

Oxford's Economic Strategy



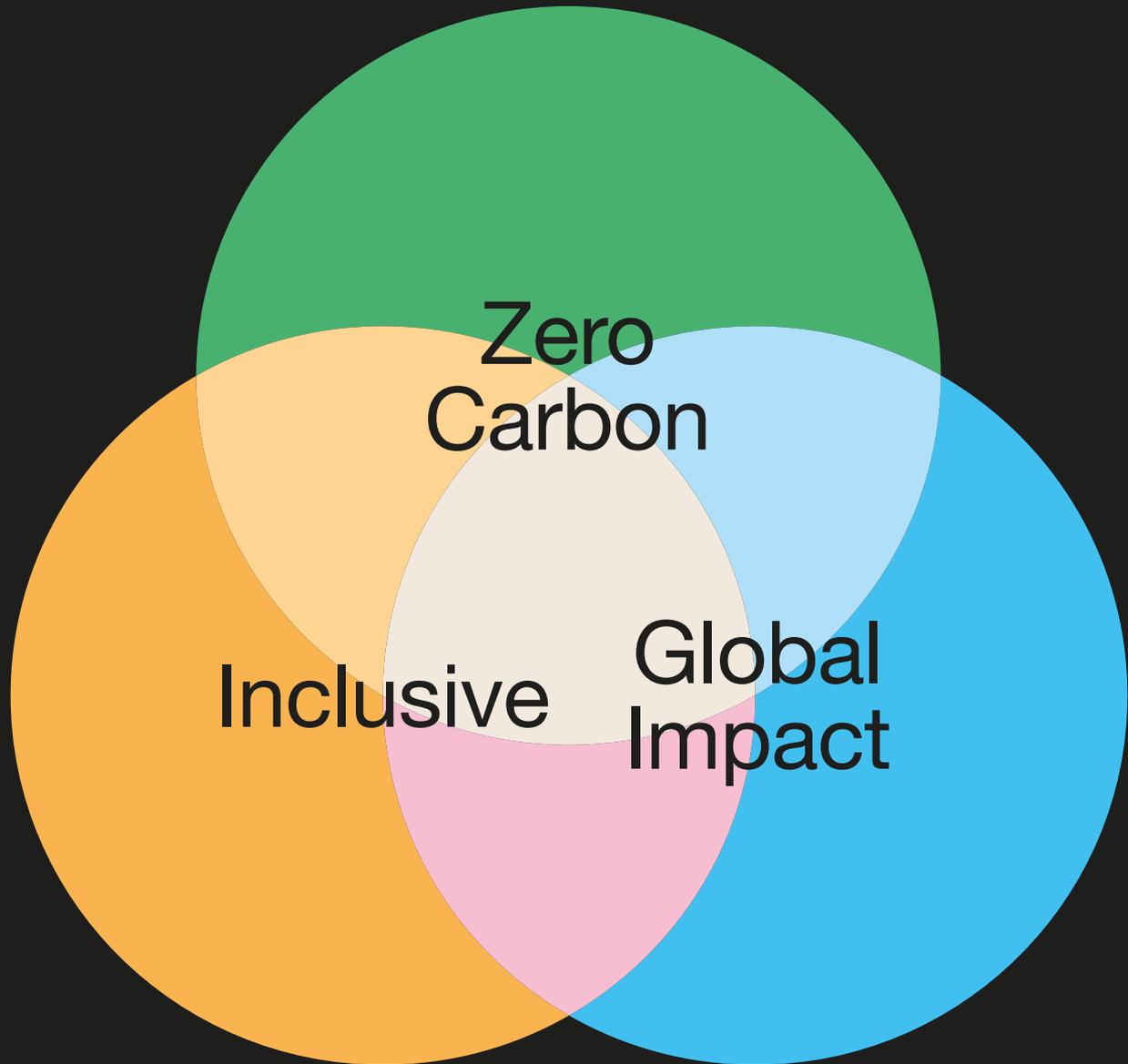
2022-2032

Oxford's Economic Strategy seeks to establish a new standard for economic **inclusion** in the city. This will be underpinned by the strength of an impactful **global** city economy, evolving in a way which recognises environmental limits and harnesses the opportunity of a new **zero carbon** economy

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Oxford will deliver the innovation and knowledge which will drive the global low carbon economy. We will embed zero carbon principles across future economic decision making whilst supporting residents and businesses to do the same



We will strive to address deep economic inequality and level up the city. We will develop new approaches to support the least advantaged people in the city, striving to guarantee a new standard of prosperity for all

Oxford will be a more innovative, purposeful and impactful economy. We will become an even more significant contributor to the UK economy, developing ideas that will change the world

Foreword

Oxford is one of the most important city economies in the UK. The Oxford Vaccine, both developed and manufactured here is just one example of countless world-changing innovations led by the city's universities and businesses. These range across technologies and sectors combining to create enterprises that benefit society, health and the environment.

Our city has 121,000 jobs which contribute around £6.8bn to the national economy each year. It is one of a handful of net contributors to the UK economy, with a globally significant knowledge economy which has led the response to COVID-19.

Having responded practically to the challenges of the pandemic alongside our partner local authorities, OxLEP, and the business, education and third sectors, the time has come to think about Oxford's economic future. This strategy not only helps Oxford navigate recovery, but ensures it fulfils its potential and role within the UK and globally, but in an inclusive, fair and green way.

To do this, we not only have to respond to immediate challenges, but must also act to address the fundamental and systemic problems which exist in Oxford, the most significant being inequality. This, alongside the chronic under supply of commercial space, housing and inefficient transport infrastructure, have seen the city's economic growth fall behind other places in recent years leaving individual and institutional potential unfulfilled.

Aligned to Oxford's Local Plan, our strategy seeks to balance our response to a range of factors and drivers; the need to address challenges and opportunities post-pandemic, issues related to Brexit, and the imperative to seek a new type of economy which does more for residents and the environment, inspired by the latest economic thinking. Alongside this, we must allow our vital universities and business to compete internationally, whilst contributing to the national bottom line and regional development.

I am pleased that this approach has been endorsed by the Oxford Economic Growth Steering Board, who have also supported the development of a set of actions which will form the foundations upon which we will build. The endorsement of our partners means we can be confident of a collective approach to delivery which will help us achieve our ambitions of creating an inclusive and zero carbon economy with a global outlook and impact.



Susan Brown
Leader Oxford City Council

Executive Summary

Case for Action

Oxford is city of beauty and a history that attracts visitors from all over the world. We are a centre of learning and innovation with global influence and impact, of which we should be rightly proud. We are also a city where inequality is stark - where decent and affordable housing is out of reach for many of our citizens, and where poor air quality damages the lives of many more. We need to make sure that Oxford continues to be an economically successful and attractive city; a place that people enjoy living and working in, as well as visiting.

Our evidence tells a story of a city which already has significant role in some of the world's most important economic sectors and technologies that have the potential to affect positive change in our societies. Evidence also tells us that Oxford is constrained in terms of suitable commercial space such as lab space and flexible office space, and connectivity across the city. We need to transition to a net zero economy across buildings, transport and supply chains. The scale of the challenge ahead of us is formidable but achievable if we mobilise all stakeholders and partners.

Why we need an Economic Strategy

We do not need an economic strategy that seeks growth as a means to an end. Yet, growth is already happening within local businesses and organisations, small or large, new or old. It is happening regardless of this strategy and others such as Oxford's Local Plan. The central challenge of sustainable economic development is meeting the needs of all Oxford's residents without breaching planetary boundaries, whilst fulfilling the city's important role.

Oxford's economy has positive global impact. As a hub of education and knowledge, it has a clear purpose, to address many of societies' challenges through science and technology. This can be seen with the ground breaking research in our Universities and institutes, the development of companies providing treatments for COVID, cancer and a range of health issues. It can be seen through the many companies offering energy and transport solutions that address carbon emissions, or the vibrant social enterprise community we have built. This global role must be nurtured and valued.

The changes accelerated by COVID provide both threats and opportunities and we need to position the city for recovery from the Pandemic as well as managing societal changes that impact our economy and residents in a range of ways. We need to be flexible and opportunity driven in approach.

Issues of income inequality, life expectancy, affordable housing and education attainment show the stark divide. Prioritising residents' needs, participation, and quality of life is again central to the need for this strategy.

Oxford's Economic Geography

Oxford City plays a key role developing research and incubating early stage companies. It is one of Oxfordshire's most sustainable locations to locate employment, due to its critical mass, and connectivity to transport and research assets. Housing in the city and the urban extensions will enable people to live close to where they work and travel sustainably reducing congestion and carbon emissions.

We also recognise the vital interdependence with neighbouring areas outside city boundaries. They share our collective potential and challenges and have complementary assets that contribute to a thriving economy and place. This extends beyond the county and across the Oxford to Cambridge Arc. Many businesses that establish in Oxford will go on to commercialise in other locations and spread opportunities regionally. We have firm links with key research institutions across Oxfordshire' Knowledge spine and need to address housing challenges alongside neighbouring local authority partners.

We need fundamental investment in zero carbon transport both locally and regionally; prioritising rail, bus travel and active travel if the economy is to grow sustainably. We need to focus on efficient use and re-use of our available sites allocated in Oxford's Local Plan, and like that plan, are not proposing allocation of any new sites in this document.

Strategy and Delivery Plan

Therefore, Oxford's Economic Strategy seeks to establish a three pronged approach. It seeks a new standard for economic inclusion in the city, underpinned by an impactful and purposeful global city. It seeks to rapidly address the environmental impacts of economic activity and harnesses the opportunity of a new zero carbon economy. Under each of these three pillars, we propose a range of guiding principles to ensure our aims are met.

Taking this approach will build resilience to the climate and ecological emergency and mitigates against the impact of resource scarcity and rising energy bills. It will build on Oxford's strengths, with a thriving economy that is at the forefront of the transition to Net Zero, with the

benefits of the additional skills and jobs this will help create. Our residents will benefit from a healthier, greener city – with more green space, warmer homes and less pollution.

The strategy is clearly focussed on delivery across a range of partners as can be seen in the many projects already underway and our ambitious Delivery Plans (see page 47 and 38).

Finally, delivery of this strategy is and will be inspired by new ways of thinking about the economy including principles of the circular, sharing, and a mission economies alongside Doughnut economics, alongside the UN Sustainable Development Goals. We will scan the horizon as we deliver this strategy, engaging with stakeholders, residents and businesses, to build consensus on the city's approach to sustainable economic development.

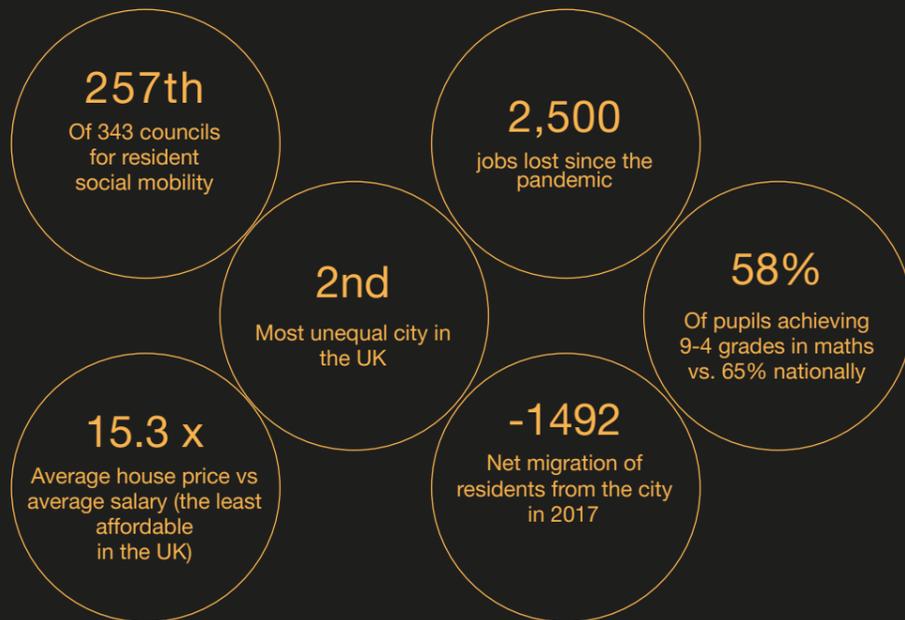
The Case for Action

We are aware of our role in supporting the UK's response to the pandemic, but also our responsibility to support each resident and business to overcome the ongoing challenge this brings.

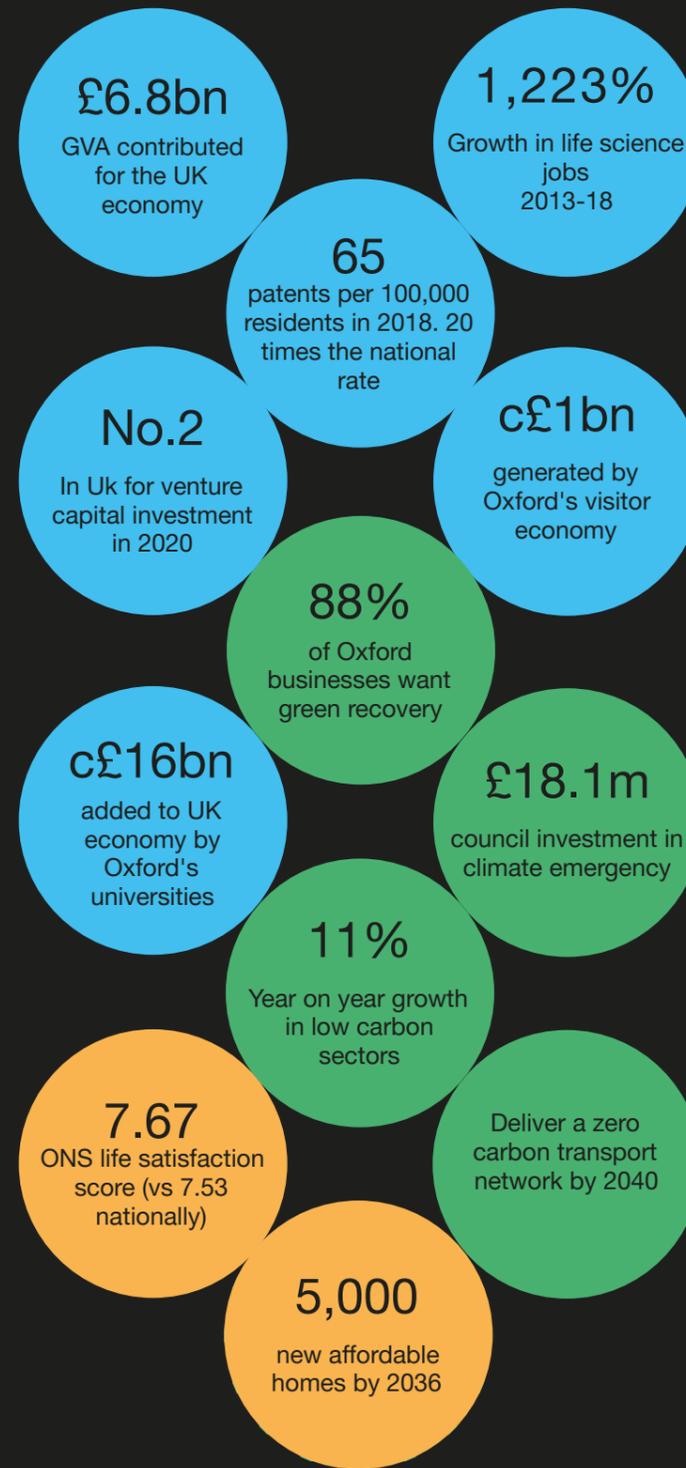
Our evidence tells a story of a city which already has significant influence and strength in some of the world's most important economic sectors.

