

**To: City Executive Board**

**Date: 10<sup>th</sup> April 2013**

**Report of: Head of City Development**

**Title of Report: ECONOMIC GROWTH STRATEGY ACTION PLAN**

## **Summary and Recommendations**

**Purpose of report:** This report presents the recommendations from the Oxford Economic Growth Strategy recently agreed and adopted by the Oxford Strategic Partnership and outlines those proposed actions, to assist the OSP, to be led and delivered by Oxford City Council

**Key decision;** Yes

**Executive lead member:** Cllr Bob Price

**Policy Framework:** A vibrant and sustainable economy

**Background papers:** Oxford Economic Growth Strategy 2013.  
Oxford Economic Narrative (July 2012)

**Recommendation(s):**

**Approval of the City Council Action Plan in response to the Oxford Economic Growth Strategy, commissioned and agreed by the Oxford Strategic Partnership.**

## **Introduction**

1. The Oxford Strategic Partnership (OSP – a partnership of key public sector, universities, private sector and voluntary bodies in the City co-ordinated by the City Council) commissioned the development of a new Economic Growth Strategy in May 2012.
2. The purpose of the new Strategy was to update and replace the economic development action plan that formed part of the Regeneration Framework that was adopted by the OSP and the City Council in 2009.

3. Economic development, growth and regeneration is one of the OSP's key priority areas of work in the recently revised and adopted vision statement, aims and priorities.

### **Development of the Economic Growth Strategy**

4. Consultants Shared Intelligence were contracted to work with and on behalf of the OSP to develop the Strategy. A small Steering Group oversaw the project chaired by Cllr Bob Price, Leader of Oxford City Council. Other members of the Steering Group are:
  - Phil Clare, University of Oxford City Council
  - Richard Venables, VSL and Partners
  - Tom Flanagan, Oxfordshire County Council
  - David Edwards and Michael Crofton-Briggs, Oxford City Council
  - Sebastian Johnson, Oxford Strategic Partnership
  - Lee Shostak and Patrick McVeigh, Shared Intelligence
5. As part of the development of the Growth Strategy an Oxford Economic Narrative was produced and shared with partners in July 2012. The narrative sets out the state of Oxford's economy as of early 2012. It is intended to support the development of the Economic Growth Strategy. The narrative builds on the wealth of existing work that has been carried out previously, and uses up-to-date statistics to provide a complete understanding of Oxford's economy as at 2012.
6. As part of the development of the Growth Strategy a wide-ranging series of interviews, focus groups and workshops took place – the participants are listed in appendix one of the Oxford Economic Growth Strategy.
7. Draft versions of the Economic Growth Strategy were presented to the OSP in the summer and autumn of 2012. In November 2012 comments on the draft Strategy were invited from all who were informed at the outset of the process to develop the Strategy and invited to participate in interviews, focus groups and workshops. This included businesses, business and professional groups, universities and colleges, Local Enterprise Partnership Board and other partnerships, public sector organisations/partners (including Leaders, Chief Executives and Economic Development Officers of all Oxfordshire local authorities).
8. Comments were received from a number of respondents including businesses, County Council, adjoining district councils, University of Oxford and others.
9. The Steering Group met on 20th December 2012 to consider all comments and noted how the overwhelming response to the draft Strategy at meetings and presentations has been welcoming and positive.

### **Agreement and Adoption of the Strategy by the Oxford Strategic Partnership**

10. Following the Steering Group's review of all comments, a further revised draft version of the Strategy was presented to the Oxford Strategic Partnership on 17<sup>th</sup> January 2013 where a few minor amendments were agreed.
11. The OSP has now agreed and adopted the Oxford Economic Growth Strategy and has also invited the Oxfordshire LEP to use the Economic Growth Strategy, evidence and recommendations as part of the county wide growth plan.
12. The OSP has asked the Steering Group to continue to oversee the development of the Action Plan and that agreed that the OSP will continue to act as the governance body for this work.

### **Summary of recommendations in the Strategy**

12. In summary, the Strategy identifies 11 main elements and recommendations for growth (see section 4) which are as follows:
  1. Expand Oxford's knowledge economy using Oxford's universities and major large employers to attract new companies and to promote new start-ups.
  2. Support the growth of existing employers.
  3. Ensure sufficient supply of employment land.
  4. Strengthen Oxford city centre's retailing offer.
  5. Expand the value of Oxford's tourism across the region.
  6. Improve educational and skills attainment
  7. Increase housing development in locations easily accessible to the city centre.
  8. Investment in broadband infrastructure.
  9. Address environmental challenges and opportunities
  10. Invest in physical and transport infrastructure.
  11. Secure an effective partnership for implementation and 'single team' delivery

### **Next Steps**

13. The next steps to be led by the OSP are for the Economic Growth Strategy Action Plan to be developed by partners and to build stakeholder commitment to delivery of the action plan
14. As part of this, an officers group at Oxford City Council have been developing the City Council's support for the Strategy through the preparation of a list of the actions that need to be undertaken by the City Council. This draft Action Plan is presented to CEB for approval and is appended to the report. .

