

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

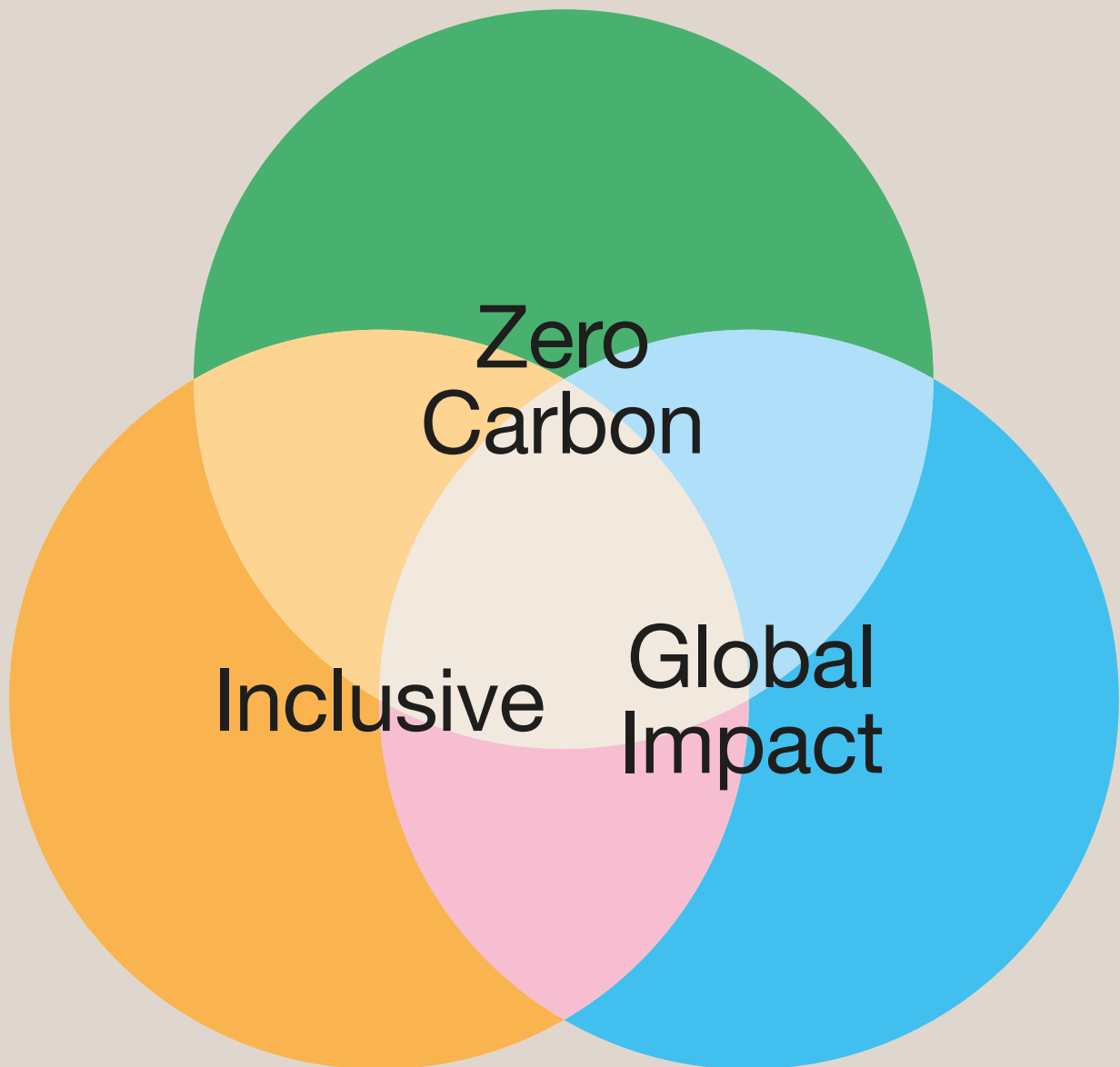
Continuously reviewing delivery mechanisms, project priorities and ways of working to ensure the city remains agile in responding to changing needs

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, Globally Impactful and Zero Carbon city economy.



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	In part	1
		- Continue to deliver Go Ultra Low Oxford and follow up programmes to encourage the take up of electric vehicles	Oxfordshire Councils	use decline as the city's economy grows		
		- 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		N	1
			Anchor Institutions		In part	2
			Innovative business partners			

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
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	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 Oxfordshire Greentech		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"> - 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 	<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>and D and spin 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

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
5	Partner with local institutions and support businesses to decarbonise across their operations and supply chains, sharing good practice	<p>- 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</p> <p>- Develop a Pipeline of investable projects that will support zero carbon transition</p>	Oxford City Council	Oxford delivers its zero carbon targets	Y	1
			Zero Carbon Oxford Partnership	Businesses adapt and embed ongoing carbon reduction planning in their operations	In part	1
			Oxfordshire Greentech		N	
			OxLEP		In part	
			BCorp UK			
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	<p>Oxford City Council</p> <p>Oxford Direct Services</p> <p>Third Sector</p> <p>Community Sector</p> <p>Universities and FE</p>	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	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	<p>ZCOP partners</p> <p>Oxford City Council</p>	Clear understanding of transition to Net Zero	In part	1