Evidence also tells us that Oxford is constrained in terms of commercial space and that places within the city are not efficiently connected. Inequality shown within the statistics is stark and shows us the scale of the environmental challenge ahead of us.

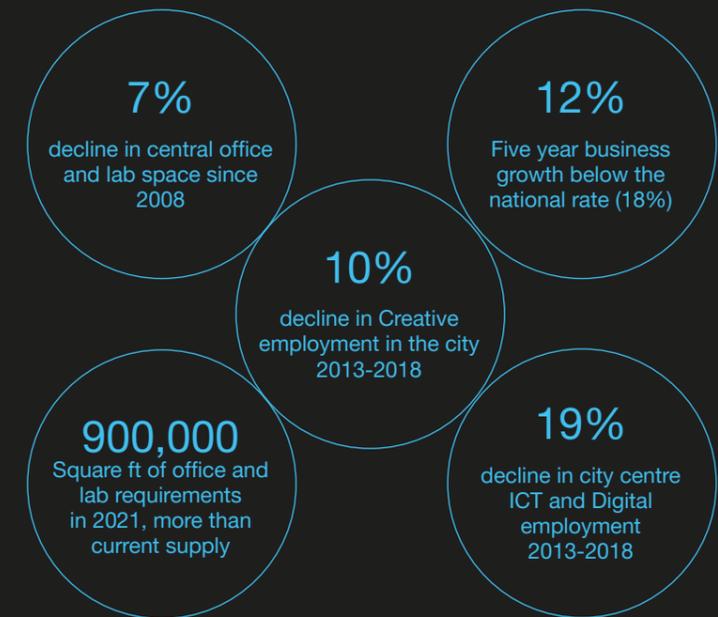
Inclusive Challenges



Our Strengths



Global Impact Challenges



Zero Carbon Challenges



Foundations of the Strategy

Why We Need a New Economic Strategy

Oxford is one of the most important and influential cities in the world. It is home to 151,600 people and 6,000 businesses. It has the highest employment rate in the country, 121,000 jobs, which contribute around £6.8bn to the national economy each year. It is visited by around 8 million people per annum (pre-pandemic) and boasts world class universities, a beautiful city centre, a vibrant leisure offer and enviable green space.

Our economy is underpinned by internationally, nationally and regionally important anchor institutions including the University of Oxford, Oxford Brookes University, Oxford Science Park, Oxford Business Park, John Radcliffe Hospital and MINI Plant Oxford. It is driven by a talented population – around 60% of whom have a degree level qualification or higher.

We have specialisms in knowledge, science and technology based industries and have high employment in robust and resilient sectors with strong foundations of innovation. Our universities have been a major contributor to this, with over 170 active spin-out companies, many of these commercialising rapidly as they attract new funds.

Alongside Oxfordshire, Oxford is one of a handful of net contributors to the national economy. The city has been identified by Government as a growth engine within the Oxford-Cambridge Arc, which is one of the most important areas for catalysing national productivity and easing the nation's housing crisis. Oxford is a national hub of low carbon innovation. It is home to two major energy innovation projects, Local Energy Oxfordshire (LEO) - enabling

the transition to a smarter, more flexible and decentralised energy system and Energy Superhub Oxford (ESO) - providing the largest public rapid and ultra-rapid EV charging hub in the UK. With its relatively dense population and role as a centre of commerce, culture and world class teaching, research and innovation, Oxford has the opportunity to play a key role in efforts to deal with the climate emergency.

Our strategy, needs to build on this, recognising the importance of the city in its surrounding context; its ability to create further knowledge and value for itself, **but for Oxfordshire, the South East and UK as whole.** The co-dependence of the City and the University of Oxford is vital to our success. **Helping both universities to grow and evolve is an ongoing priority.**

As the country starts to **recover from COVID-19 and adjusts to life outside of the EU, it needs cities like Oxford** and regions like Oxfordshire to be as strong as possible. To do this, the city will need to address some significant economic challenges.

City-wide, **business growth has slowed in recent years and the number of jobs has increased at a lower rate** than comparable UK cities. Some important sectors such as Life Sciences, Higher Education and Healthcare have prospered, but others such as ICT and Digital have declined mainly because of a chronic undersupply of commercial space, and also affordable local housing. Several sectors remain highly vulnerable to the impacts of COVID-19, particularly Hospitality, Leisure, Retail, Creative, Cultural and the Visitor Economy.

Investment in transport and active travel infrastructure is fundamental to the success of the economic strategy.

Post-pandemic, short-term reductions in commuting could have consequences for bus route viability, reduce modal shift and increase congestion. This could Create a range of economic and environmental costs which are likely to be exacerbated as Oxford’s population continues to grow. Journey times can be over 10 minutes per mile by public transport and availability and cost of public transport can inhibit the mobility of much of the population where a populace of educators, students, health workers, visitor economy workers and those engaged in R&D still require travel for work. New models of last mile logistics need to be developed if we are to achieve a more efficient and collaborative economic ecosystem in our city centre.

The city and its neighbouring areas, which are vitally important to the county economy, must also be better connected. Moreover, connections to other important economic nodes and anchors across the country would underpin stronger regional growth across the Oxford to Cambridge Arc and Thames Valley.

Inequality is however, the most significant challenge Oxford faces. We are the second most unequal city in the country in terms of income, only marginally behind Cambridge. Neighbourhoods that are among the richest in the country sit alongside some of the most deprived.

Prospects for those living and growing up in deprived areas are poor. Average educational attainment in state schools is well below the national average. Pre COVID-19, the Social Mobility Index, which assess areas on prospects for disadvantaged young people, ranked Oxford 257th out of 343 local authorities for social mobility. It is the least affordable city in the country

in terms of house prices. Several of our communities are also those which have been most severely impacted by the pandemic, recession and structural changes in the nature of work. We must respond to this, not only **by seeking to connect people with new opportunities, but to build local capacity to influence and retain wealth in our neighbourhoods, alongside efforts to locate housing in sustainable and affordable locations in or close to Oxford.**

The city has declared a climate and ecological emergency. In 2019, Oxford was the first UK city to hold a Citizens Assembly on Climate Change. This representative sample of Oxford’s residents concluded that Oxford should decarbonise faster than national targets. The City Council has a target to achieve Net Zero across its own operations by 2030. In 2021, the Council brought together Oxford’s major businesses and organisations – including the universities, teaching hospitals, local authorities, BMW Mini, Unipart, SSEN, housebuilders and others - to create the Zero Carbon Oxford Partnership (ZCOP). Working with the Carbon Trust, ZCOP has developed and adopted a Net Zero Roadmap and Action Plan, which seeks to achieve Net Zero by 2040 through collaborative working.

This strategy does not exist in isolation. Its influence is wide and as such, needs to be considered in conjunction with other strategies. (see p38)

Moreover, the City Council cannot deliver this strategy in isolation. Only by building on the effective collaboration with partners (Oxfordshire County Council, neighbouring district councils, OxLEP, business, education, and third sectors) developed through the pandemic, can we deliver an effective strategy as we re-imagine our local economy.

Building on Momentum with a Sustainable Approach

Oxford City Council, and our many vital partners across all sectors, are already delivering and supporting projects which advance our inclusive, zero carbon and global impact objectives in line with broad sustainable development objectives.

We will work together to scale this and ensure that we recognise the links between the three pillars of our strategy. This means we will seek to ensure all projects can impact positively across all three pillars.



Oxford's Economic Geography

Oxford is strategically placed within one of the country's most important economic regions.

It is an integral part of the Oxford-Cambridge Arc which has been prioritised by Government to drive connectivity, national productivity, and housing growth. With the right investment, it will become a world leading economic region that has the potential to deliver over £190bn each year to the national economy.

It is also a key part of the Oxfordshire 'Knowledge Spine' which includes important knowledge intensive areas from Bicester in the north to the Science Vale business cluster in the south¹. There are also several important nodes for housing growth such as Bicester and vital urban extensions are planned adjacent to the city. Therefore, our strategy is guided by the existing cooperation and joint planning of all of Oxfordshire's Local Authorities, who have allocated sites for development through their aligned Local Plans. This collaboration is vital to the region achieving sustainable economic development, and positioning homes and employment in the most sustainable locations adjacent to low carbon transport network options.

Flood plain and green belt mean space for development in parts of the city is severely constrained. There are however distinct areas where we can accommodate future growth of economic activity, diversification and a growing workforce that need affordable homes. In line with planning policy, these consolidate existing growth nodes with planned urban extensions to provide focus in the north, south and east of the city alongside evolution of the city centre in the West End.

Within Oxfordshire places like Bicester, Didcot, Banbury and Abingdon are all fundamentally linked to the city's economy. All these areas have major economic assets and opportunities (e.g. Begbroke Science Park, Motor Sport Valley, Culham Science Park and the Harwell, Didcot and Milton Park Enterprise Zones). Better connecting these places to the city and each other, will be integral to the creation of a stronger economic ecosystem.

5 Fundamental Investments

The successful delivery of the strategy is predicated on more efficient, sustainable movement of people and goods. Without these five investments we believe our Inclusive, Global and Net Zero ambitions could be compromised:

1. Investment in a new station for Oxford
2. Investment in the Cowley Branch line extension
3. Deliver city centre wide Zero Emission Zone, traffic filters and a city-wide workplace parking levy to enable net zero transport (see below)
4. Improved bus provision, information and infrastructure, to better connect people to jobs, including electric fleet
5. Major investment in active travel modes, to mobilise a greener workforce.

We will work to secure social value benefits across all major investments with our key partners

¹ This includes Abingdon, Didcot, Milton Park as well as the Harwell, Didcot and Milton Park Enterprise Zones

Capacity to Accommodate Economic Activity and Growth

Key

- City Boundary
- Urban Extensions
- Zero Emission Zone
- Railway
- Proposed Cowley Branch Line
- Major Roads

A Cowley Branch Line reopening of Cowley Branch line to connect Oxford Science Village, Oxford Business Park and surrounding areas to Oxford station and beyond

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B Station Upgrades redeveloping the station and enabling East West rail to improve connections to Swindon, Bristol and other economic nodes

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C City centre Improvements Tactical urban improvements to support enhanced environment and a greater concentration of commercial space centrally

Tactical urban improvements to support enhanced environment and a greater concentration of commercial space centrally

Major Economic Nodes

- 1 City Centre
- 2 Oxford Business Park
- 3 Oxford Science Park
- 4 Headington Health Technology Cluster
- 5 Automotive Cluster
- 6 Oxford North

Core Transport Proposals subject to public consultation

- Bus and Active Travel Corridor Improvements to reprioritise road space
- Orbital public transport improvements

Development Constraints

- Green Belt within city boundary
- Floodplain within city boundary
- Green Belt outside city boundary

