**Oxford’s Economic Strategy Delivery Plan**

Note on Prioritisation: Initial prioritisation has been undertaken as result of feedback gleaned through the public consultation, combined with officer knowledge on existing project progress and available resources. The definition for each level of priority is found below. The expanded Oxford Economic Growth Board will undertake a further action plan review, to revisit priorities at least annually;

Priority 1: Top priority - critical actions with dependencies that unlock strategic economic opportunities at scale. Where resources are required, seek them as a top priority. These actions will commence in year one or two.

Priority 2: Important standalone or additional actions that support specific ‘Guiding Principles’ – these should be supported and commenced where resources are available (years 1-5).

Priority 3: Lowest priority - keep under review and seek to deliver only where it is opportune to do so alongside other priorities (annual review).

| **No.** | **Guiding Principle** | **Project/Activity (note some cover multiple guiding principles)** | **Lead & supporting partners** | **Outcome and impacts** | **Resourced Y/N/In part** | **Indicative Priority 1, 2 or 3** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | Take proactive steps to measure and reduce the environmentalimpact of economic activity | - Support the Zero Carbon Oxford Partnership (ZCOP), which brings together leaders of Oxford’s major businesses and organisations to work towards a net zero Oxford by 2040. The ambitious ZCOP programme is underway, steered by the “2040 Net Zero Action Plan”. The initial focus is on decarbonising the city’s transport system and its buildings, whichaccount for the majority of Oxford’s emissions- Continue to deliver Go Ultra Low Oxford and follow up programmesto encourage the take up of electric vehicles- Identify new training and employability opportunities aligned to emergingbuilding retro-fit schemes across council-owned homes and premises- Last mile delivery: Work with the ZCOP and others to explore a number of urban consolidation centres around the edge of the city and the potential for deliveries to be transferred to EVs, e-bikes and cargo-bikes for last mile delivery | ZCOPOxfordshire CouncilsFuture Oxfordshire PartnershipOxford DirectServicesAnchorInstitutionsInnovativebusinesspartners | Emissions and Carbonuse decline as the city’seconomy growsOxford becomes leader in sustainable development and carbon reduction | In partIn partNIn part | 1112 |
| 2 | Mitigate the environmental impacts of new development and housing growth, through new policies, commitments andinnovations from developers andinvestors | - Maximise sustainability standards through our development plans and local plan policies- Develop a series of demonstrator projects either in partnership withdevelopers or on council owned sites- OCC to continue to work with Low Carbon Oxford, Oxford Direct Services and Zero Carbon Oxford to explore opportunities for retrofit and on-site energy generation across the estates of larger organisations- Work with partners to lobby central government for policies, secure funding and powers to enable Oxford to transition to net zero by 2040, covering energy efficiency, decarbonisation of heating and the shift to active, low carbon travel | Zero CarbonOxfordPartnership Oxford CityCouncilOxford DirectServicesDevelopersAnchorInstitutionsLow CarbonHub | Greater contribution ofhousing and developmentto Oxford’s zerocarbon targets | In partNIn partN | 1211 |
| 3 | Support the growth of the green and low carbon sectors through innovative partnerships andtargeted business support | - Delivery of ‘The Energy Systems Accelerator’ at Osney Mead, particularly in relation to planning and securing public sector funding. Mini TESA underway- Work with land owners, developers and future operators to explorehow wider strategic sites can be developed and marketed to the green and low carbon sectors- Work with Green.TV and others to host events such as Electric Vehicles Summit 2021 and explore opportunities to deliver similar events to support the clean and low carbon sector in the future- Explore opportunities and partners to test and then scale activity emerging from the proposed Clean Growth Living Lab (OxLEP Local Industrial Strategy)- Ensure the clean and zero carbon economy is at the forefront of othereconomic actions set out as part of this strategy (e.g. in relation toinward investment, commercial space and business support)- Continue to work with partners to deliver the Local Energy Oxfordshire (LEO) smart