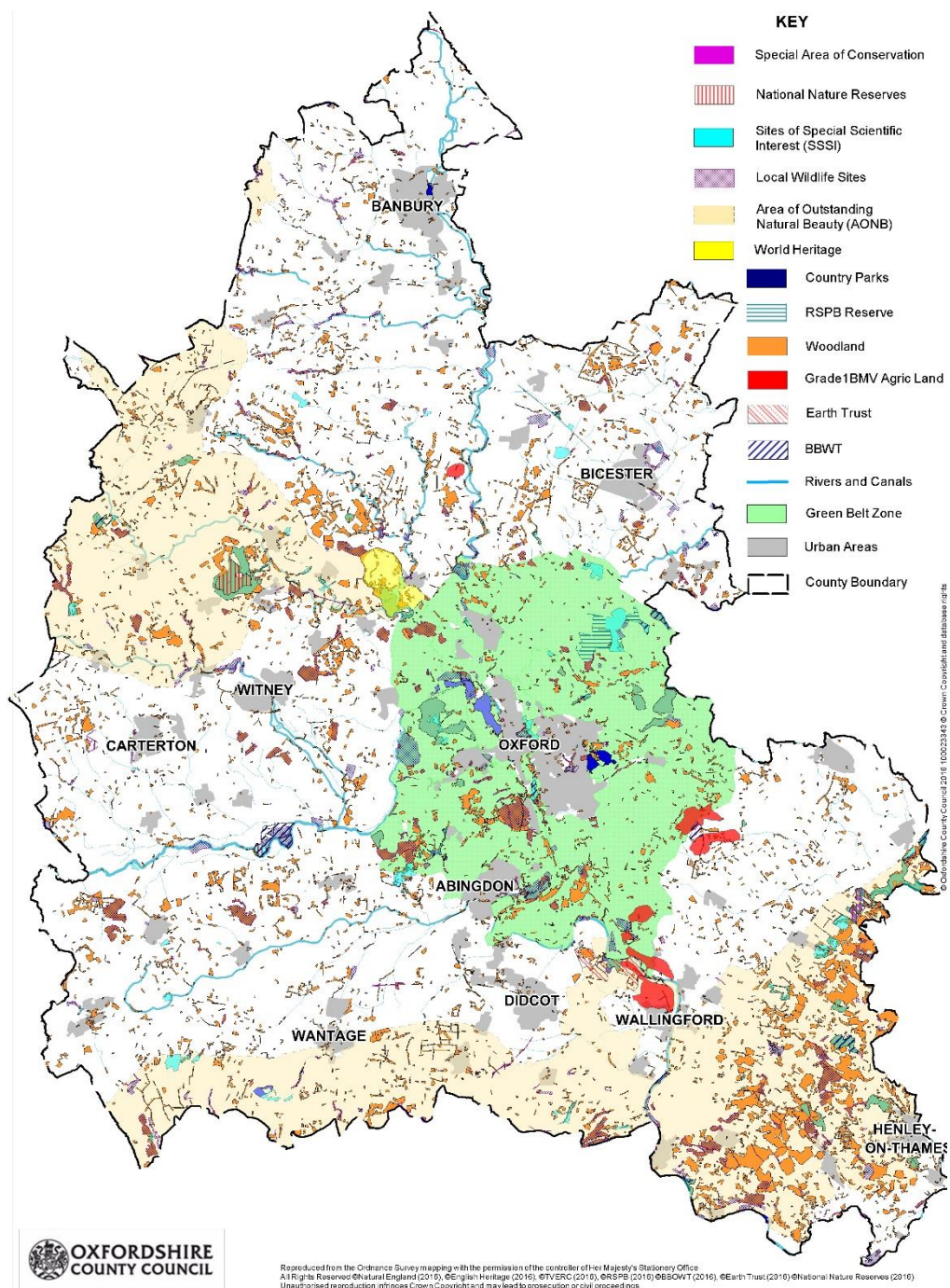
It would be misleading to suggest that economic growth does not give rise to environmental pressures. However, Oxfordshire has some real opportunities to apply local research and innovation to repair and enhance its natural capital as well as the built environment. For example, Oxfordshire has world 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.

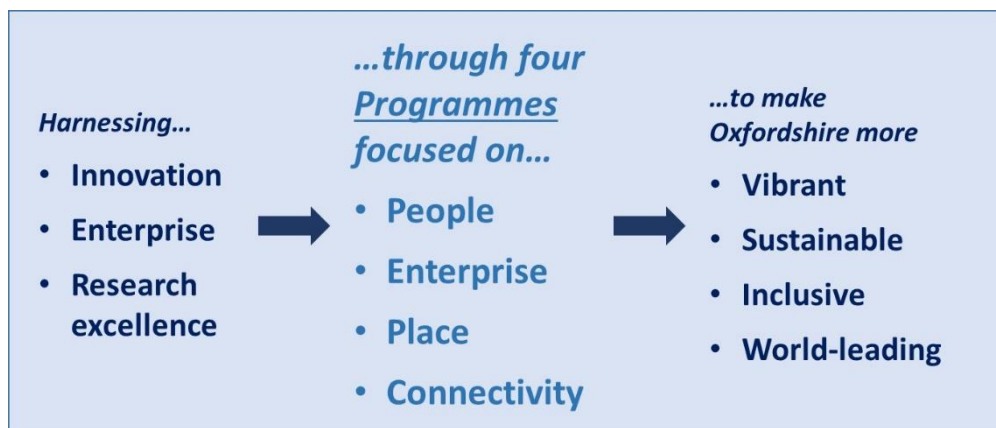
By linking these three overarching themes, we will ensure that by 2030, Oxfordshire's economy is widely recognised to be:

- **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)

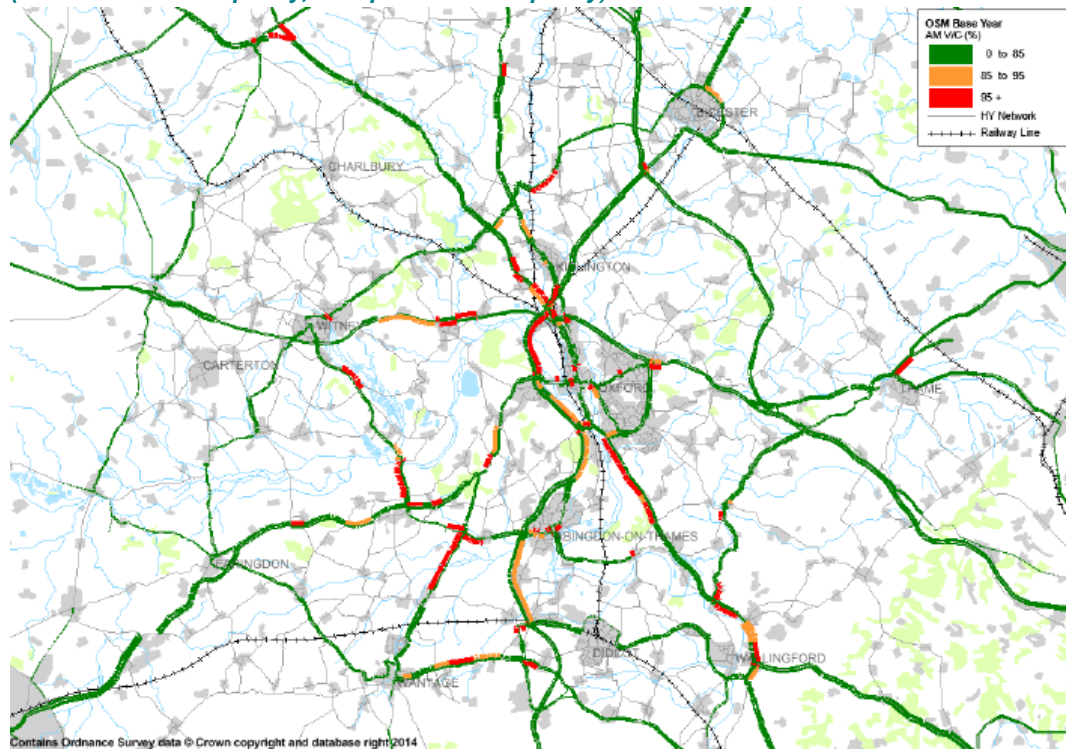
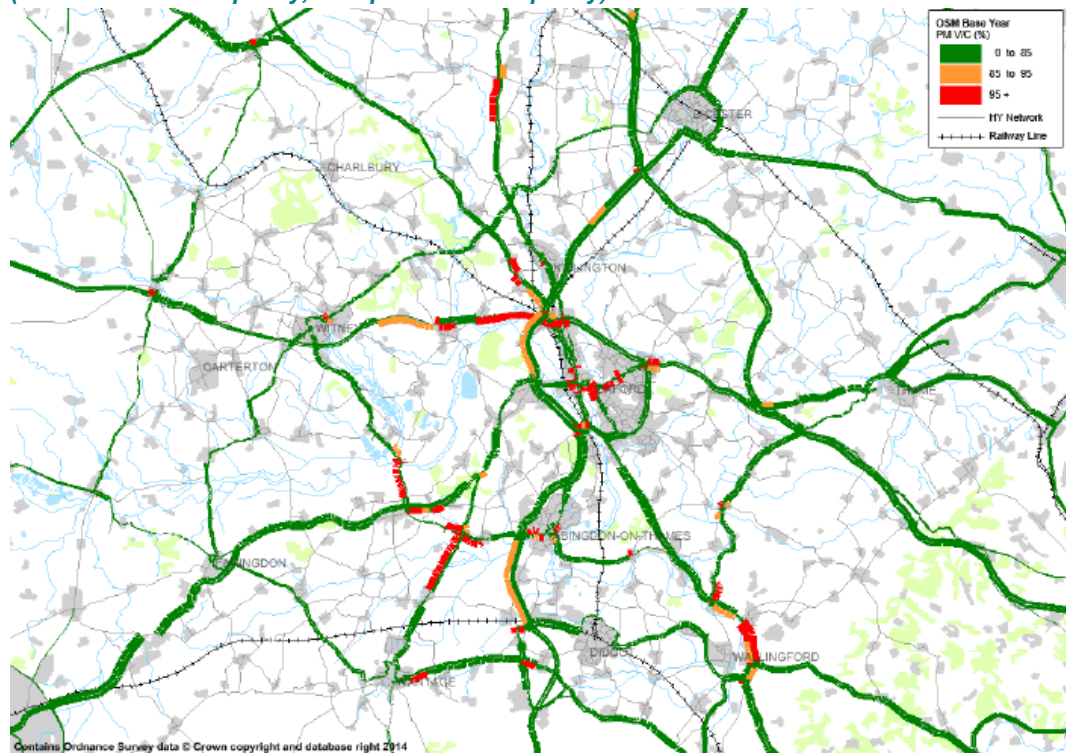


Figure 9: Highway Network in the evening peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)



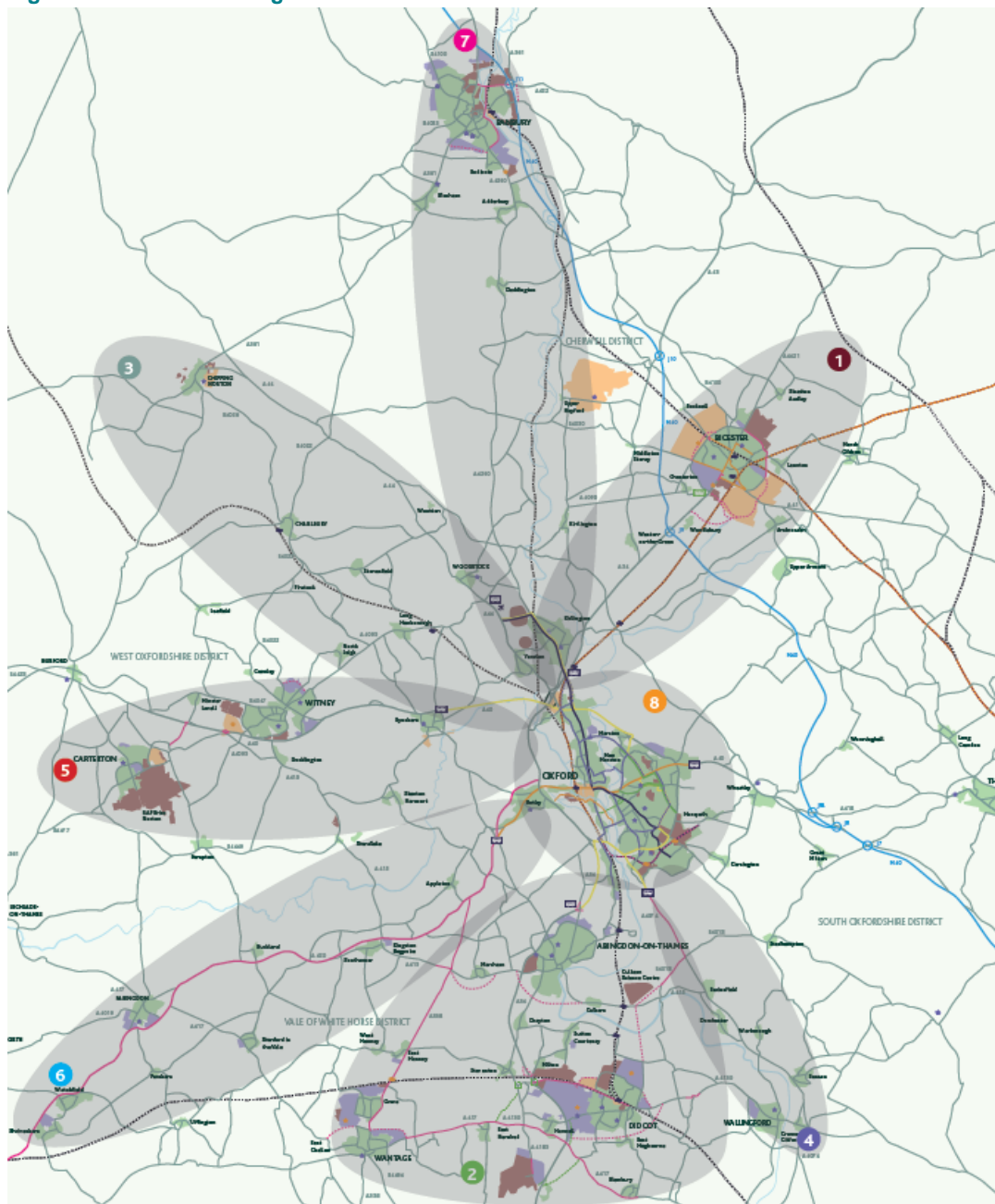
Digital connectivity within Oxfordshire is generally good, although there are still some gaps. Access to broadband across the county has improved but further improvements are needed

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 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

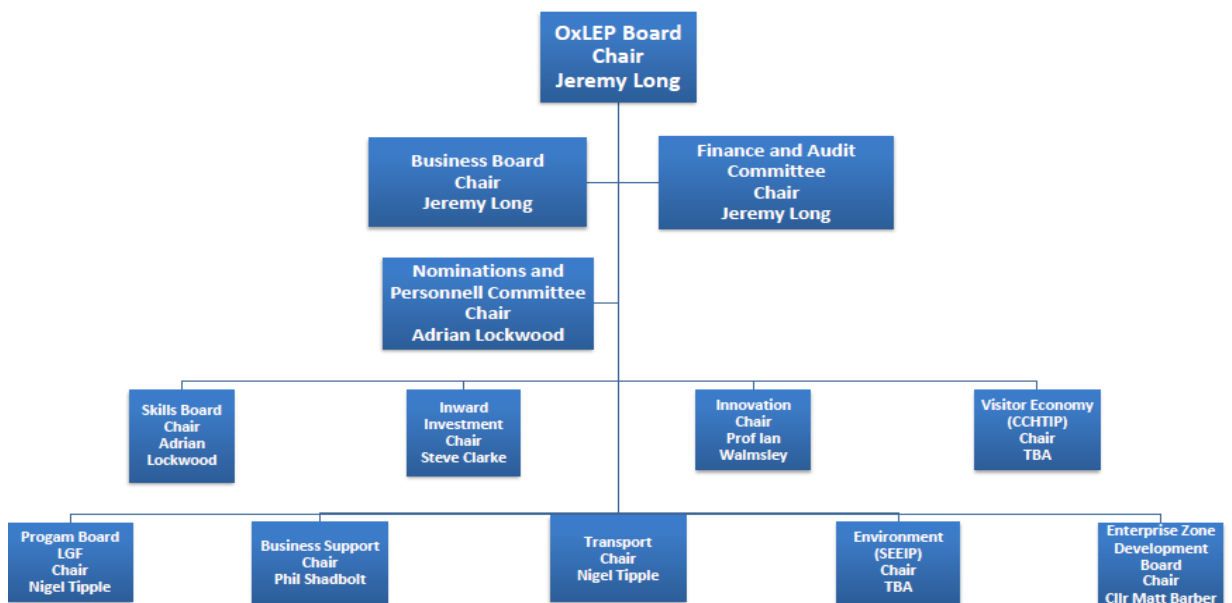
We are committed to an on-going process of monitoring and review. We will monitor progress in relation to our Programmes and the projects we, and partners, are supporting. We will also monitor changes in the economic and policy context for the SEP, and the extent to which our programmes are delivering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

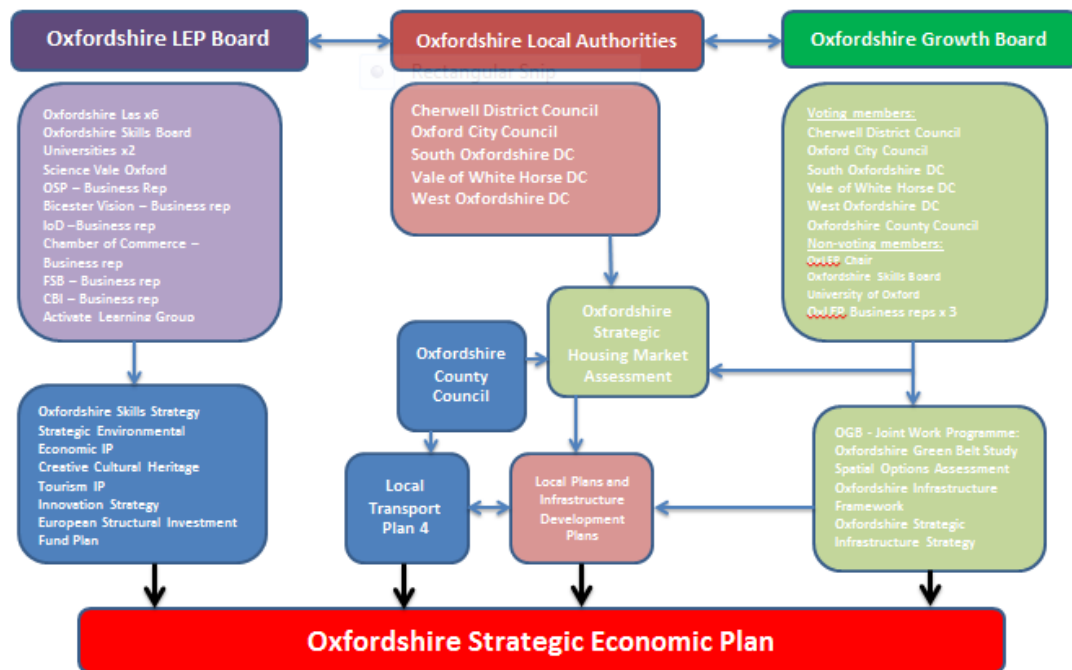
OxLEP will work closely with its key partners and stakeholders to deliver the SEP. Key relationships – and their links to wider strategic processes – are summarised in the graphic below.

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.

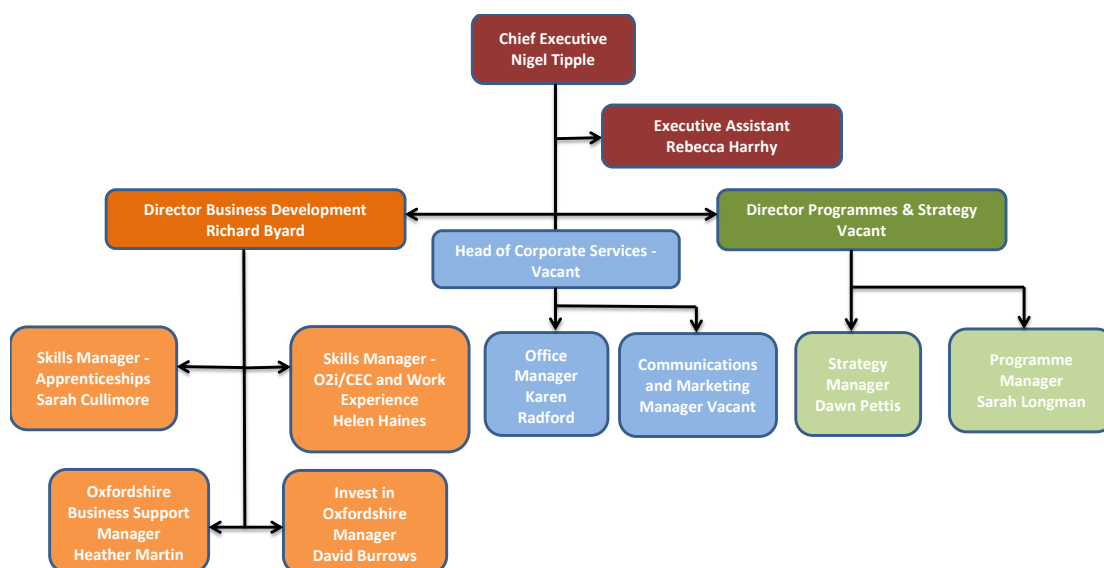
Delivery team within the LEP

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



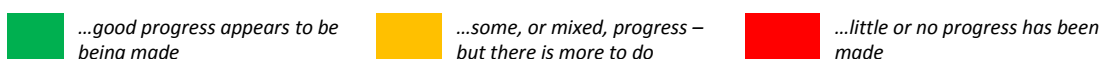
Annex A: Progress in delivering our Strategic Economic Plan

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:



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%		<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		<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		<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		<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		<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		<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		<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		<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		<ul style="list-style-type: none"> As above
Provide accessible housing that is affordable for the people who work in Oxfordshire		<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		<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		<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		<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		<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		<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		<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
<p>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</p>	<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	
<p>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</p>	<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
<p>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</p>	<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
<p>Increase the capacity and improve the efficiency and resilience of our local transport network by reducing congestion on key highway links</p>	<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
<p>Spread the benefit of transport investment across Oxfordshire</p>	<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
<p>Explore the potential of 5G technologies underpinned by the development of the 5G Innovation Centre for Future Mobile Communications and Internet Technology</p>	<ul style="list-style-type: none"> TBC
<p>Increase connectivity between people and the quality natural environment to develop integrated sustainable transport routes</p>	<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

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Strategic Economic Plan – Consultation Draft

Report on Responses

Introduction

1. The consultation draft of the refreshed [Strategic Economic Plan 2016](#) (SEP) was prepared during the spring through a highly inclusive process. It was informed by three public workshops and bilateral discussions with the local authorities and other key stakeholders, as well as by a review of evidence. It was also shaped by a large Steering Group and – under its direction – it attempted to reconcile and accommodate wide-ranging early inputs.
2. The consultation period on the draft of the refreshed Strategic Economic Plan has recently drawn to a close. In total, 262 sets of comments have been received and OxLEP would like to thank all of those who took the time to make comments. Many of the responses have alluded to the issues surrounding the relationship between the SEP/LEP and local plan-making processes. In addition, many observations were made in relation to the scale of planned growth.
3. Of the 262 responses, 34 were made by organisations (see annex 1), with the remainder from individuals, the vast majority of whom support the stance offered by the CPRE and Need Not Greed Oxfordshire, namely that the LEP is:
 - an unaccountable non-elected body
 - aggressively driving growth
 - responsible for unrealistic and unachievable housing and jobs figures contained in the SHMA
 - heavily influencing the Local Plan process which will result in new development that will destroy Oxfordshire’s environment and communities.
4. The key ask of many of the respondents is that the SHMA figures for housing and jobs are lowered, and that the SEP should be prepared by an elected body and subject to a Strategic Environmental Assessment.
5. Consultation responses from the business community have been less in evidence – both in terms of business representative organisations and individual firms. Given that the focus of the SEP is the economy and the process of wealth creation in Oxfordshire, this is a concern.

Publicising the Consultation

6. The consultation was publicised as widely as resources would allow. We produced and distributed 10,000 leaflets to parish and town councils as well as libraries. We asked the parish and town councils to further distribute the leaflets amongst the businesses and homes in their areas and also to display in public places including village halls, post offices, shops, play centres and pubs. The leaflets were also available at our partners locations including council offices, innovation centres etc.
7. We undertook a wide reaching social media advertising campaign on Facebook, LinkedIn and Twitter in addition to our general social media activity to almost 4,000 Twitter followers and there have been continuous tweets throughout the consultation period. Our messages have also been distributed through our local authority, government and business partners and followers.
8. Our social media advertising campaign statistics show that we reached:
 - 70,508 via Facebook
 - 45, 152 via LinkedIn
 - 30,865 via Twitter
9. Two mailshots were sent to our 2000 + mailing list – one at the beginning of the campaign and again in the final week of the consultation period as a reminder. The mailshot was also distributed through our partner networks including the Oxfordshire Town Chamber Network and their 53 networks and events groups across Oxfordshire with a reach of 6500 plus members and businesses.
10. An advertisement was placed in Taylor Newspapers with a distribution of over 24,000 copies and a geographical area of Abingdon, Bicester, Didcot, Wallingford, Wantage and Witney is covered. In addition, we have undertaken radio interviews with BBC Radio Oxford and Jack FM. The Oxford Mail and Times and Taylor Newspapers have covered the SEP on several occasions.
11. Figures from Google Analytics show that between 21 April to 27 May, 5,621 people visited the LEP website, of which 62% were new visitors. In the previous five weeks (from 17 March to 21 April) the number of visitors was 3,386, meaning that the number of visitors increased by 60% during the consultation period. This suggests that whilst we may have reached many people and organisations, we did not get the balance of responses we were expecting.

The consultation results

12. A detailed breakdown of the comments received is at Annex 2. Set out below are some key headlines:

Characteristics, priorities, challenges and opportunities

- 39 (15%) of respondents felt that the priorities and commitments should be SMART and capable of being monitored over time; that more analysis of the local economy could be included; and that the SEP should mention the outcome of the EU Referendum
- 32 (12%) said that the SEP does not articulate the challenges and how they will be overcome; needs to respond to local, national and global change and does not adequately describe Oxfordshire's unique character
- However, 19 (7%) of respondents thought that the SEP captured and described well the characteristics, priorities, challenges and opportunities.