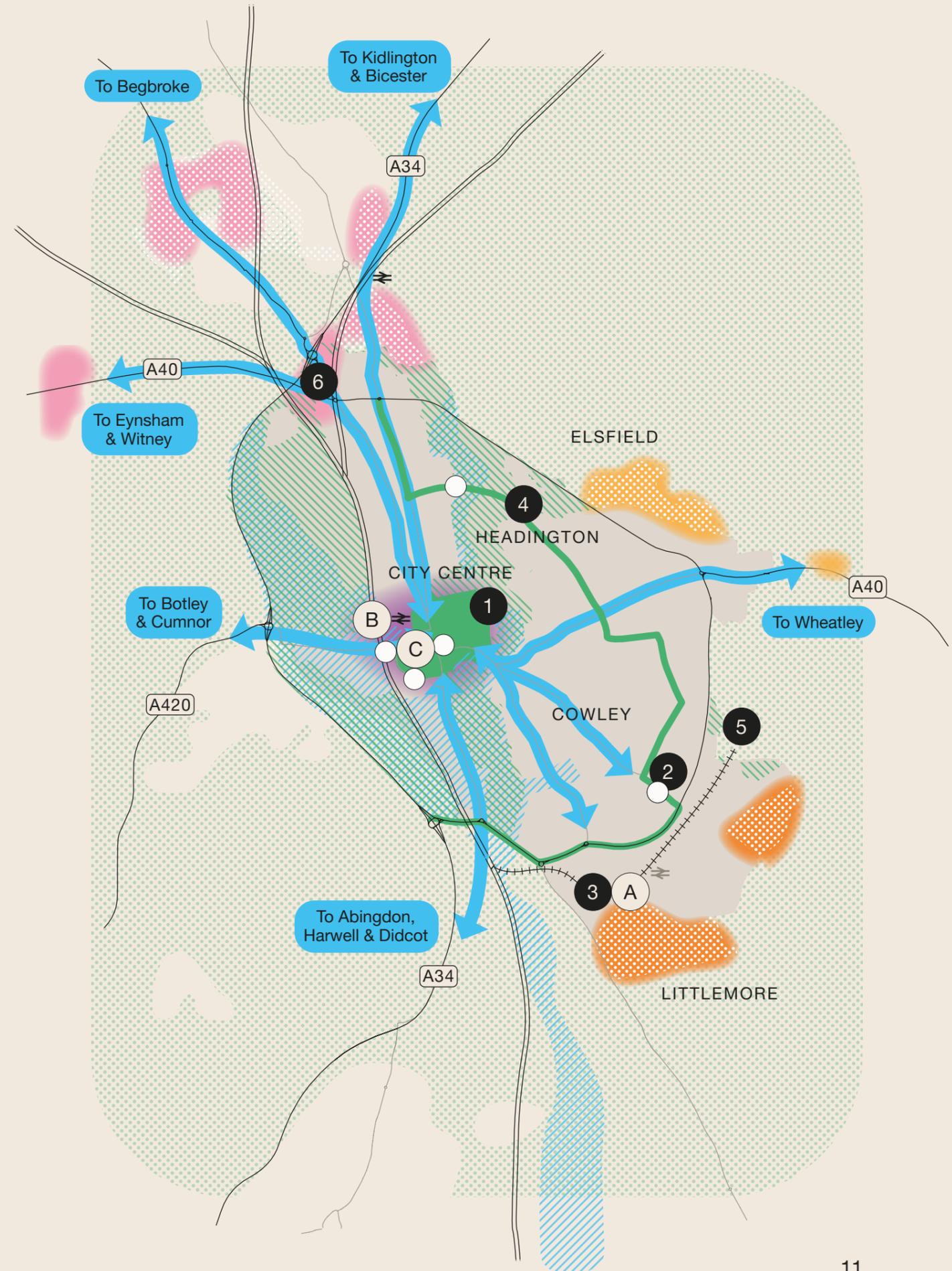
Planned Areas for Development

Northern: the development of Oxford North and new urban development in Cherwell

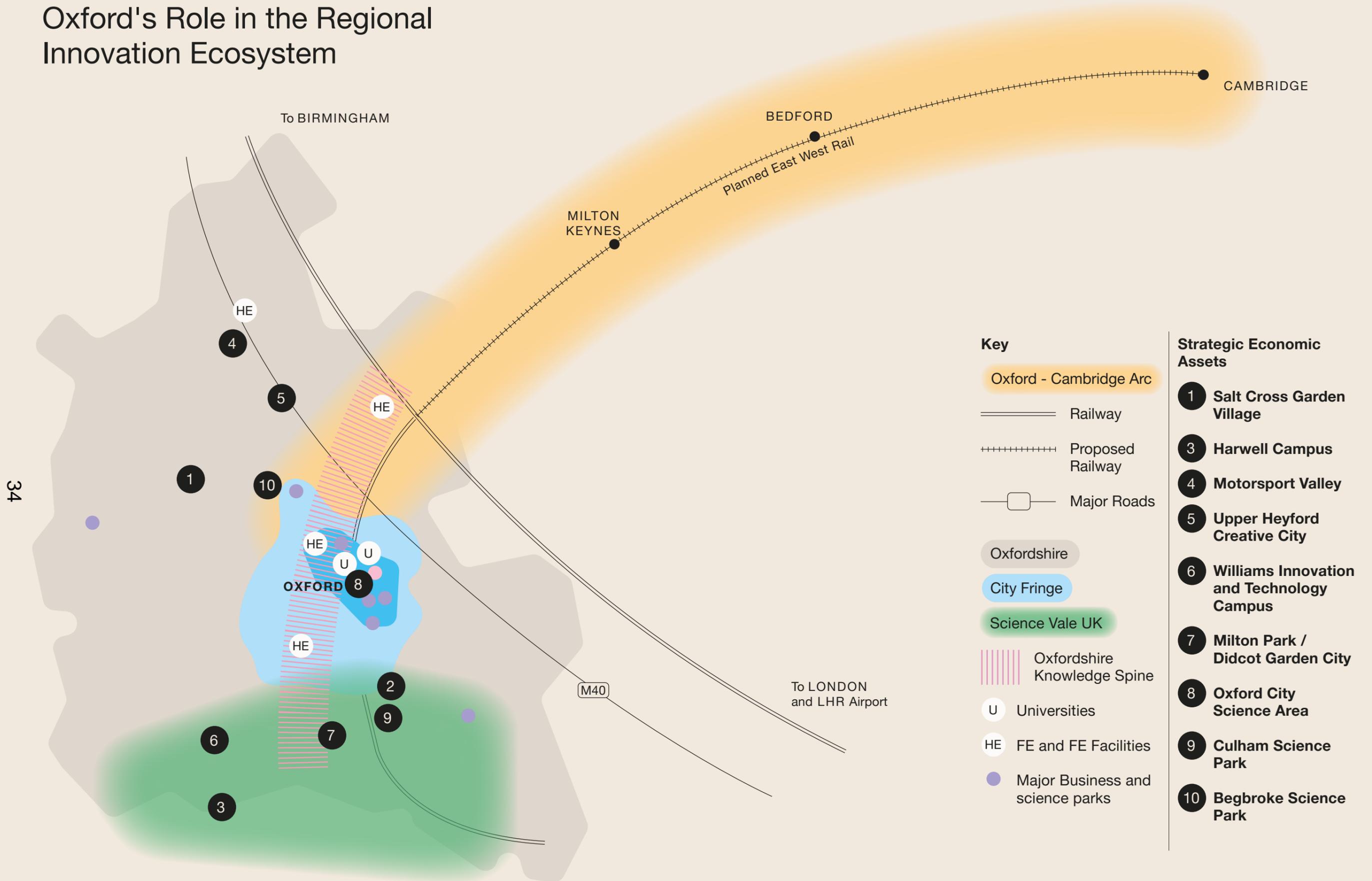
West End and City Centre: Westerly expansion of city centre through a new innovation district

Eastern: Evolving health clusters around Headington and development east of Barton. Continued evolution of Oxford Brookes Campus

Southern: Oxford Science Park and Oxford Business Park, the automotive cluster and urban developments at Northfield, South Oxford Science Village, Neighbourhood improvements at Blackbird Leys



Oxford's Role in the Regional Innovation Ecosystem



Key

- Oxford - Cambridge Arc
- Railway
- Proposed Railway
- Major Roads
- Oxfordshire
- City Fringe
- Science Vale UK
- Oxfordshire Knowledge Spine
- U Universities
- HE FE and FE Facilities
- Major Business and science parks

Strategic Economic Assets

- 1 Salt Cross Garden Village
- 3 Harwell Campus
- 4 Motorsport Valley
- 5 Upper Heyford Creative City
- 6 Williams Innovation and Technology Campus
- 7 Milton Park / Didcot Garden City
- 8 Oxford City Science Area
- 9 Culham Science Park
- 10 Begbroke Science Park



Moving Towards a Zero Carbon Economy

Issue and Opportunity

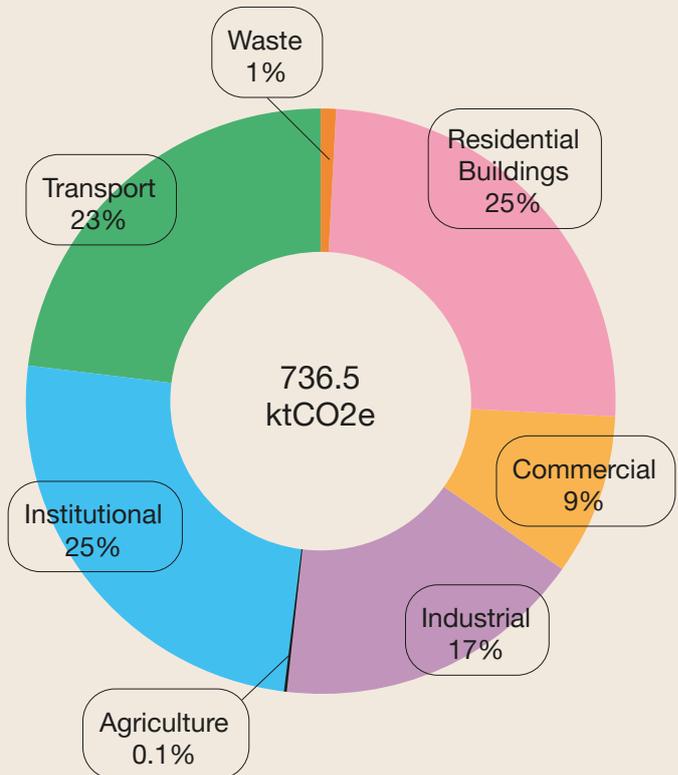
The world is in the midst of a climate and ecological emergency, which is accelerating faster than expected, threatening humanity and the world's natural ecosystems.

In 2019 the Oxford City Council declared a climate emergency and committed to reduce emissions from its own buildings and operations to Net Zero by 2030.

In 2021, the Council brought together Oxford's major businesses and organisations – including the universities, teaching hospitals, local authorities, BMW Mini, Unipart, SSEN, housebuilders and others - to create the Zero Carbon Oxford Partnership (ZCOP). Working with the Carbon Trust, ZCOP has developed and adopted a Net Zero Roadmap and Action Plan, which seeks to achieve Net Zero by 2040 through collaborative working.

The Council's leadership on climate change has been developed with active input from the local community. In 2019, Oxford was the first UK city to hold a Citizens Assembly on Climate Change.

Residential buildings and transport account for almost half of Oxford's emissions (see below). Achieving Net Zero will require high-impact, sustained changes in citizen and organisational behaviour.



2018 Baseline emissions in Oxford

Zero Carbon Economy: Responding to Challenge and Delivering Opportunity

Achieving Net Zero by 2040 will mean a variety of economic, social and environmental benefits can be achieved. These include the creation of high skilled, well paid jobs in the zero carbon sector; creating cohesive and desirable places to live by empowering local communities and diverse individuals to drive action; and cutting air pollution.

Restoring habitats, providing urban green infrastructure and shifting to regenerative agriculture can support wildlife while delivering ecosystem services such as natural flood management and urban cooling, and providing health and wellbeing benefits for local people. *Pathways to Zero Carbon Oxfordshire (2021)*

What is Net Zero?

There is no globally agreed definition of Net Zero. However, the emerging consensus is that Net Zero emissions can be achieved by reducing emissions as far to zero as possible, with any remaining hard-to-decarbonise emissions compensated with offsets (e.g., greenhouse gas removals).

Oxford's 2040 Net Zero target is defined in the ZCOP's Net Zero Action Plan. "Net Zero" has been adopted (rather than absolute zero) because it is generally accepted that there may be a small amount of residual emissions arising from hard-to-decarbonise activities, including those outside the city's control such as HGV transport.

- An ambitious **1.5°C aligned Science Based Target**
- for all emissions **sources covered with the BASIC+** reporting level of the Global Protocol for Community-Scale Greenhouse gas Emission Inventories (GPC).
- Any remaining hard-to-decarbonise emissions can be compensated with **certified greenhouse gas removals (GCRs)**

Zero Carbon Oxford Partnership Roadmap and Action Plan, page 10

The groundwork is in place for Oxford to be the first truly Net Zero city in the UK, with a strong foundation and economic opportunity through innovation projects such as LEO and ESO, the Zero Carbon Oxford Partnership and organisations such as the Low Carbon Hub.

One of Oxford's most pressing issues is air pollution, which is relatively high and has increased in recent years³. There are several locations across the city where the national and European legal limit for nitrogen dioxide and other greenhouse gases is exceeded.

Pollution brings a range of economic costs for Oxford and is bad for business. Evidence from the OECD⁴ shows that high levels of air pollution cause health issues which, in turn, place a financial burden on health services and reduce

business productivity through increased employee sickness and reduced cognitive performance. Many cities with high levels of air pollution have also suffered from brain drain of talented people looking for a better quality of life and reduced international tourism where it has impacted the visitor experience.

Another growing issue is fuel poverty and emissions from Oxford's building stock. Reducing emissions through retrofit brings multiple benefits including: "avoidance of physical (particularly respiratory health in children) and mental stresses linked to decreased absenteeism from school by children and from work by adults; with potential impacts on academic performance, labour productivity and earning power". Source: Energy Saving Trust.

3. Nitrogen dioxide levels rose by 7.9% between 2018 and 2019

4. Organisation for Economic Co-Operation and Development

Our Response: Addressing Crisis and Enabling Opportunity

Whilst the challenge of climate crisis is critical to our future, Oxford is uniquely placed to play a prominent role in the national and global response.

The Zero Carbon Oxford Partnership is bringing businesses and institutions together locally, and we are planning for this to evolve quickly, as it must. Oxford will become an exemplar in developing partnership driven solutions to the climate crisis.

Our low-carbon sector is already thriving. The University of Oxford has successfully generated 30 new cleantech spinout companies and two of four national energy systems demonstrator projects are based in Oxfordshire. Our automotive sector continues to lead the way on innovation for autonomous and electric vehicles, with companies including Waymo, Oxbotica, StreetDrone, Arrival, alongside the nearby RACE, Culham, a leading connected autonomous vehicle (CAV) testbed.

Our strategy recognises that the knowledge and innovation realised within the city can, be capitalised elsewhere in the city or in Oxfordshire more generally. We therefore, want to support tangible links to locations like Harwell Campus and Begbroke and ensure that knowledge exchange with companies like BMW, Williams, Mercedes and Siemens can be strengthened.

Alongside this, community groups and SMEs continue to develop solutions to reduce carbon emissions through

alternative business models and the sharing economy. We will work to support this activity through our commitment to strengthening civil society and socially orientated business in the city.

We will continue to inform residents and business of the economic benefits of adapting to climate crisis. We will better demonstrate how addressing climate change will save money, tackle inequality and create jobs. Lower household bills, better health from active travel and more affordable transport within the city will all contribute to addressing inequality and improving wellbeing.

There is a clear economic rationale to reduce the negative environmental impacts of Oxford's economic activity, this is coupled with an opportunity to curate an economy that actively contributes to tackling environmental issues. Our approach to a greener economy will blend global solutions with grassroots action, testing new approaches, scaling activity and driving investment as a result.

We will take proactive steps by adopting a consistent and robust framework to achieve sustainable economic development in Oxford, considering a range of approaches such as Doughnut Economics, circular and sharing economy and the UN Sustainable Development Goals.

Guiding Principles to Move Towards a Zero Carbon City

We are committed to putting environmental concerns at the forefront of our approach to economic development. This economy will be powered by renewables, energy storage and grid solutions, low carbon transport, digital infrastructure, sustainable construction and ethical consumption.

Decisions we make now will have ramifications on the ability to achieve

carbon reduction targets. The local economy must move rapidly towards net zero or we will incur costs in the future. It is important that we act now to ensure that we are able deliver sustainable economic development that does not compromise the environmental future of the city.

To achieve this, we will focus on the following ambitions over the next ten years:

- 1 Take proactive steps to measure and reduce the environmental impact of economic activity
- 2 Mitigate the environmental impacts of new development and housing growth, through new policies, commitments and innovations from developers and investors
- 3 Support the growth of the green and low carbon sectors through innovative partnerships and targeted business support
- 4 Facilitate flows of knowledge and available funding both locally and regionally, positioning the city as a low carbon leader
- 5 Partner with local institutions and support businesses to decarbonise across their operations and supply chains, sharing good practice
- 6 Work with communities to adopt place-based approaches to Net Zero, combining retrofit, transport, biodiversity and community regeneration projects
- 7 Develop budgeting processes which support investment in zero carbon development
- 8 Support and partner businesses and institutions to be socially and environmentally responsible
- 9 Develop communications and engagement programmes on Net Zero, building on the Citizen's Assembly on Climate Change to ensure the transition to Net Zero is done in collaboration with residents and businesses
- 10 Work with Partners to increase active travel and implement net zero transport within the city

A detailed action plan against these ambitions is set out in the accompanying delivery plan.