grid trials and opportunities to scale post-pilot- Skills and supply chain: Explore with partners, the need to developlow carbon training and reskilling programmes, including apprenticeship and vocational courses- Electricity Grid flexibility & investment: Flexible energy generation, storage and use is required to support the electricity network to handle demand as we move to net zero. Explore opportunities with partners to scale-up innovation such as LEO. Some reinforcement of the local grid may be required, alongside accelerated roll out of smart meters | Oxford CityCouncilDepartmentfor Business,Energy andIndustrialStrategyUniversitiesOxfordshireGreentechOxLEPOxfordshireCountyCouncilLiving OxfordBusiness communitySSE NetworksCentral govt. | Growth in low carbonrelated sectors in OxfordLow carbon activitiesbecome a more significantpark of Oxford’seconomic identityGreater investment in Rand D and spin out activitiesin green sectors | In partNIn partNIn partIn partIn partN | 13231122 |
| 4 | Facilitate flows of knowledge and available funding both locally and regionally, positioning the city asa low carbon leader | - Disseminate the work of the Zero Carbon Oxford Partnership amongst SME, investor, developer and resident communities county-wide | ZCOPOxLEPBanks and financeDevelopersSocial Enterprises | Knowledge and technology transfer accelerate transition to zero carbon economy regionally | In part | 2 |
| 5 | Partner with local institutions and support businesses todecarbonise across their operations and supply chains,sharing good practice | - Continue to support Zero Carbon Oxford Partnership, and Oxfordshire Greentech, and identify additional businesses that can join and gain support to reduce their carbon footprint- Develop a Pipeline of investable projects that will support zero carbon transition | Oxford CityCouncilZero CarbonOxfordPartnershipOxfordshireGreentechOxLEPBCorp UK | Oxford delivers its zero carbon targets Businesses adapt and embed ongoing carbon reduction planning in their operations | YIn partNIn part | 11 |
| 6 | Work with communities to adopt place-based approaches to Net Zero, combining retrofit, transport,biodiversity and communityregeneration projects | Work with Neighbourhood and community groups, community action groups, and housing providers to support local initiatives developed by and with the community  | Oxford City CouncilOxford Direct ServicesThird SectorCommunity SectorUniversities and FE | New ideas developed support community economic development opportunities and further transition to zero carbon in communities | In part | 2 |
| 7 | Develop budgeting and measurement processes which support investment in zero carbon development | Work towards the city’s 2040 ambition with five-yearly carbon budgets, which will be transparent and subject to scrutiny. The five-yearly carbon budgets and an annual emissions reduction pathway can be used to set interim targets against which progress can be trackedWork to put in place options for SME’s to track and report carbon reductions locally | ZCOP partnersOxford City CouncilBusinesses | Clear understanding of transition to Net Zero | In partN | 11 |
| 8 | Support and partner business and institutions to be socially andenvironmentally responsible | - Work with B Corp UK1 and other local partners to expand the BLocal Oxfordshire (Bcorps) Network - Explore new investment fund proposals to grow the city’s sociallyand environmentally focused businesses- Consider options to support businesses to impact on bio-diversity and materials use/waste management  | BCorp UKOxfordshire authoritiesOxLEPFinance sectorSocial Enterprises | Widen business involvement in broader environmental issues  | NNN | 221 |
| 9 | Develop communications and engagement programmes on Net Zero, to ensure transition is made in collaboration withresidents and businesses | - Communications and engagement campaign to build on work of theCitizens Assembly on Climate Change, to support and facilitate behaviour change as Oxford transitions to net zero. | ZCOPOxford City CouncilOxfordshire local authorities | Community wide action on net zero is encouraged | Y | 2 |
| 10 | Work with Partners to increase active travel and implement netzero transport within the city | - Work with the county council to deliver the a wider city centre Zero Emission Zone, traffic filters and a city-wide workplace parking levy along with proposals for bus service improvements to boost the growthpotential of our key employment locations- Deliver the £88m Zero Emission Bus Regional Area (ZEBRA) Project, a fleet of Zero emission buses foe the city- Deliver on Active travel infrastructure commitments | Oxfordshire County CouncilOxford City CouncilBus Companies |  | In partY (STC)In part | 111 |