## **Comments from Communities and Partnership Scrutiny Committee on 30<sup>th</sup> January**

15. At its meeting on 30<sup>th</sup> January 2013, the CP Scrutiny Committee considered the Economic Growth Strategy. The Committee highlighted the following issues as recommendations to CEB when the Strategy is presented:-
1. To include the development of District centres as part of the Strategy. Accepting that this strategy is about what makes Oxford "Oxford" ; these centres are a significant part of what makes Oxford special.
  2. The significant issues around the A34 and A40 are not given much prevalence with in the strategy. Issues of congestion on these routes are a barrier to economic growth and so solutions are essential.
  3. Oxford clearly cannot resolve issues around housing on its own and the proposals we have for building at the moment whilst welcome will not provide the solution needed. Evidence shows that the availability and price of housing is a barrier to economic growth. All Oxfordshire districts must work together on this for the benefit of all and an emphasis in partnerships must be placed on the "duty to co-operate" which still exists
  4. The Committee also wished to see strengthening of the sustainability item. Whilst this is good, the conclusions were felt to be too narrow.

### **Response to scrutiny:**

1. District Centres: vitality is addressed well in the Core Strategy and will continue to be an important element of the retail and community 'offer'. As such it remains an important feature of a balanced future economic growth strategy.
2. A34/A40: This is already covered by Action 10. Both A40 at Northern Gateway and more diffuse A34 congestion issues are included in the City Deal
3. Housing: This is already covered by Action 7 and Action 11 and housing is a key role for the Oxfordshire Strategic Planning and Infrastructure Partnership. Oxford cannot resolve the issues around housing on its own hence all Oxfordshire Districts must work together for benefit of all.
4. Sustainability: There is scope in Action 9 to revisit this.

### **Draft Action Plan**

16. The draft Action Plan is appended. This seeks to focus on those actions in particular that the City Council is able to deliver on behalf of the OSP, together with how the City Council will seek to work with the OSP partners on other actions. For each action information has been set out in the draft, to explain the key stages into which each action is

being sub-divided, who is to deliver each key stage and by when together with what resources are available for each action. More work is underway to refine further each City Council action identified to clarify milestones, outcomes sought and measurable outputs. A meeting is to be held soon with the OSP Economic Growth Strategy Steering Group to clarify where partners can work alongside the city Council, prior to reporting back to the OSP in May.

#### **Level of risk**

17. A Risk register has been prepared and is appended, to address: challenges of partnership; need to achieve better dialogue with Business; challenge of attracting funds to deliver 'open ready' projects.

#### **Climate change / environmental impact**

18. Important and covered by Action 9 in the Action Plan

#### **Equalities impact**

19. Important and covered by Action 6 in the Action Plan

#### **Financial implications**

20. £150k has been included in the 2013/14 budget. Work still in hand to decide how best to use budget for delivery of the Economic Growth Strategy and City Deal. Current proposals are that part will be used to appoint an Economic Development Manager and two existing officers will be seconded to a new economic development team (with some backfilling).

#### **Legal Implications.**

21. None aware of at this time

Appendices to report: *Oxford Economic Growth Strategy Action Plan Risk Register*

#### **Name and contact details of author:-**

Name: M Crofton Briggs  
Job title: Head of City Development  
Service Area / Department: City Development  
Telephone: 01865 252360  
e-mail: [mcrofton-briggs@oxford.gov.uk](mailto:mcrofton-briggs@oxford.gov.uk)

**Version number: 5**

## Oxford Economic Growth Strategy Draft Action Plan

<p><b>Economic Growth Strategy element One</b></p> <p>1. Expanding Oxford's knowledge economy: frameworks for key sector growth using the global connections of Oxford's universities and major /large employers to attract new companies and promote new start-ups</p>
<p><b>Recommended action</b></p> <p>1. Delivery strategy 2. Delivery Plan for major city employment sites</p>
<p><b>Plan for delivery</b></p> <p><b>Develop a delivery strategy for growth sectors</b></p> <p><b>Key stage:</b> To discuss with the University the wish to sit on the Steering Group that manages the work coming out of the Oxford Phenomenon Report (SQW).</p> <p><b>Who/when:</b> City Council with key partner (University) (April 2013)</p> <p><b>Resource:</b> Staff time from Senior Managers to attend and contribute to these meetings.</p> <p><b>Key stage:</b> To set up a 'brain-storming' event with key partners, such as University, Brookes, LEP to discuss the key elements of the delivery plan that are required to develop this strategy.</p> <p><b>Who/when:</b> City Council with key partners (May 2013)</p> <p><b>Resource:</b> Staff time to organise and facilitate.</p> <p><b>Key stage:</b> To develop a clear assessment of the growth potential for the key existing and emerging knowledge sectors for Oxford and sub-region together with a robust marketing assessment.</p> <p><b>Who/when:</b> City Council in partnership with consultants and County Inward investment team (Summer 2013)</p> <p><b>Resource:</b> Consultant specialist advice required to collect and analyse the detailed evidence base for each particular sector / cluster in Oxford.</p> <p><b>Key stage:</b> To develop the key elements of the City Deal to show how the 'new alignment' will work in practise; bringing greater benefits to knowledge networks, increase and improve access to accommodation facilities, together with the alignment of strategic infrastructure plans that will improve connectivity between sites within the 'knowledge-spine'. A phased delivery plan should be developed to show what needs to be done to achieve success.</p> <p><b>Who / when:</b> City Council with key partners and support from consultants. (Summer 2013)</p> <p><b>Resource:</b> Consultant support helpful.</p> <p><b>Key stage:</b> To work with key partners, the business community and providers within the knowledge economy to ensure that technical skills shortages are targeted to meet existing and future demands. Need to establish clearly what assistance is required and funding required.</p> <p><b>Who / when:</b> City Council in partnership with the Oxfordshire Skills Board and key</p>

partners. (Summer 2013)  
**Resource:** Skills Board should be encouraged to lead, with some funding if required provided by SPIP, LEP and key partners.

