

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	ZCOP	Emissions and Carbon use decline as the city's economy grows	In part	1
		- Continue to deliver Go Ultra Low Oxford and follow up programmes to encourage the take up of electric vehicles	Oxfordshire Councils			
		- Identify new training and employability opportunities aligned to emerging building retro-fit schemes across council-owned homes and premises	Future Oxfordshire Partnership	Oxford becomes leader in sustainable development and carbon reduction	In part	1
		- 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	Oxford Direct Services			
			Anchor Institutions			
			Innovative business partners			
					N	1
					In part	2

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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	Zero Carbon Oxford Partnership	Greater contribution of housing and development to Oxford's zero carbon targets	In part	1
		- Develop a series of demonstrator projects either in partnership with developers or on council owned sites	Oxford City Council		N	2
		- 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	Oxford Direct Services		In part	1
		- 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	Developers Anchor Institutions Low Carbon Hub		N	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	Oxford City Council	Growth in low carbon related sectors in Oxford Low carbon activities become a more significant part of Oxford's economic identity Greater investment in R and D and spin	In part	1
		- 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	Department for Business, Energy and Industrial Strategy		N	3
		- 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	Universities		In part	2
		- Explore opportunities and partners to test and then scale activity emerging from the proposed Clean Growth Living Lab (OxLEP Local	Oxfordshire Greentech			

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		<p>Industrial Strategy)</p> <ul style="list-style-type: none"> - 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 	<p>OxLEP</p> <p>Oxfordshire County Council</p> <p>Living Oxford</p> <p>Business community</p> <p>SSE Networks</p> <p>Central govt.</p>	<p>out activities in green sectors</p>	<p>N</p> <p>In part</p> <p>In part</p> <p>In part</p> <p>N</p>	<p>3</p> <p>1</p> <p>1</p> <p>2</p> <p>2</p>
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	<p>ZCOP</p> <p>OxLEP</p> <p>Banks and finance</p> <p>Developers</p> <p>Social Enterprises</p>	Knowledge and technology transfer accelerate transition to zero carbon economy regionally	In part	2
5	Partner with local	- Continue to support Zero Carbon Oxford Partnership, and Oxfordshire	Oxford City	Oxford delivers	Y	1

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	institutions and support businesses to decarbonise across their operations and supply chains, sharing good practice	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	Council Zero Carbon Oxford Partnership Oxfordshire Greentech OxLEP BCorp UK	its zero carbon targets Businesses adapt and embed ongoing carbon reduction planning in their operations	In part N In part	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	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	ZCOP partners Oxford City Council	Clear understanding of transition to Net Zero	In part	1

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	investment in zero carbon development	Work to put in place options for SME's to track and report carbon reductions locally	Businesses		N	1
8	Support and partner business and institutions to be socially and environmentally responsible	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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 for the city 	Oxfordshire County Council Oxford City Council Bus Companies		In part Y (STC)	1 1

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		- Deliver on Active travel infrastructure commitments			In part	1
11	Develop an Oxfordshire Inclusive Economy Charter to engage local business and institutions	<p>- 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</p> <p>- 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.</p>	<p>Oxfordshire Inclusive Economy Partnership</p> <p>Advanced oxford</p> <p>Organisations county-wide</p>	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	<p>- Pilot 'Community Wealth Building' projects in localities facing deprivation by delivering 'Owned by Oxford' focusing on community business and cooperative development and support</p> <p>- Proposals being developed by the OIEP Place Based Initiatives Working group</p> <p>- 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.</p> <p>- 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</p> <p>- Further develop 'Locality hub' model – supporting communities and signposting skills and enterprise support</p> <p>- Continue to deliver Oxford Youth Ambition Programme</p>	<p>Owned by Oxford partners (CAG, Solidarity Economy Oxon, Aspire, Makespace, City Council)</p> <p>Oxfordshire Social Enterprise Partnership</p> <p>Social Enterprises</p> <p>Oxford Hub</p> <p>Oxford City Council</p>	<p>More deprived local areas are not disadvantaged by the medium and long-term impacts of the pandemic</p> <p>Index of Multiple Deprivation Measures Improve</p> <p>Social Mobility Index Measure Improve</p>	<p>In part</p> <p>N</p> <p>In part</p> <p>N</p> <p>In part</p> <p>Y</p>	<p>1</p> <p>1</p> <p>1</p> <p>2</p> <p>2</p> <p>1</p>

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		<ul style="list-style-type: none"> - 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 	<p>Community partners</p> <p>Activate Learning and other training providers</p>		<p>Y</p> <p>N</p>	<p>1</p> <p>2</p>
13	Further develop and build on the Oxford Living Wage initiative (OLW) to embed the principles of a minimum standard of prosperity	<ul style="list-style-type: none"> - 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 	<p>City Council</p> <p>Department for Work and Pensions</p> <p>Business Representative and Support Organisations</p> <p>Anchor institutions</p> <p>OLW organisations</p> <p>Oxfordshire Inclusive Economy Partnership</p>	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	<ul style="list-style-type: none"> - Continue the work of the Oxfordshire Social Enterprise Partnership (OSEP) 	Oxfordshire Social	Stronger social enterprise and	In part	1