| 11 | Develop an Oxfordshire InclusiveEconomy Charter to engage local business and institutions | - The OIEP will be launching a digital platform and an ‘Oxfordshire Inclusive Economy Charter’ and pledge scheme so that businesses and residents can pledge commitment and resource to the work- The OIEP with support from Advanced Oxford have drafted a Charter to be launched in 2022. The Charter is part of a wider Communications strategy for the OIEP.  | Oxfordshire Inclusive Economy PartnershipAdvanced oxfordOrganisations county-wide | A fairer and more inclusive economy in which all organisations can play a role | Y | 2 |
| 12 | Focus recovery efforts on the needs of the most disadvantagedplaces, through communitywealth building and communityeconomic development | - Pilot ‘Community Wealth Building’ projects in localities facing deprivation by delivering ‘Owned by Oxford’ focusing on community business andcooperative development and support- Proposals being developed by the OIEP Place Based Initiatives Working group- Work with land owners, developers and the LPAs to explore opportunities embed social value and community wealth building into new developments, including and the major urban extensions.- Work with Activate Learning, OxLEP, Aspire and other partners to explore the use of community centres and response hubs for skills training, jobs redeployment and enterprise support, particularly for residents in in priority areas such as Barton, Rose Hill and Blackbird Ley- Further develop 'Locality hub' model – supporting communities and signposting skills and enterprise support- Continue to deliver Oxford Youth Ambition Programme- Leisure, Parks, Go active, Culture – reducing the impact on healthservices and fostering healthier communities- Explore Social Investment / Grants to leverage key initiatives and attract additional funding to groups creating more equal and prosperous places | Owned by Oxford partners (CAG, Solidarity Economy Oxon, Aspire, Makespace, City Council)OxfordshireSocial EnterprisePartnershipSocial EnterprisesOxford HubOxford City CouncilCommunitypartnersActivate Learning and other training providers | More deprivedlocal areas are not disadvantaged by themedium and long-termimpacts of the pandemicIndex of Multiple Deprivation Measures Improve Social Mobility Index Measure Improve | In partNIn partNIn partYYN | 11122112 |
| 13 | Further develop and build on the Oxford Living Wage initiative(OLW) to embed the principles of a minimum standard of prosperity | - Encourage employers taking up apprenticeship and work placementschemes to top up salaries to pay the Oxford Living Wage- Ensure Council procurement policies evolve with legislation toincentivise suppliers to pay at least the OLW- Engage with business representative and support organisations to encourage OLW adoption amongst their networks- Develop a communications plan to celebrate Oxford Living Wageemployers and to increase uptake across the city- Engage businesses that have benefitted from support programmes or COVID support funding to explore the feasibility of becoming OLW accredited- Find ways to improve the benefits of being an OLW member andleverage the OLW network for collective benefit | City CouncilDepartmentfor Work andPensionsBusiness Representative and Support OrganisationsAnchor institutionsOLW organisationsOxfordshireInclusiveEconomyPartnership | Incomes in Oxford rise,particularly in the mostdeprived areasMore businesses signup to the programme,creating a critical massand collective benefit | Y | 1 |
| 14 | Support social enterprise, co-opbusinesses and civil society sectors, and pursue a more prominent role in the city’s economy | - Continue the work of the Oxfordshire Social Enterprise Partnership (OSEP)- Team Oxford Volunteer Programme - BLocal Oxfordshire Network- Support social enterprises to recover and grow through Escalate and successor programmes (funding TBC) | OxfordshireSocialEnterprisePartnershipCity CouncilOxfordshireVoluntary andCommunitySector OxLEPBCorp andmainstreambusinesses | Stronger social enterprise and purposeful business networksLocal economy respond better to the needs of residents. | In partIn partNN | 1222 |