**Delivery plan for major city employment sites**

**Key stage:** To undertake a strategic review of the employment land requirements for Oxford in the context of a Green Belt review to identify opportunities for employment growth.

**Who / when:** City Council to carry out initial assessment but update of Employment Land Study would provide useful supporting evidence. (Summer 2013)

**Resource:** Could be undertaken in-house but critical assessment from consultant would be useful.

**Key stage:** To use the Sites and Housing DPD, West End AAP and Core Strategy to identify key employment sites then align key transport and infrastructure projects to individual sites. (Autumn 2013)

**Who / when:** City Council to carry out this assessment

**Resource:** Staff time to be allocated

**Key stage:** To undertake regular reviews of these key sites involving discussions with landowners and agents to provide support for future appropriate development schemes to come forward

**Who / when:** City Council initiative (Autumn 2013)

**Resource:** Staff time to be allocated

**Key stage:** To identify opportunities to improve existing employment sites used for starter units, such as Cave Street, Cowley Bus Depot and to work up schemes that would add benefit and or unlock more space or better conditions. These would be priced and ready for 'funding opportunities' to be aligned with these schemes to fit RGF or GP funding bids.

**Who / when:** City Council to undertake this work (Autumn 2013)

**Resource:** Staff time to be allocated

**Economic Growth Strategy element Two**

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

**Recommended action**

1. Review supply and choice of start-up businesses
2. Set up an account management function for existing businesses

**Plan for delivery**

**Review supply and choice of start-up businesses**

**Key stage:** To research and fully understand the diverse needs of start-up businesses in Oxford and seek to match need with supply. This should include an assessment of the size, location and affordability of premises to ensure that there is a range throughout the City. This should include the specific needs of social entrepreneurs and or those within Regeneration Areas where the cost of accommodation could be a significant factor.

**Who / when:** City Council working with partners such as the local estate agents and other organisations including the University social enterprise hub who work with students wishing to set up businesses in Oxford both from the University and some from the wider community. (Summer 2013)

**Resource:** Staff time to be allocated.

**Key stage:** Undertake an assessment of the amount and choice of start-up business accommodation available within Oxford and their spatial locations throughout the City to provide a clear picture of the supply.

**Who / when:** City Council

**Resource:** Staff time to be allocated

**Key stage:** Review the condition of existing start-up accommodation, such as Cave Street and Bus Depot site and explore options for potential improvements through funding opportunities.

**Who / when:** City Council (City Development and Property Team)

**Resource:** Staff time to be allocated

**Key stage:** Review employment sites and identify potential opportunities to bring forward new developments and or changes of use, with a focus on scope within established industrial areas, City and District centres and Regeneration Areas; that could add to the supply of small / grow on business units. Highlight any existing barriers and show what measures could be employed to unlock these sites. The City centre already appears under-provided and even temporary solutions should be explored.

**Who / when:** City Council

**Resource:** Staff time to be allocated

### **Establish an account management function to support existing businesses**

**Key stage:** To map business accommodation by location and type and then to create a new list of the Top 100 businesses in Oxford with key contacts identified for each company. This should include a range of businesses from some of the key firms, those from important sectors / clusters and representative networks for SME's.

**Who / when:** City Council (Spring 2013)

**Resource:** Staff time to be allocated

**Key stage:** To set out a programme for carrying out regular visits to these Top 100 businesses. This should comprise arranged visits to individual companies, together with sector / cluster meetings with a small groups. This would be serviced by a pool of Senior Managers together with a secretariat role to organise meetings and attend to record actions arising and responses required. For individual visits need to assign the same officers to visit particular companies to build relationship.

**Who / when:** City Council (Summer 2013 onwards)

**Resource:** Senior Managers and Economic Development Portfolio Holder (Cllr. Bob Price)



<p><b>Key stage:</b> To use these meetings to actively engage with the business community and provide an important two-way channel of communication between the public and private sector.</p> <p><b>Who / when:</b> City Council</p> <p><b>Resource:</b> Senior Managers time allocated together with</p>
<p><b>Key stage:</b> To use information from the analysis of key sectors undertaken for inward investment work to clearly highlight sector opportunities and identify opportunities for strengthening the supply chains.</p> <p><b>Who / when:</b> City Council working with consultants.</p> <p><b>Resource:</b> Staff time together with some funding for consultants (but same piece of work as for key stages for Recommendation 1).</p>
<p><b>Key stage:</b> To work with partners to develop a co-ordinated approach to growing key clusters in the Oxford economy.</p> <p><b>Who / when:</b> City Council</p> <p><b>Resource:</b> Staff time to be allocated.</p>