OxLEP's roles and responsibilities

- 138 (53%) considered the SMHA figures for housing and job creation up to 2031 unrealistic and unachievable and considered that the SEP refresh was an opportunity to lower these figures and to address local need.
- 112 respondents (43%) made comments relating to the undemocratic nature of the LEP and questioned why it is responsible for writing the SEP.
- 58 (22%) considered the consultation inadequate
- 33 (13%) respondents noted that there is confusion about the LEP and its relationship with the Oxfordshire Growth Board and local authorities, especially around planning powers, and the possible impacts of devolution and the referendum.
- 14 (5%) meanwhile considered that the SEP clearly explained its role and responsibilities, and are in support of what the SEP is attempting to achieve

Key sectors and employment (People/Enterprise)

- 70 (27%) respondents thought that a greater diversity of employment should be encouraged so more of the existing population benefit, including in rural areas and market towns not in the Knowledge Spine; and that it should pay attention to sectors other than Science, Technology, Engineering & Maths (STEM)
- 18 (7%) of respondents felt that the SEP should have a focus on the lower paid end of the local economy, and those who are not in employment, including older people.
- 6 (2%) felt the SEP recognised the inequalities issue, and support the activities to tackle social exclusion that is outlined in the SEP
- 18 (7%) thought the SEP should say more about training and apprenticeships.

Sustainability, social and environmental impacts (Place)

- 191 (73%) are concerned about the level of growth 'proposed' by the SHMA and that its impact on the environment (including air quality / flooding / climate change) and

quality of life has not been considered. Many called for the SEP to be subject to a Strategic Environmental Assessment.

- 6 (2%) were more positive and alluded for the need to plan and deliver the growth well
- 11 (4%) said that the priorities in the SEEIP need to be delivered and that the principles should be embedded at the highest levels of strategy and plan making

Planning for infrastructure and housing (Place/Connectivity)

- 119 (45%) respondents asked how the SEP could be properly assessed without knowing what infrastructure is required to support it, and also expressed concerns about the mismatch between new housing development and the infrastructure generally.
- 107 (41%) felt that the SEP does not address the housing needs of the existing population.
- 13 (5%) made comments about broadband
- 13 (5%) said that the SEP should recognise the key role that rural areas and market towns play in the Oxfordshire economy.
- 12 respondents want the SEP to allude to local transport concerns including the need for a transport interchange in central Oxford, new train stations and a focus on sustainable active travel (walking/cycling)
- We received a good number (9) of comments about the need to make more in the SEP about the importance of regional transport links, including supporting a new Thames crossing at Reading.

Comments from the local authorities, Growth Board and the OxLEP Board

13. The district councils were all broadly supportive of the SEP and below are some key points made:

- Cherwell District Council felt that the SEP is a significant improvement on the 2014 version but needed further work to tighten up the Priorities to 2020, should reflect on the challenges facing Oxfordshire in terms of the SHMA figures, and that the SEP could go further in ensuring the county's natural and built environment is maintained, and to manage change in ways which produce better outcomes for local residents and businesses.
- Oxford City Council considered that the SEP Refresh structure needed recasting and the language improved, and needs to be credible to its principal audience – the business community and government.
- Oxfordshire County Council recognises the SEP as an influential tool and felt that it could draw out the actions in the SEEIP, that it could possibly look beyond 2030, say more about Community Employment Plans and be more explicit that infrastructure planning, funding and delivery is a priority of the SEP in itself.

- South and Vale District Councils consider that the SEP is too Oxford-centric, needs to contain more evidence and data to back its claims, the Connectivity theme is too heavily skewed towards physical infrastructure and would like the SEP to refer to the importance of suitable business accommodation
- West Oxfordshire DC considered that the SEP was too focussed on the Knowledge Spine, could tap into the military presence, and should not put forward the idea of a county-wide Design Guide.

14. The SEP refresh was considered at both the OxLEP Board and the Oxfordshire Growth Board and the following observations made:

- A stronger narrative is needed to emphasise how the economy has changed over the last decade, but with a particular focus on the last few years (since the original SEP was produced), and the priorities for the future.
- The need for a stronger focus on the particular purpose of the SEP, and in turn, define the audience. This means in practice a clear aim to enable Oxfordshire businesses to grow and securing increased employment and GVA.
- Particular attention to be paid to the county's key sectors as identified, in the main, through the sector propositions, the cultural/heritage (through the Creative Cultural Heritage Tourism Investment Plan – CCHTIP to be launched on 11 July) and environment sectors ([Strategic Environmental Economic Investment Plan](#)), but also on our programme around social inclusion and access to employment.
- The narrative needs to change slightly and the number (and length) of illustrative “boxes” need to be lessened.

Outcomes of the consultation

15. Annex 2 shows our responses to the comments received. These comments and our responses in return, were considered and agreed by the SEP Refresh Steering Group at a meeting on 15 June.

Next steps

16. During the summer months we will progress with developing the SEP further in the light of the comments received where it is possible to do so. We may contact stakeholders to clarify inputs where needed.

Annex 1 – Organisations who responded to the SEP Refresh Consultation

- Ace Training & Consultancy
- Alliance of Environmental Groups, including: Berks, Bucks & Oxon Wildlife Trust, Chilterns Conservation Board, Cotswolds Conservation Board, CPRE Oxfordshire, Earth Trust, North Wessex Down AONB Partnership, Oxford Friends of the Earth, RSPB, South Oxfordshire Sustainability, TOE2, Wild Oxfordshire, Wychwood Project
- Bicester Vision
- Bodicote Parish Council
- Bourton Parish Council
- Cherwell District Council
- Chilterns AONB Conservation Board
- CPRE Oxfordshire
- Deddington Development Watch
- Drayton St Leonard Parish Council
- Eynsham Society
- Harwell Bicycle Users
- Letcombe Regis Parish Council
- Need Not Greed Oxfordshire
- Oxford City Council
- Oxford Civic Society
- Oxford Green Belt Network
- Oxford Preservation Trust
- Oxfordshire County Council
- Oxfordshire Cycling Network
- Oxfordshire Friends of the Earth
- South Oxfordshire District Council
- South Oxfordshire Sustainability Alliance
- Sunningwell Parish Against Damage to the Environment (SPADE)
- Sunningwell Parish Council
- Thame Town Council
- Thames Valley Berkshire LEP
- Vale of the White Horse District Council
- Wantage and Grove Campaign Group
- Waterstock Parish Meeting
- Watlington Parish Council
- West Oxfordshire District Council
- West Oxfordshire Monorail
- Woodstock Town Council

Annex 2 - Oxfordshire Strategic Economic Plan Refresh – Consultation Responses

Characteristics, priorities, challenges and opportunities

	Comments	Number of respondents	OxLEP comments
Nature of the Priorities to 2020 and the Commitments			
165	<p>1</p> <ul style="list-style-type: none"> • The priorities and commitments are not SMART, and it is not clear what the LEP will actually do, or what partners will do. • How will the priorities and commitments be monitored? • Better the SEP is called a 'strategy' rather than an 'plan' if it is to be aspirational rather than contain time-bound targets • Much of delivery will be undertaken by others. LEP needs more 'influencers' • Need to establish a baseline so SEP can be monitored • SEP does not set any priorities or commitments for the environment/Place theme The SEP needs a section that analysed hard data to give the reader a greater understanding of the Oxfordshire economy • Commitments are woolly and priorities meaningless and have no metrics/evidence based concrete proposals • No proper analysis of the economy – shallow document • There is no mention about what happens if we come out of the EU 	39	<p>The Priorities to 2020 will be developed further (especially in terms of the Place theme), made SMART and will form the basis for future monitoring.</p> <p>The SEP will set out what Priorities OxLEP will deliver directly, what it will enable and where it will influence/support/lobby</p> <p>We will include a greater analysis of the Oxfordshire economy The outcome of the EU Referendum</p>

	<ul style="list-style-type: none"> • Perhaps need to extend timeframe of SEP refresh to take EU referendum into account • Key characteristics do not give information on number of jobs created since the original SEP, does not make clear the high employment rate. • The characteristics show clearly that the 5,000 per annum housing target is unachievable • The SEP and associated delivery plans need to contain clear milestones. However, reflecting the delivery milestones of some major planned and potential strategic infrastructure improvements there may be a need to look at longer term ambitions up to 2040, in line with the emerging Oxfordshire Infrastructure Strategy being prepared by the Growth Board and Oxfordshire County Council • Periodic reassessment of the SEP should be clearly stated with a commitment to reassess the SEPs aspirations in light of prevailing economic conditions • SEP needs a clear statement about what it is aiming for after 2020 • The map on page 32 shows no detail and therefore no commitments 		<p>will be included in the final version of the SEP</p> <p>We will include a section on achievements since 2014</p> <p>We will state in the SEP where Commitments may have a timeframe beyond 2030.</p> <p>We will include a commitment to review the SEP regularly in the light of changes to the economy.</p> <p>We will revisit the map.</p>
The extent to which the challenges facing Oxfordshire are identified and captured			
2	<ul style="list-style-type: none"> • The characteristics, challenges and objectives are well described • SEP is an very good/excellent document • The SEP refresh is a significant improvement on the 2014 SEP • The commitments and priorities seems right • SEP contains a lot of really useful information • Challenges and opportunities are well described • The SEP grasps the challenged faced 	51	<p>The SEP will acknowledge the challenges, especially around the key issues around the lack of affordable housing and transport congestion.</p> <p>We will firm up the narrative of the SEP, especially in relation to what</p>

	<ul style="list-style-type: none"> • The SEP correctly recognises the rural nature of the county, with challenges of over-development and the stresses that come from excessive housebuilding. • Innovation-led growth and research and development opportunities are clearly articulated in the SEP • The SEP paints an accurate picture of the current state of the area but the forward look is predicated on a continuation of trends that are not healthy or certain to come about. Need caveat around the ambitions • Reinstatement of the Vision is welcomed and the SEP refresh should emphasise that we are some way towards realising the Vision. • Good to see that the SEP mentions the needs of rural communities as well as the potential of Oxford and its Universities • SEP does not articulate the challenges and how they will be overcome • All gloss and no substance • The SEP does not reflect on the challenge of delivering the scale of growth envisaged by the SHMA, taking into account the backlog of delivery across Oxfordshire • It is unclear what the SEP is doing for ordinary people already living and working in Oxfordshire who face unaffordable housing and congestion • The SEP does not identify well enough the issues and barriers which need to be overcome which the strategy can support to reach objectives • Imaginative solutions to housing are needed that minimise the impact on the rural environment. These are not described. • Does not address the two fundamental constraints – lack of affordable housing and congestion 		<p>OxLEP delivers, enables and influences. This should help the reader understand the role of OxLEP in relation to the local planning authorities’ statutory duties in seeking to balance the environmental, social and economic impacts of development proposals through the Local Plan process.</p> <p>It is important to note that the Oxfordshire economy has grown rapidly over the last few years – it has not faltered, as suggested in the comments (see response under “OxLEP’s roles and responsibilities”, comment 1, below).</p> <p>We will state clearly our ambitions for social inclusion throughout Oxfordshire.</p> <p>We will provide clear evidence of our economic strengths in the research and innovation sectors.</p>
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	<ul style="list-style-type: none"> • The ambitions will be difficult to realise without substantial improvements to transport infrastructure and housing • The issues in People, Place and Connectivity should be resolved before there is any significant further expansion in employment in Oxfordshire • SEP 2016 have failed to refresh the fundamental platforms of the 2014 SEP – no acknowledgment that the economy has faltered • SEP needs to respond to local, national and global change and uncertainty • The SEP shows an arrogant disregard for the strengths of the county • The SEP is a poor document, • Language in the SEP is abstract, meaningless, turgid and repetitive • LEP is reliant on central government funding and funding from the EU – ignores the need for holistic planning • SEP focus too narrow • SEP will magnify the differences in Oxfordshire and be a force for unrest and disharmony • Real vision and thinking outside the box are needed but SEP fails • SEP does not adequately describe rural/environmental assets i.e. waterways • SEP does not mention employment and social issues faced in Cherwell • The potential of the Oxfordshire economy to contribute to the national economy is not highlighted. • The SEP does not showcase the unique character of Oxfordshire • The SEP does not mention agriculture • There is no new evidence in the SEP • Does not provide evidence to support claims about scale of innovation, 		
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	research excellence etc.		
Other comments			
3	<ul style="list-style-type: none"> • SEP is too Oxford centric • Science Vale continues to strengthen as an independent, sustainable centre and Culham, Howbery Park etc need recognition. • SEP needs to mention the role of town and parish councils in relation to economic growth 	4	The SEP will acknowledge the areas outside Oxford City and the Knowledge Spine, and describe the key roles played by market towns and rural areas in the Oxfordshire economy.
4	<ul style="list-style-type: none"> • The SEP presents a positive view of the economy and the progress but to the man in the street it is difficult to read and relate to. Services have clearly declined even with an increase in population in towns such as Wantage • Ordinary people will not understand the SEP and its implications • Lack of transparency around the relationship between the SEP refresh and the original SEP, including the targets 	3	The principal audience for the SEP is government and business. Government is the audience because the SEP provides the framework for a lot of the funding for infrastructure, skills, etc that Oxfordshire receives. Business is the audience because the SEP is intended to support the continued growth of local firms as well as more new start-ups. However, we will produce a summary that will be a more appropriate read for the general public
5	<ul style="list-style-type: none"> • Challenge is how to deliver not 'growth' but 'sustainable development' so as to maintain quality of life 	1	See our response to comment 2
6	<ul style="list-style-type: none"> • The biggest challenge is to get wider understanding of the balance that needs to be struck between influential, mainly older elements of the rural population, and the proponents of growth who are mainly 	1	See our response to comment 2

	younger, urban dwellers		
7	<ul style="list-style-type: none"> The LEP's priority should be to address the needs of Oxfordshire residents who don't need new jobs but improved services 	1	See our response to comment 2
8	<ul style="list-style-type: none"> We are not applying for as much funding as we should 	1	The SEP provides a framework for decisions by Government about funding. More detailed plans such as the SEEIP and CCHTIP are intended to help organisations to access funding from government and European funding
9	<ul style="list-style-type: none"> Priority should be the restoration of public services through ending austerity policies 	1	This is not in the scope of the SEP
10	<ul style="list-style-type: none"> In identifying the challenges to delivering the SEP (p10), need to highlight the disparity between the delivery of houses anticipated in the SHMA (~5,000 completions PA) and the real delivery that has been achieved in recent times as noted in the infographic on page 11. 	1	We will highlight this issue in the final version of the SEP. However, it is important to note that the rate of housing delivery is increasing
11	<ul style="list-style-type: none"> The differing aims and objectives of each local planning authority bordering the Oxford Fringe is not an aid to an overall strategy 	1	See our response to comment 2
12	<ul style="list-style-type: none"> There is a gap between what planners understand by the Oxfordshire economy, and the what the public understands 	1	Noted
13	<ul style="list-style-type: none"> SEP should draw on the work done for the Cherwell Local Plan to help refine it 	1	We will continue to work with our public sector partners to refine the SEP
14	<ul style="list-style-type: none"> SEP should be leading the way by pioneering a steady-state economy 	1	The purpose of LEPs is to support economic growth in their local area
15	<ul style="list-style-type: none"> The draft well describes the spatial context and the Oxford <i>functional</i> 	1	We will revisit the map for this

	<p><i>economic area.</i> Given that the Knowledge Spine is a very relevant spatial reference it would make sense in this section to link the economic function and status of Oxford to the Knowledge Spine and describe the quantum of jobs, homes and connectivity and accessibility investment planned in the corridor.</p>		section.
16	<ul style="list-style-type: none"> The preparation by the Oxfordshire Growth Board and Oxfordshire County Council of an Oxfordshire Infrastructure Strategy should be identified as a priority in the SEP 	1	Agreed – we will allude to the work of the Growth Board in the SEP
17	<ul style="list-style-type: none"> Support the point made under “sustainability” (p25) that “Innovative place...plans simultaneously for both jobs and housing growth – and puts in place the infrastructure required for both.” We feel that this point is fundamental to the purpose of the SEP and would encourage that it be reiterated with a higher status within the Place and People sections and the overall introduction. 	1	Agreed
18	<ul style="list-style-type: none"> Smart Oxford is a core partnership programme and giving it support should be listed as a priority in this section. Note within the priorities and Connectivity sections that congestion problems will also be relieved by getting better use out of existing road capacity through use of innovation technology and by encouraging change to more sustainable travel modes – see Smart Oxford. 	1	Agreed
19	<ul style="list-style-type: none"> In terms of overall presentation and context: <ul style="list-style-type: none"> At the conclusion of each programme section, a set of priorities is listed. It would be helpful for partner and public understanding to state 	1	Agreed

	<p>who is responsible for delivery and for the more tangible ambitions, when delivery is expected. Where the expectation is that the LEP itself jointly owns the priority we should consider in each case whether this is realistic given the programme infrastructure in place.</p> <ul style="list-style-type: none"> - Overall the refreshed SEP is a more strategic document. However, it would be helpful in that context to review how the SEP signposts where detail for specific growth centres such as Bicester, Banbury, etc. can be found. - The SEP should be a usable and used document and would encourage the development of an interactive pdf or “micro-site” version that links together the SEP with the local and national plans and policies it relates to, helping to contextualise the document and keep it relevant into the future. - Annex C which describes the relationship between the SEP and development planning and fig. 6 which shows OxLEP in relationship to its principle partners is welcomed. - To further set the SEP in context and to aid understanding, it would be helpful to include a simplified graphic early in the document setting out the relationship between the SEP and its subsidiary documents and the strategies and plan that drive it. This would also allow an early commentary on the relationship between the LEP and the Growth Board. 		
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OxLEP's roles and responsibilities

	Comments	Number of reponses	OxLEP comments
Oxfordshire Strategic Housing Market Assessment			
1	<ul style="list-style-type: none"> • Object as the SEP is based on ludicrously optimistic growth numbers for housing and jobs. Figures have been dreamt up/plucked from the air and not up to debate. They are based on errors and assumptions that have not been subject to challenge. Forecasted working age populations are declining and LEP does not take this into account. • Numbers are over aggressive and will relate into inappropriate Local Plans • Rate of proposed housebuilding is unachievable and fails Oxfordshire residents and rural nature of the county • Numbers including population projections need to be revisited • Rights of fictional population have more rights than the present population • Targets will cause mass immigration and will increase population by 38% in a generation • Growth is all about greed and profits for a few. • Growth targets are obsessive, or artificially enforced, unrealistic • Need for 45,000 new homes as articulated by Need Not Greed Oxfordshire • Global uncertainty should be catalyst to reconsider targets • SEP needs to introduce more realistic and sustainable targets, followed by a full public consultation led by a democratically elected and accountable body 	138	<p>This issue was addressed in the SEP Frequently Asked Questions.</p> <p>As we explained, OxLEP are not the “owners” of the overall housing growth figures contained in the Strategic Housing Market assessment (SHMA), nor on its own the job growth figure that came out of the Oxfordshire Economic Forecasting Report. Vale of the White Horse DC on behalf of all the City and Districts Councils commissioned both the SHMA and the economic forecasting report to underpin the SHMA, which was produced in accordance with national government guidelines. The economic forecasting report</p>

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	<ul style="list-style-type: none"> • The county already has full employment and an aging population. • LEP takes no responsibility for SHMA targets – vicious circle • There is full employment already and we have a successful county with universities, heritage, tourism, research etc, so why more growth? • Why is the county all out to force the SEP in such a truncated timeframe – growth should be organic and communities should be asked about their vision of growth • LEP should be campaigning for more growth across the UK where unemployment is high, i.e. the North West/East • Need for a UK perspective on housing/job growth • SHMA housing need figures are higher than level of need to support the Committed Economic Growth scenario, leading to an imbalance between housing/jobs – SEP needs to recognise this. Work on Oxford’s unmet needs may help address this. • Oxfordshire should not be ruined by an attempt to give a better life to those who should be encouraged to improve conditions in their own communities 	<p>was also intended for the LEP to use as evidence of job growth to include in the first SEP. The LEP/SEP is informed by the <u>outcome</u> from the SHMA process, but has not <u>generated</u> the numbers. We understand that revised guidance on how to undertake a Strategic Housing Market Assessment may be published later in 2016. It will be up to the Oxfordshire Growth Board to decide if and when it is appropriate to update the Oxfordshire SHMA in the light of this new guidance.</p> <p>The jobs figures inform the provision of land and premises, infrastructure requirements, and the need for housing (although household forecasts are the primary influence on housing provision). The jobs figures are based on projections linked to the past and likely future performance of Oxfordshire’s sectors. In fact, the expected rate of growth 2011-31 is lower than was achieved historically</p>
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			(1981-2011), and the rate of jobs growth over the period 2011-14 has been significantly higher than the trajectory implied by the jobs growth figure for 2011-31. Therefore although the numbers sound large, the expected scale of jobs growth 2011-31 is neither unrealistic nor aggressive.
Nature of the Oxfordshire Local Enterprise Partnership			
2	<ul style="list-style-type: none"> • The SEP has been developed by an unelected group/quango with vested interest in growth and does not represent the views of most of the residents of Oxfordshire. • Why is the LEP in charge of making decisions about the future of Oxfordshire? • Inappropriate that OxLEP is responsible for producing SEP which is the basis for Local Plans • LEPs have been given outrageous powers to dictate planning policy. Unethical. • Why does the LEP exist when we have county, district and parish councils to work together? • OxLEP should be abolished and all powers placed in local government • Meetings held in private so not open to scrutiny • OxLEP is unknown even to elected councillors and does not engage in a meaningful way. 	112	<p>Local areas were invited by government to form Local Enterprise Partnerships in 2011 to replace the nine Regional Development Agencies in England.</p> <p>The public and private sectors were asked to submit proposals for LEPs. The six Oxfordshire local authorities proposed the establishment of the LEP for Oxfordshire.</p> <p>OxLEP does not develop planning policy – this is the responsibility of the local planning authorities.</p>

	<ul style="list-style-type: none"> • There should be a wide ranging and binding democratic consultation through a referendum as to whether the SEP is acceptable • Respondents are not being given the opportunity to comment on the overall targets. • There is huge concern about the accountability of the LEP and the lack of transparency • OxLEP say that the public get their say when commenting on local plans but by that time the economic strategy has already been accepted and being promoted • Local authorities should object to the OxLEP/SEP • The LEP is an inappropriate body to carry out this work • OxLEP should be replaced • The refresh should be a full scale re-examination of the overall growth figures for Oxfordshire • Growth targets are accepted only because it is in the interest and /or to the benefit of OxLEPs commercial board members • LEP cuts across established planning system and bypasses democracy • Oxfordshire Growth Board should take responsibility for the SEP and its implementation • There is no individual in the LEP responsible for Place and the environmental agenda. • OxLEP should be a democratically elected body which takes full responsibility for its growth plan 		<p>OxLEP is a business-led partnership, and its principal wider constituents are local government and organisations like the universities (all of which are represented on its Board). The LEP is not local government but it has representatives from local government steering its work. For the LEP itself, the key priority is to work closely with businesses and to support them so that they invest in Oxfordshire and in turn can provide opportunities for local people. Supporting this process will often mean attempting to secure funding from central government (and the EU).</p> <p>In explaining its work, OxLEP has made considerable efforts to engage with the public. It will continue to do so within the context set out above.</p>
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The SEP Refresh Consultation

3	<ul style="list-style-type: none"> • There has been insufficient publicity about the SEP. • To date the public have not been consulted • Limited consultation • Lack of consultation is a disgrace • Public not engaged in any meaningful way • Consultation not advertised/poorly publicised • Consultation period is not long enough • Not a real consultation – just a box ticking exercise • The LEP has not worked hard to consult grass roots organisations such as Parish Councils • LEP is missing out on valuable responses • The workshops and consultation were an insulting farce • Consultation should be carried out by Oxfordshire County Council • Changes were made to the SEP refresh document after publication showing a lack of understanding around the basics of public involvement • The on-line response form was not fit for purpose • Inadequate information was provided around alternative ways of responding • Inappropriate mandatory sign up for OxLEP emails in order to submit comments • There was no vision of other responses (eg local authority consultation would display all responses received) • Need comments from the younger generation • Why is OxLEP consulting now after so many planning applications are already in the pipeline? 	58	We undertook a wide ranging consultation – see paragraphs 6 to 11 above.
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OxLEPs relationships with the Growth Board and local planning authorities

4	<ul style="list-style-type: none"> • The roles and responsibilities of the LEP, local authorities etc are clearly explained • OxLEP is there to guide and facilitate and this comes across well in the SEP • SEP should be synchronised with the work of the Oxfordshire Growth Board, work that is now well overdue. This would allow SEP to be absorbed into strategic planning and encourage 'good growth' • The SEP will play an important role in guiding the work of the LEP and influencing Local Plans • Fully support the LEP – its framework and operating model • OxLEP could and should take a more active role in Local Plan preparations and Examinations in Public • SEP is an effective high level document but suggest there needs to be alternative versions for different audiences? • SEP should set out its role in supporting tourism alongside Experience Oxfordshire • SEP should be focussed solely on business, development and what the government thinks is best for Oxfordshire this week • There is a lot of confusion about the role of the LEP and how residents can influence the work of the Growth Board and Skills Board and how they are accountable. • There is a low level of awareness of the LEP • Inadequate explanation of rationale/scope/governance of OxLEP in the SEP • It is not clear how OxLEPs relationships with the local authorities will play out, or how its role will change, if there is a devolution settlement. • SEP should reference the unitary debate and the possibility of significant changes in governance structures in the medium term 	47	<p>We will make the role of the LEP, and its relationship to other bodies such as the Growth Board and the local authorities, clearer in the second draft of the SEP. We will also refer to the broad areas of funding and responsibility being considered for devolution</p>
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	<ul style="list-style-type: none"> • The state of local authority finances and the upheaval in reorganising local government, including community planning, will move the goal posts again • The fact that the local planning authorities are on the LEP Board reinforces the impression that there is insufficient independence of the planning process from the economic growth agenda • Any claims made by OxLEP that it should not consider the social, and environmental impacts and that they are the responsibility of the local authorities is disingenuous, given that the local authorities themselves are principle members of OxLEP. • LEP is part of a complex structure meaning that few people understand the present arrangements • The local authorities have no say at all in the SEP, which are written by private consultants • More publicity around the LEP is needed • OxLEP needs to set out how it is working with other LEPS • Communications and engagement of SEP and SEEIP could be improved. • Need a delivery arm with better funding and focus on rural tourism/accessible countryside should be introduced to lead on the ambitions in the SEEIP. • Fails to provide sufficient strategic leadership for the resolutions of linked constraints of housing and infrastructure deficit. Instead OxLEP abdicates responsibility for this to individual local authorities • SEP should be debated by all local councils and at the Oxfordshire Growth Board. All should have the power to veto the SEP • LEPs are an almost Orwellian monster of private interests appointed by Whitehall to drive through the SEP over the heads of local people and their elected representatives. 		
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	<ul style="list-style-type: none"> • The chances of realising the objectives remain the political and bureaucratic obstacles represented by the configuration of the councils within the county • Achievement of the Place aspirations relate to planning policy and are outside the remit of the LEP • LEP lack any public credibility and acts to attract external funding to help growth 		
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Key sectors and employment (People/Enterprise)