| 15 | Support local spending, enhance local supply chains and generate social value through procurement. | - Seek ongoing funding for a dedicated Community Wealth Building/Inclusive Economy Officer to work with anchor institutions Deliver the City Council’s Procurement Strategy, identifying opportunities to increase spend with local businesses and to deliver greater social value in line with the Social Value Act- Work alongside other anchor institutions to enhance procurement policies to increase local expenditure and social value - Identify major public sector investments coming forward in the city and encourage partners to maximise spend with local suppliers- Run workshops with local businesses and social enterprise to boost knowledge of opportunities to work with anchor institutions and support them to navigate procurement procedures- Identify opportunities for cooperatives and community-owned business where realistic and achievable | OxfordshireInclusiveEconomyPartnershipOxLEPOSEPOxford CityCouncil andsubsidiarycompaniesAnchor institutions and large employers | More money and financial control is retainedLocally New opportunities supportdiversification withinthe local business base | YIn partIn partIn partNIn part | 111122 |
| 16 | Support local people to better access skills, training and education opportunities to prosper and adapt to the structural change  | Work closely with OxLEP and partners to deliver the Oxfordshire Local Skills Plan and Oxfordshire Social Contract Programme- Proposals being developed by OIEP Educational Attainment Sub Group- Proposals being developed by OEIP Employers Sub Group- Finalise the Kickstart Scheme offering 16-24 year olds work placements (or similar programmes where appropriate)- Work with landowners to deliver employment and skills plans at Oxford North, the West End and Barton Park. Fund and recruit a CEP officer/ consultant to facilitate effective CEP delivery - Undertake an annual business plan project with Further education students in business and tourism disciplines- Implement the Oxford City Council Workforce Equalities Action Plan- Support and evaluate the success of Rose Hill employment hub- Consider supporting digital access and literacy initiatives that help people to adapt to changing technology and new ways of working- Promotion of apprenticeship opportunities to residents across the city (OxLEP), work to increase the intermediate, higher and advanced level apprenticeship programmes, encouraging social mobility- Deliver expanded programme of apprenticeships, providing a greater range of opportunities to work at Oxford City Council and ODS across a range of levels. Tackle issues of under-representation through a targeted approach- Explore with partners supporting small businesses to increase theirapprenticeship take up by utilising unspent apprenticeship levy oflarger organisations- Explore how new and existing community assets in deprived areas canbe used to accommodate and support skills development and training- Opening of the South Central Institute of Technology at the TechnologyCampus of Activate Learning in Blackbird Leys to support hundreds of Digital Apprentices and Higher Level digital qualifications in a state of the art new building (September 2022)- T Levels in Management and Business Administration delivered at City of Oxford College to provide a well-qualified, entrepreneurial workforce from September 2022. Partners to support effective work placement take up.- Focus on the development of English and maths GCSE achievement for adults who did not achieve these in the school system (FE partners)- Retraining and upskilling programmes to ensure unemployed workers can retrain for roles in sectors with vacancies (FE Partners)- Promote Youth Hubs from the Job Centre to support younger job-seekers to access the opportunities and support they need to find work (DWP) | OxLEP OxfordshireSkills BoardDWPFurtherand highereducationOxfordshire Inclusive Economy PartnershipOxford CityCouncilTrainingProvidersSocial Enterprises Central govt. | Oxford’s population becomesmore skilledSkills inequality is reducedEarnings of Oxford residentsIncreaseBusinesses invest more intotraining | In partNNYYIn partYIn partIn partYIn partIn partNYYYIn partIn part | 111112122111311111 |
| 17 | Deliver affordable workspace that supports local businesses andorganisations providing security to stay and grow | - Work with partners to deliver Meanwhile in Oxfordshire over a three year period- Deliver provision of workspace, including at least one third affordable (of overall lettable space at 80% of market rate) space, at Standingford House (Cave St) and 1-3 George Street- Work with developers, land owners, operators and the Planning Authority to explore opportunities for affordable workspace in key development sites coming forward- Work with the LPA to explore the opportunity for creating an affordableworkspace policy in the next iteration of the Local Plan | Oxford CityCounciluniversitiesand collegesOxLEPlandownersworkspace operators | More local people startand grow successfulbusinessesMore affordable workspace comes forward | YYIn partIn part | 1122 |