<p><b>Economic Growth Strategy element Three</b></p> <p>3. Ensuring a sufficient supply of employment land</p>
<p><b>Recommended action</b></p> <p>1. County-wide review of employment sites 2. Delivery Plan for major employment sites</p>
<p><b>Plan for delivery</b></p> <p><b>County-wide review of employment sites</b></p> <p><b>Key stage:</b> Complete work on the Strategic Employment Land Availability Assessment (SELAA) and use as the starting point for the City's review of employment land supply.</p> <p><b>Who / when:</b> City Council work already underway (Spring 2013)</p> <p><b>Resource:</b> Staff time already allocated</p> <p><b>Key stage:</b> To carry out an update of Oxford's Employment Land Study, which is now some 7 years old, to assess future need and the availability of land within the City to be able to meet the long-term need.</p> <p><b>Who / when:</b> Commission consultants to undertake a refresh of their study and the potential implications of changes to PD rights to allow offices to go to residential. Could have a significant impact on supply of offices available. Await Gvt decision on City Council request for 'exemption' of Protected Employment sites in (Summer 2013)</p> <p><b>Resource:</b> Funding required for consultants estimated 20K.</p> <p><b>Key stage:</b> Undertake initial exploratory work on a partial Green Belt review of sites around Oxford, such as the Oxford Science Park (Grenoble Road) and Begbrooke to see what potential opportunities are considered suitable</p>

to meet future employment needs.  
**Who / when:** City Council (Summer 2013)  
**Resource:** Staff time (Senior Management) to carry out review

**Key stage:** To work with partners to carry out a county-wide assessment through SPIP to complete a strategic review of the employment land requirements for Oxford in the context of a Green Belt review to identify opportunities for employment growth as part of the County-wide review through SPIP. The focus should include Northern Gateway, Begbroke Science Park, Park Hospital, Oxpens, City centre sites, Summertown and the Oxford Science Park Village at Grenoble Road.

**Who / when:** City Council to carry out initial assessment but update of Employment Land Study would provide useful supporting evidence.  
**Resource:** Could be undertaken in-house but critical assessment from consultant would be useful.

### Delivery plan for major city employment sites

**Key stage:** To use the Sites and Housing DPD, West End AAP and Core Strategy to identify all major employment sites then align key transport and infrastructure projects to individual sites.

**Who / when:** City Council to carry out this assessment

**Resource:** Staff time to be allocated

**Key stage:** To undertake regular reviews of these key sites involving discussions with landowners and agents to provide support for future appropriate development schemes to come forward.

**Who / when:** City Council initiative

**Resource:** Staff time to be allocated

**Key stage:** To identify opportunities to improve existing employment sites used for starter units, such as Cave Street, Cowley Bus Depot and to work up schemes that would add benefit and or unlock more space or better conditions. These would be priced and ready for 'funding opportunities' to be aligned with these schemes to fit RGF or GP funding bids.

**Who / when:** City Council to undertake this work

**Resource:** Staff time to be allocated

### Economic Growth Strategy element Four

4. Strengthening Oxford's city centre retailing offer

#### Recommended action

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

## Plan for delivery

### Westgate as a catalyst to improve retail offer and public realm

**Key stage:** Retail Needs Study Update to revise the capacity figures for the amount of floorspace that can be supported for food and non-food provision in Oxford based on recent surveys of the patterns of shopping behaviour, together with updated forecasts of population and expenditure levels. The Study should also consider the potential impacts of the Westgate development on the existing City centre provision and the wider public realm benefits that could flow from the redevelopment of Westgate.

**Who / when:** Specialist retail consultants

**Resource:** Funding required

**Key stage:** To review the emerging Westgate proposals, together with the master planning work from Oxpens and the Station site to see what potential there is for improving the retail offer in the West End.

**Who / when:**

**Resource:**

**Key stage:** Identify proposed public realm improvements and their relationship to key infrastructure and transport projects in the West End that will require investment.

**Who / when:**

**Resource:**

**Key stage:** Review 'Transform Oxford' programme and other potential projects that would support retail performance and regeneration opportunities.

**Who / when:** County/City/private sector to develop a programme in the context of the Local Transport Plan

**Resource:**

**Key stage:** Improve the quality and distribution of footfall by seeking to attract more 'county/high value' shoppers and by encouraging shoppers/visitors into lower footfall retail areas. This to be done by a high profile and high quality series of events.

**Who / when:** GR; 13-14 and annually

**Resource:** Financial plan being prepared, but achievable at no cost (and potentially profit generating)

**Key stage:** Targeted inward investment programme. Prepare a retailer gap analysis, a list of priority targets, their likely property requirements and a database of properties. Use to proactively approach targets as suitable property becomes available.

**Who / when:** GR; 13-14 and annually

**Resource:** Incidental sums for document production and travel. Gap analysis can be done internally, or bought in.

**Key stage:** Develop the evening economy retail and leisure offer including the promotion of extended retail trading hours and inward investment where appropriate.

**Who / when:** GR via Town Team

**Resource:** Private sector investment

**Key stage:** Facilitating business start-ups and development in the retail sector by providing trading pavilions. These to be leased on favourable short term leases with mentoring.

**Who / when:** City and Town Team in partnership

**Resource:** Capital resource required

**Key stage:** Develop an initiative to address long term vacancies, such as those in Gloucester Green and Cross Keys

**Who / when:** City and private sector (GR, TM, SS)

**Resource:** To be determined

**Key stage:** BID and/or micro BIDs

**Who / when:** Led by Town Team and timescale to be determined by the private sector, but not before 2015

**Resource:** To be determined

### **Support and revitalise the independent retail offer**

**Key stage:** Covered Market strategic review. Consultancy advice commissioned March 13. Due for completion June 13. Investment decisions thereafter.

