**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 environmental  impact 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, which  account for the majority of Oxford’s emissions  - Continue to deliver Go Ultra Low Oxford and follow up programmes  to encourage the take up of electric vehicles  - Identify new training and employability opportunities aligned to emerging  building 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 | ZCOP  Oxfordshire Councils  Future Oxfordshire Partnership  Oxford Direct  Services  Anchor  Institutions  Innovative  business  partners | Emissions and Carbon  use decline as the city’s  economy grows  Oxford becomes leader in sustainable development and carbon reduction | In part  In part  N  In part | 1  1  1  2 |
| 2 | Mitigate the environmental impacts of new development and housing growth, through new policies, commitments and  innovations from developers and  investors | - Maximise sustainability standards through our development plans and local plan policies  - Develop a series of demonstrator projects either in partnership with  developers 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 Carbon  Oxford  Partnership  Oxford City  Council  Oxford Direct  Services  Developers  Anchor  Institutions  Low Carbon  Hub | Greater contribution of  housing and development  to Oxford’s zero  carbon targets | In part  N  In part  N | 1  2  1  1 |
| 3 | Support the growth of the green and low carbon sectors through innovative partnerships and  targeted 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 explore  how 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 other  economic actions set out as part of this strategy (e.g. in relation to  inward 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 develop  low 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 City  Council  Department  for Business,  Energy and  Industrial  Strategy  Universities  Oxfordshire  Greentech  OxLEP  Oxfordshire  County  Council  Living Oxford  Business community  SSE Networks  Central govt. | Growth in low carbon  related sectors in Oxford  Low carbon activities  become a more significant  park of Oxford’s  economic identity  Greater investment in R  and D and spin out activities  in green sectors | In part  N  In part  N  In part  In part  In part  N | 1  3  2  3  1  1  2  2 |
| 4 | Facilitate flows of knowledge and available funding both locally and regionally, positioning the city as  a low carbon leader | - Disseminate the work of the Zero Carbon Oxford Partnership amongst SME, investor, developer and resident communities county-wide | ZCOP  OxLEP  Banks and finance  Developers  Social Enterprises | Knowledge and technology transfer accelerate transition to zero carbon economy regionally | In part | 2 |
| 5 | Partner with local institutions and support businesses to  decarbonise 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 City  Council  Zero Carbon  Oxford  Partnership  Oxfordshire  Greentech  OxLEP  BCorp UK | Oxford delivers its zero carbon targets  Businesses adapt and embed ongoing carbon reduction planning in their operations | Y  In part  N  In part | 1  1 |
| 6 | Work with communities to adopt place-based approaches to Net Zero, combining retrofit, transport,  biodiversity and community  regeneration 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 Council  Oxford Direct Services  Third Sector  Community Sector  Universities 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 tracked  Work to put in place options for SME’s to track and report carbon reductions locally | ZCOP partners  Oxford City Council  Businesses | Clear understanding of transition to Net Zero | In part  N | 1  1 |
| 8 | Support and partner business and institutions to be socially and  environmentally 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 socially  and environmentally focused businesses  - Consider options to support businesses to impact on bio-diversity and materials use/waste management | BCorp UK  Oxfordshire authorities  OxLEP  Finance sector  Social Enterprises | Widen business involvement in broader environmental issues | N  N  N | 2  2  1 |
| 9 | Develop communications and engagement programmes on Net Zero, to ensure transition is made in collaboration with  residents and businesses | - Communications and engagement campaign to build on work of the  Citizens Assembly on Climate Change, to support and facilitate behaviour change as Oxford transitions to net zero. | ZCOP  Oxford City Council  Oxfordshire local authorities | Community wide action on net zero is encouraged | Y | 2 |
| 10 | Work with Partners to increase active travel and implement net  zero 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 growth  potential 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 Council  Oxford City Council  Bus Companies |  | In part  Y (STC)  In part | 1  1  1 |