	Comments	Number of responses	OxLEP comments
Sector and geographical spread			
1	<ul style="list-style-type: none"> • A greater diversity of employment should be encouraged so more of the existing population benefit, including in rural areas and market towns not in the Knowledge Spine. • The SEP should provide support for a range of sectors, including rural businesses, tied to local employment needs, with access to business support • Commitments and priorities should be made towards development of businesses outside the Eight Great Technologies. • Eight Great Technologies replaces by Oxfordshire key sector propositions is confusing • Skills provision for the local population should be aligned with the needs of local employers • SEP focusses on 'intellectual' side of the economy and not on wider sectors • It would be helpful for the SEP to acknowledge the multiple roles of some rural businesses, for example by adding to the priority "ensuring there is also support for enterprise not linked to the research infrastructure" an additional example: "...and by understanding and valuing the diversity and impact of rural enterprises." • Support for local businesses should be a higher priority than schemes for a world-leading economy • There is too much focus on Science Technology Engineering and Maths 	70	<p>The SEP will recognise the value of rural businesses/those outside the Knowledge Spine, and identify the range of support that the LEP provides for such businesses.</p> <p>However, there are two main reasons for the main focus on the Knowledge Spine:</p> <ul style="list-style-type: none"> i) It includes the main concentration of economic assets in the county and the greatest opportunities for growth ii) Many of the jobs likely to be created in the Knowledge Spine are science and engineering related and are well

	<p>(STEM) and not enough on social care, construction, health and education</p> <ul style="list-style-type: none"> • SEP does not recognise rural industries such as farming, forestry, countryside management etc • Little reference to how the LEP is going to improve the conversion of R&D into private sector business growth • Need to look at employment types that are doing less well. • Is LEP happy with unchanging proportion of micro businesses (employing less than 20 people) • Trend for self-employment need to be analysed • Little reference to the number of public sector jobs – need to be stripped out to give a true picture of the employment base • Equal weight needs to be given to the three growth hubs – if employment growth were to be spread more evenly it would reduce pressures on roads, green belt • Growth at all costs does not distinguish between high and low quality jobs • The SEP contains no apparent strategy for the phasing of business expansion, how such expansion will be monitored, measured and assessed in relation to the environment and residents • As most new employment will come from existing businesses, is the SEP advocating fracking as a source of employment? • There is too much about business opportunities. It is too commercial • Need to recognise the importance of the publishing sector • The SEP should include a more detailed map showing key areas within and without the Knowledge Spine • There is a lack of diversity in the types of employment available in Oxfordshire • Science and engineering should be priorities 		<p>paid. These types of job have the greatest local multiplier effects in terms of generating demand for local goods and services.</p>
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	<ul style="list-style-type: none"> • The should be more emphasis on towards the developments in the Nuclear Fusion industries out of current research projects • Need to focus on the energy sector 		
Social inclusion			
2	<ul style="list-style-type: none"> • The Skills Strategy is supported • The activities of OxLEP to target activity for the long term unemployed is supported • Good to see a recognition of the inequalities issue • The proposals to increase the availability of suitably qualified people in Oxfordshire are reasonable and should be successful • Bicester would welcome an opportunity to shape the Skills Strategy to help the town's present and future workforce • The SEP ignores the low paid, zero hours side of the economy. • Insufficient account is taken of economic uncertainties • Greater social and economic equality and increased well-being should be a priority. Areas of deprivation and social mobility issues have been ignored. • The 'just in time' economy generates poor paid and temporary employment. • No mention of support or protection for these jobs regarding contracts, training or working conditions • Far more needs to be done for young people who are unlikely to achieve Level 2 qualifications • People on ESA and young people who have social care involvement need more attention in the SEP. • Little attention being given to people from lower socio-economic groups • Need to create a more inclusive Oxford • More focus on other sectors and jobs – farmers, carers, teachers, 	24	We will include reference to social inclusion and our projects to help tackle it via our European Social Fund programme . The Oxfordshire Skills Strategy is intended to support young and disadvantaged people into jobs

	<p>shopkeepers etc</p> <ul style="list-style-type: none"> • The only jobs being created in Bicester is in low-paid retail/warehousing. Smaller shops in the town centre are closing which is terrible for Bicester. • New warehouses should be built on the army base which is rail connected • Need more cooperatives an self-employment with support for tele-working 		
Training and apprenticeships			
3	<ul style="list-style-type: none"> • Whilst training and apprenticeships aspects are positive and supported, there is not enough focus on existing residents, including the potential of older workers • Need to retrain older people • Need to recognise the military as an economic benefit • Need more apprenticeships • Construction training and jobs needs to be a priority, especially for local young people • Needs to be a broad spread of non-skilled, semi-skills, skilled and professionals • SEP should address the crisis in social care to include key worker status of workers, recruitment and retention, social care apprenticeship scheme etc • Need high quality, high skilled jobs (including technicians) for local people • Improve skills in a way that helps the existing workforce to grow their careers and income • Need more training in engineering, IT and computer programming • Need to further educate and train young people but little investment to help small businesses do this • People move to Oxfordshire because of autism bases but what about when they become adults? Where are the schemes to help them into work? • SEP is disparaging about the over-64's 	18	<p>We will describe our work on training and apprenticeships in the final version of the SEP.</p>

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4	<ul style="list-style-type: none"> The SEP needs a stronger emphasis on Community Employment Plans for strategic development sites 	5	We will describe our on-going work on Community Employment Plans
Other comments			
5	<ul style="list-style-type: none"> The SEP needs to identify West Oxfordshire's key role in the Oxford city region, namely the Woodstock/Eynsham area. Carterton is also a key area for growth University spin outs could be exploited outside of Oxfordshire, especially areas that have more fragile economies 	2	See our response to comment 1 above
6	<ul style="list-style-type: none"> Plenty of talk about housing, but not a lot on jobs – where are the new jobs coming from? 	1	The SEP will explain the scale and sectors in which new jobs have been created in the last few years, and where new jobs are expected to come from in future
7	<ul style="list-style-type: none"> SEP should look at how employment land / business space can be bought forward across the county – lack of it is hampering economic potential 	1	Much of the infrastructure investment that has been, and will continue to be supported by the LEP, is designed to bring forward for development sites that have been allocated in Local Plans for housing or employment use
8	<ul style="list-style-type: none"> Space Studio at Banbury faces an uncertain future – where will students work? 	1	This is out of scope for the SEP
9	<ul style="list-style-type: none"> SEP is not clear on support for small businesses 	1	We will describe our work on business support
10	<ul style="list-style-type: none"> There is a lack of understanding of the innovation chain. 	1	Refer to the Oxfordshire Innovation Strategy

11	<ul style="list-style-type: none"> There should be closer working with STFC 	1	The LEP already works closely with STFC and other research organisations to support research commercialisation and more business engagement with the science and technology facilities in the county
12	<ul style="list-style-type: none"> Golden Triangle not supported 	1	Noted
13	<ul style="list-style-type: none"> SEP should mention the Rural Productivity Plan 	1	We will refer to this as appropriate
14	<ul style="list-style-type: none"> People theme mentions '<i>persuading people of the genuine potential benefits... linked to good economic growth</i>' – the SEP does not explain how this will be achieved 	1	We will make our Priorities and Commitments SMART
15	<ul style="list-style-type: none"> Need for improvements in productivity is not mentioned Need to compare Oxfordshire's productivity with other areas 	2	Improving productivity is listed as the first priority of the SEP under the Enterprise programme area
16	<ul style="list-style-type: none"> Automotive sector should be supported in Bicester 	1	Automotive is one of the five key sectors that OxLEP has identified for support
17	<ul style="list-style-type: none"> Network Navigator role for Bicester would be welcomed 	1	Network Navigators are sector focused, and are an important initiative for the LEP
18	<ul style="list-style-type: none"> Recruitment of workers from abroad may produce stress in communities. How is OxLEP going to promote integration? 	1	This is out of scope for the SEP
19	<ul style="list-style-type: none"> No need to retain graduates 	1	Retaining graduates is an important way to ensure Oxfordshire companies can find the specialist skills they need

20	<ul style="list-style-type: none">• Food sector should form part of the low carbon/enterprise strands	1	The food sector is mentioned in the SEEIP
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Sustainability, social and environmental impacts (Place)

	Comments	Number of responses	OxLEP comments
Social and environmental impacts			
1	<ul style="list-style-type: none"> • Support the intention of the SEP to ensure that the high quality of the built and natural environmental assets is maintained • A strong and defensible greenbelt must continue to form an important element of planning policy. However, it should be recognised that the greenbelt in its current form may not offer the best long term and sustainable route to achieving this goal and that to achieve coherent development in the knowledge spine that enhances the environmental position overall, the specific boundaries of the greenbelt may need to change. (p12). • Any change in this area is for local planning processes but as with housing completions, we would caution that the SEP should not give the impression that development particularly of the knowledge spine can be achieved without impact on the environment and the greenbelt, albeit in our opinion an ultimately positive one, if planned and delivered well. • SEP should stress that it aligns with the growth proposals in each districts' local plans and does not have to be subject to an SEA to provide reassurance to the public that the growth planned has been properly considered in terms of impact and mitigation • Recognise that the SEP is legally not subject to an SEA but LEP is encouraged to consider a voluntary approach 	197	<p>See Annex 3 below on the need to undertake a Strategic Environmental Assessment – advice from Oxfordshire County Council</p> <p>See Annex D of the draft SEP on the case for sustainable and inclusive economic growth</p>

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	<ul style="list-style-type: none"> • The social and environment impacts of the SEP have not been considered. • The SEP should be subject to a full Strategic Environmental Assessment • Measures need to be put in place to mitigate half-finished housing estates that are not joined up with infrastructure • Impact of proposed growth would be irreversible • The growth plans will undermine quality of life, nature, make congestion worse and increase pressure on services and infrastructure • SEP should set out how environmental impacts will be mitigated. • Over-emphasis on financial and material over social, environmental, spiritual values • The growth proposed is unnecessary for Oxfordshire and its residents and it will damage the environment and rural nature of the county and reduce green space. The SEP should recognise this and acknowledge that avoidance and mitigation are integral to the economic development process • SEP will result in loss of villages, independent shops and culture • It will have a detrimental effect on the character of the area which will effect recruitment for existing employers. • It takes no account of the local view • Need to avoid urban sprawl • The SEP ignores impact of growth on climate change and national debt • The key environmental assets mentioned in the Forward do not flow through the following text. Need to see the impacts of the strategy on natural resources • There is a need for a more realistic county-wide growth plan that prioritises brownfield sites, takes into account the needs of existing communities and recognises the value of the environment/rural areas. The county-wide growth plan can be properly assed in terms of the social, environmental and 		
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	<p>economic impacts.</p> <ul style="list-style-type: none"> • The SEP is designed to provide for the needs of people elsewhere and ignores the real needs of local people. • Notional job targets are leading to actual housing figures. There are no breaks, caveats or checkpoints. • Growth should be capped to 10% of present population to take account of the actual possibilities in Oxfordshire, rather than setting high growth aspirations and then trying to fit in the housing assumed. • Growth should be phased and focussed on the needs of existing population. • The SEP refresh should be an opportunity to introduce lower growth targets for the county that are more realistic. Current targets are being used to justify building in the Green Belt and in Areas of Outstanding Natural Beauty. • Cultural and amenity heritage are endangered • The plan makes no attempt to balance the needs of the population and the environmental impacts of growth and climate change. • Affordable housing and congestion are key constraints to any growth. SEP does not recognise this • Need to think about 'good growth', rather than what is planned. • New jobs should be going to areas of the country where there is empty housing • Environmental degradation is a threat to the Oxford brand and this is not mentioned in the SWOT for 'Place' • SEP should address the limits to growth and what these are. • SEP should encompass health, well-being, air quality, environment, economy, social inclusion, tourism etc and show how these are all connected 		
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	<ul style="list-style-type: none"> • There is little commitment to the tourist industry • Air Quality Management Areas will be affected by development • Sustainability is poorly articulated • Air pollution in Oxford and the towns is already above health limits. The growth proposed would make it illegal and be contrary to the Environment Act 2005. This plan will make air quality worse. • Air pollution will increase. Need to reduce fossil fuel consumption and find more renewable energy sources. • SEP will increase air pollution, nature destruction and missed climate change targets • No commitment for a low carbon future and renewable energy • No mention of air pollution / climate change / flooding / water quality and associated health risks • Concerned that Oxfordshire is not on track to meet carbon reduction commitments • Does not mention biodiversity • Rural areas like Harwell are being concreted over • The LEP is already responsible for an 86% expansion in the population of Shrivenham, with no adequate services • Shipton-under-Wychwood is already ruined by recent housing development • Concern that Bodicote going to get more housing on the back of this plan • The SEP does not appreciate the extent to which present economic success rests of the attractiveness of the county and is put at risk by the growth proposed • SEP should set out a clear definition of 'sustainable development' which complies with the AONB Management Plan • SEP does not pay sufficient attention to the Green Belt 		
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	<ul style="list-style-type: none"> • Does the SEP satisfy the 2006 Natural Environment and Rural Communities Act • 'Good' growth is not defined 		
The Strategic Environmental Economic Investment Plan for Oxfordshire and the SEP			
2	<ul style="list-style-type: none"> • The SEP should: <ul style="list-style-type: none"> - Set out a clear definition of what OxLEP envisages by sustainable development and embed these principles in the SEP and every project that is developed and funded - Carry out an SEA - Make clear OxLEP's commitment to develop a Green Infrastructure Strategy - Establish the SEEIP Sustainability and Environment Sub Group - Establish the Central Environmental Investment Fund - Build on existing natural capital assets • Should not rely on the SEEIP to set out and deliver environmental, rural and tourism factors as these should be embedded at the highest level • SEEIP fails to treat the natural environment as anything other than a commercial asset to be exploited • Despite the SEEIP the SEP gives no strategic commitments or priorities to placing the environment at the heart of a developed economy • Importance of farming not mentioned • Does not address natural capital 	11	<p>See annex 3 about the need to prepare an SEA.</p> <p>We are committed to implementing and further developing the SEEIP with the help of partners.</p> <p>The SEP will refer to the SEEIP and support implementation of its policies</p> <p>The SEEIP mentions farming and natural capital</p>
County-wide plans and strategies			
3	<ul style="list-style-type: none"> • We need a 'Structure Plan' approach to be developed jointly by elected councils • Need a county-wide plan 	12	We will need to await the outcome of the Oxfordshire Devolution agenda to determine whether

	<ul style="list-style-type: none"> • The SEP should foster strategic planning for Oxfordshire. The 'Duty to Cooperate' is clearly failing in the county. • Need for a county wide plan was mentioned at the workshop but not included in the SEP refresh • SEP to include specific action to support an Energy Masterplan for Oxfordshire • Adopted and emerging local plans provide a resource for the SEP to articulate future strategic land allocations • The Place section should state the role of Local Plans and how they set out spatial strategies for the county. This is a resource for the SEP to draw from to articulate future strategic development areas • SEP should be analysed by the local planning authorities and the agreed result should be considered the SEP for Oxfordshire • The CCHTIP could think about more than just tourism and enhance cultural opportunities • Need a fully resourced local nature plan to accompany the SEP 		<p>there will be a county wide planning authority. This is not the role of the LEP.</p> <p>The CCHTIP includes cultural activities</p>
4	<ul style="list-style-type: none"> • A county-wide Design Guide is supported • Deign guide is an interesting proposition but would be better fit for Local Plans rather than being part of the SEP suite of documents 	3	We agree that a Design Guide is a matter for Local Plans, although the LEP will be a strong advocate of high quality design across the county
	<ul style="list-style-type: none"> • A county-wide Design guide is not supported 	1	Noted
Other comments			
5	<ul style="list-style-type: none"> • Priorities should include food, forestry and biodiversity enhancement for combined ecological and social benefits 	1	See the SEEIP
6	<ul style="list-style-type: none"> • Need more studies on the environment 	1	See the SEEIP

7	<ul style="list-style-type: none"> • Need more open space and trees. • Need to improve the management of land to reduce flood risk etc 	1	See the SEETIP
8	<ul style="list-style-type: none"> • Heritage/legacy building such as the university colleges must be supported. 	1	See the CCHTIP
9	<ul style="list-style-type: none"> • Tourist potential should include importance of Cold War history 	1	Our priorities for tourism are in the CCHTIP
10	<ul style="list-style-type: none"> • The SEP should promote Electric Vehicle (EV) fast charging points to promote a sustainable environment 	1	Part of LTP4/Smart Oxford programme
11	<ul style="list-style-type: none"> • Too much focus on low carbon economy where outcomes will be decided at a macro level 	1	The SEP rightly identifies things that can be done at a local level to support a low carbon economy
12	<ul style="list-style-type: none"> • Need a commitment to zero carbon development 	1	Matter mainly for local planning authorities but OxLEP supports growth of a low carbon economy
13	<ul style="list-style-type: none"> • Need to retain current employment buildings 	1	Matter for local planning authorities. Retention has been made more difficult by recent changes in planning regulations, which are a central government matter.
14	<ul style="list-style-type: none"> • Need to highlight the role and importance of business in driving forward innovation in sustainability and to encourage the SEP to address the role of the LEP in encouraging business to fully understand and mitigate their impact on the natural environment 	<ul style="list-style-type: none"> • 1 	<ul style="list-style-type: none"> • We will refer to Oxfordshire's Low Carbon Economy report

Planning for infrastructure and housing (Place/Connectivity)

	Comments	Number of responses	OxLEP comments
Infrastructure			
1	<ul style="list-style-type: none"> • How can the SEP be properly assessed without knowing what infrastructure is required to support it and whether this is deliverable? • There are plans for a dramatic increase in house building but nothing substantial for improving the road network/other infrastructure, leading to more congestion or a breakdown of the transport infrastructure. • Infrastructure needs to be built before the housing • Need for green infrastructure and leisure facilities • No plans to build schools, hospitals, increased health provision or increase energy supplies • Ignores the NPPF requirement on infrastructure • Infrastructure will have a low priority in developers plans • Developers will cherry pick sites • There is no tie-in with existing transport infrastructure • LEP should address the A40 issue as it is an important investment corridor • Oxford and its immediate surroundings are just one large traffic jam • Reduction in rural bus routes will increase congestion • Need integrated approach to infrastructure development • Need to look outside of the county boundary – regional transport routes are important • There are major inadequacies in water supply and national grid 	119	<p>The SEP provides an important framework to enable Oxfordshire to secure infrastructure funding of all kinds from Government.</p> <p>The SEP supports links between economic and housing growth and infrastructure improvements</p> <p>The Oxfordshire Growth Board is undertaking a range of work in the coming months including the Oxfordshire Infrastructure Framework, The Oxfordshire Strategic Infrastructure Strategy (to look beyond 2030). Regional infrastructure work is being taken forward by the England Economic Heartland programme.</p> <p>The SEP will allude to this work.</p>

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2	<ul style="list-style-type: none"> • Oxfordshire Growth Board and Oxfordshire County Council’s work on the Oxfordshire Infrastructure Strategy will set out an agreed approach to the identification and prioritisation of the critical infrastructure – as such the SEP makes up a key element of the economic case for infrastructure investment – it is therefore an important document • Need a focus on Active Travel • There is a lack of ambition around transport particularly sustainable active travel. Oxford is a cycling city • Need a long term plan to develop and maintain a public transport system • Oxfordshire needs additional railways (including between Oxford and Witney – monorail) with new stations (i.e. at Grove) and excellent cycle routes (especially to employment areas), paths and bridle routes. • Need good, clean public transport – what happened to the electric buses? • Cycle way at Great Western Park junction with B4493 very poorly designed. • Need for transport solutions for young people in rural areas wishing to access training and jobs • Oxfordshire residents travel out of Oxfordshire for work and leisure and visa-versa and this needs to be recognised • All roads approaching Oxford suffer serious congestion which the recent road/junction works will not resolve. There is a need for a new relief road from either north or south Abingdon across to the M40. • There is little consideration of the need for transport solutions at the local regional level to alleviate the serious problems of congestion caused by high levels of private car use. • No mention of a genuine transport interchange in central Oxford 	12	<p>The SEP will refer to the Oxfordshire Infrastructure Strategy</p> <p>Oxfordshire County Council is developing an Active Travel Strategy.</p> <p>The SEP will refer to LTP4 where necessary</p>
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Affordable housing provision			
3	<ul style="list-style-type: none"> • The SEP does not address real need – providing the right type of housing, in the right place, for the right people and at the right price. • Building new homes will not affect price and make it more affordable to local people • We cannot build our way to affordable housing – the housing market is insensitive to supply economics • Not only is there no capacity to deliver housing need, the industry itself is incapable of delivering the housing required • Nothing about housing people on current housing waiting lists • People need an appropriate property at an affordable level – there is no consideration of this in the SEP. • The real need for local people is providing somewhere for them to live, in a healthy environment and within their budget. • Without affordable housing and a healthy environment, talented young people will continue to move away. Giving permission for housing estates is not increasing building rates or bringing prices down. • Low cost housing is needed especially social housing in our expanding towns. • SEP should emphasise the need for social and key worker housing with a reduction in market housing that is going to buy to let landlords • Need to mention Community Land Trusts • Need more emphasis on the quality of new housing. • Under-occupation is an issue • The price of housing in Oxford is so high that well-off people are commuting to London. • Homes in Bicester are being built for people commuting to London 	107	<p>A priority under the Place programme area is to “support the delivery of new housing and business space which has been permitted by the planning system, for example through securing funding for access or infrastructure improvements”</p> <p>In addition, the Place section states that there is a need to “evolve approaches to social/affordable housing, consistent with the overall Vision, which provide better access to housing for low income and disadvantaged groups”</p> <p>The local authorities, rather than the LEP, have the main means to identify the scale and mix of housing needs and to ensure delivery of affordable housing through local plan policies and planning permissions. However, they are also constrained in what they can do to ensure affordable housing is genuinely affordable.</p>

	<ul style="list-style-type: none"> • No realistic policies on affordable housing • No analysis of the need for housing in communities • Who are the new houses for? • Need starter homes for local people, including older people • Congestion and house prices will continue to rise even without the SEP • Need for many affordable homes • Need to rethink densities – should be higher than 30 dwellings per hectare • Need for support for smaller housing plots • The houses that London-based property developers want to build will not provide a home for the homeless or family in housing need • Need to restrict ownership of second homes and discourage the commuter corridor to London • SEP should develop a campaign strategy aimed at government and London to accelerate the need to house people near to where they work. • LEP should work to influence its partners to adopt policies to tackle the lack of affordable housing, for example, encouraging Oxford City to prioritise development sites for housing than for further jobs growth. • University colleges could bring forward land already identified in the Local Plan • SEP should encourage a programme similar to Cherwell DC whereby buildings in disrepair or vacant are used to provide affordable housing • No new jobs to be created until housing situation is resolved • To encourage a large proportion of executive and commuting home buyers will change the traditional nature and customs and make it difficult for enterprise to develop • Too much executive homes being built in villages • To continue to increase employment opportunities with Oxfordshire prior 		
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	<p>to the provision of truly affordable and social housing will make the situation worse by further increasing house prices and resulting in even longer commuting distances</p> <ul style="list-style-type: none"> • Oxfordshire has great potential but without infrastructure and affordable and social housing, the county will cease to be 'one of the most attractive places in which to live and work' 		
4	<ul style="list-style-type: none"> • Encroachment into the Green Belt is inevitable but only where no brownfield options remain as it has many former military and landfill sites which would improve the landscape if developed • Oxfordshire would benefit if Oxford, Bicester, Didcot and Abingdon were grown and integrated to become Greater Oxford. The scale of public transport could then be realised with connections to Birmingham, Bristol and London. • Excavate some of the Thames Floodplain and with the spoil build elevated causeways on which to build housing • If Oxford is full within the Green Belt boundaries, then it should become denser or grow upwards 	4	Noted
Broadband/digital connectivity			
5	<ul style="list-style-type: none"> • Broadband access is poor / is a major issue • Digital connectivity must be a key element in the next generation economy • There is a need for superfast broadband, to be free in public spaces • The emphasis on broadband is good but are the speeds ambitious enough? • Need a focus on broadband 'not-spots' • Need a focus on mobile coverage • Improving ICT with intelligent broadband networks will enable greater productivity without the need to travel • Need to highlight community-owned solutions i.e. community broadband 	13	<p>A priority of the SEP under the Connectivity programme area is to complete countywide broadband coverage.</p> <p>The final version of the SEP will be clear on progress via the Better Broadband for Oxfordshire project, the Growing Places Fund support for superfast broadband for the</p>

	<p>initiatives etc</p> <ul style="list-style-type: none"> Encouraged by the mention in the SEP related to telecommunications, road/rail and the grid which are critical for growth 		Enterprise Zone and the funding for superfast broadband in remote rural areas using the Agricultural Fund for Rural Development as outlined in the ESIF Plan
Spatial elements			
6	<ul style="list-style-type: none"> Need more business space and employment in market towns Market towns not recognised Oxford has enough science and industrial parks The SEP ignores south Oxfordshire – the villages and towns bordering Buckinghamshire Neighbourhood Plans are not being given credence as not recognised in the SEP Need for a new settlement outside the Green Belt along the main railway route How is Banbury to be incorporated into the Knowledge Spine? Need to mention Thame as a larger market town LEP should designate the whole of Bicester as an Innovation District 	13	We will refer to the key role played by market towns in the Oxfordshire economy in the final version of the SEP
Northern Gateway			
7	<ul style="list-style-type: none"> The Northern Gateway development will make traffic congestion much worse by providing more employment for new workers rather than providing new housing for existing workers Northern Gateway will be illegal in terms of air pollution Object to northern Gateway Suspend Northern Gateway until coherent plan is in place 	4	Noted but out of the scope of the SEP. This is a matter for the local planning authority.