| 18 | Explore using the principles of 15-minute neighbourhoods | - Explore Local Plan 2040 policy options to provide good access by walking and cycling to a range of services, employment opportunities and facilities- Identify vacant retail units in district centres that could be re-purposedas part of the Meanwhile in Oxfordshire Programme or similar initiatives- Work with partners to explore how to use community spaces to provide physical space to support skills development and trainingEngage of neighbourhood business partnerships (locally led) with businesses and neighbourhood forums | MeanwhileProjectCityCouncilOxfordshireCountyCouncillandlordsdeveloperslocalbusinesses | More local spend is capturedwithin the cityLocal people have a greater say over thefuture of their neighbourhoodsMore sustainable travel and consumption | YNNIn part | 2232 |
| 19 | Explore options to deliver moreaffordable travel for local people to travel to employment andeducation using public transport, cycling and walking | - Deliver an effective Bus Service Improvement Partnership bid (£12.9m)and Bus Service Enhancement Programme - Expedite the Cowley Branch Line as a priority, and seek other metropolitan rail improvements (e.g. Begbroke)- Ensure investments in active Travel infrastructure and bus corridors are prioritised. - Test the feasibility of subsidised public transport schemes to connect deprived communities to opportunities in Central Oxford- Explore ways to enhance the provision of low-cost bikes in conjunction with Wheels to Work or other partners- Seek opportunities to provide secure cycle parking and cycling facilities at work places. | OxfordshireCountyCouncilCity CouncilBus companiesNetwork Railcar clubscycle clubs | More local people canaccess opportunitieswithout a carTransport to work andleisure becomes cheaper | YesIn partIn partIn partNIn part | 111231 |
| 20 | Increase housing supply and improve access to affordable housing | Deliver on work of the Future Oxfordshire Partnership supporting housing allocations adjacent to OxfordScale the work of Oxford City Housing LimitedRefresh Oxford City Housing and Homelessness StrategyOxford Local Plan 2040 Refresh | Oxfordshire authoritiesOCHLOxford City Council | Improved supply and affordabilityLabour market benefitsQuality of life | In partIn partYY | 1111 |
| 21 | Increase quantum and quality of commercial space on planned and existing sites focussing on key sectors | Work with the LPA and land owners to ensure that in planned and sustainable locations, new employment space is brought forward to meet requirements identified through the Local Plan (2036 and 2040 update) while existing employment supply is protected where possible.Priority focus will be on;- Oxford North- 1-3 George Street by 2022 and Standingford House by 2025.Work with landowners to diversify and intensify existing business locations to meet the needs of growing businesses and sectors.Priority focus will be on;- Oxford Business Park- Oxford Science Park.- Convene partners of Health and Life Sciences Quarter in Headington to establish vision, objectives and infrastructure needs and seek investment where required- Meanwhile in Oxfordshire to deliver two affordable co-working spaces in Oxford focusing on creative and social enterprise sectors - Work with neighbouring local authority partners on allocated urban extensions to include housing and employment space.- Seek to embed and measure social value and employment plans through planning and Procurement policies | Oxford CityCouncilLandownersDevelopersWorkspaceoperatorsUniversitiesOxLEP | Oxford has more commercial space,accommodating new business, supportingenterprise and enablingglobally significantinnovationMeasure increase in supply, churn | YYIn partNYYIn part | 1113111 |