| 11 | Develop an Oxfordshire Inclusive  Economy 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 Partnership  Advanced oxford  Organisations 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 disadvantaged  places, through community  wealth building and community  economic development | - Pilot ‘Community Wealth Building’ projects in localities facing deprivation by delivering ‘Owned by Oxford’ focusing on community business and  cooperative 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 health  services 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)  Oxfordshire  Social Enterprise  Partnership  Social Enterprises  Oxford Hub  Oxford City Council  Community  partners  Activate Learning and other training providers | More deprived  local areas are not disadvantaged by the  medium and long-term  impacts of the pandemic  Index of Multiple Deprivation Measures Improve  Social Mobility Index Measure Improve | In part  N  In part  N  In part  Y  Y  N | 1  1  1  2  2  1  1  2 |
| 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 placement  schemes to top up salaries to pay the Oxford Living Wage  - Ensure Council procurement policies evolve with legislation to  incentivise 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 Wage  employers 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 and  leverage the OLW network for collective benefit | City Council  Department  for Work and  Pensions  Business Representative and Support Organisations  Anchor institutions  OLW organisations  Oxfordshire  Inclusive  Economy  Partnership | Incomes in Oxford rise,  particularly in the most  deprived areas  More businesses sign  up to the programme,  creating a critical mass  and collective benefit | Y | 1 |
| 14 | Support social enterprise, co-op  businesses 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) | Oxfordshire  Social  Enterprise  Partnership  City Council  Oxfordshire  Voluntary and  Community  Sector  OxLEP  BCorp and  mainstream  businesses | Stronger social enterprise and purposeful business networks  Local economy respond better to the needs of residents. | In part  In part  N  N | 1  2  2  2 |
| 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 | Oxfordshire  Inclusive  Economy  Partnership  OxLEP  OSEP  Oxford City  Council and  subsidiary  companies  Anchor institutions and large employers | More money and financial control is retained  Locally  New opportunities support  diversification within  the local business base | Y  In part  In part  In part  N  In part | 1  1  1  1  2  2 |
| 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 their  apprenticeship take up by utilising unspent apprenticeship levy of  larger organisations  - Explore how new and existing community assets in deprived areas can  be used to accommodate and support skills development and training  - Opening of the South Central Institute of Technology at the Technology  Campus 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  Oxfordshire  Skills Board  DWP  Further  and higher  education  Oxfordshire Inclusive Economy Partnership  Oxford City  Council  Training  Providers  Social Enterprises  Central govt. | Oxford’s population becomes  more skilled  Skills inequality is reduced  Earnings of Oxford residents  Increase  Businesses invest more into  training | In part  N  N  Y  Y  In part  Y  In part  In part  Y  In part  In part  N  Y  Y  Y  In part  In part | 1  1  1  1  1  2  1  2  2  1  1  1  3  1  1  1  1  1 |
| 17 | Deliver affordable workspace that supports local businesses and  organisations 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 affordable  workspace policy in the next iteration of the Local Plan | Oxford City  Council  universities  and colleges  OxLEP  landowners  workspace operators | More local people start  and grow successful  businesses  More affordable workspace comes forward | Y  Y  In part  In part | 1  1  2  2 |
| 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-purposed  as 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 training  Engage of neighbourhood business partnerships (locally led) with businesses and neighbourhood forums | Meanwhile  Project  City  Council  Oxfordshire  County  Council  landlords  developers  local  businesses | More local spend is captured  within the city  Local people have a greater say over the  future of their neighbourhoods  More sustainable travel and consumption | Y  N  N  In part | 2  2  3  2 |
| 19 | Explore options to deliver more  affordable travel for local people to travel to employment and  education 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. | Oxfordshire  County  Council  City Council  Bus companies  Network Rail  car clubs  cycle clubs | More local people can  access opportunities  without a car  Transport to work and  leisure becomes cheaper | Yes  In part  In part  In part  N  In part | 1  1  1  2  3  1 |
| 20 | Increase housing supply and improve access to affordable housing | Deliver on work of the Future Oxfordshire Partnership supporting housing allocations adjacent to Oxford  Scale the work of Oxford City Housing Limited  Refresh Oxford City Housing and Homelessness Strategy  Oxford Local Plan 2040 Refresh | Oxfordshire authorities  OCHL  Oxford City Council | Improved supply and affordability  Labour market benefits  Quality of life | In part  In part  Y  Y | 1  1  1  1 |
| 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 City  Council  Landowners  Developers  Workspace  operators  Universities  OxLEP | Oxford has more commercial space,  accommodating new business, supporting  enterprise and enabling  globally significant  innovation  Measure increase in supply, churn | Y  Y  In part  N  Y  Y  In part | 1  1  1  3  1  1  1 |