Regional transport

8	<ul style="list-style-type: none"> • Congestion and disruption on the A34 will not be resolved by a link to the M1 and the East • Should not develop around the A34 – expansion of Didcot needs to be carefully planned and surrounding villages retained. • Funding cuts and resources going into HS2 will mean that many infrastructure projects will not happen • SEP fails to identify networks and links to Reading, Hugh Wycombe, Milton Keynes and Gloucester 	4	We will make clear our regional infrastructure ambitions in the SEP, including the work of the England Economic Heartland programme
9	<ul style="list-style-type: none"> • The SEP recognises the overlapping nature of the Functional Economic Market Area (FEMA) and how the inherent Travel to Work Area often serve different FEMA. Relationship between Oxfordshire and Thames Valley Berkshire LEP could be further strengthened in the SEP. • A34 needs to have three lanes • Agree with aspiration for the Oxford-MK-Cambridge link • Closer attention should be paid to economic advantages of East-West rail. • Building on recent research, the regional transport corridors in the Greater Thames Valley should look at a two stage investment strategy: <ul style="list-style-type: none"> - Improving the core network of radial routes into London/M25 - Improving routes between growth towns in the GTV • The SEP should make more use of the need to improve north/south routes which could dilute dependency on London/radial routes • The SEP should emulate a statement made in the Oxfordshire Local Transport Plan 4 confirming support for a new Thames Crossing at Reading 	9	See response to 2 above. Detail in LTP4

Local transport

10	<ul style="list-style-type: none"> • Oxford Airport is of county-wide significance 	4	Noted
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	<ul style="list-style-type: none">• Oxford area should network with Abingdon, Banbury, Witney, Bicester etc• SEP needs to reiterate the need for radical transport solutions in LTP4		
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Annex 3 – Legal advice on a Strategic Environmental Assessment for the SEP

The principal area of concern raised by respondents appears to be the contention that the Strategic Economic Plan should be assessed in accordance with Regulation 9 of the Environmental Assessment of Plans and Programmes Regulations 2004 to determine whether it “is likely to have significant environmental effects” [Reg.9(1)].

However, a plan, programme or modification (referred to, for ease of reference, hereafter as “a Plan”) is only subject to this determination if it is of a description referred to in Regulation 9. Therefore, a Plan would have to fall within one of the following categories before the need to decide whether or not it would have significant environmental effects would arise:

- (a) have been prepared after 21.7.04 and “set[s] the framework for future development consent of projects” [Reg. 5(4) (a) and(b)]; or
- (b) prepared for [inter alia] industry, transport...tourism, town and country planning or land use and set[s] the framework for future development consent of projects of a specified type [Reg.5(2)(a) and (b)] or in view of the likely effect on sites is required to be assessed pursuant to Article 6 or 7 of the Habitats Directive [relating to special areas of conservation] [Reg 5(3)] ; or
- (c) is for a minor modification of a plan of the type referred to in sub-paragraph (b).[Reg9(1)].

Therefore, (as it has not been suggested that the Habitats Directive would apply to the circumstances of this case) formal determination as to whether a Plan would be likely to have significant environmental effects would only apply where that Plan set the framework for future development consent for projects. If it does not, then it is not necessary to make such a determination either way.

The SEP does not set the framework for future development consent. Whilst it may be of persuasive value or influence in directing future economic development to appropriate areas, and to that extent could be a material consideration in the determination of a planning application, it has no planning status per se and could not be enforced to require either a positive determination for an application fulfilling its criteria, nor a refusal for an application which was in apparent conflict with it. Its aims and objectives are to stimulate economic growth and prosperity and to lever in financial investment and as such it does not formulate planning policies per se.

A relatively recent Supreme Court case on the circumstances which are necessary for a strategic environmental assessment (“SEA”) to be required is R. (on the application of HS2 Action Alliance Ltd) v Sec. of State for Transport [2014]. In that case the Supreme Court found that the command paper which announced the government’s proposal to promote the HS2 high speed rail link was not subject to SEA as, although it was prepared for transport, (and thus partially met the criteria in (b) above) it did not set the framework for future development consent. Lord Carnwath, delivering the leading judgment stated:

“It is not therefore to be assumed...that because a project is “strategic” in nature (as HS2 undoubtedly is) the presumption must be in favour of assessment under this directive.”[para 35]. He continued in paragraph 36:

“One is looking for something which does not simply define the project, or describe its merits, but which sets the criteria by which it is to be determined by the authority responsible for approving it.” He held that the paper “does not in any way constrain the decision-making process of the authority responsible...” He was supportive of the view expressed to him that “influence” in the ordinary sense [was] not enough. The influence must be such as to constrain subsequent consideration and to prevent appropriate account from being taken of all the environmental effects which might otherwise be relevant. Lord Sumption elucidated further:

“What it means is that the policy framework must operate as a constraint on the discretion of the authority charged with making the subsequent decision about development consent. It must at least limit the range of discretionary factors which can be taken into account in making that decision, or affect the weight to be attached to them....it cannot be enough that a statement or rule is influential in some broader sense, for example because it presents a highly persuasive view of the merits of the project which the decision maker is perfectly free to ignore but likely in practice to accept.”

This latter statement perfectly encapsulates the position of the SEP, an Oxfordshire planning authority in determining an application may find the provisions of the SEP highly persuasive, but it does not intrinsically have greater weight than other material considerations and does not constrain that determination. It is the Local Plan which is instructive in this regard. The same considerations and conclusion with respect to the SEP apply equally to the SEEIP and CCHTIP.

Conclusion



In conclusion, the SEP (as too the SEEIP and CCHTIP) does not meet the qualifying criteria for a determination under Regulation 9 as to whether a SEA is required as it does not set the framework for future development consent. As the DCLG appears to have pointed out in its guidance, it should not be treated in the same way as the Local Development Plan. Therefore, the lack of such an environmental assessment and of any recorded decision as to why it was not considered to be required at the time the SEA was published or adopted (under Regulation 11, or otherwise) is not unlawful.

Katherine Stubbs
Solicitor
For and on behalf of Nick Graham
Chief Legal Officer and Monitoring Officer
Corporate Services
2016

Oxfordshire County Council
County Hall, New Road, Oxford
OX1 1ND

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Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
SEP - spatial focus	Not highlighting Oxford's economic potential, assets and needs adequately	Threat	Publication	reduced investment	22-07-16	Matt Peachey	3	3						Ensure adequately prepared document before publication	Oct 2016			
SEP - strategic focus	Not enough focus on housing, transport, employment and skills	Threat	Publication	poorly directed investment	22-07-16	Matt Peachey	4	2						Ensure adequately prepared document before publication	Oct 2016			
Impacts on planning policy	Undermining/supporting certain policies around housing, transport or	Threat/opportunity	Publication	undermines council policy aims	22-07-16	Matt Peachey	4	2						Ensure adequately prepared document before publication	Oct 2016			

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Form to be used for the Full Equalities Impact Assessment

Service Area: Regeneration & Partnerships	Section: Economic Development	Date of Initial assessment: 22-07-16	Key Person responsible for assessment: Matt Peachey	Date assessment commenced: 05-09-16	
Name of Policy to be assessed:		Draft Strategic Economic Plan			
1. In what area are there concerns that the policy could have a differential impact	Race		Disability		Age
	Gender		Religion or Belief		Sexual Orientation
Other strategic/ equalities considerations	Safeguarding/ Welfare of Children and vulnerable adults		Mental Wellbeing/ Community Resilience		Marriage & Civil Partnership

<p>2. Background:</p> <p>Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.</p>	<p>See report point 1. The SEP impacts on sustainability and inclusiveness of economic growth – hence the assessment.</p>
<p>3. Methodology and Sources of Data:</p> <p>The methods used to collect data and what sources of data</p>	<p>Full desk review, public workshops, all available public data relating to economic growth and deprivation</p>
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • Why you carried out the consultation. • Details about how you went about it. • A summary of the replies you received from people you consulted. • An assessment of your proposed policy (or policy options) in the light of the responses you received. 	<p>See paragraphs 11-14 of the attached report.</p> <p>The draft SEP was prepared through a more consultative process than the original document. This refreshed version was informed by three public workshops, discussions with the local authorities, key stakeholders, and a review of evidence. It was also shaped by a Steering Group, which collectively reconciled input received. Significant effort was made to consult widely across public, private, academic sectors and residents. The campaign used the expected channels; press, social media, leaflets, events, business networks etc. Monthly visitor numbers to the LEP’s website increased by 60% from 3,386 to 5,621, indicating increased awareness. Consultation is ongoing. A business consultation session was scheduled for Jul 20th to enhance feedback from this group of stakeholders. Each Council is also being consulted in the same way on the current draft referred to in the Appendices</p>

<ul style="list-style-type: none"> • A statement of what you plan to do next 	
<p>5. Assessment of Impact:</p> <p>Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults</p>	<p>Positive across each in that the 'People' programme of report contains a strategic focus on enhancing employability of those not in the labour market.</p> <p>Positive in terms of Place with a focus on provision of a greater range of housing for local communities.</p>
<p>6. Consideration of Measures:</p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>N/A</p>
<p>6a. Monitoring Arrangements:</p> <p>Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and</p>	<p>Monitoring of impacts will be carried out by the LEP as part of their ongoing monitoring and evaluation of impact across a range of economic and labour market measures.</p>

assessment of your monitoring, making clear whether you found any evidence of discrimination.						
7. 12. Date reported and signed off by City Executive Board:						
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		The Draft SEP will have a positive impact on equalities.				
9. Are there implications for the Service Plans?	YES	NO	10. Date the Service Plans will be updated	TBC	11. Date copy sent to Equalities Officer in HR & Facilities	1 Aug TBC
.13. Date reported to Scrutiny and Executive Board:	5 Sept 2016		14. Date reported to City Executive Board:	15 Sept 2016	12. The date the report on EqIA will be published	

Signed (completing officer)

Signed (Lead Officer)

Please list the team members and service areas that were involved in this process:

Organisational Development & Learning Advisor/ Equalities

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**Submission to the National Infrastructure Commission on behalf of Oxford City Council:
The Cambridge – Milton Keynes – Oxford ‘Growth Corridor’ call for evidence.**

Oxford City Council is submitting this response in consultation with a range of private and public sector organisations including BMW, Unipart, Great Western Railways, Chiltern Railways, Network Rail, Oxford Bus Company, University of Oxford, Oxford Brookes University, the Fast Growth Cities Network, and Oxfordshire’s Local Enterprise Partnership and County Council. We believe that there are shared aims across the Oxford to Cambridge corridor, and that there is the opportunity to widen the corridor’s economic reach and impact further.

Overview: Oxford is a national economic asset and a global brand, renowned for its research and knowledge economy, built heritage and quality of life. The city’s economic output and employment growth consistently perform above the national trends, and it is a net contributor to the Exchequer. It is a focus for the UK’s knowledge economy and across a range of technology and science growth sectors, with major assets which include two leading universities, links with ‘Big Science’ (space, satellites, nuclear energy and robotics), as well as containing international high value enterprises, for example, BMW Mini (automotive), Oxford University Press (publishing and data) and Centrica (energy), and many life science and computing enterprises. Oxford hosts almost a third of Oxfordshire’s employment; a county with over 30,000 businesses and 3,500 new businesses created yearly, and a GVA per head that is 17% higher than the UK average.

Investment in transport, housing, employment and skills has not matched the city’s growth, and businesses identify that these factors are major constraints (Ipsos Mori 2015). The lack of transport capacity is now a major cost to businesses. The lack of housing supply, choice and affordability make Oxford the least affordable location for housing in the country, creating problems for employment recruitment and retention for enterprise and research, as well as impacting on schools, health and service sectors. The limited commercial property supply has restricted business expansion and foreign direct investment opportunities have been lost. Investment in skills and training has not matched the opportunities created by the economy, leading to skills shortages.

Our economic success would be enhanced significantly if the infrastructure constraints were addressed to allow our research assets and sector strengths to be translated into higher productivity and increased exports. It is our aim to ensure that Oxford continues as the innovation and growth engine of the Oxfordshire ‘Knowledge Spine’ (see Appendix 1), and is a major contributor to a connected regional cluster that is world leading in science, technology and knowledge. It is our aim to grow the range of employment opportunities that are being produced across retail and tourism, construction, engineering and manufacturing, and science, technology and knowledge intensive enterprises.

The Oxfordshire Local Enterprise Partnership (OxLEP) has identified that around £1.4bn over 30 years is needed to deliver county-wide infrastructure investment needed to meet a £6 billion infrastructure funding gap. We recognise that this funding will need to be raised creatively and through a range of different models based on a compelling investment case. We know that there is advantage to be gained through greater collaboration across the Oxford to Cambridge corridor, in jointly addressing growth barriers, and realising new opportunities. We also believe it is essential that we deliver strategic transport and infrastructure which is comprehensive and sustainable in connecting housing and employment locations as well as centre to centre interchanges and promotes public transport ahead of increased road capacity and the private car.

Issues addressed in this response: Below are the points we consider most important in addressing this call for evidence.

- Oxford's potential to create knowledge intensive jobs, and advance science and technology with global impacts.
- Oxford's as yet untapped potential to deliver a step change in house-building across a range of tenures, through major urban extensions and sustainably connected neighbouring settlements, as part of a mix that meets the needs of communities, residents and business.
- The requirement to prioritise the early delivery of reliable, high capacity, sustainable and integrated intra-city public transport and infrastructure networks.
- The requirement to ensure urban connectivity so that corridor-wide networks are part of intra-city networks (mass rapid transit, rail, park and ride, and cycling and walking networks).
- A focus on enabling better sub-regional connectivity across the 'Knowledge Spine' and nearby settlements to ensure the economic benefits of growth in Oxford are felt more widely (e.g. Science Transit investment).
- A need to prioritise rail connectivity across the corridor so services can be extended to Swindon and Bristol. Highways improvements are supported where they are fully integrated with public transport capacity. Cities such as Oxford and Cambridge cannot support increased traffic in their urban areas.
- A need to invest in responsive local skills training, as well as labour mobility within and across the corridor. Both are required to reduce growing inequalities and meet business demand.
- A need to re-think our collective approach to funding and appraising infrastructure investments, recognising that increased Government funding alone, is not enough.

1. What is the vision to maximise growth, maintain a high-quality environment, and deliver jobs and homes over the next thirty years?

The vision, as set out in OxLEP's Strategic Economic Plan, is that by 2030 we will have strengthened Oxfordshire's position as a vibrant, sustainable and inclusive world-leading economy, driven by innovation, enterprise and research excellence. Our aligned *city* vision is to create a world class environment for business, academia, visitors and business, and to guide this, a 10-year Economic Strategy (2013-23) is in place. Strong commitment has been made to housing and jobs growth with targets to provide 100,000 new homes and 85,000 new jobs across the county by 2031, with up to 32,000 new homes and 24,000 additional jobs in Oxford.

The aspiration of the Oxford Transport Strategy is for Oxford to be a place that will provide residents and visitors with a connected transport network which provides a cheaper, greener, faster, safer, smarter and more reliable option than the private car. The rail network serving the city will be modernised and extended. Existing and new stations will be integrated with the city's other transport networks and will provide a first-class passenger experience delivered as part of the planned and current rail network improvements. A new Mass Rapid Transit (MRT) network will provide fast, high-capacity, zero emission transport across the city's busiest transport corridors linking housing and employment areas. The conventional bus and coach network will integrate with MRT and move towards a zero emission fleet, with more advanced vehicles and better infrastructure improving journey speeds, and reliability.

To facilitate continued housing and job growth, the area needs to drive continuous investment in a range of hard and soft community infrastructure to support a growing population, including schools, medical services and sufficient utilities' capacity. All of this needs to be accompanied by a 'Smart City' ethos; combining resident focused planning, use of technology, data, and collaboration to efficiently meet demand.

2. What value could new cross-corridor intercity road and rail links bring? How do these compare to other transport initiatives e.g. intra-city links, or wider infrastructure, priorities?

Currently, rail journeys between Oxford and Cambridge (via London) can take in excess of 3 hours. The only other public transport option, the X5 coach service, takes between 3½ and 4 hours via Milton Keynes and Bedford. In order to deliver a step change in connectivity, growth and housing, we need strategic investment across the corridor and intra-city. Some major commitments have been made, such as East-West Rail and feasibility work on the proposed Expressway-but even with these projects the wider connectivity between homes and employment has not been fully considered, and certainty on the full extent of delivery and ambitious timescales are vitally important factors in securing the benefits of wider investment through business growth and inward investment.

Rail: East West Rail will establish a strategic rail connection between Reading and the Thames Valley via Oxford and the Oxfordshire 'spine' with Milton Keynes and the South East Midlands and Cambridge / East Anglia. It is a vital missing piece in our country's strategic rail network, and will restore a strategic transport corridor of regional and national significance - essential to improving connectivity to drive growth across England.

With Phase I Oxford to Bicester and Marylebone almost complete, Phase 2 will include completion of the Western Section, enabling direct services connecting Reading/Oxford to Bedford, Milton Keynes and Aylesbury and new cross-country routes. Services are expected to start in 2020. This must be bought forward as a priority. Completing East West Rail would provide a minimum of half-hourly trains between Oxford with Milton Keynes and Bedford with travel times of 40 minutes and 60 minutes respectively. The travel time between Oxford-Cambridge would improve significantly to 100-120 minutes. Like our partners, we support early completion of the Western section of East West Rail, in line with Government and Network Rail commitments, along with progression of the central section to complete the connection to Cambridge and any necessary upgrading of the Western Section to allow high frequency traffic.

Western Rail Access to Heathrow (WRAH) should also be bought forward within the same timescale, providing direct access to Heathrow Airport from knowledge and science hotspots in Oxford and Didcot (Science Vale). This investment should be supplemented with direct service to make Oxford a more accessible international gateway.

Great Western Modernisation through the re-signalling and electrification of the main line from London to Newbury, and Oxford and then Bristol and South Wales to 2019 will also bring wider east-west and north-south benefits. This will include the introduction of new Inter-city Express (IEP) trains. We highlight later in this submission the intra-city rail connections, transport and regeneration opportunities, which are integral to the strategic case to deliver development opportunities, housing and employment growth, and labour market mobility.

Road: We need to ensure reliability, speed and capacity from centre to centre maximising public transport opportunities. Therefore, we support investment in inter-city road networks which includes bus lanes and priority, park and ride and public transport facilities which connect employment areas to housing and interchanges. Oxford, Cambridge and our other towns cannot cope with increased car usage in their dense urban areas with historic street patterns.

The A34 functions both as an important part of the national Trunk Road network, connecting south coast ports with the Midlands and North, and as an essential local road providing the principal connection between Didcot, Oxford

and Bicester, also functioning as part of Oxford's ring road. Carrying over 70,000 vehicles per day, it is highly susceptible to incidents and disruptions which result in major congestion, on the western boundary of Oxford, and between Oxford and Didcot. The significant expansion of Bicester will boost demand further, despite rail investment. We support the commitment from Highways England to prioritise either capacity improvements or relief for the A34 through Oxfordshire as part of its spending commitment through its Road Investment Strategy.

Future growth in jobs, population and car ownership will have a significant impact on the highway network's ability to cope with traffic growth. With increased congestion on strategic road networks we need to give priority to bus services through investment in continuous bus corridors and lanes. If Oxfordshire's growth plans are to be achieved, the county needs an effective mobility system that provides a real alternative to the private car and helps to reduce traffic congestion. This is a key aim of both our 'Science Transit' vision (Appendix 2) and new Local Transport Plan.

3. What does that mean for growth and infrastructure investment in your area?

It means supporting the creation of at least 34,000 jobs and 32,000 homes in the city and adjoining areas, and enabling the wider economic vision for Oxfordshire, together with attracting private investment, and strengthening our globally competitive higher education and innovation ecosystem. It will enable sustainable growth where more people can travel more easily from their homes to places of work. In bringing forward the investment in schemes outlined above, we will achieve:

- A thriving knowledge-based economy, using the global connections of Oxford's Universities and large employers to attract new companies, promote new start-ups and enable businesses to attract and retain skilled workers. This will allow businesses to innovate and collectively grow through strong connections and interactions and trade globally.
- Investment in the physical and transport infrastructure enabling economic growth, and delivering a sustainable transport network in line with our transport strategy to 2031 and beyond, adopting reliable low carbon transport modes to support growth.
- A step change in the annual rate of housing development in locations which are easily accessible to the city centre and the other main employment areas by cycle, bus and rail, and providing housing choice and affordable homes to support the needs of those entering our dynamic labour market.
- Sufficient supply of employment land and commercial property and the next generation of digital infrastructure for expanding businesses and inward investment opportunities.
- A high quality of life, by providing safe, inclusive, healthy and convenient travel choices providing access for all to employment, services, retail and leisure opportunities.

4. What steps are currently being taken to realise that vision, and what more needs to be done?

Given the challenges of full employment, with significant job creation potential and housing market pressures, Oxford's ambition is to expand the available the skills base and labour market to support further innovation led growth. This will be complemented by greater labour mobility enabled at county and corridor-wide level.

We are already working closely with our pro-growth partners to support the corridor-wide ambition to compete on a global scale. We have jointly established the Fast Growth Cities Network, consisting of Oxford, Cambridge, Milton Keynes, Swindon and Norwich, which aligns with the importance placed on a corridor-wide perspective. These places complement each other because of their ambition to grow, their size, potential and the shared challenges around

infrastructure, housing and skills. The cities are some of the most successful and innovative places in the UK, with capacity to develop further (see Appendix 3). Oxford is located at the centre of this wider corridor with strategic links to the Midlands, London, London Heathrow Airport, and the M4 motorway corridor¹.

5. Why is the area so successful and what have been the key drivers of that success?

Oxford contributes £6.8Bn annually to the national economy and £16,600 tax revenue per capita. Oxford generated £1.15 billion in income tax alone in 2014/15, £226 million more than it did 10 years ago. Oxford's GVA per job is £58,150, the seventh highest of any city in the UK. The city's private sector job growth of 17.8% over the last five years is the fastest outside London. Oxfordshire has had the fastest growing economy of any LEP area since the recession, with growth of over 20% GVA between 2009 and 2013 – more than double the growth rate of core city LEP areas such as Greater Manchester of the Leeds City Region, and higher than Greater London.

The reasons for this success are as follows;

- Oxford is central to one of the top five Technology Innovation Ecosystems in the world fuelled by its universities and 'Big Science' assets which support six of the 'eight great technologies'. The city employs a large number of people in university related education and health sectors, but has also developed a range of sectors including car manufacturing, publishing, tourism, digital sectors and a growing hi-tech sector. With a diverse sector mix and its science assets, Oxford's economy is broad-based and resilient.
- We have a highly-qualified workforce. 67% of our jobs are knowledge intensive and 60.2% of Oxford's residents are qualified to NVQ level 4 or above, compared with the South East at 39%, and England at 36%. We have 44,000 students attending the city's universities.
- The city has an extremely high job density of 1.16, and is the economic focus of an extensive Travel to Work Area. The city supports 131,000 jobs in total; with 100,000 people having their main job in Oxford and 46,000 commuting from outside the city. Investment sustainable public travel support this: Park and Ride, bus and coach routes, and cycling networks. Oxford is one of the leading UK cities in sustainable travel with over 60% of those living and working in the city travelling to work using sustainable modes: walking, cycling or bus.
- Oxford has an attractive natural environment, world-class built heritage and cultural offer. The city is the seventh most visited city in the UK, and is the tourism gateway to the rest of Oxfordshire. We attract approximately 7 million visitors per year, generating £780 million in the local economy.
- Oxford's location is highly accessible with connectivity to London and access to Birmingham as a gateway to the midlands and north, and the ports to the south. The links to Heathrow and Birmingham airports are further drivers of success, which have the potential to be strengthened further with the proposed investments in WRATH (Western Rail Access to Heathrow) and runway capacity at Heathrow.

6. What would make it more successful? What is holding back further growth and greater productivity? What planned or new infrastructure improvements would best support sustainable growth and promote innovation over the long-term?

As the Oxfordshire Innovation Engine² report states, growth in Oxford and in the county has been constrained by insufficient public transport, lack of road network capacity, a shortage of development land for employment, and an

¹ Fast Growth Cities Report, Centre for Cities, 2016

² Oxford Innovation Engine, May 2016

acute shortage of housing and affordable homes. With average house prices sixteen times average wages³ Oxford is the least affordable city in the UK including London. The affordability crisis is a major concern to employers including major employers and businesses, the universities, NHS and services where the rising costs of living, commuting and lack of available affordable housing as barriers to staff recruitment and retention. An Ipsos MORI survey (2015) of 386 SMEs in Oxford confirmed the main problems for businesses in securing staff: cost of living (58%), house prices (32%) and commuting (23%).

To enable economic growth Oxfordshire needs to expand its labour market through population growth and improved accessibility, as well as improving its workforce skills and training. Travel to work patterns (2001-2011) show an increase in inbound commuters from outside the city mainly by car. Within Oxford commuting by bicycle and on foot has increased by almost a third and bus use increased by 11%. Outbound commuters from Oxford to other destinations, such as London, have increased by train and bus. Increased levels of commuting and extended travel to work journeys by car have led to chronic congestion and increasing business costs which are not sustainable.

The Oxfordshire Innovation Engine report lists a number of measures that could significantly improve the rate of growth in the area if better supported with infrastructure and a collaborative approach, including:

- Accommodating additional growth in the Knowledge Spine running between Harwell, Oxford and Bicester to accommodate high tech business and employment.
- Improving the capacity of the strategic and local transport infrastructure, including fast public transport services, growth and developing business networks.
- Encouraging increased institutional investment building upon Oxfordshire's strong, and nationally significant, sectors including life sciences, advanced engineering, satellite and space related technology and the creative and digital sector.
- Meeting the demand for housing and commercial premises to respond to the urgent needs of the growing business base and economy.
- Providing strong public and private sector leadership to realise Oxfordshire's potential through a new and agreed governance structure.

The planned and new infrastructure improvements to support sustainable growth are listed below.

- **Delivery of the Oxford Station Development Masterplan** to provide a national rail interchange, which reflects its strategic significance, accommodates 70% forecast passenger growth to 2026, and capitalises on Oxfordshire's world class economic assets. Station interchanges across the corridor will need to cope with a growth in usage, and are vital supporting infrastructure connecting the passenger with national networks. They must be fit for purpose gateways that enhance passenger experience and provide opportunities for commercial development and regeneration. Delivery of the Oxford Station Masterplan will do just that, unlocking investment in over 200,000 sq. m. of commercial space and well over 1,000 city centre homes.
- **Opening the Cowley Branch Line to passengers** is the next logical step, connecting to employment and housing growth of scale in Oxford's 'Eastern Arc'. This will enable connectivity to over 5,000 new homes as part of an urban-extension, a new university science and employment area, and support employers such as BMW, Unipart and Centrica.