Milestones

The Zero Carbon Oxford Partnership has developed a comprehensive roadmap and action plan to achieve Net Zero in Oxford by 2040.

The ZCOP will report against 5 yearly carbon targets, following best practice by focusing on short-term action to achieve the 2040 goal. These targets have been informed by evidence from the City Council's scientific advisor, Professor Nick Eyre in terms of what is both ambitious and possible to achieve in a city like Oxford, which has limited emissions from the 'hard to decarbonise' sectors notably industrial processes, aviation, shipping, heavy freight and agriculture.

The ZCOP's Roadmap and Action Plan sets out a series of milestones and KPIs that will be monitored, to ensure the city remains on track to achieve its carbon targets.

Alongside the strategic roadmap, sector specific roadmaps were also agreed in the ZCOP Roadmap and Action Plan.

Reducing emissions from buildings

The majority of Oxford's emissions arise from the buildings sector, largely due to the high proportion of gas-heated buildings.

There are around 55,000 homes in Oxford, with over 60% rated EPC D or below. Tackling leaky homes is key to addressing fuel poverty and mitigating against the rising cost of energy.

The strategy for decarbonising buildings in Oxford (Residential, Commercial and Institutional) can be summarised by the uptake of energy efficiency (both building fabric improvements and smart appliances), electrification of heat (with heat pumps) and installation of rooftop (or commercial-scale) solar PV. With these measures, it is expected that the average household energy demand (for gas and electricity sourced from the national grids) falls by 61% in 2040.

Retrofit fabric improvements is a high priority for this sector, considered essential not only in reducing carbon impact, but also mitigating against energy price rises and reducing the strain on the electricity grid.

Five yearly carbon budgets for Oxford 2020 – 2040

Source: Zero Carbon Oxford Partnership Roadmap and Action Plan

Net Zero target	2040	
Total carbon budget (2018-2040)	7,624 ktCO ₂ e	
Carbon emissions reduction by 2025 <i>Cf. 2018 base year</i>	-44.3%	(409.6 ktCO ₂ e)
Carbon emissions reduction by 2030	-63.2%	(409.6 ktCO ₂ e)
Carbon emissions reduction by 2035	-78.3%	(409.6 ktCO ₂ e)
Carbon emissions reduction by 2040	-87.9%	(409.6 ktCO ₂ e)
Amount of carbon to be offset in the year 2040	-88.7 ktCO ₂ e	

The City Council has agreed a target of 95% of its housing stock to be EPC level C or above by 2030, including a 7.2m investment programme to support this outcome. This includes developing a set of standard packages of work that can be undertaken simultaneously to ensure energy efficiency measures are also delivered at least inconvenience to the tenant.

We will work with partners to harness this economic opportunity, lobby for additional funding from central government to scale-up delivery of energy efficiency across the city - and trial solutions to achieve at-scale retrofit, targeting areas that are most exposed due to energy price rises.

Supporting Low Carbon Movement and Growth

We believe that investment in knowledge, growth and diversification of green activity in the city will support the evolution of these sectors in the county as a whole.

As we have previously seen with life sciences, we can create a network of different specialised clusters across the county which are international significance and national importance. The challenge for the city council and its partners is to support the physical and psychological networks and exchange will allow this to happen.

Responsible movement of people and goods is a critical element of our economic strategy, it supports our global impact ambitions, and it enables a more inclusive economy by connecting residents to opportunity. It is however, in lowering emissions that we will be best placed to enable a step change in the city's environmental performance.

The Core Transport Proposals and Local Transport and Connectivity Plan will be at the heart of our plans to reduce congestion within the city and ensure that as the economy grows (and parts of the city become busier), there will be dramatically reduced environmental impact from this activity.

We want to innovate in the way we deliver our contribution to this and therefore have identified a range of interventions which will place Oxford at the forefront of innovation in green urban practices in the UK. these include:

- Implementation of Citizen Assembly recommendations
- Zero Carbon Oxford Partnership
- Roll out of low traffic neighbourhoods
- Low Energy Oxford (LEO) City Wide EV charging roll out
- City Wide Housing Retrofit
- Zero Emission Bus Roll-out
- City wide active travel supporting walking and cycling
- Develop local skills to deliver housing retrofit
- City council asset decarbonisation
- Reallocation of road space towards civic spaces, public realm, pedestrianisation.

Enabling Transition to a Zero Carbon Economy

Key

-  City Boundary
-  Zero Emission Zone
-  Major Roads
- Areas for Growth or Development**
-  Northern
-  West End & City Centre
-  Eastern
-  Southern

Building a Globally Significant Low Carbon Economy

- A Energy Systems Accelerator**
- B Automotive Innovation and EV**
- C Oxford North: Capacity for low Carbon Business**
- D Oxford Science Park: Discovery and Scaling**
- E Siemens**
- F Williams Technology & Innovation Centre**
- G Harwell Campus**
- H Bicester Eco Town**
- I Culham (RACE) Community autonomous vehicles**

-  Achieving Regional Agglomeration Through Knowledge, Investment and Scaling
-  Bus and Active Travel Corridor Improvements to reprioritise road space

Locally-led Innovation to Enable Low Carbon Economy

- 1** Zebra zero emission bus rollout
- 2** Rose Hill Low Energy Oxford Hub LEO
- 3** Osney Island LEO
- 4** Energy Superhub

Connected Autonomous Vehicle Trials

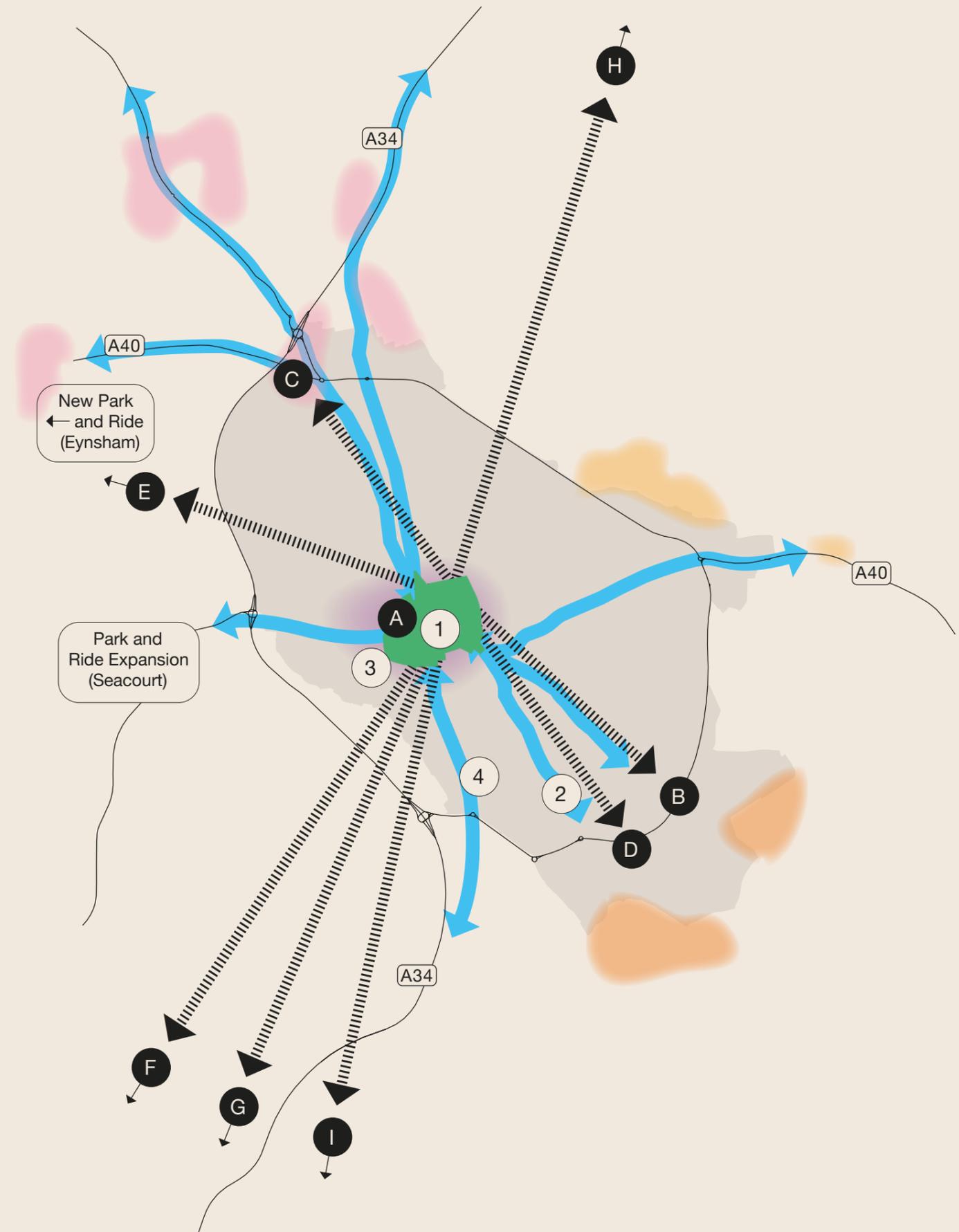
E-Cargo Bike Roll-out

Potential Delivery Consolidation Centre/s

By 2030

Oxford City Housing Ltd. At least 2,500 low carbon homes in the next ten years

Decarbonisation of City Council assets







Enabling a More Inclusive Economy

Issue and Opportunity

Whilst Oxford has a strong economy that is growing, the benefits of this are not shared equally. In a city with huge potential, where medical and technology breakthroughs are commonplace, too many residents struggle to make ends meet or participate in their local economy. Addressing this and enabling people to share in future success must be a priority of this strategy.

The scale of the challenge ahead is illustrated by the following:

- Around 10% of residents earn below the national real living wage (£9.50 p/h)
- The average attainment 8 (GCSE equivalent) score per pupil in Oxford is 45.9, below the national and Oxfordshire averages of 46.9 and 47.7 respectively
- Families need £16,000 per annum to avoid food poverty in Oxford. One in ten is not achieving this. 29% of children live in poverty, once housing costs are taken into account
- The difference in male life expectancy is 16 years for the top and bottom performing areas (St Mary's and North respectively)
- The difference in female life expectancy is 10 years for the top and bottom performing areas (Northfield Brook and North respectively)
- The average home costs around 15.03 times more than the average annual salary, the least affordable in the country
- Rental costs in the private rented sector are higher than the national average and most competitor cities
- Fuel poverty is a growing issue with rates higher rest of the County. This is likely to increase with sharp rises to energy bills expected in 2022.

Deprivation is most prevalent in the south and east (incorporating Littlemore, Blackbird Leys, Northfield Brook, Rose Hill and Iffley) where the net annual income is 15% lower than the Oxford average and 57% of neighbourhoods are classified as being in the top 20% most deprived in the country. These areas are also close to our identified areas for growth and development; linking residents to this opportunity is clearly critical.

The pandemic has exacerbated these issues, adding to the case for more fundamental intervention to support those residents who live in or close to poverty. These residents are less likely to have access to savings or the social networks to help them deal with and adapt to the crisis.

How we Define an Inclusive Economy

We define inclusive economy as “Growing prosperity that reduces inequality and is sustainable.” (Plymouth Inclusive Growth Group)

“An Inclusive Economy offers a genuine progressive conceptual frame in which greater consideration is given to social benefits that flow from, and feed into, economic activity. (CLES)

Our Response: Connecting People to Local Opportunities

The Strategy needs to be the foundation for new approaches which address the fundamental challenges that influence the wellbeing of people in the city. Oxford needs a more inclusive economy in which wealth is distributed across our communities and where all citizens can share the benefits of growth. This will require challenging traditional ways of working to guarantee a minimum standard of economic and social prosperity for all of Oxford's residents as well as developing local interventions aimed at giving communities more influence over their economic future.

Fundamental to this are the principles of Community Wealth Building; an approach which gives people more control over their local economy and explicitly takes action to retain wealth within localities.

Our primary response will be to work with partners (including Oxfordshire County Council, OxLEP, the University of Oxford and the Oxford Strategic Partners) to develop an Inclusive Economy Charter through the emerging Oxfordshire Inclusive Economy Partnership. This will build on the work that has been undertaken as part of the Inclusive Economy Seminar Series and aligns with the Oxfordshire Local Industrial Strategy aspirations.

This Charter will be a document that sets out commitments and standards that partners will sign up to pursuing as part of their day-to-day operations. It will include ambitions related to minimum standards of economic and social prosperity for residents related to themes like housing, income, employment, participation and democracy. It will set the basis for enhanced participation and a stronger commitment to grassroots economic activity. This builds on and expands the Oxford Living Wage programme.

The City Council's is committed to supporting delivery of affordable homes across the city as well as delivery enabling neighbourhood renewal projects which respond directly to specific local needs. Working with civil society partners, this will include improved participation, bringing people closer to the issues which impact upon their own prosperity and wellbeing.

Guiding Principles for an Inclusive City

A broad range of activities will be undertaken by partners as part of the Oxfordshire Inclusive Economy Partnership over the next decade. The City Council will drive forward these actions with partners. It is important to

note that an inclusive economy requires better access to decent, affordable homes. This of course is an over-riding priority that aligns with this strategy. Wider areas of focus to create a more inclusive city include:

- 1 Develop an Oxfordshire Inclusive Economy Charter and pledge scheme to engage all local business and institutions to play a fuller role in embedding an inclusive economy
- 2 Focus recovery efforts on the needs of the most disadvantaged places, through community wealth building and community economic development
- 3 Further develop and build on the Oxford Living Wage initiative (OLW) to embed the principles of a minimum standard of prosperity
- 4 Support social enterprise, co-operative businesses and civil society sectors, and pursue a more prominent role in the city's future economy
- 5 Support local spending, enhance local supply chains and generate social value through procurement.
- 6 Support local people to better access skills, training and education opportunities to help them prosper and adapt to the expected rapid structural changes to the economy
- 7 Deliver affordable workspace that supports local businesses and organisations providing security to stay in spaces and lower risks to growth
- 8 Explore using the principles of 15-minute neighbourhoods to give residents access to the services, practical and economic assets they need to participate in the economy and society
- 9 Explore options to deliver more affordable travel for local people to travel to employment and education using public transport, cycling and walking
- 10 Increase housing supply and improve access to affordable housing

More detail on how Oxford City Council and its partners will take these ambitions forward in the city is provided Delivery Plan.

