

Oxford's Economic Strategy



Delivery Plan

The Delivery Plan

This Delivery Plan provides detailed practical steps to support partners as they plan interventions and develop new practices to support the delivery of Oxford's Economic Strategy.

This is a reference document which provides specific tools which will help the city meet its economic objectives. It includes:

Delivery principles, setting the basis for the approach and the foundations for partnership working

A detailed action plan for the first five years of the strategy's delivery

Roles and responsibility for delivery, setting out who can do what and specifically the role of the City Council and the Economic Growth Board

Approaches to measuring success using the principles of 'triple bottom line'

In addition, Oxford City Council has produced a separate City Centre Plan setting out detailed guidance on projects specific to the centre.

Delivery Principles

Oxford's Economic Strategy marks a shift in thinking about Oxford's economy and a step-change in the City Council and partners' approach to economic development. It is more holistic than previous strategies, responding to significant local, national and societal challenges in terms of inclusion and climate emergency.

It does, however, come at a challenging time. The public sector has fewer resources than ever before, whilst COVID-19 and Brexit will have persistent and fundamental impacts on the city's businesses and residents. The successful implementation of the strategy will need new collaborations and enhanced partnership under the strategic leadership of the City Council and the Economic Growth Board. Many of the actions will need investment and or support from central and local government partners, education, private sector and key partners such as OxLEP. To support this a set of principles has been created to inform this, provoke new practices and support delivery:

Commitment & Focus

A shared and long-term commitment to responding to the priority challenges and opportunities identified in this strategy

Pace

Working rapidly to deliver projects that deliver positive economic, social and environmental impacts

Collaboration

Making the most of available capacity and resource that exists across the city by building on the work of partners, brokering new relationships and working across new areas

Participation

Embedding participatory principles within delivery to ensure that Oxford's residents are actively involved in idea development, decision making and delivery

Innovation

Using the city as a 'living lab' to try innovative projects, alongside taking innovative approaches to leverage funding and realising ambitions

Agility

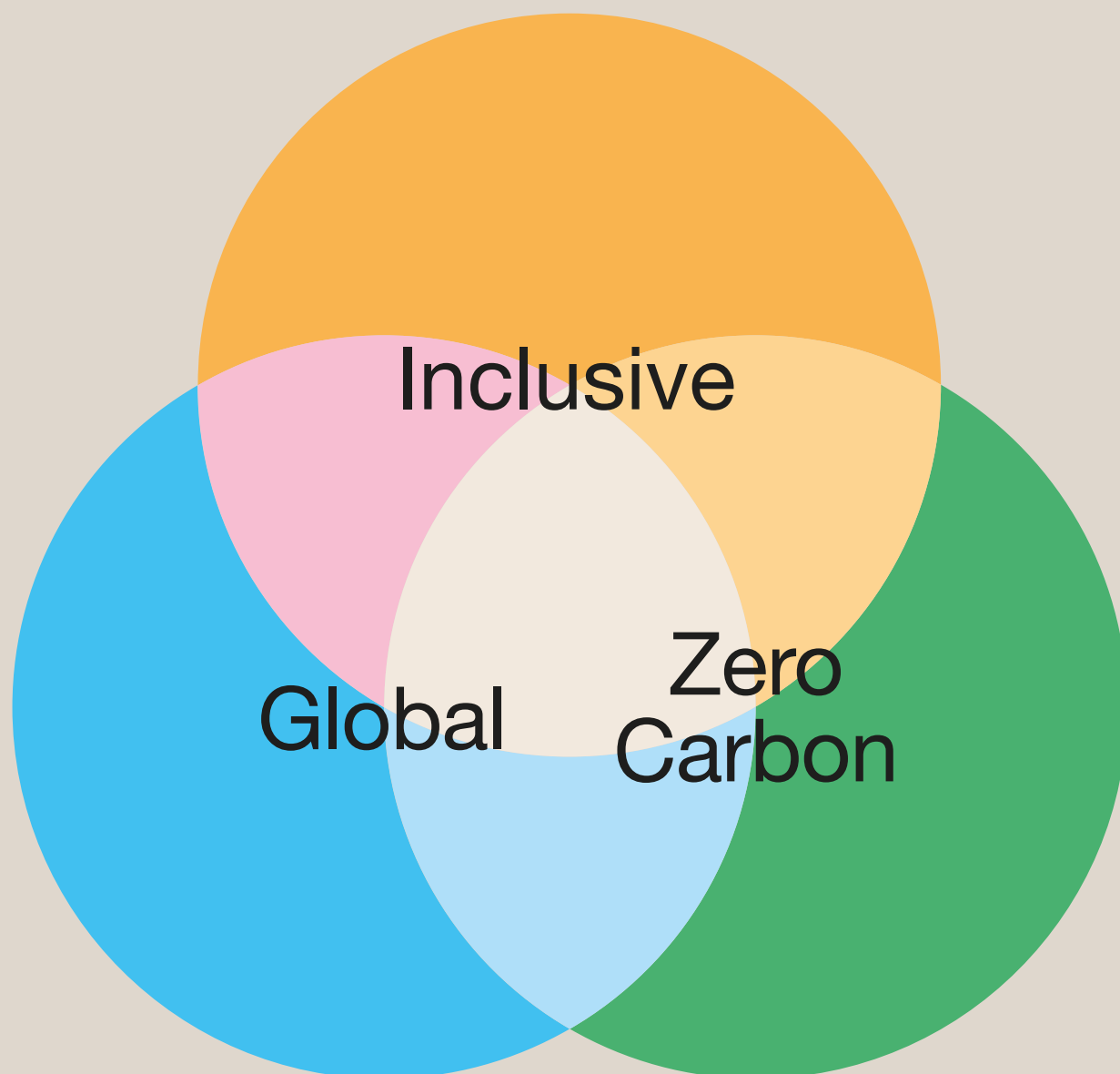
Continuously reviewing delivery mechanisms, project priorities and ways of working to ensure the city remains agile in responding to changing needs