³ Centre for Cities, Cities Outlook 2016

- **Didcot-Oxford Capacity Enhancements**, through four tracking, will accommodate increased demand, enable new and extended services and realise rail's potential as an alternative to the A34.
- **The delivery of a series of sustainable urban extensions** accommodating a range of housing tenures to meet the needs of our dynamic labour market - a major challenge for Oxford. Meeting Oxford's housing need will require sustainable city growth to reduce the dependence on increased and extended commuting.
- **Delivering Mass Rapid Transit Routes** across the city's busiest corridors, where further bus expansion is no longer effective.
- **Expanding the Park & Ride Network** at key entry points to the city.
- **Cycle route improvements** to employment, educational and commercial destinations, extending coverage across residential areas. Achieving this will require a combination of high quality routes, better cycle parking and other measures which make cycling, safer, easier and more attractive for short and medium-distance trips.
- **Complete the infrastructure needs for the Northern Gateway** to create a 1m sq. ft. employment area to build on the strengths of Oxford's economy in health, R&D, and knowledge-based sectors. This requires investment in the A40 and A44, MRT corridors and park and ride expansion.
- **Redeveloping the Osney Mead industrial estate as the next university innovation quarter.** Following investment in the station, a major city centre opportunity will come forward, but only with infrastructure support (access, undergrounding power lines and flood protection) to support city centre based knowledge sector growth through to the 2030s.
- **Implement the Western Conveyance flood relief scheme** to ensure infrastructure, businesses and homes are adequately protected from flooding.

7. Does the corridor require better connectivity to other major centres of growth?

The corridor does require improvements to link with other major centres of growth. At the western end of the corridor there are a series of improvements which are required:

- A40 West: connections to Witney and Cheltenham are important and the road is a major corridor for commuting and road freight.
- A420 West: connections to Swindon and Bristol M4 motorway corridor are important for major enterprises, such as BMW and provide access to wider labour markets
- A34 South: connections to the Science Vale, Reading and Thames Valley and through to the M3 motorway corridor.

8. Does the Cambridge – Milton Keynes – Oxford area form a recognisable corridor? What factors unite the area?

The area shares strategic infrastructure and faces common challenges in supporting growth and economic development. The corridor consists of a number of overlapping 'travel to work areas' centred on Cambridge, Oxford, and Milton Keynes. There is real potential for the corridor to function as a more inter-related set of clusters, which could gain a world-leading international reputation. Research by the Enterprise Research Centre (Appendix 3) suggests the UK has an 'arc of innovation' stretching from Cambridge through Milton Keynes to Oxford and extending to the western M4 motorway corridor.

The corridor includes internationally important educational institutions including Oxford University (ranked 2nd Times Higher Education World University Rankings) Cambridge University (ranked 4th in Times Higher Education World University Rankings), the Open University and University of East Anglia. The corridor encompasses research assets, a

high level of foreign direct investment, and a supply of productive, skilled workers and public, private and academic sector leadership with a collective level of ambition. The Fast Growth Cities feature in the top twenty cities with the densest concentrations of KIBs (knowledge intensive businesses) jobs. Oxford, Cambridge, Milton Keynes, Norwich and Swindon are in 1st, 2nd, 6th, 12th and 16th place respectively with specialisms in research, the digital and financial sectors and advanced engineering/manufacturing. Levels of entrepreneurship and innovation are high with Oxfordshire found to be the most innovative place in the UK⁴. Cambridge, Norwich and Oxford are listed as top twenty cities for the strength of their digital clusters. Cambridge – Milton Keynes – Oxford also has the potential to become a genuine university and technology corridor with the announcement of plans to locate a new university in Central Milton Keynes.

9. Would greater emphasis on corridor-wide planning and decision making benefit local communities and local economies? Would that same emphasis on coordinated planning and decision making provide wider benefits for the UK economy?

We believe comprehensive infrastructure planning across the area, supported by a network of local authorities, with devolved powers and budgets would have positive benefits for our communities and the national economy. Furthermore, we need to re-think our collective approach to funding infrastructure, recognising Government funding alone will not be enough, even with an expected growth in public investment. We need to forward fund infrastructure through creative approaches that pool sufficient public, private and sovereign funds and at the same time, provide long-term certainty of investment. Many public sector organisations have also suggested that more holistic method of appraising infrastructure investments, going beyond the WebTAG approach, would lead to enhanced decision making. Finally, the opportunity to negotiate allocations from additional Government budgets for collaborative science/innovation and transformation along the corridor should be considered.

10. Should adjacent towns and cities be incorporated into the corridor in terms of growth and infrastructure planning?

Within the Oxford Travel to Work Area we have identified a ‘Knowledge Spine’ which links Oxford with the adjacent towns of Bicester and Didcot along the principal road and rail corridors and provides a framework for planning and investment. Oxford also has some links with Swindon based mainly on the automotive sector (BMW Mini) as well as the potential to improve commuting links.

11. Are you aware of any examples of UK or international good practice, for example in respect of new technology, local frameworks or the built environment that are relevant to this review?

The Eindhoven-Leuven-Aachen Triangle (ELAT): ELAT is a cross-border network that links the knowledge regions of Eindhoven, Leuven and Aachen, forming a European technological region. ELAT seeks to build a knowledge economy via cross-border and interregional co-operation and is an example of how this can be developed in the Cambridge – Milton Keynes – Oxford corridor. The collaboration centres on a shared acknowledgement of technological strengths and seeks to better capitalise on its skilled workforce, multinational enterprises and research facilities.

Grenoble and the Rhone-Alps Region: Grenoble (twinned with Oxford) is France’s largest research and development area (25,000 jobs in research private sector institutions and Government agencies). The national, regional and city

⁴ Enterprise Research Council, 2015.

government has invested in essential transport and other infrastructure as an element of a wider economic plan to promote their knowledge economy and focus growth in key locations linking employment with housing and research centres.

Imagine Boston 2030: Boston added nearly 45,000 jobs to its economy between 2010 and 2014 with strong growth in professional services, health care and education. Boston workers are more productive than the average American worker, and their greater productivity adds \$24 billion in incremental productivity to the Boston economy every year. There are clear parallels to be drawn with the highly skilled and productive workforce Oxford boasts.

Wavertree Technology Park Station: The station opened in 2000 with the aim of improving connectivity along Liverpool's 'edge Lane Corridor'.⁵ This is part of the central Liverpool Mayoral Development Zone Linking the M62, the city centre and John Lennon Airport. There are multiple sites along this corridor with potential for innovation-led growth as well as housing growth. It is also home to a high density of IT firms. With regards to the proposal to open new stations at Oxford Science Park and Oxford Business Park, this may be a useful example. Wavertree represents a wider trend of 'hub-and-spoke' development around the peripheries of towns and cities.

Urbed Wolfson Prize submission: This is a plan to create a Garden City of almost 400,000 people by doubling the size of an existing city. To ensure the fictional 'Uxcester' would meet all the tests set by the competition, the authors based the proposals on Oxford. The authors illustrated how the city of Uxcester could double by adding three substantial urban extensions each housing 50,000 people. These lie within a zone 10km from the city centre, a twenty-minute tram ride away, but also solidly within the green belt. The argument was rather than nibbling into fields that surround the city and all its satellite villages, they should take a portion of land from the green belt creating sustainable urban extensions supporting a tram service and a range of facilities.

The submission cited opportunities in Oxfordshire at Barton and south Oxford, to expand Kidlington and extend Abingdon northwards. It also argued for developing the extension in a different way to the housing estates around Witney and Didcot, namely:

- A suburban rail/tram system.
- A flood attenuation scheme to address the issues that affect much of Oxford.
- Enhancement of new country parks in the retained green belt.
- Distinctive, varied and mixed tenure housing.

Conclusion: In conclusion, we would support prioritisation of the following infrastructure investments, and approaches to corridor-wide planning and decision making based on the following elements:

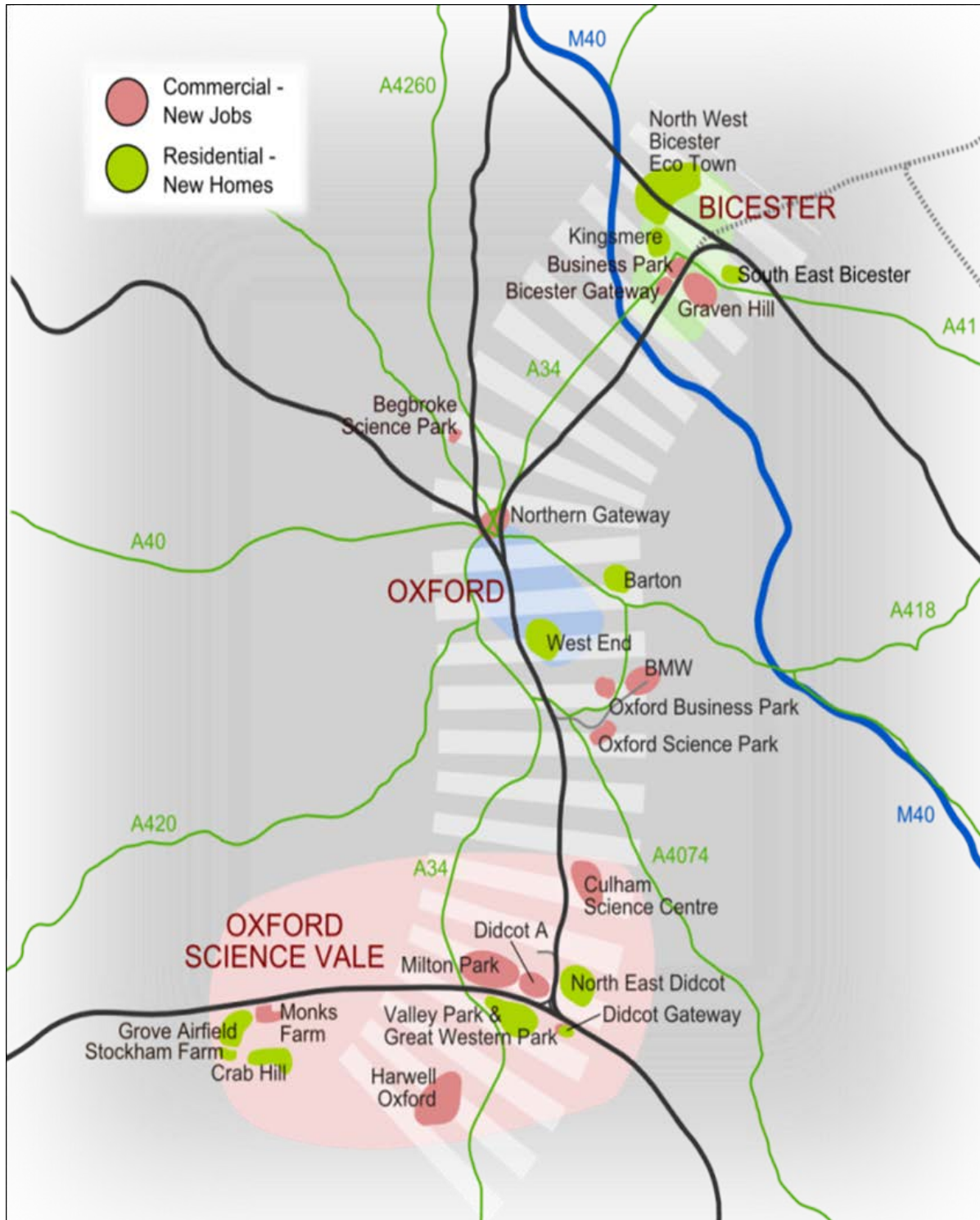
- Fast and full delivery of East-West Rail and linked network enhancements.
- Delivery of the Oxford Station Development Masterplan and opening of the Cowley branch line.
- Relief of the A34 and associated roads, including junctions to A420, A40, A44.
- Enabling faster delivery of a range of ambitious urban extensions to enable a step change in housing delivery.
- Mass Rapid Transit, Park and Ride and cycle network investments as essential elements of strategic infrastructure.
- Adequate attention to accompanying utilities (telecoms, water, power).

⁵ Mayor of Liverpool Vision: Distinctive Neighbourhoods

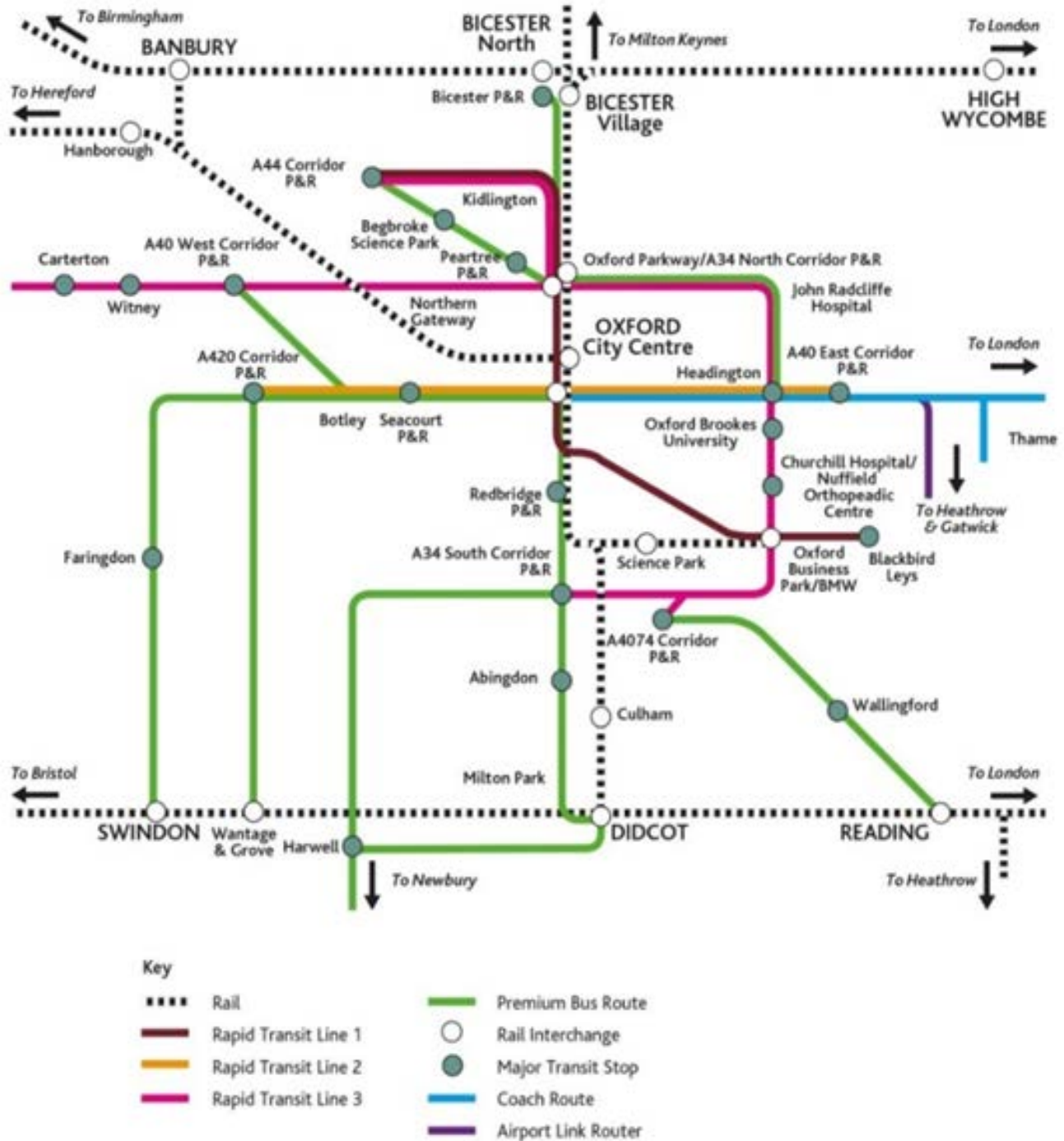
- Accompanying investment in a range of community infrastructure (skills, schools, health, public space, Oxford Flood Alleviation Scheme).
- A need to re-think our collective approach to funding and appraising infrastructure investments.
- Linked to above, greater devolved powers and certainty of budgetary commitments for infrastructure.
- Continued collaboration and planning across the key organisations across the corridor, without the creation of additional regional structures.
- A focus on 'smart' future proofed infrastructure corridor-wide and in cities.

Appendix 1 – The Oxfordshire Knowledge Spine

The creation of high value science-related jobs within the area defined as *Oxfordshire’s Knowledge Spine* represents a cornerstone of the economic growth strategy that is the basis of the county’s City Deal and Strategic Economic Plan. The Knowledge Spine runs across the county from leading edge research and development at Harwell and Culham in the south, to the life Science Bio Escalator in Oxford, on to the advanced engineering hub at Begbroke, and through to Bicester in the north.



Appendix 2: Oxford Science Transit



UK innovation hotspots



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National Infrastructure Commission call for evidence on the Cambridge-Milton Keynes-Oxford 'Growth Corridor'

Response from Oxfordshire County Council and the Oxfordshire Local Enterprise Partnership

Introduction

This response supports the overall main submission from the six Local Enterprise Partnerships along the corridor. Oxfordshire County Council and the Oxfordshire Local Enterprise Partnership fully endorse this overall submission, which this document is designed to complement. Its aim is to provide more detail on the importance of this corridor for Oxfordshire, and to demonstrate how proposed strategic investment in rail and road will maximise the benefit of this national investment by creating and supporting local growth and infrastructure.

Many places across the Cambridge – Milton Keynes – Oxford corridor have very successful local economies and are perceived as highly desirable places to live.

What have been the key drivers for success?

1. Oxfordshire is renowned across the globe for its academic excellence, innovative business culture and the quality of its built and natural environment. The county is home to Europe's largest concentration of major science research facilities, underpinning our leading position in advanced engineering, manufacturing and life sciences, as well as sitting at the heart of the UK's growing international space cluster.
2. Oxfordshire makes a disproportionately large contribution to UK economic performance in relation to its size and population. It is home to nearly 30,000 businesses, providing over 380,000 jobs, including a high proportion in research, science and technology, engineering, and high-tech manufacturing. The county's economy is recognised as one of the best performing in the UK and its contribution to the national economy is well above average. In 2014 Oxfordshire contributed £20.5 billion to the UK economy. Workplace Gross Value Added per head in Oxfordshire in 2014 was £30,485 (up 4.8% from 2013) compared to the UK average of £24,958.
3. Oxford's unique character as a leading university city and historic centre sets it apart from the rest of the county, attracting significantly more visitors than most towns or cities of comparable size. Tourism, business and academia are vital to the economy and 35% of the county's jobs are in the city. Due to the high number of jobs and the shortage and cost of housing in the city, more people commute to Oxford from outside the city than there are working residents.
4. The city also provides the majority of the county's hospital services, with three major teaching hospitals. Oxford's global academic reputation and its strategic position at one apex of the UK's 'Golden Triangle' with Cambridge and London, provides huge potential for inward investment and for businesses to spin out and grow in high quality business locations across the region.

5. Oxford is therefore by far the most important 'centre of gravity' in the county, although Bicester and the Science Vale (Didcot/Wantage/Harwell) are growing in economic importance and, linked together, comprise the area defined as *Oxfordshire's Knowledge Spine* (see Appendix 1). This Spine connects leading edge research and development at Harwell and Culham in the south, to the life Science Bio Escalator in Oxford, on to the advanced engineering hub at Begbroke, and through to the growing Garden Town of Bicester in the north.
6. The creation of high value science-related jobs along the Spine represents a cornerstone of the economic growth strategy that is the basis of the county's Strategic Economic Plan and has underpinned our City Deal and Growth Deals.
7. Oxfordshire continues to plan for strong economic growth. It is already recognised nationally for its universities and the strength of its science-based knowledge industries, with many high-technology firms that now form an Oxfordshire technology cluster with outstanding strengths in four overlapping industries. It also provides a high-performing home for start-up businesses and innovation. The ambition of the Oxfordshire LEP is for it to be a global leader in 'Big Science'.
8. The growth of these sectors has been supported by a unique grouping of research facilities in Oxfordshire, including:
 - UK Atomic Energy Authority Culham Centre for Fusion Energy;
 - Science and Technology Facilities Council; Rutherford Appleton Laboratory;
 - Diamond Light Source, the national synchrotron facility;
 - Medical Research Council's facilities at Harwell;
 - Begbroke Science Park; and
 - Satellite Applications Catapult Centre.
9. Meanwhile, the county's population is rising - reaching 666,000 in 2013, having grown over 10% in the past decade. Economic and population growth is due to continue: the Oxfordshire Strategic Housing Market Assessment has identified the need for 100,000 new homes and 85,000 new jobs in Oxfordshire up to 2031. This ambition is further supported in Oxfordshire's Strategic Economic Plan (SEP).
10. Despite this the county retains a strong rural feel, including three Areas of Outstanding Natural Beauty and two National Trails. This combination of dynamic economy and access to high quality environment has been a key to Oxfordshire's success in recent years. Oxfordshire's rural areas are generally prosperous so have helped to retain economic vitality of the County's towns as thriving local service centres.

What is holding back further growth and greater productivity?

11. While the fundamentals of Oxfordshire's economy are strong, the major factors holding back growth and productivity include the extremely high cost of housing within Oxford and central Oxfordshire, a mismatch between the skills of some local people and those demanded by growth industries, and barriers to travel and communication across and beyond the county.
12. The supply of housing to Oxford's housing market area is severely limited. This, combined with high demand driven by a strong local economy and high quality of life, is resulting in severe housing pressure and high average house prices. This is already acting as a brake on the economy - and certainly will in the future both on the sustainability of our business and university research sector to attract staff at all levels and on the quality of life of local residents, especially their ability to live close to where they work.

13. Oxfordshire has one of the most innovative and highly-skilled populations in England. However, a small but important proportion of its population is unable to fully participate in the labour market because they lack the skills and opportunities to do so. Young people need to be given appropriate skills training and opportunities in areas of skills shortages, skills providers must meet employer demand for worker training in current and future growth sectors, and employers must become more engaged with the county's skills agenda.
13. Above all, though, the lack of long term investment and planning in transport and communications infrastructure presents the most immediate challenge. Our future growth plans are threatened by the side effects of our current and past success. Existing patterns of development and high income levels have created an environment defined by high car ownership and high levels of car use – particularly outside of Oxford where Oxfordshire's dispersed pattern of population and employment centres has resulted in complex movement patterns and a highly congested road network.
14. The A34 in particular already experiences high levels of traffic congestion and delay. The A34 functions both as an important part of the national Trunk Road network, connecting the South Coast Ports with the Midlands and North, but also an essential local road providing the only high standard connection between Didcot, Oxford and Bicester and functioning as part of Oxford's ring road. Carrying over 70,000 vehicles per day, it is highly susceptible to minor incidents and disruptions which often result in major congestion events, most notably along the western boundary of Oxford, and between Oxford and Didcot.
15. Future growth in jobs, population and car ownership will have a significant impact on the highway network's ability to cope with traffic growth. Congestion on strategic and supporting road networks also creates challenging operating conditions for local bus services, which only benefit from bus priority on the approach to or within Oxford. As a result, journey times from main towns to Oxford can be slow, taking up to an hour at times to travel fewer than ten miles.
16. If Oxfordshire's growth plans are to be achieved, the county needs an effective mobility system that provides a real alternative to the private car and helps to reduce traffic congestion. This is a key aim of both our *Science Transit* vision, and our new Local Transport Plan.
17. Across the Oxford-Cambridge corridor there are many synergies between the institutions and companies which could open the way to better co-operation which would be both to their benefit and the benefit of the corridor and the nation as a whole. However the problems of poor connectivity make such co-operation difficult – indeed they make it easier for the institutions to compete rather than co-operate.
18. Oxfordshire occupies a strategic location on the busy road and rail corridor between the south coast ports, the Midlands and the north and enjoys easy links to London and the West Midlands via the M40 and upgraded rail links. However, it suffers a lack of connectivity to and from the east, in particular to the high-value growth areas around Milton Keynes and Cambridge. There are currently no direct rail connections to these centres, while travel by road involves cross-country single-carriageway routes or the use of the M25 around London. Improving the connectivity on this corridor – through East-West Rail and the Oxford to Cambridge Expressway projects - will place Oxfordshire at the centre of the south-east orbital corridor, as a key hub for south-west to north-east transport. With vastly improved road and rail links to these high-value centres of the UK economy, Oxfordshire will have improved agglomeration opportunities for jobs, growth and innovation.

What planned or new infrastructure would best support sustainable growth and promote innovation over the long term?

19. Movement along the Oxford to Cambridge route is likely to be made up of a number of overlapping shorter movements highlighting the importance of providing flexible strategic connectivity to link centres where there are significant amounts of growth already planned and where future growth can be more easily accommodated if there is the level of (particularly public transport) infrastructure and services that support it.
20. The current infrastructure allows barely adequate connections between the main development hotspots of England's Economic Heartland. However these connections do not meet our future strategic needs and are primarily for road based travel. For public transport there is often no alternative but to travel via London or the Midlands.

Road Solutions south of M40

21. The congestion problems on A34 demand that significant investment is made. As well as impacting on the ability to move along the Oxford-Cambridge axis, this route also has major implications for national movements from the south coast ports to the Midlands, Northern England and Scotland.
22. Highways England are currently investigating options for this; a Baseline Statement prepared by OCC saw only limited, supporting value in traffic management type measures with little alternative to major capacity increases. This could be via on-line widening of the road or by constructing a new route away from the current corridor, or a mixture of the two approaches.

Road solutions M40-M1

23. The road network between Oxford and Cambridge is already mostly dual carriageway standard but there are some sections where the only connections are single carriageway, including between Milton Keynes and M40.
24. There are a number of options for a strategic highway upgrade:
 - (i) A northern route could use the A4421 and A421 between the M40 and M1. This would provide connectivity to/around Bicester, where significant development is planned and upgrades to the perimeter road are required. This could connect to the A421 dual carriageway Tingewick Bypass, the single carriageway Buckingham Bypass and the rural single carriageway A421 to Milton Keynes.
 - (ii) A southern route could use the A418 and A4146 between the M40 and M1. The A418 through Aylesbury as an urban single carriageway road which, although it is recently constructed, is subject to congestion. East of Aylesbury is rural single carriageway, meeting the A4146, a modern standard road which connects to the A421 south of Milton Keynes.
 - (iii) A central route would involve constructing a new road through the Aylesbury Vale. While the overall population is relatively low the area does have a large number of extended villages. Depending on the route this would require the construction of about 35-40 km of new road.
25. Currently the journey from Central Oxford to Central Milton Keynes via the northern route would take about 65 minutes in off peak conditions; the journey via the southern route would take about 80 mins. In similar conditions travelling via a new route would take about 45 minutes, so significant travel time savings and enhanced connectivity can be achieved.