Enabling People to Stay in the City and Access Opportunities

Crucial to supporting an inclusive economy is enabling a diverse population to live and work in the city and to be able to connect to good employment. This is not just about inclusivity and equality, it will mean that key-workers, graduates and support staff can stay in the city and continue to support our global city ambitions. To do this, we need to deliver thousands of new homes and to ensure that Oxford residents can easily, cheaply and sustainably move to places of work, education and opportunity.

We believe that increasing mobility is fundamental to a successful city economy. Improving connections through public transport and active travel, is a critical part of delivering a more inclusive city and connecting residents to the globally significant opportunities we will support in the city.

We recognise the importance of bus travel for a significant proportion of our population. We also acknowledge that currently active travel is not an option to link enough people to work and education.

It is currently too difficult to travel from some of our communities to areas of employment and education. We know that residents rely on buses, therefore public transport and active travel is a key part of our strategy.

We will work with Oxfordshire County Council to support vital investments such as Connecting Oxford to rapidly increase the accessibility between residential neighbourhoods and key employment areas by bus.

We will also seek to enable all of the economic growth nodes in the city to be linked to more deprived areas of the city by new walking and cycling routes.

Investment in transport and movement is accompanied by a 15 year plan to build 10,000 new homes in the city and 15,500 in our neighbouring growth areas, which will increase supply in the city and increase access to affordable housing for those who need it most.

This is not just about transport. Strong connections will also be enabled through digital accessibility and literacy. We will seek to improve education, access to devices, and technology to address the digital divide and further increase the opportunities for people to thrive in a Global City.

Enabling an Inclusive Economy

Key

- City Boundary
- Railway
- Proposed Cowley Branch Line
- Major Roads
- Orbital public transport improvements
- Indicative eastern Arc bus frequencies
- Active travel to areas of employment
- Major Housing Schemes. C10,000 homes within the city

Most deprived UK Neighbourhoods

Bottom 30% Nationally

Local Projects Supporting Affordable Housing, Neighbourhood Inclusion and Education

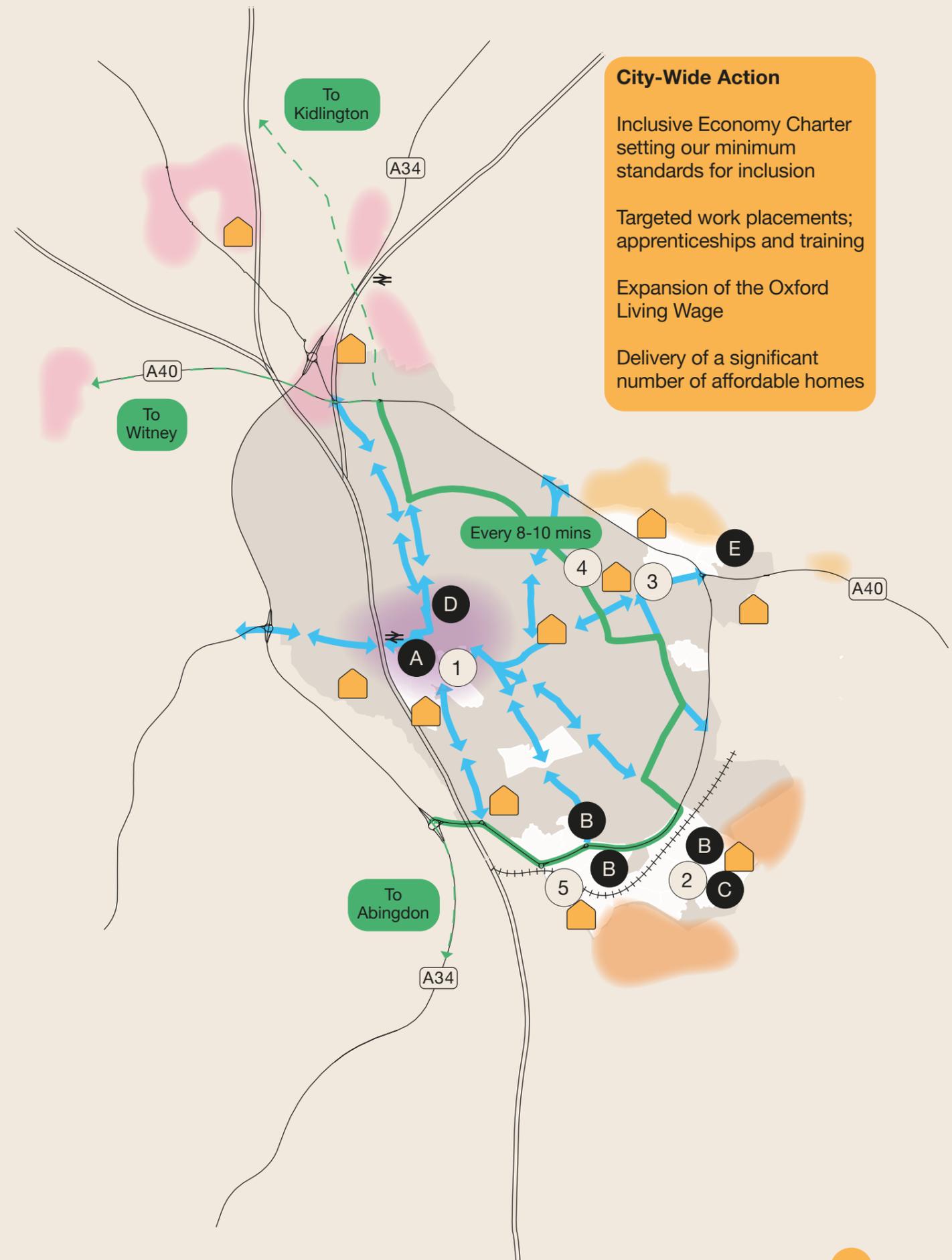
- A West End Developments** provide a significant number of affordable homes
- B New Community Wealth Building Innovation Pilot** in Blackbird Leys, Littlemore and Rose Hill.
- C Blackbird Leys District Centre** 300 homes, community centre and retail/employment
- D Summertown District Centre Scheme** 200 homes
- E Underhill Circus Neighbourhood Centre** Supporting a stronger local community centre alongside new housing

Areas for Growth or Development

- Northern
- West End & City Centre
- Eastern
- Southern

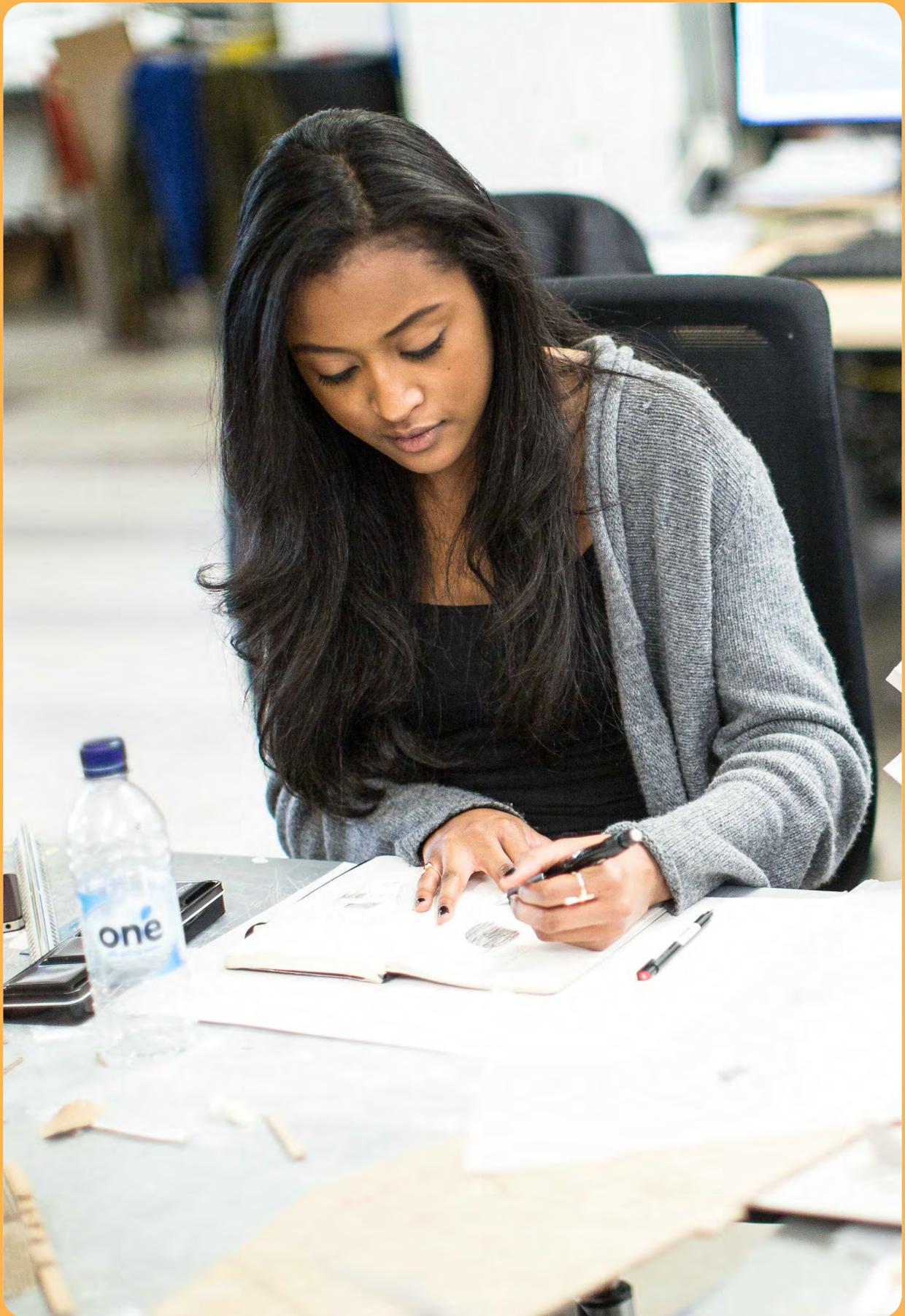
Technical Education

- 1 City of Oxford College
- 2 South Central Institute of Technology (Blackbird Leys)
- 3 Ruskin College
- 4 Oxford Brookes University
- 5 SAE Institute



City-Wide Action

- Inclusive Economy Charter setting our minimum standards for inclusion
- Targeted work placements; apprenticeships and training
- Expansion of the Oxford Living Wage
- Delivery of a significant number of affordable homes





Global Impact and Purpose

Issue and Opportunity

Oxford's role in answering the most prominent questions of our time will be key to economic opportunity.

More than any other city in the world, Oxford has become synonymous with the scientific response to Covid-19. A thriving economy at the forefront of the transition to Net Zero will benefit residents through new careers and opportunities, and support improved quality of life.

Oxford is uniquely placed on the world stage because it contains such a diversity of highly specialised individuals, University Departments, research teams and business. The ability to combine this knowledge is the City's key to competitive advantage. The city will lead the way in electric and autonomous vehicles, gene therapy, future fuels and the application of quantum technologies, to name a few. **If any area has the ability to demonstrate how it can leverage its economy to address pervasive social and environmental issues, it's Oxford.**

To capitalise upon these opportunities, we believe we need to clearly seek positive to achieve positive global impact from our local economy, encouraging purposeful business, attracting talent and enabling innovation. This will be about building upon the global city characteristics we already possess, and offer benefits for residents, workers and businesses;

Global influence the University of Oxford and Oxford Brookes produce world-leading research, and create new technologies and ideas, which shape global thinking and trends

A talented population around 60% of residents have a degree-level qualification

An open and diverse population around one third of the population was born outside of the UK and we are widely recognised as a tolerant and open place

A distinctive physical environment the city has a rich, unique character that should be protected and enhanced

World class culture Oxford has a rich mix of museums, galleries, universities, theatres, cinemas and culture

Through this focus on global impact, we can make a contribution to the global, national and regional economy. At the same time, this must support employment opportunities for local people.

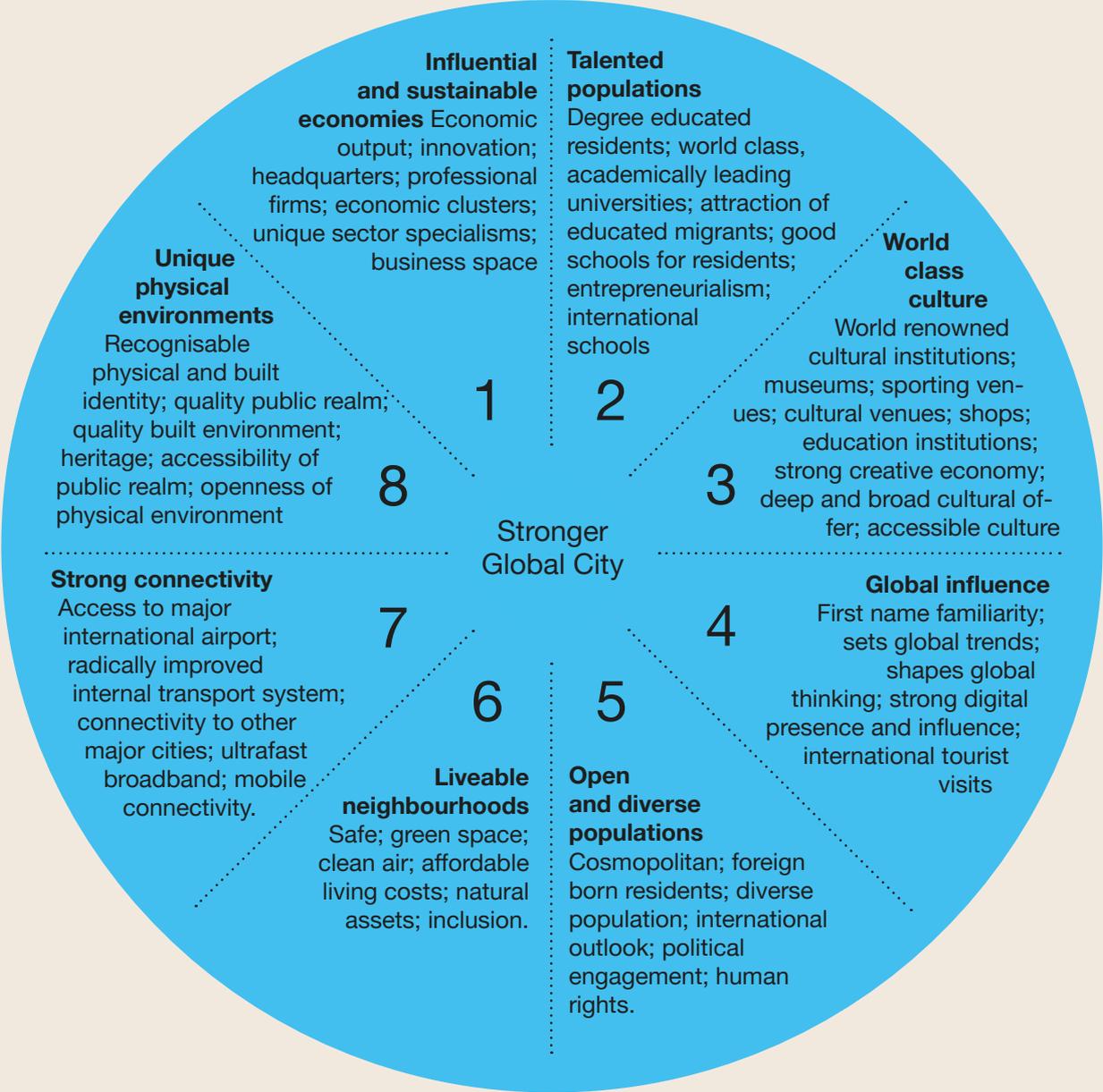
Actions set out in this strategy will help Oxford to better harness its real potential, and to be recognised as a successful compact global city with a powerful and influential economy. The city's small size can be an advantage to achieving these ambitions and benefits because it:

- Gives stakeholders including residents more influence to curate and shape a dynamic economy.
- Allows the public sector to better show leadership on core challenges of inclusion, workspace and connectivity.
- Provides a 'living lab' setting which allows partners to experiment and scale ideas that overcome challenges across energy, carbon reduction, and mobility.