**Who / when:** City Council

**Resource:** TBC

**Key stage:** 'Oxford Local' initiative to provide direct support to independent retailers, including retail apprenticeships, customer marketing loyalty systems

**Who / when:** City in partnership with Town Team

**Resource:** Town Team

**Key stage:** 'Open Oxford' project to increase customer accessibility and increase retail performance and investment.

**Who / when:** County/City/Town Team/private sector

**Resource:** Initial resources from County and City. Heavy investment by transport operators and retailers in due course

**Key stage:** Provision of sufficient car parking provision during the construction phase of the regeneration of Westgate (quantity and quality) and new pricing policy to generate greater levels of off-peak use. To include review of investment opportunities and signage.

**Who / when:** County/City/Town Team/private sector

**Resource:** County/City/Town Team/private sector

<b>Economic Growth Strategy element Five</b>
5. Expanding the value of Oxford's tourism across the region
<b>Recommended action</b>
<ol style="list-style-type: none"> <li>1. Extend the tourism and cultural offer</li> <li>2. Extend the range of tourist accommodation</li> </ol>
<b>Plan for delivery</b>
<b>Extend the tourism and cultural offer</b>
<p><b>Key stage:</b> To develop a strategy to extend the tourism and cultural offer across the City and county.</p> <p><b>Who / when:</b> City Council working with Visit Oxfordshire (the Destination Management Organisation – Experience Oxfordshire and partners)</p> <p><b>Resource:</b> City Council Senior management staff</p>
<p><b>Key stage:</b> To set up a 'brain storming' workshop between Visit Oxfordshire, and key partners to review what is already working well and identify where improvements or new ideas could positively improve the tourism and cultural offer. It should specifically explore where greater links could be made between tourism and culture that would bring significant economic benefits. This could take the form of a Forum with presentations from guest speakers in the morning followed by workshop in the afternoon.</p> <p><b>Who / when:</b> Specialist consultants on tourism and culture could facilitate the event and suggest suitable speakers to stimulate discussion on key issues with key partners and business and cultural community.</p> <p><b>Resource:</b> Limited funding for consultants</p>
<p><b>Key stage:</b> To prepare a summary report of the outcome of the workshop identifying the main opportunities to improve the growth of tourism and culture. It should use best practise and relevant examples from other similar cities to show the potential opportunities. This should be used as the narrative and the basis for developing a new strategy with clear recommendations for implementation. The report could then be presented to Oxford Strategic Partnership, City and District Councils and the LEP.</p> <p><b>Who / when:</b> Visit Oxfordshire, with City Council co-ordination.</p> <p><b>Resource:</b> City Council and Districts with overseeing role.</p>
<b>Extend the range of tourist accommodation</b>
<p><b>Key stage:</b> To provide a summary fact sheet setting out the over-arching policy within the Core Strategy for the location of new short-stay accommodation in Oxford; together with a complete list of all the key sites within the city that are allocated for further provision. This would act as both an inward investment tool and delivery plan for hotel operators.</p> <p><b>Who / when:</b> City Council</p> <p><b>Resource:</b> Staff time to be allocated.</p>

**Key stage:** To review the existing supply of short-stay accommodation in Oxford and provision with the County. Assess the demand for accommodation within the sub-region in parallel with the emerging and future trends to establish the amount and type of provision lacking within the City and the scope for additional provision.

**Who / when:** Visit Oxfordshire to provide information on existing provision within Oxford and sub-region. Consultants could be employed to provide 'market testing' exercise and analysis of future market direction, so that Oxfordshire is positioned to target key sectors and gaps in provision.

**Resource:** Visit Oxfordshire to provide strategic direction and co-ordination of project. Consultants to be joint funded with contributions from City Council, Districts and LEP.

**Key stage:** The findings of this assessment should be reported to Visit Oxfordshire Board any changes made and then action plan with priorities for implementation to be presented to the LEP for their approval of the broad strategic direction of future policy.

**Who / when:** Visit Oxfordshire working with partners, including City Council.

**Resource:** Funding contribution towards joint study.

#### **Economic Growth Strategy element Six**

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

#### **Recommended action**

1. Extend current initiatives to raise school attainment
2. Strengthen apprenticeship and skills programme

#### **Plan for delivery**

##### **Extend current initiatives to raise school attainment**

**Key stage:** To embed the new City Council Educational Attainment KRM and Leadership Programmes and provide support for schools in the programmes. To monitor and evaluate progress. To seek opportunities to further enhance the programme e.g. Arts Funding for Story Telling in schools.

**Who / when:** City Council, the Universities and the OSP partners, working alongside the Oxfordshire County Council Transforming Education Attainment Programme. Sept 2012 – Sept 2016.

**Resource:** City Council Education Attainment Programme £400, 0000 per annum For 5 years.

##### **Strengthen apprenticeship and skills programme**

**Key stage:** Implement Youth Ambition Programme to aid transition from school into

training and employment.

**Who / when:** The City Council working with partners, such as the Early Intervention Hubs, young people's bodies, community and voluntary groups, sports, leisure, cultural groups, schools, advice and support groups. The work will be overseen by a Youth Ambition Steering Group, reporting to the OSP, Stronger Communities Delivery Group.