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	businesses and civil society sectors, and pursue a more prominent role in the city's economy	<ul style="list-style-type: none"> - Team Oxford Volunteer Programme - BLocal Oxfordshire Network - Support social enterprises to recover and grow through Escalate and successor programmes (funding TBC) 	<ul style="list-style-type: none"> Enterprise Partnership City Council Oxfordshire Voluntary and Community Sector OxLEP BCorp and mainstream businesses 	<ul style="list-style-type: none"> purposeful business networks Local economy respond better to the needs of residents. 	<ul style="list-style-type: none"> In part N N 	<ul style="list-style-type: none"> 2 2 2
15	Support local spending, enhance local supply chains and generate social value through procurement.	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> Oxfordshire Inclusive Economy Partnership OxLEP OSEP Oxford City Council and subsidiary companies Anchor institutions and large 	<ul style="list-style-type: none"> More money and financial control is retained Locally New opportunities support diversification within the local business base 	<ul style="list-style-type: none"> Y In part In part In part N 	<ul style="list-style-type: none"> 1 1 1 1 2

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		- Identify opportunities for cooperatives and community-owned business where realistic and achievable	employers		In part	2
16	Support local people to better access skills, training and education opportunities to prosper and adapt to the structural change	<p>Work closely with OxLEP and partners to deliver the Oxfordshire Local Skills Plan and Oxfordshire Social Contract Programme</p> <ul style="list-style-type: none"> - 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 	<p>OxLEP</p> <p>Oxfordshire Skills Board</p> <p>DWP</p> <p>Further and higher education</p> <p>Oxfordshire Inclusive Economy Partnership</p> <p>Oxford City Council</p> <p>Training Providers</p> <p>Social Enterprises</p> <p>Central govt.</p>	<p>Oxford's population becomes more skilled</p> <p>Skills inequality is reduced</p> <p>Earnings of Oxford residents Increase</p> <p>Businesses invest more into training</p>	<p>In part</p> <p>N</p> <p>N</p> <p>Y</p> <p>Y</p> <p>In part</p> <p>Y</p> <p>In part</p> <p>In part</p> <p>Y</p> <p>In part</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>2</p> <p>1</p> <p>2</p> <p>2</p> <p>1</p> <p>1</p>

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		<p>range of levels. Tackle issues of under-representation through a targeted approach</p> <ul style="list-style-type: none"> - 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) 			<p>In part</p> <p>N</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>In part</p> <p>In part</p>	<p>1</p> <p>3</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>
17	Deliver affordable workspace that supports local	<ul style="list-style-type: none"> - Work with partners to deliver Meanwhile in Oxfordshire over a three year period - Deliver provision of workspace, including at least one third affordable (of 	Oxford City Council universities	More local people start and grow successful	Y Y	1 1

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	businesses and organisations providing security to stay and grow	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	and colleges OxLEP landowners workspace operators	businesses More affordable workspace comes forward	In part In part	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,	- 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.	Oxfordshire County Council City Council Bus companies	More local people can access opportunities without a car Transport to work and	Yes In part In part	1 1 1

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	cycling and walking	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> Network Rail car clubs cycle clubs 	leisure becomes cheaper	<ul style="list-style-type: none"> In part N In part 	<ul style="list-style-type: none"> 2 3 1
20	Increase housing supply and improve access to affordable housing	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Oxfordshire authorities OCHL Oxford City Council 	<ul style="list-style-type: none"> Improved supply and affordability Labour market benefits Quality of life 	<ul style="list-style-type: none"> In part In part Y Y 	<ul style="list-style-type: none"> 1 1 1 1
21	Increase quantum and quality of commercial space on planned and existing sites focussing on key sectors	<ul style="list-style-type: none"> 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; <ul style="list-style-type: none"> - 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; <ul style="list-style-type: none"> - Oxford Business Park - Oxford Science Park. 	<ul style="list-style-type: none"> Oxford City Council Landowners Developers Workspace operators Universities OxLEP 	<ul style="list-style-type: none"> Oxford has more commercial space, accommodating new business, supporting enterprise and enabling globally significant innovation 	<ul style="list-style-type: none"> Y Y In part 	<ul style="list-style-type: none"> 1 1 1

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		<ul style="list-style-type: none"> - 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 		Measure increase in supply, churn	<p>N</p> <p>Y</p> <p>Y</p> <p>In part</p>	<p>3</p> <p>1</p> <p>1</p> <p>1</p>
22	Deliver transport, digital and energy developments that unlock economic opportunities for diversification and innovation in identified areas	<p>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.</p> <p>Work with partners to deliver the redevelopment at Oxford Station to support regional and local sustainable connections. To include:</p> <ul style="list-style-type: none"> - 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 	<p>Oxford Station Programme Board</p> <p>Network Rail</p> <p>Oxfordshire Connect Programme Working Group</p> <p>Oxfordshire Connect Programme Working Group</p>	<p>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</p>	<p>In Part</p> <p>In part</p> <p>In part</p>	<p>2</p> <p>1</p> <p>1</p>