26. The development of longer distance links should not detract from the chronic capacity problems on the A34 between Oxford and the M40 and growing problems on the section between the M4 and Oxford. These are a constraint on successful development within the Knowledge Spine, through increasing the costs of travel and interaction within Oxfordshire and to other centres on the Oxford-Milton Keynes-Cambridge corridor. A longer term Expressway network upgrade will be needed as well as shorter term upgrades, which could form part of the longer term solution if a planned, phased approach is developed.

Rail solutions

27. East West Rail will establish a strategic railway connecting Reading and the Thames Valley via Oxford and the Oxfordshire 'spine' with the Milton Keynes and the South East Midlands and Cambridge / East Anglia. It is a vital missing piece in our country's strategic rail network, and will restore a strategic transport corridor of regional and national significance - essential to improving connectivity drive growth in the economy of England, and meeting the very significant forecast growth in rail use predicted on this corridor.
28. The original "Varsity Line" between Oxford and Cambridge was closed in the 1960s with only the sections between Oxford/Bicester and Bedford /Bletchley retaining passenger services. Currently, rail journeys between Oxford and Cambridge (via London) can take in excess of 3 hours. The only other public transport option, the X5 coach service, takes between 3½ and 4 hours via Milton Keynes and Bedford.
29. The East West Rail investment programme and new East West Rail services are vital to support planned housing developments and the creation of thousands of new jobs. It has support from Local Enterprise Partnerships in the South East Midlands, Oxfordshire and Berkshire Thames Valley; and strong political support in Westminster from an All-Party Parliamentary Group. A joint delivery approach means that the combined expertise of Network Rail and local authorities within the East West Rail Consortium (which is making a substantial financial contribution) is being used to accelerate delivery of the project.
30. The key projects being progressed in the EWR programme (see Appendix 2) are:
- Phase 1 – Western Section stage 1, upgrading/extending Oxford to Bicester services to London Marylebone via a new station at Oxford Parkway. Open from Oxford Parkway October 2015, from Oxford (central) December 2016.
 - Phase 2 – completion of Western Section (core scheme), enabling direct services connecting Reading/Oxford to Bedford, Milton Keynes and Aylesbury and new cross-country routes. Approved by central Government in 2012, currently preparing for a Transport & Works Act order to construct the necessary infrastructure, services expected to start around 2020.

Future Phases

- Central Section - a preferred route between Bedford and Cambridge via Sandy has been agreed, the next stage is to secure a funding commitment and commence detailed design work and consultation.
- Western Section (enhanced scheme) - additional infrastructure to enable more frequent services including additional cross-country and freight services

- Eastern Section – extension of services from Cambridge to Norwich/Ipswich and Eastern ports, currently being scoped.
31. Completing East West Rail would provide a minimum of half-hourly trains between Oxford with Milton Keynes and Bedford with travel times of 40 minutes and 60 minutes respectively. The travel time between Oxford Cambridge would be around 100-120 minutes depending on service pattern.

Preferred Transport Strategy

32. Oxfordshire's priority is for an early completion of the Western section of East West Rail, in line with Government and Network Rail commitments, along with early progression of the central section to complete the connection to Cambridge and any necessary upgrading of the Western Section to allow high frequency traffic.
33. Our view is that an upgrade to strategic highway connections is very likely to be required as a complement to this rail investment, and options for an Oxford to Cambridge Expressway need to be examined. However the strategy and scope of this scheme should not be finalised until the likely impact of the complete East West Rail infrastructure has been determined. This will then enable the scale of additional connectivity needs across the corridor to be established.
34. Consideration should also be given to options for resolving short term issues (through incrementally improving the current routes) in advance of any major new route between M40 and M1, including consideration of how this could route be developed in phases, linked to planned and potential growth. Any delay to a final decision on the precise nature of the Oxford-Cambridge connections should not, though, be a source of delays in progressing the much needed improvements to the A34, which could be progressed as an initial phase of the Expressway project.
35. However an infrastructure led solution is not likely to be sufficient in itself to meet the challenges along the Oxford-Cambridge corridor over the next few decades. In addition to the necessary investment to plug the infrastructure gaps, a fresh approach to planning and delivering both transport and development is needed to successfully and sustainably connect the places where people live and work.

Does the corridor require better connectivity to other centres of growth?

36. At the Oxfordshire end of the corridor the logical extensions would be to Reading and Swindon. They are both areas which have enjoyed and are planning further expansion within the hi-tech, knowledge based economy.
37. This requires new infrastructure beyond that already planned - although there are relatively high standard road and rail links to Oxford, there would be a need for investment in rail infrastructure between Swindon and Didcot, and between Didcot and Oxford (where both sections are predominantly only two track) as the railway is fast approaching capacity based on current and already proposed service patterns. There would also be a need for A34 capacity increases.
38. Beyond these Swindon is a gateway to Bristol, South-West England and South Wales while Reading links to Basingstoke and the South Coast ports, which have also seen considerable growth which is likely to continue.

Does the Cambridge – Milton Keynes - Oxford area, including Northampton, form a recognisable economic corridor?

What factors unite the area?

39. Towns and cities along the corridor are united by their strength in innovation, research and development and their willingness to allow new ideas to be demonstrated.

Would greater emphasis on corridor planning and decision making benefit local communities and economies? Would that same emphasis on co-ordinated planning and decision making provide wider benefits for the UK economy?

40. A co-ordinated approach to planning and decision making could help to maximise the value from investment. As the corridor includes some of the fastest growing parts of the national economy this would benefit country as a whole. A structure of corridor wide planning would also create greater confidence for investment, both from within and from outside the corridor, and consequently secure more funding for the corridor.

Should the adjacent towns and cities be incorporated into the corridor in terms of growth and infrastructure planning?

41. There is the opportunity to draw in adjacent, fast growing towns that complement this activity and/or provide development potential (including housing) to support it. As well the towns mentioned above this could include Aylesbury, Northampton and perhaps High Wycombe. However the more that the area is stretched the more diluted any potential investment is likely to become and therefore the less useful the concept might be as a vehicle for growth.

Describe your vision to maximise growth, maintain a high quality environment, and deliver more jobs and homes across the corridor over the next 30 years

42. We want to secure investment needed for strategic and local infrastructure and deliver jobs and homes to unlock the potential of Oxfordshire's knowledge rich economy. This will allow Oxfordshire to achieve its full contribution to the UK's growth ambitions and mean that people living and working in the County are more able to afford homes within a reasonable commuting time to their place of employment, are able to access job opportunities, and have a greater housing choice.

43. Our ambition is:

- to enable the delivery of 100,000 homes and 85,000 jobs by 2031;
- to support well planned growth in the 'Knowledge Economy Spine' to accommodate high growth innovation led business and employment opportunities;
- to prioritise investment in infrastructure that opens up housing markets and job opportunities whilst managing the impact on communities and the natural environment;
- to deliver a more responsive mix and range of housing to support the local economy and meet the needs of our residents (including starter homes and key worker accommodation for the health, education and research sectors to meet the needs of local employers and support growth, as well as supporting our younger residents into home ownership and our growing older population to access retirement and extra care housing); and
- to build upon our existing partnership arrangements to support an integrated approach to strategic planning and investment in infrastructure and housing and develop innovative new mechanisms to deliver housing more effectively

What does that mean for growth and infrastructure investment in your area?

44. Cities find it difficult to work across departments and boundaries. Breaking down silos and joint working between departments and across boundaries will allow coordinated data, knowledge and budget sharing to enable more effective use of resources and allow innovation projects to move from concept to trial more effectively. This collaborative approach also allows councils further access to the skills and knowledge within the universities, providing potential savings against a traditional route of using external consultants for expert advice, while also being part of developing best practice and another opportunity to raise the profile of the councils in this field.
45. The approach would support the respective councils' ambitions for intelligent transport and delivering a *"Smart Creative Heartland"*. The increased level of data and understanding of the areas that the approach would develop also puts the councils in a stronger position for major projects bids through supporting the business case for more complex projects and then targeting the project investment with a higher level of understanding of the problems.
46. The approach would also provide an enhanced level of data and analytics which would provide the basis for enhanced total place-based budgeting and project development an approach many major investors in smart sector are looking to adopt themselves to inform business models for smart projects that are often cross sectors and more complex than traditional infrastructure projects. The approach could also inform the development of business models for delivering place services in an alternative way.

What steps are currently being taken to realise the vision and what more needs to be done?

47. Oxfordshire County Council has outlined such an approach in its Science Transit Strategy for the Oxfordshire Knowledge Spine and we are now working with England's Economic Heartland partners to apply a similar approach throughout the Oxford-Cambridge corridor. Science Transit is a fully integrated public transport system that supports the concept of *"Mobility As A Service"* to become a reality, it connects the corridor centres of innovation and economic growth and the universities across Oxfordshire (see Appendix 3).
48. This means people using Science Transit will be able to use high-frequency rail and bus services using a single 'smart' transaction to plan their journeys using real-time information and updates supported by integrated information systems. This will provide travellers with informed choices and allow operators to manage the transport system as a whole in real-time, and pay for their journey with cashless payments enabled via use of the latest smart transaction technology.
49. Investment in new infrastructure along the corridor should adopt the principles set out in the Science Transit Strategy to ensure investment in infrastructure links together our Innovation Hubs, and connect them to locations of identified housing and economic growth across the county. An Oxford to Cambridge corridor must represent a credible and viable alternative to car use by meeting people's basic mobility needs, as well as their expectations of speed, comfort, reliability, environmental sustainability, affordability and journey experience.
50. The vision is to ensure local transport links are deeply integrated with mainline rail and strategic highway connections to London, Heathrow and neighbouring towns along the Oxford to Cambridge Corridor. New interchange locations will connect new and existing public transport services with walk, cycle, car-based, and air travel modes. Smart uses of real-time data generated through the effective coordination of mobility networks, and

system users' movements, will increasingly enable people to seamlessly combine multiple travel modes to complete their door-to-door journeys.

51. To enable this seamless journey planning to become a reality, Oxfordshire County Council is piloting the UK's first intelligent mobility platform covering all aspects of the UK transport network. This platform integrates all the disparate elements that influence the way we move around: operational road, rail and car data, live positioning, delays and disruption.
52. The platform integrates independent transport networks into one seamless experience and actively engaging with every user of that super-network in a truly personalised way. Car share schemes, bike schemes, traffic and air quality management, electric vehicle schemes are all included. This is not just real-time information, but predictive, personalised information – delivered only to the people who need to know. Rolling this service out across the Oxford – Cambridge corridor will allow truly personalised travel planning to be weaved into the everyday behaviour of anyone who interacts on with the corridor.
53. Developing a vision and the building blocks to support this approach has meant this is already happening in Oxfordshire with the County Council working in collaboration, with research, social enterprise, private and other public sector community to deliver data exchange platforms and personalised journey systems, for example an innovative SME called Zipabout are developing their Mobility as a Service platform for launch in Oxfordshire in Autumn 2016.
54. Five inter-related and inter-dependant objectives underpin the development of the Science Transit system. These are to:
 - Embrace new technologies and data innovation to unlock intelligent mobility;
 - Accelerate local growth through innovative R&D;
 - Improve connectivity between places where people live, work, and spend their leisure time;
 - Integrate transport and land use planning to improve non-car based mobility;
 - Deepen public & private sector partnerships.
55. To achieve this Science Transit will actively seek to exploit:
 - New and emerging technologies that improve the environmental efficiency and sustainability of conventional transport systems;
 - Ticketless and cashless payment systems that are expected to enable seamless interchange across travel modes in the future;
 - New and innovative uses of data that are being collected from transport networks in real time;
 - Entirely new modes of travel that are emerging from the intersection of technology, data and transport system research & development;
 - Partnerships with transport operators, developers and businesses to improve timetable co-ordination, service frequencies and cycling and interchange infrastructure.

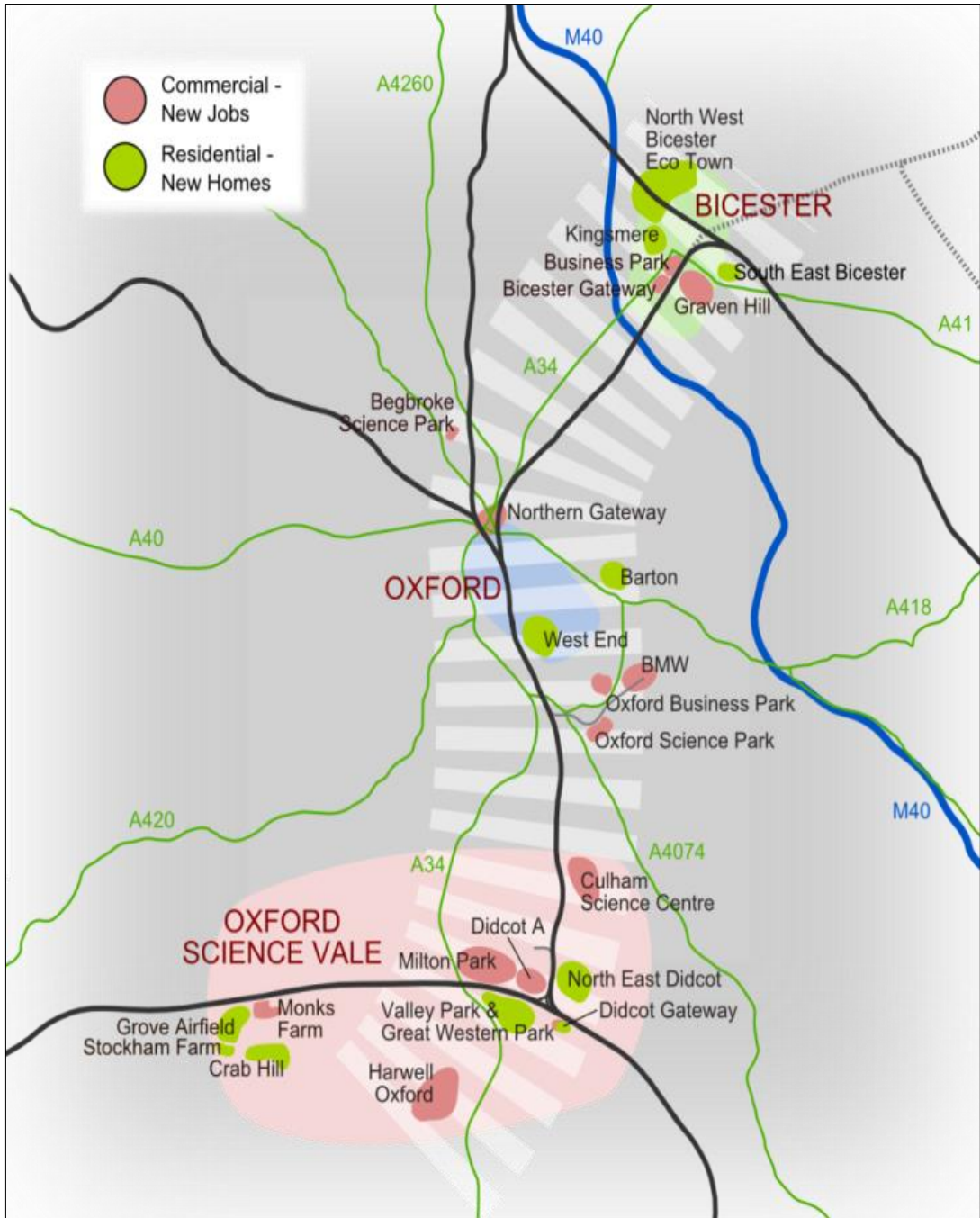
The stages to implementation across a wide range of transport innovation can be seen in Appendix 4.

Are there lessons to be learnt from previous initiatives to maximise the potential of the corridor?

56. The distinctions between private and public actions and investment are becoming less important and can even be a hindrance in developing and implementing the new transport systems which Science Transit seeks.
57. For the SMART Oxford: Culham City project an Advisory Board has been established and is engaging with a wide variety of 3rd parties. Culham City has support from delivery partners including the MobOx partnership (MobOx Foundation, Oxford University, Oxford Brookes, Oxfordshire County Council and Oxford City Council, Siemens, Bosch, Common Wheels, Oxford Bus Company, Bluebird, Zeta Automotive, Satellites Applications Catapult, ByBox, Land Securities, CoreThree, ITO, Gnewt Cargo, Oxbotica, Virtual Viewing, Chiltern Trains, Preston Motorsport) and the Future Cities Catapult / Transport Systems Catapult (hence all the partners associated with LUTZ and Autodrive).

Are you aware of any examples of UK or international good practice, for example in respect of new technology, local frameworks or the built environment, that are relevant to this review?

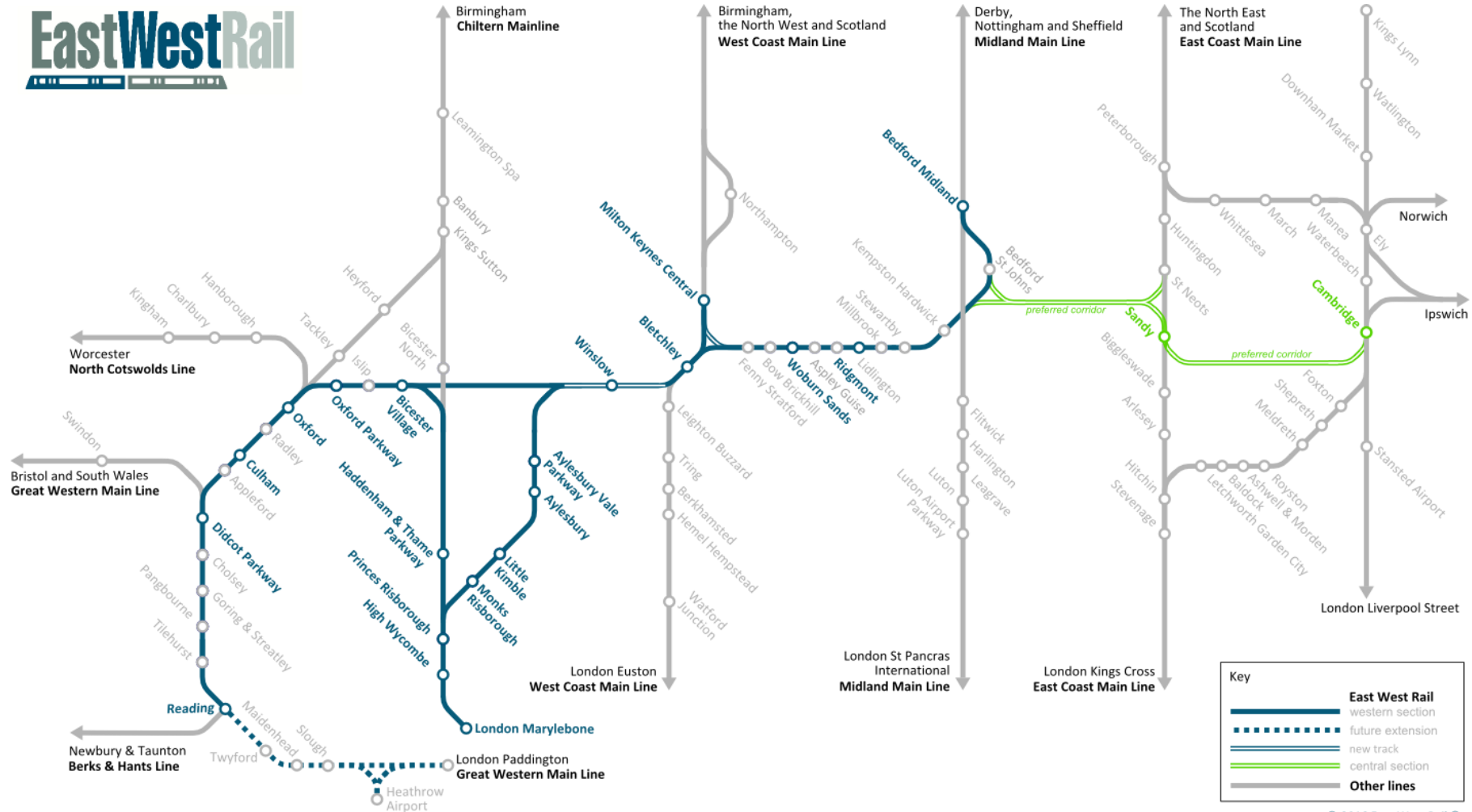
58. Oxfordshire has actively developed a Research & Innovation team to explore new opportunities in delivery and management of infrastructure. This has been a catalyst in developing a collaborative innovation ecosystem that has already established Smart Oxford and a Community Interest Company (MobOx Foundation CIC) with partners in the university and private sectors specifically to look at innovation and living lab applications to deliver future of mobility in Oxfordshire. We also have the Low Carbon Hub, leading the application of a Social Enterprise in the energy infrastructure market, innovating quickly to support changing market demand. These all have in common a goal of more efficiently utilising existing infrastructure while developing new business models and opportunities which leverage the “thinking power” and entrepreneurial spirit that Oxfordshire and the Oxford–Cambridge corridor has at hand.
59. Other areas across the review area have also developed collaborative working groups, to truly develop innovative approaches to infrastructure these local collaborative groups should be utilised to inform how infrastructure can be delivered and managed in an optimum way for this area while potentially opening up major opportunities to grow expertise in emerging markets such as intelligent mobility and personalised energy management systems
60. Oxfordshire is the lead authority in the consortium which has applied for Local Growth Fund support for the SMART Oxford: Culham City project. This project will enable the commercial deployment of autonomous systems across the Oxfordshire Knowledge Spine creating an autonomous transport service as part of the Science Transit Network. Culham City will be used for long term testing of integrated intelligent mobility solutions in a range of different real environments, enabling people to engage with new transport solutions under the watchful eye of providers, regulators and investors, to establish an evidence base for commercial decisions. These trials will start on the secure, fenced UK Atomic Energy Authority site and will progress in controlled steps from a private area towards the main gate before being allowed out into the wider world.



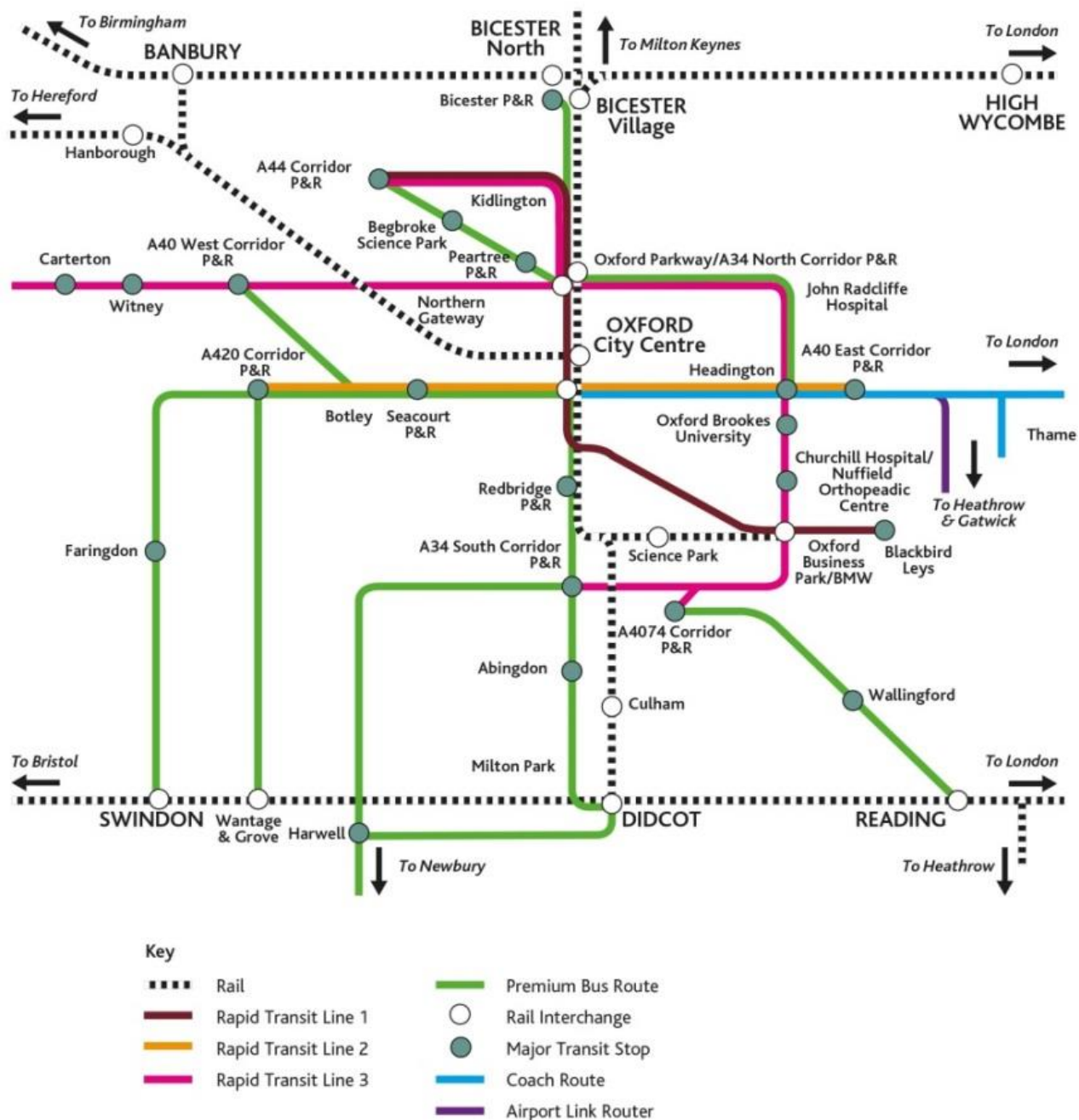
Appendix 1: The Oxfordshire Knowledge Spine




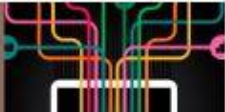



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Appendix 2 – East West Rail Western and Central Sections



Appendix 3 – Proposed Oxfordshire Science Transit Network

		Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	
Relevant to all	Intelligent data-driven mobility	 Limited automatic data collection	Increased data collection and use by individual organisations	Some sharing of schedules and pricing data between different stakeholders	Open data sharing platform for real-time traffic and local public transport data	Data shared by all mobility services. Real-time & historic feeds power predictive models and autonomous systems	
	Priority	 Shared lanes in mixed traffic no priority	Shared lanes but with some preferential treatment	Designated lanes, heightened priority	Dedicated lanes and segregated facilities	Exclusive alignment with full grade separation	
High Quality Services	Vehicles	 Functional	Exterior aesthetic and ride/comfort features	Improved boarding accessibility and information features	Diversified vehicle sizes, materials, capacities, alternative fuels	Guidance, propulsion and demand responsive routing	
	Stops/ Interchanges	 Basic flag, some shelters	Improved shelters, signage and amenities	Additional passenger information, safety and security amenities	Enhanced station services and fare collection	Enhanced berthing, loading and land use features	
Seamless Interchange	Route structure	 Basic regular service	Improved service frequency with transfer connections	Extended stop distances with skip-stop and express services	Regional coordination, high frequency and reliability	Flexible route options to increase one seat rides, on/off alignment operations and convenient transfers	
	Publicity/ branding	 Limited	Marketing with minimal differentiation from other routes	Wider use of branding to differentiate services	Marketed and branded as a separate tier of service	Full branding and marketing as single service system	
Easy to use mobility system	Fare collection	 On-board only	Increase pre paid fare sales	Proof of payment fare systems	Electronic fare collection using smart card systems	Multi modal multi operator ticketless travel and e-payment	
	Information	 Basic timetable information at stops and public locations	Web-based information, improved distribution, some real time information	Wider roll out of real time information	Real time information at all key stops and public places	Personalised, context-aware information and alerts through multiple digital devices.	
Smart mobility in formation	Handling small demands	 Car and taxi based	Car, bike, and taxi sharing schemes, bike hire service	Semi-flexible bus services, Car Club	Demand responsive small vehicles. E-bike hire system	Intelligent demand responsive transport	

Appendix 4 – Oxfordshire Science Transit – Stages to Implementation

National Infrastructure Call for Evidence on the Cambridge – Milton Keynes – Oxford ‘Growth Corridor’

Response from six Local Enterprise Partnerships along the corridor: Buckinghamshire Thames Valley, Greater Cambridge Greater Peterborough, Hertfordshire, Northamptonshire, Oxfordshire, and South East Midlands

Q3. Describe your vision to maximise growth, maintain a high quality environment, and deliver more jobs and homes across the corridor over the next 30 years:

The economies of the six Local Enterprise Partnerships are collectively a high productivity corridor stretching from Oxfordshire to Cambridgeshire and Peterborough. Many of the areas within the corridor have some of the highest levels of productivity per worker outside of Londonⁱ. The economies of the six Local Enterprise Partnerships contribute £165bn Gross Value Added (GVA) per yearⁱⁱ. But we have not yet achieved the full extent of our economic potential. Our comparators are the highest performing knowledge-based economies around the world, not other sub-national areas of the United Kingdom.