| 22 | Deliver transport, digital and energy developments that unlock economic opportunities for  diversification 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 (early  2025)  - Secure investment for Oxfordshire  Connect Rail Programme development  - Expedite the Cowley Branch Line extension  to better connect to existing  and 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 growth  potential 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 contractors  Identify locations and partners to create consolidated delivery hubs at strategic sites around the city | Oxford Station  Programme  Board  Network Rail  Oxfordshire  Connect  Programme  Working  Group  Oxfordshire  Connect  Programme  Working  Group  Oxfordshire  CC and  Oxford CC  Living Oxford  CIC  Future  Oxfordshire  Partnership  Central 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 Part  In part  In part  Y  N  Y  Y  In part | 2  1  1  1  3  1  2  2 |
| 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 | Universities  FE Colleges | Competitive Universities  FE investment growth | In part  In part | 1  1 |
| 24 | Continue to support businesses to adapt to changing economic  conditions, 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 that  there is an effective flow of information and support for business  - Align business support to signal and encourage sustainable and inclusive  business practices through entry and assessment criteria (where appropriate/permitted) | City Council  OxLEP  Countywide  Local  Authorities  Business  support  providers | Enhanced business survival, diversification and growth | In part  Y  In part | 1  2  2 |
| 25 | Help deliver Oxford West End at pace as an internationally  significant neighbourhood,  attracting talent and investment | Oxford City Council to establish and convene  - The West End Strategic Board, made up of key land owners and  funders, inc. central and local government, to align, co-ordinate  and expedite delivery of the development programme at pace  - A land owner forum, City and County Council liaison group and  a broader stakeholder engagement forum to inform and support the  work of the Strategic Board  Work with land owners to fund  - an Investment Prospectus, economic impact assessment and  Oxford West End website to clearly set out the land owners’ shared  principles and funding asks of central government  - a West End Programme Lead to sit within the city council to support  partnership 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  • County  Council  Major  landowners  (particularly  the University  of Oxford and  colleges)  Network Rail  OxLEP | The West End becomes  a district of national  importance, seen as a  critical part of regional  growth and national  innovation  Oxford | Y  Y  Y  Y  N  In part  Y  In part | 1  1  1  1  1  1  1  2 |
| 26 | Boost domestic  and international  inward  investment from socially responsible and  purposeful 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 as  Oxford West End, Oxford North, Oxford Science Park, Oxford Business  Park, 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 Council  OxLEP  Department  for  International  Trade  Advanced  Oxford  Private  sector and  landowners | Oxford’s business base is diversified and strengthened to create employment opportunities that meet local needs | In part  In part  N  N | 2  2  3  3 |
| 27 | Retain a greater proportion of spin out companies that start up in the city and increase the local  economic value of knowledge and innovation | Work with the Local Planning Authority, operators, and land  owners, 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 City  Council  Oxford  Brookes  University  University of  Oxford (and Oxford University Development)  OxLEP  Oxford  Science  Enterprises | A wider variety of work is created providing more local opportunities for people  Oxford capitalises  upon its knowledge  assets bringing more  businesses into the city  A new enterprise  eco-system evolves with  locally owned businesses  collaborating with university  spin-outs | In part  In part  In part  In part  Y | 1  1  2  2  1 |
| 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 proposed  in 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 encourage  overnight stays  - Increase visitor accommodation by working with the LPA and landowners  on strategic sites  - Deliver new Covered Market leasing and marketing strategy, alongside  the 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. | Experience  Oxfordshire  OxLEP  City Council  Oxford  Cultural  Partnership  Businesses  and investors  Local  Authorities  Landowners  Central govt. | The number of people visiting Oxford for longer increases.  The perception of the city as a destination improves.  The negative  Impacts of visitor numbers are managed  Business tourism is strengthened | In part  In part  In part  N  N  In part  In part  N | 1  1  2  1  2  1  1  2 |
| 29 | Attract and retain more skilled  international workforce,  celebrating the cultural diversity  this 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 | Various  Universities. | Attraction of specialist workers needed by employers and research groups | In part  N | 1  3 |