Our Response: Embracing Global City Characteristics

Being a global city is not about size. It relates to factors like influence, power, accessibility, status, liveability and sustainability. Using a range of sources² eight core global city characteristics have been identified. These are

displayed below alongside related factors. Focusing upon a 'impactful and purposeful economy' we will use these as a checklist to help us build the diverse and open economy we want for Oxford.



2. Chicago Council on Global Affairs; AT Kearney's Global City Index; Mori Memorial Foundation Global City Index; the Economist Intelligence Unit's Global City Competitiveness Index

Guiding Principles for a Global Impact

We want Oxford to become a more resilient and more influential global city and, most importantly for this strategy, develop a more purposeful and influential economy. This will help Oxford become more productive, competitive and investable.

Areas for action to help Oxford to become a more influential global city economy are:

- 1 Increase the quantum and quality of commercial space on the city's planned and existing sites, with a focus on supporting Life Sciences, Low Carbon, Digital and knowledge driven sectors
- 2 Deliver transport, digital and energy developments that unlock economic opportunities for diversification and innovation in identified growth areas
- 3 Seek to build on Oxford's global competitiveness in higher education and research, also enhancing further and technical education
- 4 Continue to support businesses to adapt to changing economic conditions, embedding principles of good recovery over the medium term
- 5 Help deliver Oxford West End at pace as an internationally significant neighbourhood, attracting talent and investment
- 6 from socially responsible and purposeful businesses in target sectors in line with this strategy
- 7 Retain a greater proportion of spin out companies that start up in the city and increase the local economic value of knowledge and innovation
- 8 Support the recovery of the visitor economy and seek benefits for visitors and residents
- 9 Attract and retain more skilled international workforce, celebrating the cultural diversity this brings

Oxford's Significant Specialisms

Oxford is already known for globally significant knowledge-based sectors, but more can be done to support higher value sectors to expand and develop. Our science and knowledge economy is unique in its diversity and importance. Life Sciences, Space, Robotics and Materials are all global leaders.

This strategy seeks to provide balance between supporting high value science and more accessible sectors for employment. There are four specific sectors that will be prioritised as part of this strategy. These represent activities with competitive advantages and are areas where Oxford can become or can continue to be a leader on the global stage:

- 1. Health and Life Sciences:** Includes a whole range of life sciences enterprises including drug discovery and development, diagnostics, medical devices, digital health, precision medicine and regenerative medicine
- 2. Technology and Digital:** Includes businesses providing IT, software services and digital applications across a range of sectors
- 3. Creative Production:** Includes a diverse range of activities including publishing, marketing and branding, architecture, crafts, design, fashion, film, theatre, radio, arts and museums
- 4. Green and Low Carbon:** An array of businesses spanning environmental activities, renewable energy, energy storage and low carbon activities in sectors including automotive and transport.

This focus aligns with the Oxfordshire LIS and Oxfordshire Science and Innovation Audit, which include ambitions to support the region to become a leader in the development of transformative technologies that will underpin the future economy and provide a lasting global competitive advantage.

Priority technologies identified, which cut across the sectors set out above, include **digital health, autonomous vehicles, quantum computing, fusion technology, cryogenics and space.**

Pursuing these sectors will enable Oxford to develop a more influential, innovative and productive economy. They are also high growth industries nationally, so will help create new employment opportunities for Oxford's residents.

The table below provides a brief overview of the drivers, existing assets and future opportunities for these sectors in relation to Oxford. Here, we also recognise the importance of the **visitor economy** in helping us welcome the world to Oxford and further enhance our reputation for history and culture.

Our rapidly growing cohort of socially responsible businesses will drive solutions to the pervasive social and environmental challenges we face. We want to embrace and support creative solutions.

Oxford is already the first B Corp, "B Local" and Social Enterprise County in the UK, in recognition of our leading involvement in these important business models. We will seek to build on this huge potential making this a hallmark of the new economy in Oxford.

Priority Sectors

Sector	Drivers and Trends	Example existing assets	Future opportunities in and around Oxford
Health and Life Sciences	Increasing public health expenditure; ageing population; COVID-19; breakthrough technologies in drug discovery, diagnostics, medical devices, digital health, precision and regenerative medicine. Oxford has a role delivering the Government's Life Science's Vision	<ul style="list-style-type: none"> • Oxford Science Park • John Radcliffe Hospital • Oxford University Science Quarter • Churchill Hospital 	<ul style="list-style-type: none"> • West End Innovation District • Warneford Hospital • Headington Global Health and Life Sciences Quarter • Oxford Science Park & South Oxford Science Village • Oxford Business Park expansion
Technology and Digital	5G technology; increasing demand for e-commerce; artificial Intelligence; big data, quantum computing development, automation materials and nano-technology	<ul style="list-style-type: none"> • Oxford Business Park • Oxford Science Park • Oxford Centre for Innovation • Oxford City Centre 	<ul style="list-style-type: none"> • West End Innovation District • Oxford Business Park expansion • Oxford North development • Oxford Science Park • Begbroke Science Park
Creative Production	Rise in e-commerce providing new opportunities; technological innovation increasing productivity and possibilities (e.g. 3D printing); growth in creative and cultural consumption	<ul style="list-style-type: none"> • Oxford City Centre • Osney Mead • East Oxford • Makespace Oxford 	<ul style="list-style-type: none"> • Creative and digital industries hub • Red Hall at Oxford North • Covered Market redevelopment • West End Innovation District

This is for illustrative purposes and it should be noted that a range of businesses from various sectors may choose to locate at the locations listed.

Sector	Drivers and Trends	Example existing assets	Future opportunities in and around Oxford
Green and Low Carbon	Climate emergency; energy security ; shift in consumer sentiment; Government Policy; University research technology and innovations in renewables, grid technology and battery storage	<ul style="list-style-type: none"> • Oxford Science Park • Oxford Centre for Innovation • Osney Mead Industrial Estate • Project Low Energy Oxford 	<ul style="list-style-type: none"> • Oxford North development • Oxford Business Park • West End Innovation District • Oxford Science Park (expansion and 2030 Net Zero ambition) • Begbroke Science Park expansion building retrofit and re-use
Visitor Economy	Already a successful and attractive destination with strong resilience. Ongoing strength of UK as an international tourism location post pandemic. Potential opportunity limited by the size and capacity of the city.	<ul style="list-style-type: none"> • Heritage offer • Cultural resonance and strong local offer (film, TV, literature, music and theatre). • Access to waterways and green space city-wide and nearby Cotswolds 	<ul style="list-style-type: none"> • Support more systematic entry level jobs and career progression in the sector • Create more hotel capacity for higher value overnight stays • Drive innovation in sustainable tourism and support new attractions in-line with Local Plan
Social enterprise and co-operative businesses	Rapid growth in social enterprise, entrepreneurship and purposeful business in response to societal challenges and inequalities. Oxfordshire is the UK's first Social Enterprise Place (Social Enterprise UK).	<ul style="list-style-type: none"> • Neighbourhood Centres • Oxfordshire Social Enterprise Partnership (OSEP), OSEP Hubs, Makespace at Aristotle House, Community Centres, Common Ground Cafe. • Oxford Hub • High volunteering • Philanthropy 	<ul style="list-style-type: none"> • Use of publicly owned spaces; Meanwhile space, Participatory activities linked to new developments; Enhanced ESG commitments; 'New Workspaces' in city centre and neighbourhood centres

Oxford: An Emerging National Rail Hub

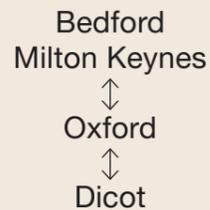
Successful global cities are well connected, not only internationally, but also locally. Reliable and comprehensive public transport should be seen as much as part of the economic strategy as they are to transport policy. Big investments in growth areas such as the West End, Oxford North, Oxford Science Park and Oxford Business Park require better, more sustainable connectivity. The city itself cannot achieve the benefits of agglomeration and exchange of ideas if people cannot physically connect.

Connecting Oxford via bus and regional and national rail connections will be critical for the city to maximise its contribution to the UK's economic recovery and diversification. Investments in the Cowley Branch Line and proposed east-west rail routes become fundamental for Oxford as a global city, placing us at the centre of a network of transport which extends regionally and nationally. Regionally, Oxfordshire Connect Rail Programme will support connections to the city which create a more efficient and accessible sphere of influence.

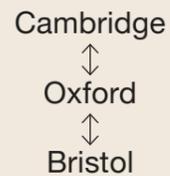
East West Rail 1 extension



East West Rail 2



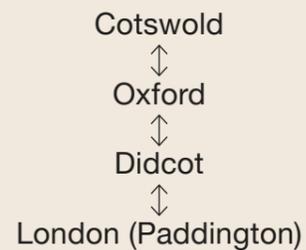
East West Rail 3



Cross Country

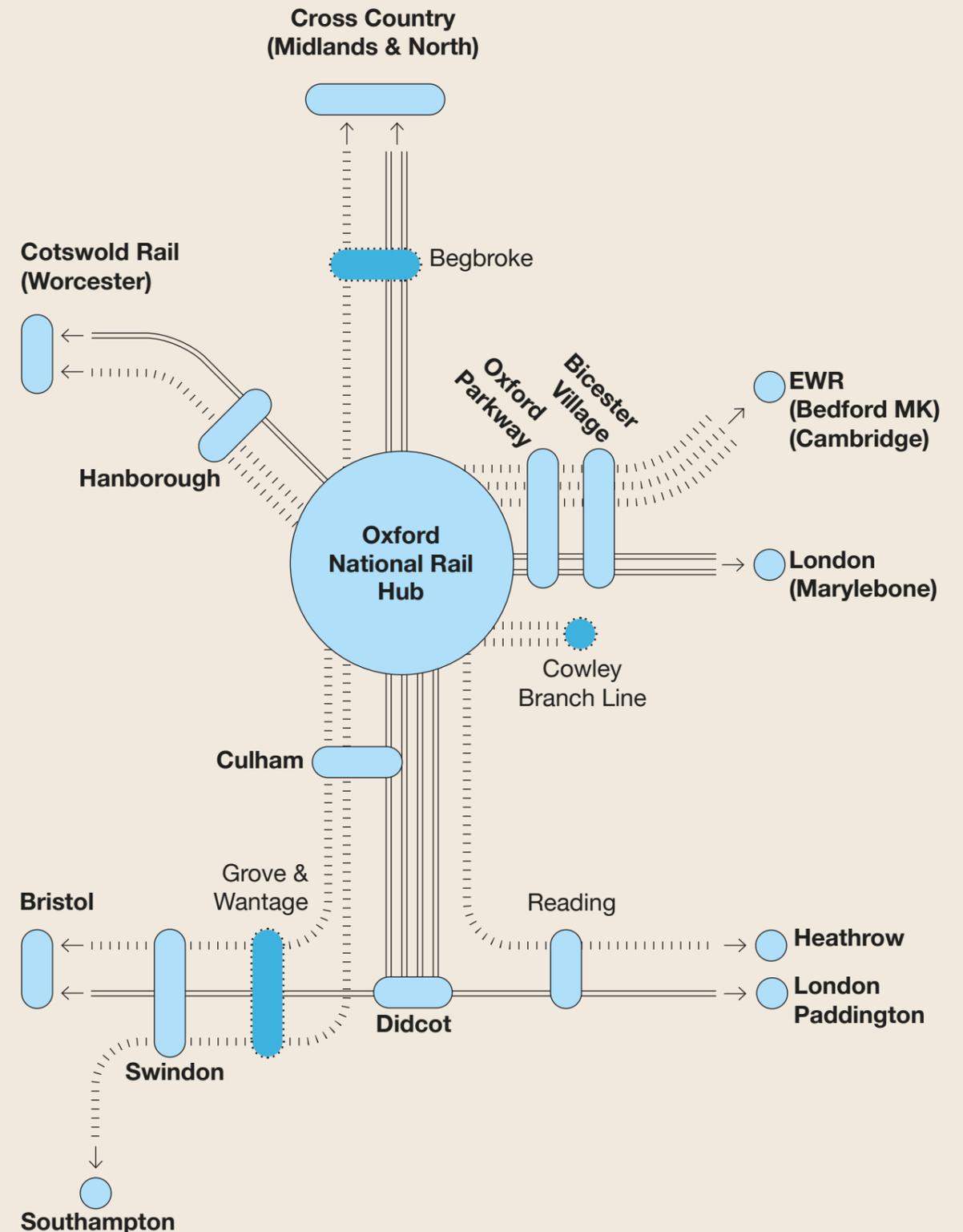


Cotswold Line



Key

- Current rail Network
- Future additional rail development
- Proposed new transit interchange hubs
- Existing interchange hubs