| 22 | Deliver transport, digital and energy developments that unlock economic opportunities fordiversification and innovation in identified areas | Collaborate with partners across the Oxford to Cambridge Arc to develop the vision and spatial options for sustainable development, the case for devolution of powers and funding, to help deliver key infrastructure and wider economic priorities.Work with partners to deliver the redevelopment at Oxford Station to support regional and local sustainable connections. To include:- Finalise Station Masterplan (2022)- Complete Oxford Phase 2 (Westside)station improvements (early2025)- Secure investment for OxfordshireConnect Rail Programme development- Expedite the Cowley Branch Line extensionto better connect to existingand new employment opportunities- Work with the county council to deliver the a wider city centre Zero Emission Zone, traffic filters and a city-wide workplace parking levy along with proposals for bus service improvements to boost the growthpotential of our key employment locations- Work with the County Council to bring forward a new area strategy for Oxford and surrounds, further to the Local Transport and Connectivity Plan- Support appropriate 'Living Lab' projects developed with partners such as Living Oxford CIC in mobility, health and energy.- Oxfordshire Infrastructure Strategy (OxIS) updated with all Oxfordshire local authorities- Support the county council to deliver the Oxfordshire Digital Infrastructure programme including: Gigabit Oxford and to engage mobile network operators on improving 4G coverage, and the rollout of 5G Embed social value benefits through procurement of contractorsIdentify locations and partners to create consolidated delivery hubs at strategic sites around the city | Oxford StationProgrammeBoardNetwork RailOxfordshireConnectProgrammeWorkingGroupOxfordshireConnectProgrammeWorkingGroupOxfordshireCC andOxford CCLiving OxfordCICFutureOxfordshirePartnershipCentral govt. | Infrastructure supports the delivery of Economic Strategy growth areas, by improving connectivity, creating a better environment for active travel and connecting more residents to economic opportunities | In PartIn partIn partYNYYIn part | 21113122 |
| 23 | Build on Oxford's competitiveness in HE & research, enhancing FE & Technical Education | - Work closely with both Universities on their Corporate strategies and development plans as these come forward over time- Support new investments in further and technical education  | UniversitiesFE Colleges | Competitive Universities FE investment growth | In partIn part | 11 |
| 24 | Continue to support businesses to adapt to changing economicconditions, and embed principles of good recovery  | - Consider best use of Shared Prosperity Funds and other sources of funding to support businesses to adapt- Continually update the City Council business database to ensure thatthere is an effective flow of information and support for business- Align business support to signal and encourage sustainable and inclusivebusiness practices through entry and assessment criteria (where appropriate/permitted) | City CouncilOxLEPCountywideLocalAuthoritiesBusinesssupportproviders | Enhanced business survival, diversification and growth | In partYIn part | 122 |
| 25 | Help deliver Oxford West End at pace as an internationallysignificant neighbourhood,attracting talent and investment | Oxford City Council to establish and convene- The West End Strategic Board, made up of key land owners andfunders, inc. central and local government, to align, co-ordinateand expedite delivery of the development programme at pace- A land owner forum, City and County Council liaison group anda broader stakeholder engagement forum to inform and support thework of the Strategic BoardWork with land owners to fund- an Investment Prospectus, economic impact assessment andOxford West End website to clearly set out the land owners’ sharedprinciples and funding asks of central government- a West End Programme Lead to sit within the city council to supportpartnership working, governance and alignment of activities- Explore opportunities with central Government for further external revenue funding to create a dedicated and focused delivery team with an exclusive remit to drive the West End forward.- Work with land owners, stakeholders, local residents and businesses to develop a new West End Supplementary Planning document to guide development, to help maximise the opportunity for a new mixed use neighborhood, include commercial and residential uses- Embed and measure social value through procurement and planning Work with the land owner forum and Strategic Board to deliver a district wide community employment plan working with FE and HE providers, owners and employers- Explore alternative funding mechanisms to accelerate development where required | City Council• CountyCouncilMajorlandowners(particularlythe Universityof Oxford andcolleges)Network RailOxLEP | The West End becomesa district of nationalimportance, seen as acritical part of regionalgrowth and nationalinnovationOxford | YYYYNIn partYIn part | 11111112 |