The First Five Years

The strategy provides new ideas on how the economy of Oxford can be more inclusive, global and transition towards zero carbon, outlining ambitions for each for the next ten years.

The following tables provide the specific detail of how Oxford City Council and its partners will work together to deliver

actions which support the strategy's objectives. These relate to the first 5 years of a ten-year plan underpinned by the big ideas within the strategy document. Many of these actions will form the foundation for the future, providing the basis for Oxford to become an Inclusive, Global and Zero Carbon city economy.



Leadership, Roles and Responsibilities

Role of the Economic Growth Steering Board

The strategy will be overseen by the Oxford Economic Growth Steering Board.

Evolution of the Economic Growth Steering Board

In developing this strategy, partners have considered the important role of the Economic Growth Steering Board (EGSB).

Role

The EGSB will continue working as a multi-sector partnership to engage with and provide a more consistent voice for the Oxford business community, cognisant of resident needs. It will build on this to represent a wider group of sectors.

It will collaborate widely to enable Oxford to fulfil its role as a world leading city that supports sustainable, inclusive and innovation led economic growth region-wide; aligning with and complementing the strengths of Oxfordshire.

Objectives

- diversify its membership to become more inclusive, and seek a range of perspectives on economic development priorities.
- Identify areas of both concern and new opportunity, and act in partnership to enable positive change, attracting the appropriate support and resources to do so
- Engage widely with business/ employers in Oxford and voice their needs, ensuring that these are understood by OxLEP, educational institutions, local authorities and national government alike
- Regularly review and monitor the Oxford economic position and progress of the Oxford Economic Strategy, allowing flexibility in line with economic and societal change during a time of relative uncertainty
- Align action with wider local, regional and national strategic plans and projects

The group will play a proactive role in shaping and directing Oxford's economy. This will involve becoming more delivery focused, alongside the existing focus on economic issues and policy - looking at certain projects and priorities as well as developing new collaborations and partnerships to support shared action.

To do this, the group will need to establish a more diverse membership in terms of age, gender and ethnic diversity. To better

respond to the needs of the cities more deprived areas, some representation of these communities should also be considered.

This will include convening task and finish groups which will focus on specific locations, issues and projects in order to drive change. The groups will not necessarily deliver interventions but will, among other things, focus on:

- 1 Supporting partners to overcome barriers and blockers
- 2 Scoping opportunities to maximise impact
- 3 Identifying potential partners to involve in delivery
- 4 Championing and lobbying for change
- 5 Guiding delivery and direction where appropriate
- 6 The groups will be task focused, time-bound and new topics will be selected on a bi-annual basis.

The EGSB will also consider how residents can play a more active role in decision making related to economic development. Drawing on best practice around the world, this may include hosting participatory events, focus groups or more permanent arrangements.

Role of Oxford City Council

Alongside local authority partners, education and business, City Council will continue to play a pivotal role in shaping Oxford's economy by leading and co-ordinating change and using all available levers to achieve this. The Council will be ultimately accountable for ensuring that as many as possible of the commitments set out in this document are delivered, where resource for delivery can be identified.

At the strategic level, planning powers will be used to create innovative and progressive policies that are responsive to the ambitions of this strategy and the city's economic, social and environmental context.