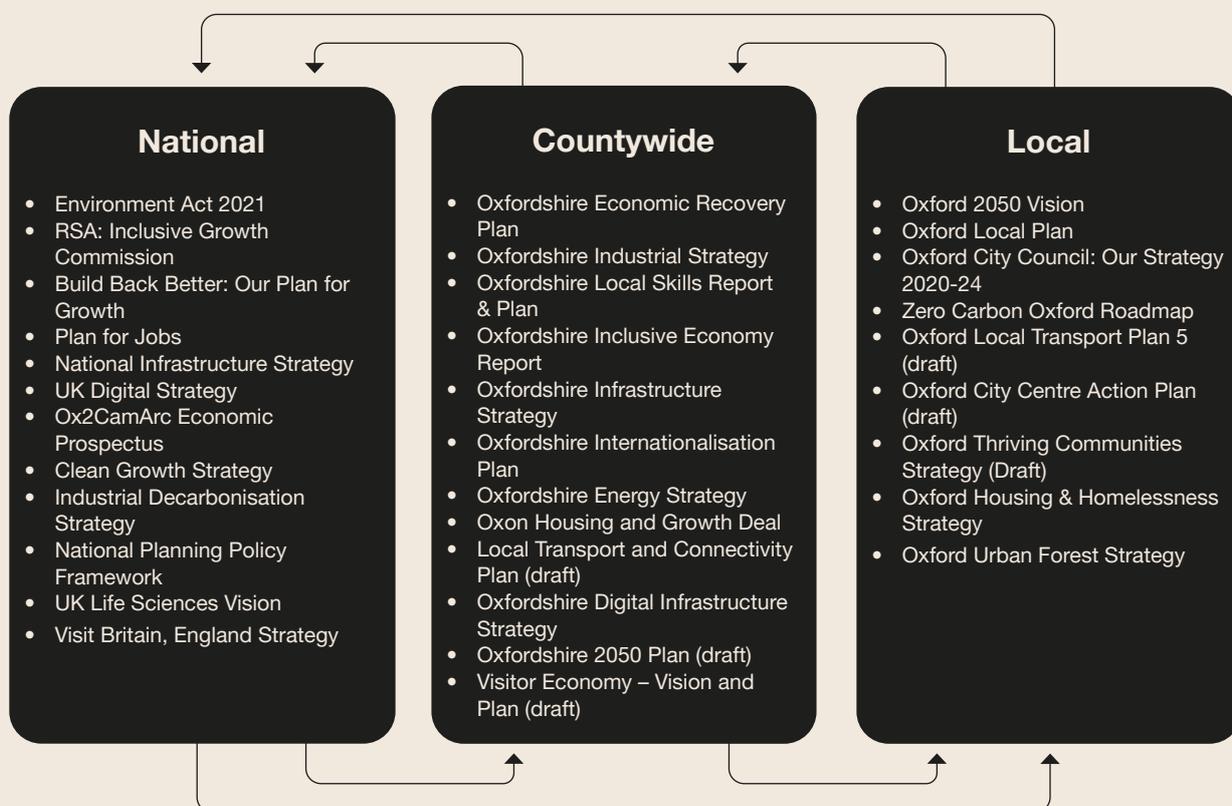


The Delivery Plan

Vitality, this strategy is accompanied by a Delivery Plan, to guide action on priority projects, and exploration of new ideas. Alongside the evidence base, this provides a more detailed practical approach to support the delivery of this strategy. It includes:

- Focussed plans for employment and commercial space, the City Centre and the Visitor Economy
- Delivery principles
- A detailed action plan for the next five years of delivery
- Roles and responsibility for delivery
- Approaches to measurement and the triple bottom line
- To support initial delivery in three important areas, three focus areas have been identified to support initial activity. These are creation of more of the right commercial spaces; development of focused plans for the city centre; and positive evolution of the the visitor economy.

This strategy does not exist in isolation. Its influence is wide and as such, needs to be considered in conjunction with other strategies:



Focus on: Space for Growth and New Ideas

Making Oxford a more impactful global city and ultimately, the UK a more successful economy, is dependent upon the delivery of more commercial space in the city. We must do this in a way which does not compromise our wider placemaking, zero carbon and sustainability and green and sustainability objectives, but at pace in that will meet business needs. Space in the city is constrained so we need to plan pro-actively to intensify and make more efficient use of employment sites allocated within our Local Plan, ensuring key policies around energy, materials, sustainable travel and bio-diversity net gain are optimised.

Whilst other cities have seen demand for commercial space reduce, the Oxford market has proved resilient to the impacts of the pandemic and Brexit. Whilst the trend of flexible and hybrid working and office rationalisation is in evidence, this is tempered by poor, low quality stock, and heightened demand for flexible and lab space (accounting for 50% of transactions in 2021 according to VSL & Partners) Efficient use and re-use of existing assets is a priority as well as sustainable development of our allocated sites. According to VSL (2021), lettings have remained consistent whilst rents have increased by as much as

46%. Bidwells estimate c.75% of all lease activity is from knowledge sectors, with demand for science and technology space remaining unfulfilled, suggesting that a lack of suitable lab, R&D and flexible office space remains the one of the biggest barriers to growth within Oxford.

Our ambition is to provide a rapid and significant uplift in good quality space through planned sites and redevelopment of existing sites, to enable higher value sectors (see page 22/23) to grow and expand, while also providing more affordable space for small businesses in target sectors, as well as important civil society activity and social or co-operative businesses.

Three strategic principles are accompanied by a series of concrete actions that the City Council will deliver (as landowner, planning authority and enabler), alongside wider landowner, development and economic partners, will deliver. These are set out in detail in the Delivery Plan document.

Significantly increase the quantity of commercial space around the city

- Continue to support the evolution of employment sites such as Oxford Business Park and Oxford Science Park to best meet the needs of an evolving market. Oxford's Science Parks contributed £500m to the economy in 2018/19. These locations allow grow on space for those companies that have been incubated locally. Oxford Business Park and Science park already host 150 companies with c6,000 employees and have significant capacity to be utilised.
- Bring forward the West End Innovation District at pace, as a major business district for the city and the UK
- Support good quality workspace across the city for small businesses, start-ups and innovative businesses (including university spin outs)
- Focus on meeting the requirements of the Health & Life Sciences sector (e.g. Lab, R&D and office space) in Oxford Science Park, Oxford Business Park, Headington, the Northern Gateway and West End
- Focus on meeting the requirements of Green and Low Carbon Sectors (e.g. Lab, R&D and office space) in the West End and Northern Gateway

- Recognising the role that new spaces can play in supporting the evolution of local neighbourhoods and district centres. (e.g. office and co-working space) across the city

Rapidly enable space for businesses to experiment and test ideas

- Explore opportunities with land-owners for affordable meanwhile space within the city centre
- Encourage testing of new ideas by creating more affordable space in neighbourhoods, using public sector assets and more flexible leasing to support new entrepreneurs
- Identify the potential for conversion of existing buildings and spaces to address the shortfall in science, technology and lab space in the short to medium term
- Support the delivery of new meanwhile workspace in the West End as a precursor for the Innovation District

Prioritise city centre workspace for small and creative businesses

- Focus on understanding and meeting the evolving requirements of Creative Production and Low Carbon (e.g. studio and makerspace) and Technology & Digital sectors in the city centre (e.g. co-working and office space)
- Ensure sufficient quantum of affordable space is available to meet the needs of businesses in these sectors and others that will help diversify the local economy
- Innovate with publicly owned city centre assets to provide more flexible and progressive leases

to support inclusive economy ambitions

- Explore the potential of affordable workspace policy in planning to support creative activity, social enterprise and co-operative businesses

Create flexible policies that support new models of workspace

- Test new planning policies related to retail units and business rates to support small businesses use underutilised spaces if and when these become available

Focus on: Oxford City Centre

A strong city centre is fundamental to the successful evolution of Oxford and its surrounding area. We want the centre to evolve and adapt to emerging trends, to enhance and extend its global reach and reputation, becoming more relevant and accessible to the broader range of our local communities.

Our City Centre is one of the most important in the world. History, culture, architecture, commerce and innovation combine in a unique way which is central to the city's success. The evolution of the West End, the opportunity transition to zero carbon post Covid 19 and the resilience of Oxford's property market all provide reasons for optimism. The Oxford Local Plan 2036 includes a policy for the West End and Osney Mead, which promotes regeneration of the area for, high-density urban living together with a mix of uses. The City Council is working with master-planning consultants to develop the West End Spatial Framework to provide detailed advice and guidance on principles for its development. It will provide a strategic framework, which will help to co-ordinate infrastructure, connectivity and transport together with public realm provision, design and a balanced mix of uses.

There is a need to address challenges of congestion, affordability and lack of green space to ensure the city achieves

its potential. An accompanying City Centre Vision and Action Plan has been created to enable this to happen. This has the following objectives:

- Diversify uses in the heart of city by building and repurposing to achieve a critical mass of new places to live and to work, and in doing so, increasing the numbers of people regularly using our amenities subject to demand
- Support the best of our retail, hospitality, leisure and services offer, helping our shops, pubs, bars, restaurants, and services and leisure sector businesses and organisations, to recover and evolve, while ensuring vacant space supports a new wave of business growth and jobs
- Encourage the growth of more economic sectors, including science, tech and creative, helping to attract and retain more talent to work in the city centre because of its amenities, alongside its educational, historic and cultural connections
- Celebrate our outstanding heritage assets, through improved access, sensitive adaptation and retrofit, as well as better public realm, creative lighting and interesting new uses and activity
- Reduce traffic congestion by limiting those driving through,

rather than to, the city's residential areas, destinations, institutions and businesses to create a better city centre environment

- Facilitate investment in a world class public transport network, working with the bus and rail industries to support improved gateways, interchanges and connections, plus faster, more reliable journeys into and through the city centre
- Prioritise investment in and development of a range of new delivery and collection options including electric, pedal-power and more
- Deliver better walking and cycling infrastructure, capitalising on the city and city centre's human scale and accessibility, and responding to the existential threat of the climate emergency
- Create new civic spaces, so people can meet, dwell, relax and celebrate together, while reimagining our streets as safe social spaces, through both commercial and performance activity
- Promote and facilitate more overnight visitor stays, increasing their enjoyment of our city, while maximising the contribution to the local economy
- Strike a balance so that we manage tourist visits more effectively, ensuring greater levels of visitor satisfaction and

increasing return trips, while making the city function better for residents, students and the city's workforce going about their day to day lives

- Improve air quality, create more green space, and improve access to our waterways to support physical and mental health and Oxford's city centre as an even more attractive destination
- Strengthen the feeling of safety in the city centre through the work of the Council's Safer Oxford team, Thames Valley Police, Oxford Community Safety and City Centre Crime Partnerships

In the short term, we have created a set of actions to address immediate challenges, animate and change perceptions of Oxford City Centre. These are:

1. Connectivity and Access

- Deliver Connecting Oxford
- Zero Emission Zone
- Oxford Station Masterplan
- Improve Oxpens and Osney Mead Connectivity
- Last mile logistics
- Visitor coach strategy
- Park and ride improvements

2. Public Realm and Animation

- Public realm improvements
- Shopfront design improvements
- Outdoor seating initiative
- Public realm and movement framework

3. Getting the mix right

- West End Innovation District
- Target and reduce vacant units
- Evolve the covered market
- Change of use application strategy
- Increase and diversify workspace
- Stimulate night time economy
- Brand and promotion

4. Getting the Basics Right

- Homelessness and Rough Sleeping
- Street scene management
- Tourism management
- Reducing crime and antisocial behaviour

Focus on: Evolving Oxford's Visitor Economy

Oxford's visitor economy is already internationally significant, contributing around £988m to the economy every year. Welcoming visitors from around the world is a priority as is meeting the needs of local residents, who are also a vital contributor to the success of the visitor economy. The ambition is to improve the experience and to maximise the positive economic impact of tourism by encouraging longer stays. Six strategic principles to guide delivery are set out below, with more detail set out within the Delivery Plan document.

Increase overnight stays from international and domestic visitors

Experience Oxfordshire has shown that 85% of the 8 million annual visits are day trips with just 15% being overnight stays. These overnight visits, however, generate 60% of visitor spend so there is an economic imperative to increase the duration of visits.

It is therefore, important that we provide more accommodation and a night time offer which encourages people to stay in Oxford for longer. This links to our City Centre Vision and Action Plan . Practically, the roll out of the Oxford Pass, will help link key elements of our offer and support longer stays

Enhance the tourism offer to encourage and enable exploration

Oxford has a strong base of tourist-attractions centered around the university, colleges, cultural institutions and other heritage assets. To remain competitive, the city will need to assess, diversify and improve the offer in terms of modern amenities, innovative art, music events, work-related conferences, restaurants, hotels and transport options.

Again linking to the City Centre Vision and Action Plan, we will improve movement around the city, but also develop a network of visitor nodes, whether these are for tourists, business visitors or local cultural consumers.

Spread the tourist season throughout the year to decrease the impact of seasonality

Like most cities, Oxford's visitor economy experiences significant fluctuations in tourist numbers throughout the year. More can be done to decrease the impact of this on the sector, such as hosting more events, attracting different types of visitors and diversifying the offer.

More diverse programming, reflecting cultural diversity and a broader range of activities through festival, events and fringe activities will help

to amplify existing activity and generate new content.

Enhance tourism management to ensure visits achieve a balance between impact and economic contribution

Oxford has long-been a popular destination for tourists, but over time the number of visitors, especially short-stay day trips via coaches, has created congestion and challenges for the city. It is vital that residents, too, can enjoy their city. There is therefore a need to improve the management of tourist visits in a number of ways including in relation to visitor coaches, digital apps, tourist information, wayfinding and spreading visitor tour groups.

In the short term the City Council, Ox-LEP and Experience Oxfordshire will need to respond effectively to ensure both the city and the county benefits from the government's Destination Management Organisation Review.

Support the tourism sector to recover from the impacts of COVID-19 and the recession

COVID-19 has resulted in an unprecedented health and economic challenge across the world with particularly acute impacts on tourism and visitor travel. The impacts to the visitor economy have been deep and these impacts are likely to continue in the short-to-medium term as governments try to limit the spread of the virus, loosen restrictions and maintain social distancing.

Given the importance of the sector to Oxford's economy, it will be important to support the sector to safely re-open, restart and diversify.

The Oxfordshire Economic Recovery Plan sets out a programme of support for visitor economy businesses. This includes new promotion, digital support help to manage visitors and guests in the context of social distancing. Key county-wide initiatives including Visitor Economy – Vision and Action Plan for Oxfordshire, 2022-24 and Visitor Economy Renaissance Programme 2022-24 will support recovery efforts.

Develop employment and skills pathways to support local careers

Develop appropriate education provision and partnership structures which help support local residents to progress into potentially lucrative careers in hospitality and tourism. This includes recognising and celebrating the diversity of employment within the sector and connecting to the Oxford's growing technical education offer, to support lifelong career development.

Case Studies

The success of Oxford's Economic Strategy will rely on concerted efforts and actions by partners city-wide. As explained on Page 9, we are building on momentum with a sustainable and inclusive approach. The case studies below demonstrate that approach being taken seriously and delivered in practice. We plan to build on this over the next ten years, working with partners and stakeholders city and county-wide, to create a greener, fairer economy with global impact.

Case Study 1

Inclusive Economy Partnership



What is it?

The Oxfordshire Inclusive Economy Partnership is a group of major local employers and third sector organisations, joining forces to tackle issues of inequality in Oxfordshire

Why are we doing it?