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		<p>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</p> <p>- Work with the County Council to bring forward a new area strategy for Oxford and surrounds, further to the Local Transport and Connectivity Plan</p> <p>- Support appropriate 'Living Lab' projects developed with partners such as Living Oxford CIC in mobility, health and energy.</p> <p>- Oxfordshire Infrastructure Strategy (OxIS) updated with all Oxfordshire local authorities</p> <p>- 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</p> <p>Identify locations and partners to create consolidated delivery hubs at strategic sites around the city</p>	<p>Oxfordshire CC and Oxford CC</p> <p>Living Oxford CIC</p> <p>Future Oxfordshire Partnership</p> <p>Central govt.</p>		<p>Y</p> <p>N</p> <p>Y</p> <p>Y</p> <p>In part</p>	<p>1</p> <p>3</p> <p>1</p> <p>2</p> <p>2</p>
23	Build on Oxford's competitiveness in HE & research, enhancing FE & Technical Education	<p>- Work closely with both Universities on their Corporate strategies and development plans as these come forward over time</p> <p>- Support new investments in further and technical education</p>	<p>Universities</p> <p>FE Colleges</p>	<p>Competitive Universities</p> <p>FE investment growth</p>	<p>In part</p> <p>In part</p>	<p>1</p> <p>1</p>
24	Continue to support businesses to adapt to changing economic conditions, and	<p>- Consider best use of Shared Prosperity Funds and other sources of funding to support businesses to adapt</p> <p>- Continually update the City Council business database to ensure that there is an effective flow of information and support for business</p> <p>- Align business support to signal and encourage sustainable and inclusive</p>	<p>City Council OxLEP</p> <p>Countywide Local Authorities</p>	<p>Enhanced business survival, diversification and growth</p>	<p>In part</p> <p>Y</p> <p>In part</p>	<p>1</p> <p>2</p> <p>2</p>

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	embed principles of good recovery	business practices through entry and assessment criteria (where appropriate/permitted)	Business support providers			
25	Help deliver Oxford West End at pace as an internationally significant neighbourhood, attracting talent and investment	<p>Oxford City Council to establish and convene</p> <ul style="list-style-type: none"> - 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 <p>Work with land owners to fund</p> <ul style="list-style-type: none"> - 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 	<p>City Council</p> <ul style="list-style-type: none"> • County Council Major landowners (particularly the University of Oxford and colleges) <p>Network Rail</p> <p>OxLEP</p>	The West End becomes a district of national importance, seen as a critical part of regional growth and national innovation Oxford	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>N</p> <p>In part</p> <p>Y</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>

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		- Explore alternative funding mechanisms to accelerate development where required			In part	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;	City Council	Oxford's business base is diversified and strengthened to create employment opportunities that meet local needs	In part	2
		- 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)	OxLEP Department for International Trade		In part	2
		- 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)	Advanced Oxford		N	3
		- Ensure workforce skills and employment needs are factored into inward investment priorities, and be selective about target investment, that aligns with local needs	Private sector and landowners		N	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	Oxford City Council	A wider variety of work is created providing more local opportunities for people Oxford capitalises upon its knowledge	In part	1
		- Workspace strategy to seek a mix of typologies at a range of price points, including more lab space.	Oxford Brookes University		In part	1
		- 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	University of Oxford (and Oxford University Development)		In part	2
		- Support Oxford Brookes to expand their Scale Up Network and successor programmes with a focus on the city's priority sectors			In part	2

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
		<ul style="list-style-type: none"> - Deliver a targeted annual engagement programme with businesses to understand and help address issues faced. 	<ul style="list-style-type: none"> OxLEP Oxford Science Enterprises 	<ul style="list-style-type: none"> assets bringing more businesses into the city A new enterprise eco-system evolves with locally owned businesses collaborating with university spin-outs 	Y	1
28	Support the recovery of the visitor economy and seek benefits for visitors and residents	<ul style="list-style-type: none"> Deliver the Focussed Visitor Economy Plan (page 45 Part 1) including <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> Experience Oxfordshire OxLEP City Council Oxford Cultural Partnership Businesses and investors Local Authorities Landowners 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> In part In part In part N N 	<ul style="list-style-type: none"> 1 1 2 1 2

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
		<ul style="list-style-type: none"> - 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. 	Central govt.		In part	1
					In part	1
					N	2
29	Attract and retain more skilled international workforce, celebrating the cultural diversity this brings	<p>Links to City Centre Action Plan and also Visitor Economy Action Plan as actions that enhance the city's attractiveness and liveability.</p> <p>Engage with University and Employer to understand if further action is required on graduate retention and attraction</p>	Various	Attraction of specialist workers needed by employers and research groups	In part	1
			Universities.		N	3