**Resource:** Restructuring of existing resources. The Youth Ambition Programme Community Grant Scheme £50,000 per annum.

**Key stage:** The City Council, Universal Credit Pilot Scheme, providing support to tenants and residents to get into training and employment. Including the mapping of services provided by Oxford City Council and others

**Who /when:** The City Council working with partners such as DWP, Job Centre Plus, Advice Services, Oxfordshire County Council , Skills UK. The Pilot scheme has started.

**Resource:** Within existing services plus 2 FTE funded by DWP for 1 year.

**Key stage:** The City Council is working with partners, such as the Thriving Families Programme, the Early Intervention Hubs, the back to Work Group, the Central NEETs Group and the Central Area Positive Activities Group, to map and coordinate services that provide support to young people. For example apprenticeships, work experience placements and working with NEETs. This work informs the development of the Breaking the Cycle of Deprivation, Employment and Skills Action Plan.

**Who / when:** The City Council working with the Breaking the Cycle of Deprivation Group of the OSP.

**Resource:** Within existing services.

**Key stage:** Oxford City Council is working with the Economy and Skills team at the County Council to support the work of the Oxfordshire Skills Board and to promote the learning and skills needs within the city. The Leader of the Council is the District member representative on the Board.

**Who / when:** The City Council working with the Breaking the Cycle of Deprivation Group of the OS.

**Resource:** Within existing services.

### **Strengthening the Youth Voice**

**Key stage:** The City Council to develop a credible voice for young people in the city and to encourage agencies working with young people in the city to develop a coproduction method of delivering services and to improve services for young people.

**Who / when:** The City Council working in partnership with the OSP partners.

**Resource:** We are intending to change a current port so it is focused on youth voice, they will have a delivery budget of circa £15,000.

### **Economic Growth Strategy element Seven**

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

### **Recommended action**

1. Review City housing requirement within County-wide assessment
2. Develop a set of compacts, through SPIP, to share the costs and benefits to support economic growth

**Plan for delivery**

**Review City housing within County-wide assessment**

**Key stage:** Strategic Housing Market Assessment (SHMA) brief now agreed and tenders to go out to prospective consultants.

**Who / when:** West Oxfordshire co-ordinating project but working with City Council and Districts. Briefs to go out in March / April with completion late Summer / Autumn.

**Resource:** Funded by LAA reward grant.

**Key stage:** Discussion at SPIP and through 'duty to co-operate' requirement to take forward the findings of the SHMA in a 'joined up' way.

**Who / when:** City Council together with Districts at SPIP

**Resource:** Senior staff time to attend and contribute to discussion.

**Key stage:** Following discussion on the findings of the SHMA likely to lead to a wider review of the Green Belt to explore potential opportunities to accommodate further housing and or employment growth.

**Who / when:** City Council, Districts and County through SPIP (Autumn / Winter)

**Resource:** Staff time to be allocated, with potential for some consultant involvement.

**Develop set of compacts**

**Key stage:** Need to explore how the findings of the background research (SHMA) and the wider review of the Green Belt will impact on the future transport and infrastructure priorities that need to be taken forward in partnership with SPIP and the City Deal.

**Who / when:** City Council with partners in SPIP (Winter)

**Resource:** Staff time to be allocated with potential for some consultant involvement.

**Economic Growth Strategy element Eight**

8. Ensuring continued investment in broadband infrastructure

**Recommended action**

1. Work with OxOnline to enhance broadband provision across County and links to



**Plan for delivery****Finalise Revised Bid to Government**

**Key stage:** Revised bid in form of PID submitted to Govt

**Who / when:** Oxford City Council leading with County as partners. Working version of PID to be submitted by 1/3/13.

**Resource:** From existing resource internally (SJ) with consultancy support

**Key stage:** Govt announces funding amounts for each city and confirms spend timeframe

**Who / when:** BDUK, mid March 2013

**Resource:** Internal resource point of contact with BDUK (SJ)  
Programme Broad set up with partners (City, County, Universities, Business and BDUK) – Chair and project management provide by Oxford CC (DE and SJ)

**Voucher Scheme to support Fibre to the Premise (SMEs and Public Sector Service Providers)**

**Key stage:** Voucher Scheme to support fibre to the premise in white and grey areas agreed by Government (DCMS, BDUK)

**Who / when:** Discussions currently taking place at DCMS (BDUK) about the development of a voucher scheme – this could be a nationally developed scheme administered either locally or nationally – yet to be decided.

Timescale is scheme likely to be agreed in Spring 2013 with immediate roll out and likely to run through to March 2015

**Resource:** BDUK leading the development – Oxford City Council one of four cities on the Voucher Scheme Working Group, therefore small resource required from SJ

**Key stage:** Voucher Scheme to support fibre to the premise in white and grey areas rolls out in Oxford (with total value of vouchers for Oxford agreed)

**Who / when:** this could be a scheme administered either locally or nationally – yet to be decided.

Timescale is scheme likely to be agreed in Spring 2013 with immediate roll out and likely to run through to March 2015

Business stimulation will fall to mix of contracted providers and partners (with Oxford City Council and Oxfordshire County Council [as part of County Plan] leading)

**Resource:** Staff time to undertake necessary administration of scheme and demand stimulation to be allocated out of existing Oxford City Council resource – no additional revenue funding available. (SEE OVERALL RESOURCING TABLE BELOW)