By joining forces and mobilising the resources, skills and local knowledge of partners, we will be able to greatly increase the impact and reach of the work to build a more inclusive economy.

How are we doing it?

The partnership brings together more than 100 organisations, working across four distinct areas. These working groups are developing and amplifying best practice on the topics of Inclusive Employment, Educational Attainment, Delivering Social Value through Procurement, and Place Based Interventions

Did you know?

Any local organisation will be able to sign up the 'Oxfordshire Inclusive Economy Charter' and pledge to address inequality in their own way.

Case Study 2

Meanwhile in Oxfordshire

What is it?

The Meanwhile in Oxfordshire project is seeking the transformation of vacant retail units and commercial premises into affordable spaces for more than 100 organisations, including independent shops, cultural venues, creative studios and co-working spaces.

Why are we doing it?

As well as reducing the number of vacant units in the county's high streets, the Meanwhile in Oxfordshire project is diversifying the offer in Oxfordshire's town and city centres as entrepreneurs devise new and creative uses for the units, encouraging more visitors to the high streets. It aims to provide more affordable space wherever possible.

How are we doing it?

Meanwhile in Oxfordshire is delivered through Makespace Oxford, working in partnership with Oxford City Council, and Cherwell, South Oxfordshire, Vale of White Horse and West Oxfordshire District Councils. It is funded by the Government's Getting Building Fund, secured through OxLEP.



Did you know?

25,000 sq. ft. of space has already been secured by the project team. The project will create or secure at least 300 jobs across Oxfordshire

Case Study 3

Owned by Oxford

What is it?

Owned by Oxford is a partnership of local organisations using the principles of Community Wealth Building to create a fairer, more people-centred local economy where wealth, power, and opportunity are shared more widely.

Why are we doing it?

The project seeks to deliver a more inclusive local economy by piloting a community-led approach to economic development in the city. It does this by supporting the development of resilient community-owned and cooperative businesses in economically deprived areas of Oxford.

How are we doing it?

Led by CAG Oxfordshire, the project works in partnership with Oxford City Council, Makespace, Aspire, the Solidarity Economy Association and Cooperative Futures.



Did you know?

Cooperatives are highly resilient to economic shocks, and were four times less likely to cease trading in 2020 than other forms of enterprise

Case Study 4

Kickstart 16-24 work placement scheme

What is it?

As part of the Re-start phase of COVID-19 Recovery, Oxford City Council's Economic Development Team acted as a gateway for the Government's 'Kickstart scheme' to support employers and the unemployed to benefit from the scheme across Oxfordshire.



Why are we doing it?

As unemployment spiked during the Pandemic, there were fears this would impact the youngest most. The Kickstart Scheme provided fully funded work placements any qualifying employer for 6 months, 25 hours per week for 16-24 year olds referred from DWP as part of the scheme because they are on Universal Credit or long term unemployed.

How are we doing it?

Salaries are paid by DWP for placements at minimum wage although many employers topped up the salary at their own expense to pay Oxford Living Wage (OLW). All employers receive a grant per placement of £1500. As a Gateway provider, Oxford City Council offered a range of support to the SMEs that took on work placement through the programme to help ensure success for business and employees alike.

Did you know?

We secured and authorised 137 placements under the scheme, creating new jobs for 71 young people and providing participating employers with to date £344, 685.91

Case Study 5

Oxford Energy Superhub



What is it?

A World-First Low-Carbon Mobility, Electricity and Heat Energy Superhub

Why are we doing it?

Energy Superhub Oxford combines a number of innovative technologies and integrates these to deliver more efficient, cheaper and greener energy solutions. As a key part of Oxford City Council's response to the climate emergency, ESO will provide a model for cities around the world to cut carbon and improve air quality.

How are we doing it?

We're doing this by installing a very large, hybrid battery energy storage system, enabling more clean electricity, encouraging the uptake of electric vehicles (EVs) in Oxford, including the electrification of the Council's own fleet of vehicles, and by implementing electric heating in homes and businesses.

Did you know?

Energy Superhub Oxford (ESO) aims to eliminate 10,000 tonnes of CO2 emissions a year. That's the equivalent of taking 2,000 cars off the road.

Case Study 6

The Energy Systems Accelerator

What is it?

The Energy Systems Accelerator pilot – better known as Mini TESA – is a world-leading multi-disciplinary hub, championing technical and services innovation in the energy systems transition. The hub is based at Osney Mead in Oxford and began operating in Spring 2022.



Why are we doing it?

By facilitating industry and academic collaboration across all energy sectors (electricity, heat and mobility), new approaches to the energy transition will be accelerated and deployed at scale. This will drive innovation in low carbon technologies and services nationally and internationally, helping to ensure the UK meets its legally-binding carbon targets.

large-scale ‘SPRINTS’, where many stakeholders can come together to discuss underlying issues to the energy transition.

Did you know?

At the next stage, 800 people from a broad spectrum of professional backgrounds will work to make the energy systems transition happen in the most efficient, sustainable and equitable way possible

How are we doing it?

Mini-TESA houses two University research groups, the Low Carbon Hub (a social enterprise), and a team from Scottish and Southern Energy Networks (the local distributor). It houses the University’s MSc in Energy Systems, has hot-desking spaces, and has a facility for hosting

Case Study 7

OFAS Scheme

What is it?

The Oxford flood alleviation scheme is one of the biggest flood schemes currently planned in England.

Why are we doing it?

The scheme will safeguard Oxford's reputation as a thriving centre that is open for business. Everyone who lives, works in or visits the city will benefit from the reduced flood risk to the railway and the Botley and Abingdon roads. There will also be fewer flood related electricity, telephone and internet disruptions to homes and businesses.



How are we doing it?

This ambitious project is made possible through central government funding and local contributions. These include The Environment Agency, Oxfordshire County Council, OxLEP, Oxford City Council, Thames Regional Flood and Coastal Committee, Thames Water, National Highways

Did you know?

As well as protecting homes, businesses and infrastructure, saving £1.4Bn over 100 years, OFAS will create a unique wetland habitat of 20 hectares.

Case Study 8

Oxford West End

What is it?

Oxford's West End is once in a generation opportunity for Oxford - to create an inspiring and inclusive innovation district within the city centre, set along the banks of the River Thames. Oxford West End consists of a number of key sites that, alongside the character of existing neighbourhoods, have the potential to complement each other and add up to a compelling mix of uses, characters, activities and public amenities.

Why are we doing it?

The West End is a key opportunity to deliver new employment space and homes accelerated by the proposed transformation of Oxford station into a national rail hub.

The creation of this new sustainable urban neighbourhood will expand and enrich the city centre offer, and serve as the gateway to the wider region where new technologies are pioneered and commercialised across a huge variety of industries.

The West End will become a piece of city for everyone. It will be a place where the world's best ideas and Oxford's extraordinary breadth of talent converge, taking Oxford's success to the next level.



How are we doing it?

The local partners we have established strong governance to drive forward this ambitious programme. We have also raised significant local revenue to progress the vision, invest in the spatial framework and Oxford station masterplan, produce this prospectus, and prepare a strategic business case for investment. We have also recruited new staff to progress the coordination of the West End programmes. Oxford City Council is now developing a masterplan framework and Supplementary Planning Document (SPD) for the West End, which will include these sites, but also cover a wider area.

Did you know?

Oxford West End will provide 260,000 sq. ft. of employment space and 1,850 residential and student accommodation units, and offer a cost benefit ratio of 4.3:1 for the required investment.

Case Study 9

Workspaces at Cave St and George St



What is it?

These initiatives deliver more than 25,000 sq. ft. of newly refurbished entrepreneurial workspace across two sites in central Oxford.

Why are we doing it?

Built in phases, these workspaces will help meet the pressing need for a greater quantity and quality of flexible and affordable entrepreneurial workspace, allowing high-value and impact priority sectors to grow and expand while also providing more affordable space for small businesses, social enterprise, and the third sector.

How are we doing it?

Both of these projects will be delivered as sustainably as possible. Cave St will aim to meet BREEAM Outstanding, the top rating for sustainability from the Building Research Establishment. £1.93m of Government Local Growth Funding from OxLEP has been essential to supporting scheme viability. The City Council will work with a specialist workspace operator to ensure the project supports a thriving community of local businesses.

Did you know?

A third of the workspace space will be licensed to qualifying businesses at more affordable rates

Case Study 10

Oxford North and Community Employment Plan

What is it?

Oxford North is brand new mixed-use district providing homes, office space and labs. Alongside the Oxford North Development, Thomas White Oxford (TWO) have agreed an innovative Training, Employment and Business strategy with OxLEP and Oxford City Council.



Why are we doing it?

TWO and the partners want to understand the jobs local people want, the skills needed to get those jobs, identify skills gaps and create exciting new careers, right through the supply chain. Priorities for the plan include:

- Youth and apprenticeships.
- Local labour, supply chain and procurement
- Engaging with education
- Disadvantage and communities to achieve a more inclusive economy
- Reskilling, upskilling older people into new careers

How are we doing it?

A range of partners are collaborating to ensure the project creates aspiration and opportunity for local people.

What's more, local education institutions will be regularly invited to engage with design, construction, science and ecology as the project progresses.

Partners will focus not only on maximising opportunities

Did you know?

Oxford North will create 4,500 Jobs



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

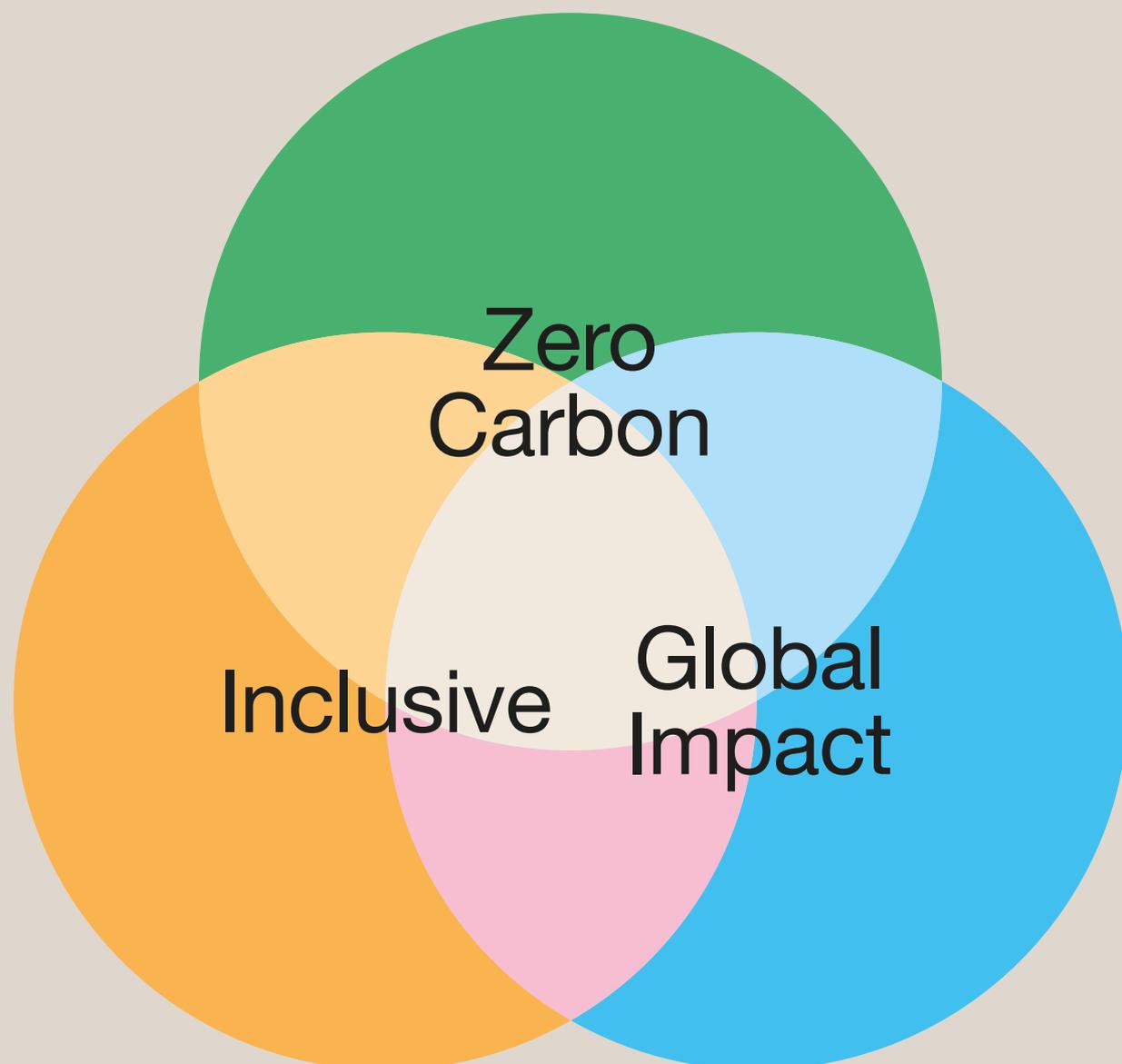
Continuously reviewing delivery mechanisms, project priorities and ways of working to ensure the city remains agile in responding to changing needs

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 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	Oxford becomes leader in sustainable development and carbon reduction	In part	1
		- Identify new training and employability opportunities aligned to emerging building retro-fit schemes across council-owned homes and premises	Future Oxfordshire Partnership		N	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		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		In part	2
			Oxfordshire Greentech			

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	Oxford City Council	New ideas developed support community economic development opportunities and further transition to zero carbon in communities	In part	2
			Oxford Direct Services			
			Third Sector			
			Community Sector			
			Universities and FE			
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	ZCOP partners	Clear understanding of transition to Net Zero	In part	1
			Oxford City Council			

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. 	City Council Bus companies Network Rail car clubs cycle clubs	without a car Transport to work and leisure becomes cheaper	In part In part In part N In part	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; <ul style="list-style-type: none"> - Oxford North - 1-3 George Street by 2022 and Standingford House by 2025. 	Oxford City Council Landowners Developers Workspace operators	Oxford has more commercial space, accommodating new business, supporting enterprise and enabling	Y Y	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) 	<p>Countywide Local Authorities</p> <p>Business support providers</p>	diversification and growth	<p>Y</p> <p>In part</p>	<p>2</p> <p>2</p>
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 	<p>City Council</p> <ul style="list-style-type: none"> • County Council <p>Major landowners (particularly the University of Oxford and colleges)</p> <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>1</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
		<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

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

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

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

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

Role of Oxford City Council

Alongside local authority partners, education and business, City Council will continue to play a pivotal role in shaping Oxford's economy by leading and co-ordinating change and using all available levers to achieve this.

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