Building on our world-leading and globally competitive innovation- and knowledge-led industries, and underpinned by shared goals and strong collaboration between the private and public sectors and academic partners, we aim to raise our global competitiveness, grow the economy, and build economic resilience for the country. All localities in the corridor can and must benefit from sustained and inclusive growth in productivity and employment.

To accommodate and support forecast population growth 1,600,000 (25% increase) between 2016 and 2051, collectively, we aim to deliver an additional 400,000 jobs (12% increase) and accelerate the delivery of an additional 1,000,000 homes (37% increase) over the same periodⁱⁱⁱ.

What does that mean for growth and infrastructure investment in your area?

To achieve the levels of growth mentioned above, we need to provide the right conditions for transformative growth. This requires an integrated growth strategy for investment supporting delivery of higher productivity jobs, higher levels of employment, and accelerated delivery of housing to support business-led growth.

What steps are currently being taken to realise that vision, and what more needs to be done?

In order to create the right conditions for growth, the following steps have been taken or are required:

1. The Government’s immediate commitment to fund and deliver the enhanced East-West Rail scheme, from Oxford to Cambridge and potentially beyond to Felixstowe.
2. A rapid and clear decision on the Oxford to Cambridge Expressway.
3. Further investments in unlocking key employment sites: provision of land, forward funding of utilities, necessary transport infrastructure, and working in partnership to navigate the planning process.
4. Considerable increase in the rate of housing completions, building on recent rates of increase on existing housing above the national average – a 2.5% increase (or 61,000 additional dwellings) within the corridor from 2012/13 to 2015/16 compared to 1.9% in England)^{iv}.
5. Investing in quality public services to support a growing population and build sustainable communities with a high quality of life.
6. Investing in local connectivity and capacity to support development and to expand labour and business markets.
7. Providing business support, particularly gap-funding to innovative, start-up businesses aligned to our highest productivity sectors.
8. Investing in skills (re)training, increasingly aligned to the needs of our emerging and highest growth sectors and to meet identified skills shortages, particularly in construction and engineering.

What value could new cross-corridor intercity road and rail links bring? How do these compare to other transport initiatives e.g. intra-city links, or wider infrastructure, priorities?

Transport Infrastructure

East-West Rail: Although housing completions have increased by 25% in the last five years, we know we can and must deliver housing numbers beyond this to achieve planned growth. Our Local Plans assume that the East West Rail between Oxford and Cambridge via Milton Keynes will be implemented in full. Early commitment to fund and prompt delivery will build confidence required in the market to achieve this planned growth.

East West Expressway: Further significant improvements to east-west connectivity through an expressway along the full length of the corridor will help open-up more strategic sites for housing and accelerate delivery, having the potential for higher levels of housing in the long-term. It would also increase the connectivity of key employment sites and attractiveness to investors and businesses.

Key Interchanges: Investment is also required in key transport hubs to allow the rail systems to operate as a full network by facilitating interchange where lines meet and to ensure sufficient capacity for increased levels of demand and encourage modal shift. The evidence is that well-connected high quality hubs attract investment and support town and city centre transit oriented development and regeneration. The first and ongoing impressions of our key transport gateways matter.

Strategic Local Connectivity: Improved 'first mile/last mile' links from key growth locations to transport hubs and network access points would extend potential labour markets and linkages between firms and suppliers, central and support functions of businesses, thereby helping build a knowledge-based ecosystem.

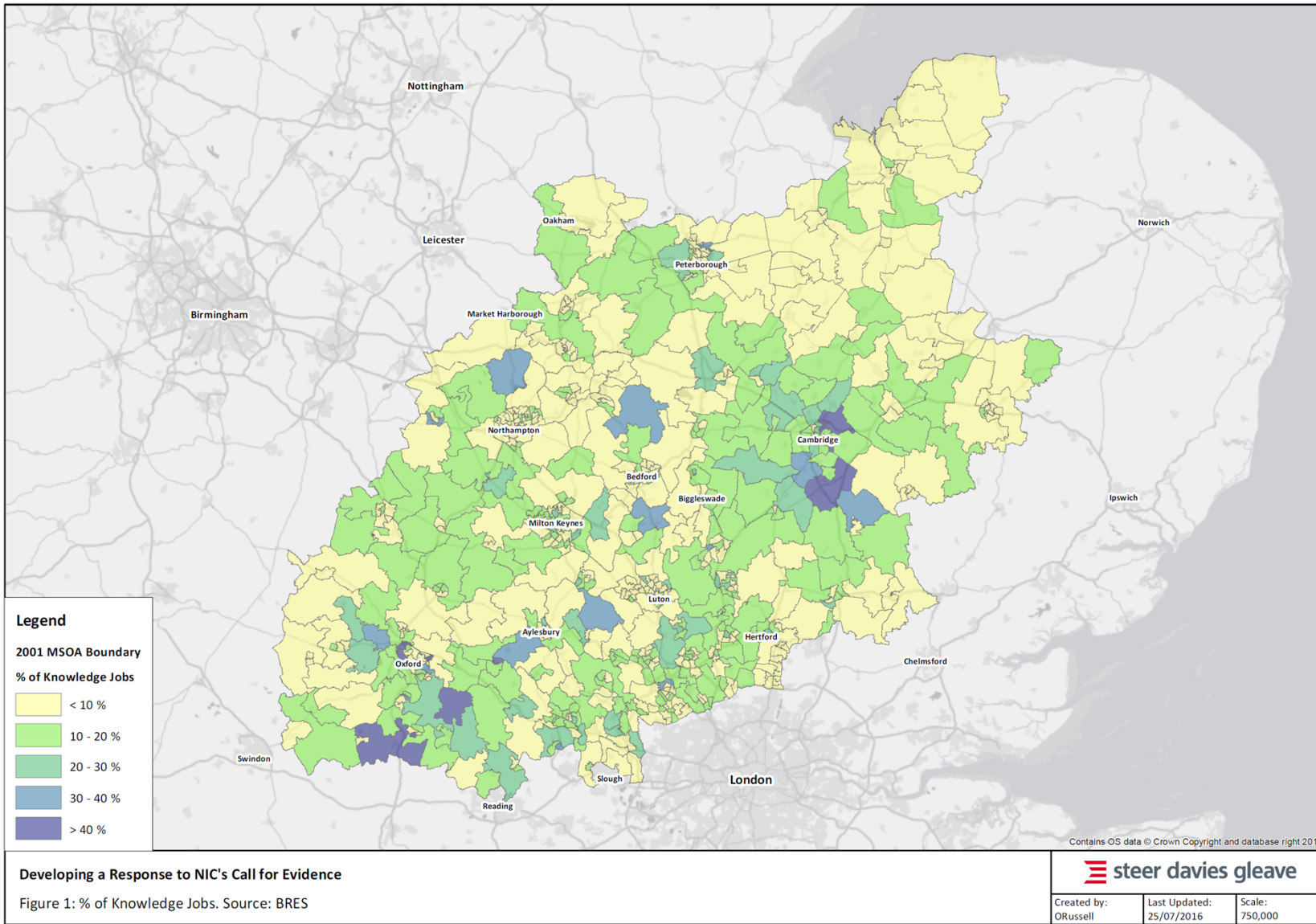
High productivity jobs and their labour markets

Mapping of the workforce densities of the highest typical skill level Standard Occupational Classification (SOC) groups (i.e. 1 - Managers, Directors, and Senior Officials; 2 - Professional Occupations; and 3 - Associate Professional and Technical Occupations) and location densities of higher knowledge/productivity Standard Industrial Classification (SIC) codes shows that higher productivity jobs and the homes of the people who work in these jobs are not co-located. See Figure 1 and Figure 2.

High concentrations of population within the top three SOC codes are concentrated within the London commuter belt especially within Buckinghamshire, Cambridge, Oxford, and historic towns and cities within Hertfordshire (e.g. St Albans and Harpenden). Typically, these areas are well-served by rail connections to central London, which provides a large pool of high-skilled, well-paid jobs for those in the higher skill level occupational classifications. Conversely, the concentration of knowledge jobs within the six Local Enterprise Partnership areas is more dispersed. Knowledge employment is concentrated within Cambridge and Oxford and their rural-urban hinterland, and is also focused on large research and business parks such as Oxford Science Vale, Granta Park, and the Cambridge Science Park. Other smaller clusters are dispersed throughout the corridor, such as Peterborough, Cranfield Technopark, Milton Keynes, and Bicester.

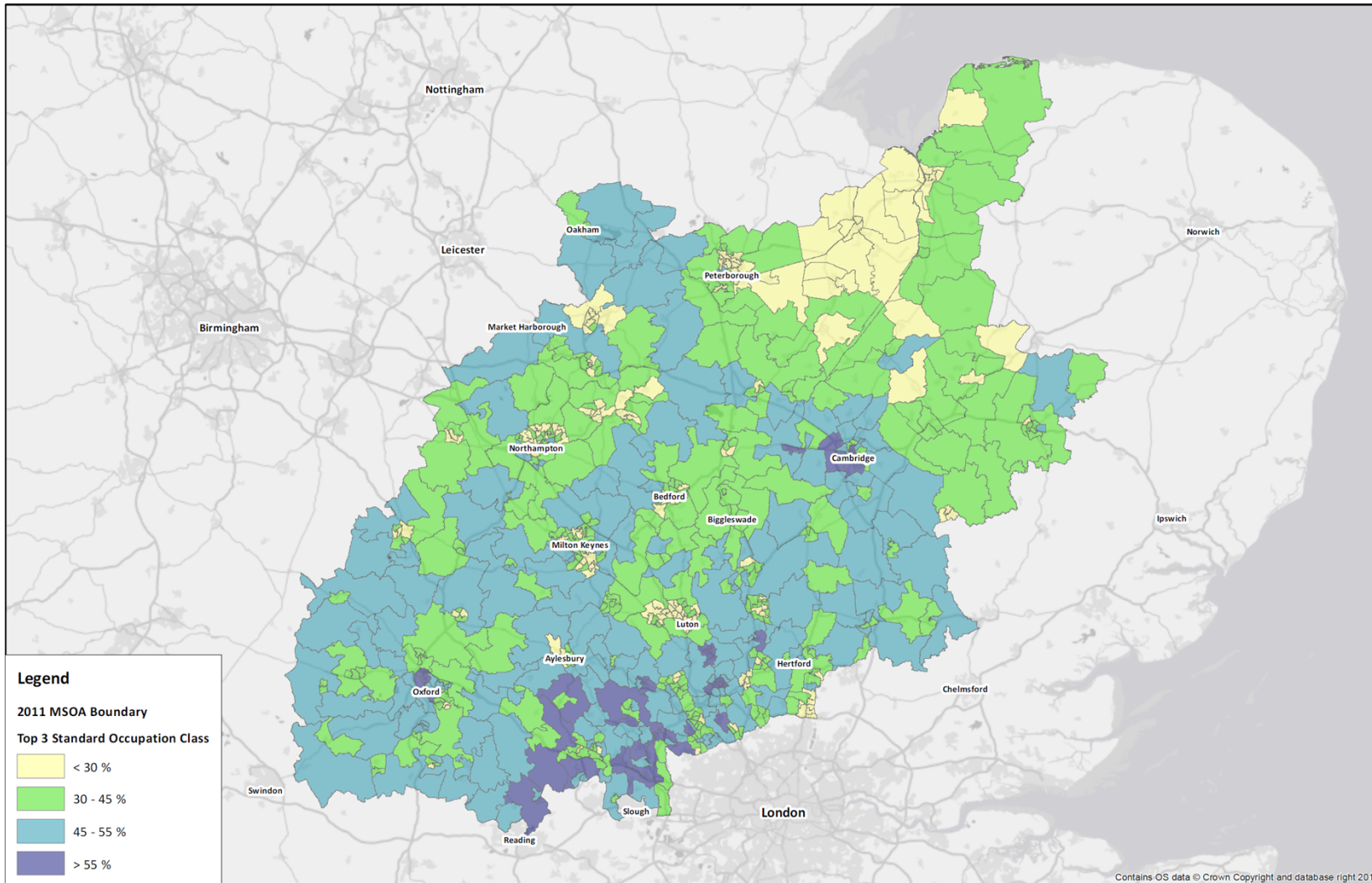
In the corridor, high-knowledge employment is polycentric, often in areas with limited public transport connectivity. This points to a need for high quality, fast, frequent, and reliable public transport to better integrate knowledge employment across the region and to expand labour markets and to improve business-to-business connectivity.

Figure 1: Percentage of higher productivity 'knowledge jobs' by Medium Super Output Area



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Figure 2: Percentage of workforce in three highest skilled Standard Occupational Classifications by Medium Super Output Area



Legend

2011 MSOA Boundary

Top 3 Standard Occupation Class

- < 30 %
- 30 - 45 %
- 45 - 55 %
- > 55 %

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Developing a Response to NIC's Call for Evidence

Figure 2: Top 3 Standard Occupation Class



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Together East-West Rail, an expressway, and investment in key interchanges and strategic local connectivity will allow partners to ‘crowd in’ investment along the corridor and connect existing urban centres and areas of rapid housing growth into these two critical connectivity spines. Any strategic infrastructure planning, investment and delivery should consider possible changes in technology and how to accommodate, adapt and embrace change to future-proof the investment. It is important that priorities are not seen as an ‘either/or’ between road and public transport; or strategic or local; or transport or other infrastructure – integrated planning, funding, and delivery are required.

Priorities and Wider Infrastructure

Transformational change resulting in a step-change in growth, rather than incremental growth in line with recent trends, will require collective development of an integrated growth strategy by some form of corridor-wide strategic body for growth. To deliver greater and accelerated growth for UK PLC in Exchequer benefits, will need the buy-in of businesses, academia, and local and central government. The National Infrastructure Commission can support accelerated delivery by identifying priorities for investment and helping to give certainty of investment.

Beyond the infrastructure listed above, our priorities for national decision-making and funding are:

- Identification of an integrated sub-national road network made up of Highways England’s network and locally managed roads that needs co-ordinated planning, and funding and delivery of projects.
- More innovative approaches to funding and financing of interchange and strategic local connectivity enhancements, for example flexibilities to allow local authorities to borrow based, in part based on future tax/rates receipts and land values, to invest in facilitating infrastructure.
- For central government to work with local partners to ensure high growth areas have sufficient growth in quality local, public services, specifically larger facilities such as hospitals and further education.
- Investment in digital connectivity.
- Forward-funding/investment in utilities for new employment and housing developments to address commercial viability issues to attract business investment, make commerce easier, and attract a wider range of housing across all tenures that is affordable.
- Acceleration of the planning process, particularly the time taken to take Local Plans, Transport and Works Act Orders, Development Consent Orders and through Public Inquiry with the Planning Inspectorate and Ministerial decision making, to deliver greater certainty.

Q1. Many places across the Cambridge – Milton Keynes – Oxford corridor have very successful local economies and are perceived as highly desirable places to live:

What have been the key drivers of that success?

The key drivers of success in generating a high-value economy with high productivity and employment levels stem from the following five synergistic factors:

- **Innovation and knowledge-led businesses in higher productivity sectors:** 11.1% of the workforce within the six Local Enterprise Partnership areas along the corridor work in ‘knowledge jobs’^v. This is above the national average of 9.6% for the United Kingdom. This rises above 14.0% for seven districts – South Cambridgeshire 29.6%, Vale of the White Horse 22.2%, South Oxfordshire 21.8%, Cambridge 18.9%, Stevenage 17.0%, Wycombe 14.8%, and Daventry 14.0% - a polycentric network along the corridor^{vi}.

The corridor has nationally significant specialisms in: advanced manufacture of computer, electronic and optical products; computer programming, consultancy and related activities; architectural and engineering activities, including technical testing and analysis; and scientific research and development, including life sciences and pharmaceuticals.

In addition to high productivity, knowledge-intensive jobs, there are also typically very high total employment levels along the corridor. It is jobs in other sectors that support the high-value sectors and local communities. It is the combination of high productivity jobs and very high employment that result in the high economic value of the corridor.

- Research institutes and other key economic assets:** The corridor had ten universities (see Table 1), along with the Open University which has its headquarters in Milton Keynes. It has two world-leading universities for both teaching and research – University of Cambridge and University of Oxford – consistently ranked in the top five in the world^{vii} and Cranfield University one the leading post-graduate centre for engineering studies in the UK. The corridor is also in close proximity with good connectivity to other world-leading universities and institutes in London. The corridor’s universities in particular Cambridge, are successful in spinning-out and commercialising many research-led innovations, demonstrated by the high levels of patent per 100,000 of population – four of the corridors cities appear in the top ten of UK cities – Cambridge 101.9, Peterborough 10.5, Oxford 8.9, and Milton Keynes 8.5^{viii}.

Table 1: Universities in the six Local Enterprise Partnership area

Local Enterprise Partnership	Universities	World Ranking	UK Ranking
Greater Cambridge & Greater Peterborough	University of Cambridge	4	1
	Anglia Ruskin University	-	108
Hertfordshire	University of Hertfordshire	501 – 600	76
Oxfordshire	University of Oxford	2	2
	Oxford Brookes University	401 – 500	55
South East Midlands	University of Bedfordshire	-	110
	Cranfield University	N/A	N/A
Northamptonshire	University of Northampton	-	=82
Buckinghamshire Thames Valley	University of Buckingham	-	=38
	Buckinghamshire New University	-	109

- Relatively high skill levels and volume:** Across the corridor, 32% all residents between 16 and 64 year of age have a Level 4 or above qualification, compared to an average of 30% for England and Wales. For seven districts it is more than 40% – St Albans 50%, Cambridge 50%, Oxford 44%, Chiltern 44%, South Cambridgeshire 43%, South Buckinghamshire 40%, and Vale of the White Horse 40%^{ix}. This shows the polycentric clustering of highly skilled workforce across the corridor, typically in areas of very high quality of life with good connectivity to London and/or in areas of high productivity, knowledge-led jobs.
- Proximity to major, dynamic world markets, including London, Airports and Ports:** All of the largest urban areas within the corridor^x have four or more direct trains per hour to London and journey times typically of an hour or less, except for Cambridge (three trains) and Oxford (two trains)^{xi}. These offer access to London’s World City functions (e.g. finance, legal, advertising). The same urban areas are all within approximately 60 minutes’ drive-time of an international airport^{xii}, although the accessibility of Heathrow varies.

Heathrow is currently by far the best connected airport in the country and will remain so for many years to come, regardless of the decision on the location of a new runway in the South East. Furthermore, connectivity from the corridor through to Southampton and Felixstowe also needs to be considered - some of the highest value and growth sectors in the corridor such as advanced manufacturing and the automotive sector require reliable and fast journey times between their plants and ports.

- **Quality of life:** In addition to proximity to dynamic, major world markets and their transport links, cultural, and retail offers, the corridor boasts many historic market towns and cities. Several of these towns and cities have cultural and retail offerings of national significance, and most historic towns and cities have high quality schools with ‘outstanding’ and ‘good’ OfSTED ratings. Many towns and cities have attractive rural hinterlands and a number of Areas of Outstanding Natural Beauty sit within the corridor (i.e. The Cotswolds, North Wessex Downs, and The Chilterns).

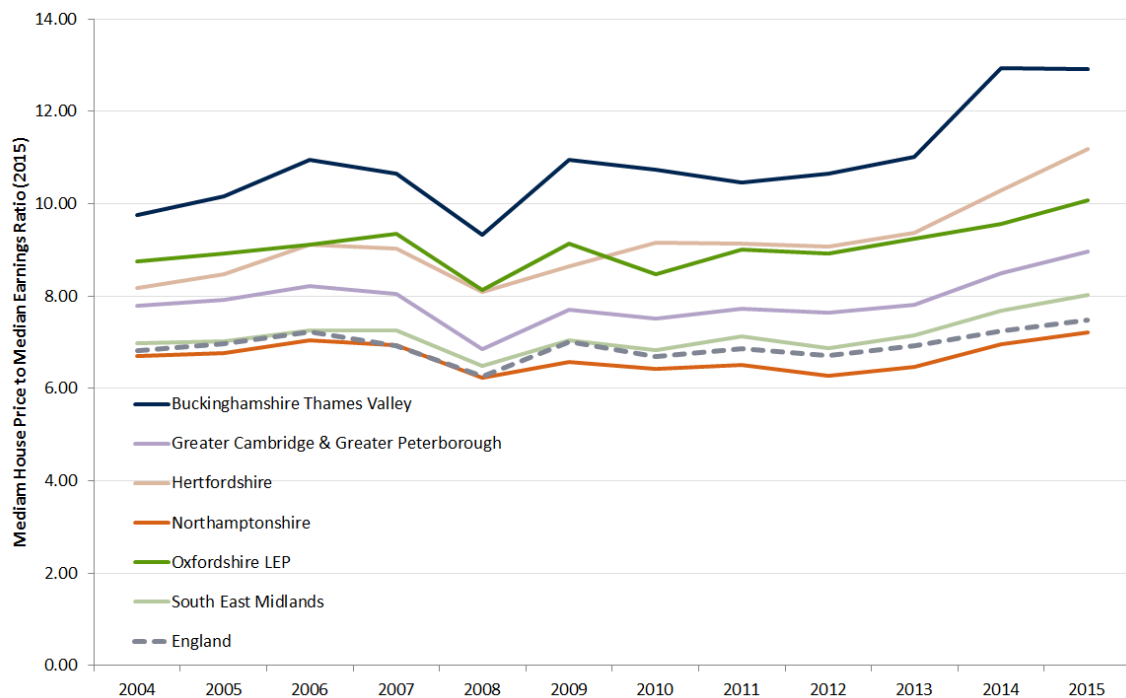
While these strengths build on many historical factors, such as the founding location of industries and higher education institutes, the benefit afforded from these strengths cannot be taken for granted. The current situation underplays the huge potential of locations throughout the corridor.

What is holding back further growth and greater productivity?

The corridor is one of high productivity and very high employment, but productivity and employment are not equal throughout the corridor. There is a need to balance supporting productivity growth with employment to create sustainable and inclusive growth. To achieve significant growth in productivity and employment there are several interconnected key barriers:

- **Skills gaps:** Our top businesses’ key concern is access to skilled labour. Collectively, we have problems of a skills mismatch, skills retention from our world-class Higher Education Institutes, some low quality schools and further education teaching. As many locations reach near full-employment, it compounds the difficulty local businesses find in attracting skilled labour.
- **Housing supply shortages and lack of affordable housing:** With high levels of labour market participation we are nearing full employment. Without population growth, our economic growth will be constrained. To serve the huge potential increases in employment and natural population growth, we will need to considerably increase the rate of housing delivery, with appropriate housing mix for both sale and rent, including the private rented sector. Despite several of the corridor’s largest urban areas being constrained by their administrative boundaries, there is strong local and political will and ambition for housing growth. The relatively low increases in housing completions compared to the growing demand means that affordability is increasingly a problem – five out of our six Local Enterprise Partnership areas and three-quarters of all our districts and boroughs have higher average house price to average earnings ratios than the national average of 7.5 (see Figure 3)^{xiii}. We need to promote delivery of homes of the right quality and mix to meet the future needs of a growing and ageing population.

Figure 3: Ratio of Median House Price to Median Household Earnings by Local Enterprise Partnership 2004 – 2015)



- Difficulty in connecting to wider labour and business markets:** Travel times to London may be quick but are capacity constrained and subject to delays and uncertainty over journey times. Inter-urban travel times between the largest urban areas in the corridor, particularly by public transport, are slow and can take considerably longer than an hour. The best rail route is often via London. Together these factors constrain growth^{xiv}. East West Rail and main line connections for interchange have the potential to form a public transport grid network significantly improving connectivity to other major centres of growth and port.