**Wireless Concession**

**Key stage:** When Govt confirms funding we will start process of provider engagement, procurement and asset upgrade (asset upgrade - using

Urban Broadband Fund (UBF) money)

**Who / when:** Lead by Oxford City Council (major procurement project)

**Resource:** SEE OVERALL RESOURCING TABLE BELOW

### Fixed Infrastructure Project

**Key stage:** Awaiting Govt guidance on two options –  
i) Ducting project where UBF money used to create a network of ducting in the city – open to use by any provider on lease or concessionary basis  
ii) Fixed broadband infrastructure – if state aid issues resolved and time permits we will undertake fibre to the premises funded by UBF

**Who / when:** Lead by Oxford City Council (major procurement project)

**Resource:** SEE OVERALL RESOURCING TABLE BELOW

### OVERALL RESOURCING

The details provided in the PID on the Project Management Team are as follows (signed off by David Edwards)

In addition to this external advice will be sought to assist with state aid, procurement, legal and technical advice and evaluation.

Position	Name	% of FTE resource
SRO	Dave Edwards	5%
Project Manager	Sebastian Johnson	40%
Project Support - County Lead	Llewelyn Morgan	20%
Procurement	Nicky Atkin	40%
Finance	Nigel Kennedy	10%
Technical Support	Gary Thomas	10%
Business Support	Tom Morris	15%
M&E	Jane Lubbock	10%
Legal Support	Lindsay Cane	5%
Administration	Rachel Walker	20%
Commercial Support	Jane Lubbock	5%

It should be noted that the time commitments are an indication and there will be peaks and troughs depending on stage and activity (e.g. procurement). Resource commitments also depend on the voucher scheme and whether it is a centrally or locally administered scheme.

### Economic Growth Strategy element Nine

9. Addressing the environment challenges and opportunities presented by economic growth

#### Recommended action

1. Develop a more strategic framework to link projects and increase involvement of private sector
2. Identify with the Universities, LEP and partners applied research projects to deliver low carbon solutions

## Develop a strategic framework

**Key stage:** Consolidate and develop the Low Carbon Oxford partnership to meet the 40% carbon reduction by 2020 target adopted by Oxford City Council, (Climate change is a priority of OSP - LCO was set up out of OSP to deliver against this target. Pathfinders represent more than 50% of Oxford's carbon footprint)

**Who / when:** Oxford City Council/LCO Governance. Timescale -2020

**Resource:** Low Carbon Hub contracted by City Council, Pathfinder input. Successful funding bids such as from DECC EU

**Key stage: Oxford** Green Deal Plus task force established to network supply chain, community and commercial actors and promote joined up delivery of building retrofit for carbon reduction in Oxford, including the Green Deal.

**Who / when:** Oxford City Council - first phase funded by DECC by end financial year 12-13, then ongoing

**Resource:** Low Carbon Hub contracted by City Council, in partnership with Energy Saving Coop

**Key stage:** Establish the OxFutures Fund to mobilise private and public sector investment in renewable energy and retrofitting projects.

**Who / when:** Oxfordshire County Council in partnership with Oxford City Council. Established by November 2013 with first round investments in early 2014

**Resource:** Oxfordshire County Council staff plus consultancy funded by the Oxfordshire Total Refit project

## Identify new projects for low carbon solutions

**Key stage:** Create a prioritised pipeline of public estate projects for the first round of OxFutures funding

**Who / when:** Oxfordshire County Council in partnership with Oxford City Council. November 2013.

**Resource:** Oxfordshire County Council and Oxford City Council staff funded by the Oxfordshire Total Refit project

**Key stage:** Develop a pipeline of commercial renewable energy projects through the Low Carbon Oxford partnership and the Low Carbon Hub.

**Who / when:** Oxford City Council by November 2013 and on-going until November 2015

**Resource:** Low Carbon Hub contracted by City Council funded by the Oxfordshire Total Refit project

**Key stage:** Develop and implement approach for heritage building to play their role in local carbon reduction

**Who / when:** Oxford City Council, approach will be developed and piloted by early 13/14.

**Resource:** BRE contracted to develop and pilot approach by Oxford City Council

using funding from DECC

**Key stage:** District heating potential. eg West End – Arup study; Regeneration areas eg. BBL area (pool, school, tower blocks low rise, BMW, Unipart etc), eg. Barton existing, new development?; University town centre buildings- study with City Development; Brookes have plans for fuel cell chp for Gypsy Lane site and surround; 5 x Tower block refurb – block heating systems, overcladding

**Who / when:**

**Resource:**

### Economic Growth Strategy element Ten

10 Investing in the Physical Infrastructure and Transport required to enable Economic Growth

#### Recommended action

1. Ensure comprehensive infrastructure & transport strategies that are supported by investment and delivery plans.
2. Use strategic enhancements to the rail infrastructure and services and the possibilities of station redevelopment as a catalyst for central area regeneration and mixed use development to create employment and residential opportunities.

#### Plan for delivery

#### Ensure comprehensive infrastructure & transport strategies that are supported by investment and delivery plans.

**Key stage:** Agree the priorities, phasing and timescales for the key pieces of refresh work on the Oxford Transport Strategy. This should include agreeing the high level economic objectives that will influence the selection of work priority areas.

**Who / when:** City working with County who are responsible for the Oxford Transport Strategy and provision of other infrastructure such as schools. Participation in County Infrastructure Leadership Meetings to support matrix based workload management. Ongoing.