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
	support 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		In part Y (STC)	1 1

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
		- Deliver on Active travel infrastructure commitments	Bus Companies		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>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>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>1</p> <p>1</p> <p>1</p> <p>2</p> <p>2</p>

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"> - 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 	<p>Oxford City Council</p> <p>Community partners</p> <p>Activate Learning and other training providers</p>		<p>Y</p> <p>Y</p> <p>N</p>	<p>1</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

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
14	Support social enterprise, co-op businesses and civil society sectors, and pursue a more prominent role in the city's economy	<ul style="list-style-type: none"> - 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) 	<p>Oxfordshire Social Enterprise Partnership</p> <p>City Council</p> <p>Oxfordshire Voluntary and Community Sector</p> <p>OxLEP</p> <p>BCorp and mainstream businesses</p>	<p>Stronger social enterprise and purposeful business networks</p> <p>Local economy respond better to the needs of residents.</p>	<p>In part</p> <p>In part</p> <p>N</p> <p>N</p>	<p>1</p> <p>2</p> <p>2</p> <p>2</p>
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 	<p>Oxfordshire Inclusive Economy Partnership</p> <p>OxLEP</p> <p>OSEP</p> <p>Oxford City Council and subsidiary companies</p>	<p>More money and financial control is retained Locally</p> <p>New opportunities support diversification within the local business base</p>	<p>Y</p> <p>In part</p> <p>In part</p> <p>In part</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p>

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"> - 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 	Anchor institutions and large employers		N	2
					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 	<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>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>

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 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) 			<p>In part</p> <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>1</p> <p>3</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>

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
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	Oxford City Council	More local people start and grow successful businesses	Y	1
		- 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	universities and colleges		Y	1
		- Work with developers, land owners, operators and the Planning Authority to explore opportunities for affordable workspace in key development sites coming forward	OxLEP landowners	More affordable workspace comes forward	In part	2
		- Work with the LPA to explore the opportunity for creating an affordable workspace policy in the next iteration of the Local Plan	workspace operators		In part	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	Meanwhile Project	More local spend is captured within the city	Y	2
		- Identify vacant retail units in district centres that could be re-purposed as part of the Meanwhile in Oxfordshire Programme or similar initiatives	City Council	Local people have a greater say over the future of their neighbourhoods	N	2
		- Work with partners to explore how to use community spaces to provide physical space to support skills development and training	Oxfordshire County Council		N	3
		Engage of neighbourhood business partnerships (locally led) with businesses and neighbourhood forums	landlords developers local businesses	More sustainable travel and consumption	In part	2
19	Explore options to deliver more affordable travel for local people	- Deliver an effective Bus Service Improvement Partnership bid (£12.9m) and Bus Service Enhancement Programme	Oxfordshire County Council	More local people can access opportunities	Yes	1

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
	to travel to employment and education using public transport, cycling and walking	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> City Council Bus companies Network Rail car clubs cycle clubs 	<ul style="list-style-type: none"> without a car Transport to work and leisure becomes cheaper 	<ul style="list-style-type: none"> In part In part In part N In part 	<ul style="list-style-type: none"> 1 1 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; - Oxford North - 1-3 George Street by 2022 and Standingford House by 2025. 	<ul style="list-style-type: none"> Oxford City Council Landowners Developers Workspace operators 	<ul style="list-style-type: none"> Oxford has more commercial space, accommodating new business, supporting enterprise and enabling 	<ul style="list-style-type: none"> Y Y 	<ul style="list-style-type: none"> 1 1

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
		<p>Work with landowners to diversify and intensify existing business locations to meet the needs of growing businesses and sectors. Priority focus will be on;</p> <ul style="list-style-type: none"> - Oxford Business Park - Oxford Science Park. <p>- Convene partners of Health and Life Sciences Quarter in Headington to establish vision, objectives and infrastructure needs and seek investment where required</p> <p>- Meanwhile in Oxfordshire to deliver two affordable co-working spaces in Oxford focusing on creative and social enterprise sectors</p> <p>- Work with neighbouring local authority partners on allocated urban extensions to include housing and employment space.</p> <p>- Seek to embed and measure social value and employment plans through planning and Procurement policies</p>	<p>Universities</p> <p>OxLEP</p>	<p>globally significant innovation</p> <p>Measure increase in supply, churn</p>	<p>In part</p> <p>N</p> <p>Y</p> <p>Y</p> <p>In part</p>	<p>1</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 	<p>Oxford Station Programme Board</p> <p>Network Rail</p> <p>Oxfordshire Connect Programme Working Group</p> <p>Oxfordshire Connect</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</p>	<p>In Part</p> <p>In part</p>	<p>2</p> <p>1</p>