| 26 | Boost domesticand internationalinwardinvestment from socially responsible andpurposeful businesses in target sectors  | Work with OxLEP on its Internationalisation Plan to bring together key operators, land owner/ developer partners, employer representative groups, such as Advanced Oxford, and DiT, to better articulate and promote opportunities for inward investment in Oxford. This should include;- Co-coordinating activity with major opportunity areas, such asOxford West End, Oxford North, Oxford Science Park, Oxford BusinessPark, and Headington Health & Life Science Cluster (OxLEP)- A focus on attracting socially responsible businesses in priority growth sectors (Health & Life Sciences, Technology & Digital, Creative Production, Green & Low Carbon and Business & Financial Services)- Ensure workforce skills and employment needs are factored into inward investment priorities, and be selective about target investment, that aligns with local needs | City CouncilOxLEPDepartmentforInternationalTradeAdvancedOxfordPrivatesector andlandowners | Oxford’s business base is diversified and strengthened to create employment opportunities that meet local needs | In partIn partNN | 2233 |
| 27 | Retain a greater proportion of spin out companies that start up in the city and increase the localeconomic value of knowledge and innovation | Work with the Local Planning Authority, operators, and landowners, to ensure new workspace comes forward including- Workspace strategy to seek a mix of typologies at a range of price points, including more lab space.- Through the next review of the Local Plan explore the potential of a workspace policy to support start-ups (e.g. affordable space), spin outs, grow-on space and social enterprise development across the city- Support Oxford Brookes to expand their Scale Up Network and successor programmes with a focus on the city’s priority sectors- Deliver a targeted annual engagement programme with businesses to understand and help address issues faced. | Oxford CityCouncilOxfordBrookesUniversityUniversity ofOxford (and Oxford University Development)OxLEPOxfordScienceEnterprises | A wider variety of work is created providing more local opportunities for peopleOxford capitalisesupon its knowledgeassets bringing morebusinesses into the cityA new enterpriseeco-system evolves withlocally owned businessescollaborating with universityspin-outs | In partIn partIn partIn partY | 11221 |
| 28 | Support the recovery of the visitor economy and seek benefits for visitors and residents | Deliver the Focussed Visitor Economy Plan (page 45 Part 1) including- Visitor Economy – Vision and Action Plan for Oxfordshire, 2022-24 and Visitor Economy Renaissance Programme 2022-24 with OxLEP and partners- Continuing to build a commissioning relationship with Experience Oxfordshire, where resources allow, to support promotion, business support, and management of visitor economy, including coach parking and language schools- Seek central Government support for the visitor economy as proposedin the Oxfordshire Industrial Strategy Investment Plan and Oxfordshire Economic Recovery Plan, which includes core funding for the DMO, promotion and marketing, skills development, business support and capacity building measures- Support the promotion of schemes like the Oxford Pass to encourageovernight stays - Increase visitor accommodation by working with the LPA and landownerson strategic sites- Deliver new Covered Market leasing and marketing strategy, alongsidethe development of a masterplan and investment strategy to create key city centre destination- Explore with landowners opportunities in the city centre for a new major cultural/ music venue (with conferencing facilities) in-line with local plan policies and allocations. | ExperienceOxfordshireOxLEPCity CouncilOxfordCulturalPartnershipBusinessesand investorsLocalAuthoritiesLandownersCentral govt. | The number of people visiting Oxford for longer increases.The perception of the city as a destination improves.The negativeImpacts of visitor numbers are managedBusiness tourism is strengthened | In partIn partIn partNNIn partIn partN | 11212112 |
| 29 | Attract and retain more skilledinternational workforce,celebrating the cultural diversitythis brings | Links to City Centre Action Plan and also Visitor Economy Action Plan as actions that enhance the city’s attractiveness and liveability.Engage with University and Employer to understand if further action is required on graduate retention and attraction | VariousUniversities. | Attraction of specialist workers needed by employers and research groups | In partN | 13 |