**Resource:** Staff time to be agreed.

**Key stage:** Refresh Oxford Transport Strategy to agreed timetable. Ensure management of interfaces with city centre accessibility work led by GR.

**Who / when:** Oxfordshire County Council to carry out/commission the work. City Centre Stage 1 (Westgate) already completed. City Centre (Wider) Stage 2 planned for summer 2013. Headington area work underway. Northern Gateway work currently being scoped. Exact Timeframes to be agreed with County. Management of interfaces by City in collaboration with County localities manager.

**Resource:** County staff time to be negotiated. City staff time to be agreed.

**Key Stage:** Prepare cost, investment and delivery plans for transport and infrastructure in Oxford with relevant input from SPIP and LEP and

fundern.

**Who/When:** Oxfordshire County Council to prepare plans. City to have ongoing support role to help craft the plans and broker investment agreements. Timetable to be agreed.

**Resource:** County staff time to be negotiated. City staff time to be agreed. Capital investment/funding opportunities to be identified.

**Use strategic enhancements to the rail infrastructure and services and the possibilities of station redevelopment as a catalyst for central area regeneration and mixed use development to create employment and residential opportunities.**

**Key Stage:** Creation of a Board for strategic oversight of Oxford Station Infrastructure and rail enhancements to include City, County, Network Rail, DfT, LCR and TOC.

**Who/When:** Ongoing. MOU & Scope of work agreed.

**Resource:** Staff time: DE/MCB/FP.

**Key Stage:** Develop a gateway vision, masterplan (inc. architectural competition) and delivery strategy for Oxford Station & its environs including links with Botley Road Bridge, Frideswide Square and Oxpens site.

**Who/When:** City and County in collaboration with Network Rail (and TOCs) and masterplanning consultants. Estimated completion of masterplan summer/late summer 2013.

**Resource:** FP/MCB. County and NR internal resources. External consultants. Required Budget £55K.

**Key Stage:** Develop SPD for station and bridge.

**Who/When:** City council. Timetable to suit masterplanning activities above.

**Resource:** FP/other internal staff time to be agreed, funding required.

**Economic Growth Strategy element Eleven**

11. Securing an effective partnership for implementation and 'single team' delivery

**Recommended action**

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

**Plan for delivery**

**Single City/County/University Executive**

**Key stage:** The City Council to build stronger working relationship between its new Economic Development Team and the County Council Economy and Skills Section, sharing information and knowledge and agreeing how to work together on joint projects as appropriate

**Who / when:** embryonic Economic Development Team/ immediately.

**Resource:**

**Key stage:** The City Council to work with the OSP Steering Group to oversee the preparation of a wider based Economic Growth Strategy Action Plan

**Who / when:** embryonic Economic Development Team/ immediately

**Resource:**

**Key stage:** *The City and County Councils and the Universities should establish a dedicated delivery team to lead efforts for growing the knowledge based economy in Oxford and across the wider region. This will formulate – and if successful proceed to deliver - the Oxford narrative for raising the profile of the location for inward investment and growth*

**Who / when:**

**Resource:**

### **Clear Proposition for a single Executive**

**Key Stage:** . A clear proposition needs to be developed for a single independent executive for the LEP and SPIP to improve efficiency, capacity and transparency, supported by seconded staff on a project basis.

**Who/When:**

**Resource:**



No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P	Action: Action Owner:	Outcome required: Milestone Date:	Q 1	Q 2	Q 3	Q 4	I	P
					Mitigating Control: Level of Effectiveness: (HML)			Action: Action Owner:  Mitigating Control: Control Owner:	Outcome required: Milestone Date:	Q 1 ⊗ ☹ ☺	Q 2 ⊗ ☹ ☺	Q 3 ⊗ ☹ ☺	Q 4 ⊗ ☹ ☺		
1	Challenges of partnership	3	3	Progress with delivery of EGS Action Plan dependencies on partnership working	<b>Mitigating control:</b> Active role in cross partner boards and groups. 1.2.1 dialogue outside formal meetings  <b>Level of Effectiveness: M</b>	2	2	<b>Action:</b> Director to monitor risk level and agree action. <b>Action Owner:</b> Economic Growth Team leader <b>Mitigating Control:</b> Head of Service <b>Control owner:</b> Director	<b>Outcome required:</b> <b>Milestone Date:</b>						
2	Poor dialogue with Business	3	3	Unable to improve meaningful debate with local businesses to understand their needs	<b>Mitigating control:</b> Active 'account management' and 1.2.1 meetings, to listen and engage with business  <b>Level of Effectiveness: M</b>	2	1	<b>Action:</b> Director to monitor risk level and agree action. <b>Action Owner:</b> Economic Growth Team leader <b>Mitigating Control:</b> Head of Service <b>Control owner:</b> Director							
3	Challenge of attracting funds to deliver 'open ready' projects.	3	4	Actions require funding from external sources.	<b>Mitigating control:</b> Active to prepare good quality bids for funds, and learning from each submission. Active lobbying of decision makers  <b>Level of Effectiveness: M</b>	3	3	<b>Action:</b> Director to monitor risk level and agree action. <b>Action Owner:</b> Economic Growth Team leader <b>Mitigating Control:</b> Head of Service <b>Control owner:</b> Director							