Corridor Connectivity – Journey Speeds

A useful comparator for the road and rail connectivity in the Cambridge – Milton Keynes – Oxford Growth Corridor is the Thames Valley, which has the M4 and Great Western Mainline as its transport spine.

Average speeds on journeys between the key economic centres along the Cambridge – Milton Keynes – Oxford corridor are between 35 and 51 miles per hour by road. In comparison, journeys along the Thames Valley / M4 corridor (with the exception of journeys involving London) typically have speeds of between 50 and 61 miles per hour.

Rail journeys between Cambridge, Milton Keynes and Oxford are slow requiring a change either in London or a sub national hub. In comparison, journeys between London, Reading, Bristol and Swindon provide faster speed across similar distance with speeds of between 69 and 84 miles per hour.

The connectivity in the Thames Valley corridor with the M4 and Great Western Mainline attracts very high productivity, knowledge intensive industries and also facilitates significant agglomeration benefits. This has contributed to Thames Valley Berkshire Local Enterprise Partnership having a GVA per capita of 174% of the English average, the highest of any single Local Enterprise Partnerships outside of London.

- **Commercial viability issues, particularly for employment and strategic sites for housing outside the area under the direct influence of London:** The key issues are the need for ‘forward funding’ of road capacity, access enhancements, and utilities, especially electricity. There is a need to address these issues in partnership with developers and the Homes and Communities Agency. With regard to utilities, there is a need to work with utility companies and regulators to forward plan, but also address the issue that utility companies are not obliged to serve new developments in advance of them coming on stream.
- **Lack of joined up planning and investment for wider public services:** Areas that support high growth need to be supported by central government with investment in key public services (e.g. schools, further education, care services, hospitals, local bus / mobility services, waste) to provide quality services that keep up with the pace of growth.

In particular, what planned or new infrastructure improvements would best support sustainable growth and promote innovation over the long-term?

As already set out, all Local Enterprise Partnerships along the corridor are planning on the basis that East-West Rail is a committed scheme. Enhanced road connectivity within corridor is important through an expressway. In addition, investments in strategic local connectivity, fast and reliable digital connectivity, and public services are essential.

Does the corridor require better connectivity to other major centres of growth?

Investment in East-West connectivity as well as in key interchanges, and ‘first mile/last mile’ connectivity will allow our transport systems to work as proper networks, providing improved connectivity to other major centres of growth for all localities throughout the corridor.

Outside of the corridor, rail connectivity improvements to London and its international airports are a priority. Whilst commuter services are generally fast and frequent, a further knowledge-based growth will increase rail demand further. There are significant bottlenecks that constrain growth in ridership and freight movements, reliability and resilience. Without addressing these, the demand for travel and goods movement generated by higher growth might not be accommodated.

It is now imperative that there is an unequivocal decision from Government on how runway capacity in the South East of England will be increased.

Q2. Does the Cambridge – Milton Keynes – Oxford area, including Northampton, form a recognisable economic corridor? If so:

Looking at current travel patterns, the corridor does not form a single travel to work area. Rather, it has a number of overlapping travel to work areas centred on Cambridge, Oxford, and Milton Keynes/Bedford/Northampton/Luton/Dunstable. But to us, this is the wrong question. The question should be, does the corridor have the potential to function more as a single Functional Economic Area and what advantages would this bring to the national economy?

What factors unite the area?

The unity of the corridor is defined by its current characteristics, its ambition and its potential:

- Its high performing sectors and high levels of Foreign Direct Investment^{xv}.
- Its potential for innovation- and knowledge-led growth to accelerate its role as a globally competitive area which has the highest productivity area in the country outside of London.
- To accommodate further employment growth to support those high productivity sectors.
- The potential to create an economic mass which can support a self-sustaining knowledge-based ecosystem.

- The ability for different parts of the corridor to provide accelerated housing growth to support its productivity ‘growth poles’. For example, Milton Keynes and Bicester, Northamptonshire and South Cambridgeshire to provide housing for employees in Oxford and Cambridge.
- Land and a willingness to provide the amounts and types of housing that a growing knowledge-based economy will require.

Would greater emphasis on corridor-wide planning and decision making benefit local communities and local economies? Would that same emphasis on coordinated planning and decision making provide wider benefits for the UK economy?

Throughout this response we have identified that additional infrastructure is required along and throughout the corridor to connect its ‘growth poles’ together and connect them to their labour and business markets and international gateways, and to provide capacity for such movement that not only accommodates growth but also acts as an incentive for investment.

This means coordination between local government and between local and central government, including its national delivery bodies (Network Rail, Highways England, and the Homes and Communities Agency) and effective working with utility companies.

Co-ordinated corridor-wide planning and decision making is needed if our growth potential is to be delivered. Options for a special purpose vehicle for integrated planning should be considered. However, this does not mean that governance reform is a prerequisite to achieve this and we consider that provided partners are sufficiently resourced these goals can be achieved within the context of existing governance structures.

It also means that investment is required in wider infrastructure to ensure that more can benefit from the investment in strategic infrastructure, to support growing local communities, and to provide equitable and inclusive growth – optimising the benefit of the investment for sustainable growth.

Should adjacent towns and cities be incorporated into the corridor in terms of growth and infrastructure planning?

Adjacent towns and cities should be considered. In particular, Swindon, which demonstrates many similar characteristics with the corridors’ other fast growth, high productivity urban areas. Swindon has very strong links to Oxfordshire through its advanced manufacturing automotive industry. Without enhanced connectivity, growth in this sector is held back.

Q4. Are there lessons to be learnt from previous initiatives to maximise the potential of the corridor?

There are multiple models that have worked in the past with lessons learnt that can be shared and continue to be evolved locally. For example, The Cambridge Phenomenon – university-led, innovation-led growth over several decades; supported by the public sector through forward funding of infrastructure, and collectively providing land, low cost space, and strong business support; backed by a singular shared vision which has given confidence to industry and local partners. The integration of lessons learnt is already in practice and is part of our proposition. For example, Didcot and Science Vale which have the potential to bring similar benefits to Oxfordshire.

However, we need something additional to achieve the transformational potential rather than deliver more of the same.

The current push for the formation of Combined Authorities is understandable for urban areas centred on big cities, but it is not the only model for strong governance, accountability and accelerated delivery and growth, as evidenced above. Whilst work is underway for the formation of a Sub-National Transport Body, England's Economic Heartland, it would be wrong for the corridor to be penalised and constrained in delivering genuinely high levels of growth for the country by developing its own successful models for planning, delivery and growth. We do and will continue to work collaboratively locally and with national partners to accelerate delivery and growth.

Q5. Are you aware of any examples of UK or international good practice, for example in respect of new technology, local frameworks or the built environment that are relevant to this review?

Through comparison of population, knowledge-sectors, and Gross Domestic Product (GDP) per capita, globally competitive regions such as the Rhein-Pflaz around Mainz and Koblenz compare favourably – Germany's highest export rate of 50%, specialising in advanced manufacturing in automotive and pharmaceutical sectors^{xvi,xvii}. Further work could identify key drivers, barriers and opportunities for such comparable, globally competitive areas.

To grow as a truly global competitor it is important to look to successful international comparators – those reviewed are:

- The Eindhoven-Leuven-Aachen Triangle (ELAT), Western Europe;
- The Randstad, Netherlands;
- Boston (MA), United States of America; and
- Singapore.

Key lessons learnt include:

- **Good connectivity and high productivity go hand in hand:** This is both local physical and digital connectivity supporting wide labour markets and business to business links and longer distance (typically international) connectivity to access supplier, markets and collaborators. Applying this lesson to the Oxford to Cambridge corridor, this means enhanced connectivity east-west within the corridor, to elsewhere in the UK and notably to London and to port and airport international gateways. To support the planning and delivery of the last of these and as already a clear and unequivocal decision on the location of additional runway capacity in the South East is needed urgently. High productivity is associated with strong links between the public sector, private sector and academia. A clear public sector led infrastructure plan with a credible delivery programme helps give the private sector the confidence needed to support their locational and investment decisions. Private and education sector involvement in the development of such plans increases their credibility further.
- **Looking across the globe, there is no single governance model associated with high productivity growth:** Some examples are top-down and dirigiste, other are collaborative involving multiple tiers of local and regional government and a principal of subsidiarity, and in some cases, multiple national governments. However, what is common is a clear strategy and plan, often supported by bespoke delivery bodies.
- **Clear route to funding and financing:** Associated with these strategies and plans is a clear route to funding and financing infrastructure enhancements and so delivery.

Endnotes

- ⁱ Source: Office for National Statistics GVA for Local Enterprise Partnerships (2014) for GVA by LEP and Business Register and Employment Survey (2014) for employment numbers. Six Local Enterprise Partnership average GVA per employee of £57,000 compare to England and Wales average of £53,000.
- ⁱⁱ Source: Office for National Statistics GVA for Local Enterprise Partnerships (2014).
- ⁱⁱⁱ Source: National Trip End Model v7 (July 2016).
- ^{iv} Source: P2 returns from local authorities for National House-Building Council (NHBC). Table 255: permanent dwellings started and completed, by tenure and Local Enterprise Partnership.
- ^v Fourteen 'knowledge sectors' were defined from the Business Register and Employment Survey (BRES) classification, at the 2-digit 'division' level, out of a total of 88 2-digit divisions. Such a categorization was adopted through analysis of the Local Economic Plans of the Local Economic Partnership of each city region, and identification of the core knowledge sectors which they target.
- ^{vi} Source: Business Register and Employment Survey 2014.
- ^{vii} Source: Times / Sunday Times 2016 Ranking for UK Universities: <https://www.ukuni.net/articles/UK-University-Ranking-2016-Times> (accessed 27 July 2016) and Times Higher Education 2016 Rankings for World Universities: <https://www.timeshighereducation.com/world-university-rankings> (accessed 27 July 2016).
- ^{viii} Source: Intellectual Property Office 2015, Freedom of Information release: Patents granted registered by postcode, 2014 data, NOMIS 2015. From Cities Outlook 2016 (Centre for Cities, 2016)
- ^{ix} Source: 2011 Census. Local Area Analysis of Qualification across England and Wales - highest level of qualification by country of birth by age.
- ^x Source: 2100 Census. The following town and cities have a population of 75,000 or more in descending population: Northampton 215,000, Luton 211,000, Milton Keynes 172,000, Peterborough 162,000, Oxford 160,000, Cambridge 146,000, Watford 132,000, High Wycombe 120,000, Hemel Hempstead 95,000, Stevenage 90,000, and St Albans 82,000.
- ^{xi} Source: www.thetrainline.com (accessed 27 July 2016) for an hour between 7:30am to 9:00am departing to a London Terminus on 28 July 2016.
- ^{xii} Source: Google Maps without traffic drive-times (accessed 27 July 2016). Longest drive-time: Peterborough to London Stansted Airport 61 minutes.
- ^{xiii} Source: Price to earnings ratio data, Ratio of median house price to median earnings by Local Authority, Department for Communities and Local Government 2013.
- ^{xiv} Source: <https://www.google.co.uk/maps> (accessed 27 June 2016) for 8:00am drive-times on 28 July 2016 and road distances. www.thetrainline.com (accessed 27 July 2016) for average train times between 7:30am to 9:00am on 28 July 2016. <https://www.google.com/earth/> (accessed 27 July 2016) for 'straight line' distances used for rail speeds.
- ^{xv} **NEED LEP DATA.**
- ^{xvi} Source: Average annual population by NUTS 3 regions and gross domestic product (GDP) at current market prices by NUTS 3 regions from Eurostat.
- ^{xvii} Source: Wikipedia for Rheinland-Palatinate <https://en.wikipedia.org/wiki/Rhineland-Palatinate> (access 27 July 2016).

MINUTES OF THE SCRUTINY COMMITTEE

Monday 4 July 2016



COUNCILLORS PRESENT: Councillors Gant (Chair), Hayes (Vice-Chair), Azad, Coulter, Fry, Henwood, Pegg, Simmons, Taylor, Tidball and Wilkinson.

BOARD MEMBERS PRESENT: Councillor Christine Simm (Culture and Communities) and Councillor Linda Smith (Leisure, Parks and Sport)

OFFICERS PRESENT: Caroline Green (Assistant Chief Executive), Ian Brooke (Head of Community Services), Lucy Cherry (Leisure and Performance Manager), Julia Tomkins (Grants & External Funding Officer), Andrew Brown (Scrutiny Officer) and Sarah Claridge (Committee Services Officer)

17. APOLOGIES FOR ABSENCE

No apologies were received

18. DECLARATIONS OF INTEREST

The following declarations were made for item 8 Grant Allocations - monitoring report (minute 24)

Cllr Pegg – Trustee of Rose Hill and Donnington Advice Centre
Cllr Tidball- Trustee of South Oxford Adventure Playground
Cllr Gant – Trustee of Ark T centre
Cllr Taylor – Trustee of Agnes Smith Advice Centre

19. WORK PLAN AND FORWARD PLAN

The Chair presented the report

Work Plan

The report on education attainment is now expected in October as it is still with Brookes University.

The Committee **review and noted** the change in its work plan for the 2016/17 council year.

Standing Panels

Cllr Simmons announced he was continuing as Chair of the Finance Panel and outlined the Panel's last meeting. The Panel had agreed their work plan, which included looking at the financial aspects of Brexit, divestment, a review of the housing company for Oxford, and the budget with a focus on council tax exemptions

The Panel also scrutinised the budget monitoring report which was seen after CEB and received a report back on the credit union services. Recommendations from this item will come to the Scrutiny Committee for approval to go to CEB.

Forward Plan

The Committee wishes to pre-scrutinise five CEB reports from the Forward Plan in September:

- Waterways Public Spaces Protection Order,
- Sustainable energy action plan,
- Transfer station for recycled materials,
- Tree Management policy and
- Annual Monitoring Report (AMR).

The Committee heard that the Waterways decision has slipped to October but this workload was considered too much for one meeting and so the Finance Panel will pre-scrutinise the Waste Transfer Station decision

20. REPORT BACK ON RECOMMENDATIONS

The Chair presented the report on recommendations. He mentioned the appendices report (which is attached to the agenda) and the minute from the Board encouraging the review of language schools accommodation.

21. DEVOLUTION PLANS FOR OXFORDSHIRE

The Assistant Chief Executive outlined the background to devolution. In February PWC was appointed to do an independent analysis of unitary government options for Oxfordshire. There is a member's presentation on the report on Monday 11 July. She said the vision of the report would focus on which areas could be done better under unitary authorities. The proposal does not assume bigger is better but whether it's possible to get a better balance to reflect the needs of the city vs needs of market towns with the flexibility to make all of the authorities work together on some things.

Brexit and the resignation of the Prime Minister has caused some uncertainty to the timeframe of the project as there is concern about ministerial and governmental capacity to engage in the process.

The PWC report will discuss:

1. different options and whether they will deliver better outcomes for people
2. how integrated services will produce better outcomes
3. membership, accountability, staffing
4. Preventing increased risk to the vulnerable
5. Testing the scope and capacity to make change

The Chair asked why the report had been delayed when it was supposed to have been completed by 30 June. The delay was due to data analysis and report collation taking longer than anticipated.

Cllr Hayes asked if there was a level of confidence for devolution to continue. The Assistant Chief Executive replied that devolution was still on the government's agenda however the capacity to do it is uncertain.

Cllr Pegg asked since Oxfordshire County Council's plan had not been published, why they are already lobbying/ advertising it and can we do anything about it?

The Assistant Chief Executive explained that the City's public engagement hasn't begun yet and we wanted to provide evidence based approach rather than a PR one.

Cllr Pegg asked whether the other authorities are happy with the suggested merges. The Assistant Chief Executive said that PWC was going to look at all 4 options within the county. District councils have an open mind whether 4 or 3 authorities are formed.

Cllr Coulter questioned why there was no mention of a directly elected mayor, as DCLG has suggested only large changes would be considered if they included a mayor.

The Assistant Chief Executive agreed that previous deals had required the inclusion of a mayor and that the proposal would have to be clear on the issue – which was yet to be addressed.

Cllr Coulter said that the DCLG felt the ideal size of a unitary authority to be 325,000 residents which is much bigger than what we are proposing in Oxford.

The Assistant Chief Executive agreed that the traditional view of the civil service was a unitary of between 300-600,000 people. The County has over 600,000 but we need to consider population growth. We are considering a unitary authority over many authorities which is a different model to previous suggestions.

Scrutiny review -

Cllr Simmons felt the Review Group's brief needed to be narrowed to focus on the real issues. Do we want to focus on:

1. making the PWC report better and scrutinising that, or
2. reviewing the County report or
3. Look independently at both reports and test both.

The Assistant Chief Executive suggested the panel did their work once they had seen the outcomes of all the reports commissioned and concentrate on the different proposition being offered.

Cllr Wilkinson asked whether there was a similar criteria for the two reports. The Assistant Chief Executive said that they should be able to measure them on the same framework. The City has talked to other authorities, the study was commissioned together and collective proposal will be agree on the basis of the PWC report.

Cllr Tidball asked that the panel reviewed proposals with Brexit in mind.

The Committee AGREED that the Panel should not meet until both the County and PWC reports are published. The first meeting (at the end of August) will be to tighten up the scope and decide the panel's meeting and length of review.

The Scrutiny Officer reminded the Committee that the Committee's review on language schools could not start until this one had finished.

The Panel membership was AGREED with Cllr Tidball appointed chair.

22. FUSION LIFESTYLE – PERFORMANCE REPORT 2015/16

Item 6 (Minute 22) and Item 7 (minute 23) were taken together.

Cllr Smith, Board Member for Leisure, Parks and Sport introduced the reports and said that they contained some very positive headlines, such as a 71% increase in visits to leisure centres since the contract commenced and the expected achievement of a zero subsidy per user in 2017/18.

The Head of Community Services added that in 2008 the Council was spending £2M per year on subsidising visits to leisure centres and next year this would reduce to zero.

Cllr Fry raised concerns about how quickly minor maintenance requests and IT failures were dealt with and questioned whether these issues were considered in performance assessments. The Head of Community Services said that Fusion used a variety of assessments including mystery visits and customer journey mapping. He could not excuse failures to fix minor maintenance issues but was not aware of any continuous problems, and such issues should be seen in the context of a vast increase in usage over recent years.

In response to a question about tracking the numbers of individuals visiting leisure centres rather than the total number of visits, Cllr Smith explained that there were lots of casual users. She wanted these users to buy into the loyalty schemes and these needed to be promoted more.

Cllr Fry asked what user involvement there was on the Leisure Partnership Board and commented that a user representative had been unable to attend recent meetings because they had taken place in the daytime on a week day. The Board meets quarterly and its minutes are published on the Council website. The membership included two elected members as well as customer representatives including older and younger people. The Committee suggest that the Council should look to strengthen user representation on the Board to provide useful consumer opinion on matters before the Board, and if necessary, the meeting times should be changed to facilitate this.

The Committee noted that Ferry Leisure Centre had a user group in place and suggest that the Council should encourage the formation of user groups at leisure centres that don't already have them, targeting regular customers if possible. The Committee commented that each user group could have a representative on the Leisure Partnership Board, which would help to strengthen user representation.

The Committee queried annual reductions in swimming visits by people under the age of 17 (from 48,400 in 2014/15 to 45,200 in 2015/16) and by people over the age of 60 (from 33,000 to 22,600) and asked what the explanations were. Work is taking place nationally to address a decline in swimming and officers wanted to address the reductions by attracting new swimmers, particularly amongst older people. The Committee noted that the Service Plan included a target to deliver a 3% year-on-year increase in over 60 swimming. The Committee suggest that, given the 32% drop in over 60 swimming in 2015/16, Fusion should be challenged to deliver a higher increase in 2016/17.

Cllr Tidball asked whether leisure centres linked in with other local community facilities and suggested that there may be opportunities to increase footfall at non-peak times by offering discounted entry to daytime users of nearby community centres or nursery schools, for example. The Committee heard that such changes would have contract implications and affect the subsidy.

The Committee considered a suggestion that differential membership pricing structures should be introduced at different leisure centres to encourage visits to less well used facilities. The Committee voiced some reservations around fairness and the accessibility of centres for people living in different parts of the City but indicated that it would support this proposal being pursued provided that no prices would increase and that all existing concessions would be unaffected. The Committee noted that consideration would need to be given to the implications of such a change on the Fusion Lifestyle contract.

Cllr Fry asked whether the Council benchmarked fees and performance with the wider market, including the private sector. As the insights gained may help the Council and Fusion Lifestyle to fine-tune performance targets in future years.

The Head of Community Services said that neighbouring authorities are used as a benchmark and that all facilities in the City are QUEST accredited.

The Committee considered a proposal that gym-only membership package be introduced. Cllr Smith said that Fusion thought this could lead to a decrease rather than an increase in participation. The Committee suggested that further consideration be given to introducing this type of membership option, perhaps on a trial basis at one centre so that its impacts could be assessed.

Cllr Hayes asked whether the five key strategic objectives for 2016/17 listed in the Service Plan should be read in priority order and suggested that it would be helpful to prioritise these. As it may help to inform considerations about things like the possible introduction of differential pricing, for example.

The Committee thought that information on the following would be useful in future years to supplement the performance dashboard provided to Scrutiny:

- The numbers of visitors as well as visits;
- Seasonal variations in usage;
- More analysis around changes in usage levels amongst different target groups and communities of interest;
- More detail around actions taken to address any reductions in usage;
- National trends such as changes in the take up of different activities;
- Contract performance over the longer term, perhaps through the inclusion of performance data for a base year as well the preceding year;
- Capital responsibilities and the capital spend profile for the coming years;

The Committee requested a written response in respect of the following points:

- The extent of competitor benchmarking against neighbouring leisure providers;
- How customer satisfaction is measured;
- The marketing and accessibility of leisure services to women from black and ethnic minority groups;
- The use of social media and the marketing and visibility of leisure services to groups who may be less likely to engage with these channels, such as older people.

The Committee AGREED the following recommendations to CEB:

1 That the Council encourages and seeks to facilitate stronger user representation on the Leisure Partnership Board, including by varying meeting times if required.

2 That the Council encourages the formation of user groups at the remaining Leisure Centres and considers how these user groups could link in with the Leisure Partnership Board, perhaps with each user group having a representative on the Board.

3 That the Council takes further steps to understand why the numbers of swimming visits have declined amongst some target groups and challenges

Fusion Lifestyle to set a more ambitious target for increasing swimming visits by people over the age of 60 in 2016/17.

4 That further consideration is given to the case for and expected impacts of a proposal to introduce reduced non-concessionary membership fees at less well used leisure centres.

5 That benchmarking on performance, participation and price is undertaken with the wider market, including the private sector, not just with neighbouring local authorities.

6 That further consideration is given to the idea of introducing gym-only membership options, perhaps on a limited trial basis.

7 That consideration is given to the priority order of the five key strategic objectives for 2016/17.

23. FUSION LIFESTYLE'S 2016/ 2017 ANNUAL SERVICE PLAN

Item 6 (minute 22) and item 7 (minute 23) were taken together.
Discussion of this item can be found in minute 22

24. GRANT ALLOCATIONS - MONITORING REPORT

Cllr Christine Simm, Board Member for Culture and Communities presented the report and outlined the positive impact the council grants were able to make during this time of austerity, despite there being less money to spend there was an increasing need in the City. The leverage of Council grant funding enables organisations to apply for money from elsewhere.

Cllr Hayes asked whether allocations could be conditional on recipients achieving match funding from other sources. Cllr Simms said that while this was taken into consideration, it should not be a requirement as the Council did not want to create barriers to small organisations seeking to access funding.

The Committee noted that the Council needed to achieve the best possible value for money from its grants programme. The amount of additional funding leveraged in and the number of beneficiaries were useful indications in this respect. The Committee noted that some types of interventions that benefit relatively few individuals, such as homelessness prevention, could deliver more social value than, for example, inclusive arts and culture schemes that benefit many more individuals. The Committee suggest that it would be useful to measure and monitor the social value impacts of grant allocations, perhaps at category level, in addition to leveraged funding and the numbers of beneficiaries.

Cllr Simmons asked how grant allocations were tied into service delivery and noted that he would like to see more research to inform how the Council could

best focus resources (e.g. across homelessness grants and Discretionary Housing Payments). Cllr Simm said that the grant allocations were in line with the Council's strategic aims and that the Council's approach to advice commissioning, which was part of the Council's cross-cutting Financial Inclusion Strategy, was a good example of joined up thinking. Cllr Simmons suggested that consideration should be given to how the Council could do more of that and what the mechanism for doing so would be.

The Committee AGREED the following recommendations to CEB

1 – That consideration is given to how to quantify the social value achieved from the different grant programmes for community and voluntary organisations and to the inclusion of a measure of social value in future grant monitoring reports.

2. That consideration is given to whether and how the Council could better integrate its grant programmes for community and voluntary organisations with related aspects of service delivery, with a view to focusing resources as effectively as possible.

25. REPORT OF THE EQUALITY AND DIVERSITY REVIEW GROUP

Cllr Hayes, Chair of the Equality & Diversity Review Group presented the report. He thanked his fellow panel members and the Scrutiny Officer for the work done.

Cllr Wilkinson asked whether having officers who spoke a second language on call (recommendations 7-9) was desirable by Human Resources (HR). The Scrutiny Officer confirmed that the report had been reviewed and signed off by HR officers.

The Committee discussed the merit of removing gender titles altogether (recommendation 20) from job applications. However after a vote it was resolved to leave recommendation 20 unchanged.

The Committee agreed the following amendments to the report:

Rec 1: That the suggested accessibility audits should be broadened out to include employment practices and processes as well as premises as it was important to have 'three dimensional thinking' about accessibility;

Recs 7-9: That these suggestions would need to be subject to advice on how the ability to speak a second language should be defined.

Rec 21: That the words "if this would be supported by the Trade Unions" be removed.

The Committee resolved to APPROVE the report for CEB as amended.

26. APPRENTICES REPORT

The Scrutiny Officer presented the report.

Cllr Simmon asked why recommendation 2 only extended the age group to 24. The Scrutiny Officer explained that at these ages young people can be classified as being not in education or training (NEET). – The Committee asked that it included older aged people as well.

The Committee resolved to APPROVE the report as amended.

27. MINUTES

The Committee resolved to APPROVE the minutes of the meeting held on 23 June 2014 as a true and accurate record.

28. DATES OF FUTURE MEETINGS

The Committee noted that its next meeting would be on 5 September 2016

The meeting started at 6.00 pm and ended at 8.25 pm

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