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
		<p>to better connect to existing and new employment opportunities</p> <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 - 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 <p>Identify locations and partners to create consolidated delivery hubs at strategic sites around the city</p>	<p>Programme Working Group</p> <p>Oxfordshire CC and Oxford CC</p> <p>Living Oxford CIC</p> <p>Future Oxfordshire Partnership</p> <p>Central govt.</p>	to economic opportunities	<p>In part</p> <p>Y</p> <p>N</p> <p>Y</p> <p>Y</p> <p>In part</p>	<p>1</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	<ul style="list-style-type: none"> - 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 	<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	<ul style="list-style-type: none"> - Consider best use of Shared Prosperity Funds and other sources of funding to support businesses to adapt 	City Council OxLEP	Enhanced business survival,	In part	1

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
	adapt to changing economic conditions, and embed principles of good recovery	<ul style="list-style-type: none"> - 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) 	Countywide Local Authorities Business support providers	diversification and growth	Y In part	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 <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 Work with land owners to fund <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 	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	1 1 1 1 1 1

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"> - 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 			Y	1
					In part	2
26	Boost domestic and international inward investment from socially responsible and purposeful businesses in target sectors	<p>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;</p> <ul style="list-style-type: none"> - 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 	<p>City Council</p> <p>OxLEP Department for International Trade</p> <p>Advanced Oxford</p> <p>Private sector and landowners</p>	<p>Oxford's business base is diversified and strengthened to create employment opportunities that meet local needs</p>	<p>In part</p> <p>In part</p> <p>N</p> <p>N</p>	<p>2</p> <p>2</p> <p>3</p> <p>3</p>
27	Retain a greater proportion of spin out companies that start up in the city and increase the local	<p>Work with the Local Planning Authority, operators, and land owners, to ensure new workspace comes forward including</p> <ul style="list-style-type: none"> - 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 	<p>Oxford City Council</p> <p>Oxford Brookes University</p> <p>University of</p>	<p>A wider variety of work is created providing more local opportunities for people</p>	<p>In part</p> <p>In part</p> <p>In part</p>	<p>1</p> <p>1</p> <p>2</p>

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
	economic value of knowledge and innovation	<ul style="list-style-type: none"> - 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. 	<p>Oxford (and Oxford University Development)</p> <p>OxLEP</p> <p>Oxford Science Enterprises</p>	<p>Oxford capitalises upon its knowledge assets bringing more businesses into the city</p> <p>A new enterprise eco-system evolves with locally owned businesses collaborating with university spin-outs</p>	<p>In part</p> <p>Y</p>	<p>2</p> <p>1</p>
28	Support the recovery of the visitor economy and seek benefits for visitors and residents	<p>Deliver the Focussed Visitor Economy Plan (page 45 Part 1) including</p> <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, 	<p>Experience Oxfordshire</p> <p>OxLEP</p> <p>City Council</p> <p>Oxford Cultural Partnership</p> <p>Businesses and investors</p> <p>Local</p>	<p>The number of people visiting Oxford for longer increases.</p> <p>The perception of the city as a destination improves.</p> <p>The negative Impacts of visitor numbers are managed</p>	<p>In part</p> <p>In part</p> <p>In part</p> <p>N</p>	<p>1</p> <p>1</p> <p>2</p> <p>1</p>

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
		<p>promotion and marketing, skills development, business support and capacity building measures</p> <p>- Support the promotion of schemes like the Oxford Pass to encourage overnight stays</p> <p>- Increase visitor accommodation by working with the LPA and landowners on strategic sites</p> <p>- Deliver new Covered Market leasing and marketing strategy, alongside the development of a masterplan and investment strategy to create key city centre destination</p> <p>- 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.</p>	<p>Authorities</p> <p>Landowners</p> <p>Central govt.</p>	<p>Business tourism is strengthened</p>	<p>N</p> <p>In part</p> <p>In part</p> <p>N</p>	<p>2</p> <p>1</p> <p>1</p> <p>2</p>
29	<p>Attract and retain more skilled international workforce, celebrating the cultural diversity this brings</p>	<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>	<p>Various</p> <p>Universities.</p>	<p>Attraction of specialist workers needed by employers and research groups</p>	<p>In part</p> <p>N</p>	<p>1</p> <p>3</p>

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

- 1 Supporting partners to overcome barriers and blockers
- 2 Scoping opportunities to maximise impact
- 3 Identifying potential partners to involve in delivery

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.

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:

- 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.

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.

This will include:

- A** A doing role - using available resources
- B** An enabling role – using its own powers (e.g. planning powers)
- C** A convening role – what we can achieve by bringing third parties together, to catalyse and/or coordinate the action by others
- D** An influencing role – by creating a vision, and by “nudging” the behaviours/actions of others
- E** By making “asks” and “offers” to third party organisations. 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