At the project level, the Council will directly deliver many of the interventions set out in this document. Project managers will work with collaborators to scope out and define projects, generate wider interest, leverage funding and bring them to fruition. The Council will use its influence and convening power to bring key decision makers and influencers to the table to help unlock opportunities, overcome barriers and help meet the needs of the city.

Land and property assets will also be used as part of this to deliver positive change. This is particularly the case in the West End, where the Council owns several sites and in the City Centre where the Council has a strong property portfolio.

City Council resources will also be needed to support relevant initiatives being led by partner organisations in order to enable place-based solutions

that meet the needs of the city as it recovers from the recession. Where appropriate, this may be through project management support, external funding, political support or advice. Officers will also help stakeholders understand the different funding pots available to deliver projects.

The opportunity in Oxford is one of national significance. It is therefore reasonable that the projects which will support the aspirations of the strategy should receive some investment from national government. The City Council, Economic Growth Steering Board and Oxfordshire LEP will all need to form a consistent lobby to make the case for this and ensure that any resource is used efficiently and impactfully.

Tracking Success

A robust and committed approach to tracking impact and performance will be a crucial part of delivering this strategy. It needs to be accompanied by a commitment to using high quality evidence and data, and reflecting on the evolution of the city's economy. Getting this right will allow partners to:

- Understand the evolution of the city economy at an uncertain time
- Test scenarios in relation to future events which can impact upon the city
- Assess the collective impact of delivery
- Learn lessons for future intervention
- Celebrate achievements and success
- Tailor delivery to maximise impact and value
- Support case making to leverage funding

Given this strategy focuses on balancing economic, social and environmental ambitions, a Triple Bottom Line framework will be used to track change. This will ensure that social and environmental (broadly inclusive and zero carbon) outcomes are given equal credence to economic outcomes. This is important because what is measured dictates what is done. If the wrong thing is measured, organisations do the wrong thing. If something is not measured it becomes ignored or neglected.

Primary 'success factors', which respond to and align with the Triple Bottom Line framework, are set out below.

Some of these will be factored into the Council's business plans, project plans and Key Performance Indicators and will be considered on an annual basis in conjunction with the EGSB. One of the first tasks for an EGSB task and finish group will be to set out an approach to monitoring change against some of these key indicators and the development of a simple dashboard.

It is important to note, however, that given the long-term nature of many aspirations and interventions in this strategy, it will be important to take a long-term view to measuring success. While specific targets have not been set, significant improvement to the baseline should be achieved over the next decade.

These 'success factors' will also be used to shape decisions around future projects and interventions to pursue and invest in. Those that contribute most significantly to the economic, social and environmental ambitions will be prioritised and taken forward.

Triple Bottom Line ‘Success Factors’

Economic	Social	Environmental
Number of jobs Source: ONS BRES	Inequality Source: Centre for Cities	Carbon emissions Source: City Council
Number of businesses Source: ONS UK Business Count	Proportion of highly deprived neighbourhoods Source: Indices of Multiple Deprivation	NOx emissions Source: City Council
GVA per worker Source: ONS Regional Gross Domestic Product	Social mobility ranking Source: UK Government Social Mobility Index	Green space created/safeguarded Source: City Council
Patent applications Source: Intellectual Property Office – Patent Applications	Average income Source: ONS Small Area Income Estimates	Investment in environmental projects Source: Partner Data
Business starts and survival rates Source: UK Business Count	Proportion of people receiving the Oxford Living Wage Source: ONS Small Area Income Estimates	Proportion of trips by transport mode Source: ONS Census or County Council
Inward investment Source: DIT	Proportion of people with no qualifications Source: ONS Annual Population Data	Proportion of trips by foot or bicycle Source: ONS Census or County Council
Commercial floorspace Source: Industry Dara/Agent Insight	Unemployment rate Source: ONS Annual Population Survey	Energy source mix Source: City Council
Commercial vacancies Source: Industry Dara/Agent Insight	Affordable workspace floorspace Source: City Council Data	Quantum of green space Source: County Council
Venture capital investment Source: Scale Up Institute	Housing affordability ratio Source: Centre for Cities	Quantum of brownfield land redeveloped Source: City Council
Volume and value of tourism Source: Experience Oxfordshire	Rent as a proportion of income Source: ONS Private Registered Provider Rent and ONS Small Area Income Estimates	Amount of renewable energy generated Source: BEIS – Renewable Energy by Local Authority
Graduate retention rate Source: Office for Students	Benefit claimants Source: ONS Claimant Count	Number of B-Corps registered Source: B-Corporation UK

