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## 1. Introduction

The Council recently ran a Public consultation as part of the development of the new Economic Strategy and Delivery Plan and this report summarises the responses received as part of that Public Consultation. The Consultation was open between 22nd November 2021 and 31<sup>st</sup> January 2022 and was publicised to a broad range of stakeholders such as:

- **Council Partners, Businesses and landowners** such as: *Oxfordshire CC, District Local Authorities, BMW MINI, Oxford Brookes, University of Oxford (via KEIT), Activate Learning, Abingdon & Witney College, Unipart, Experience Oxfordshire, Oxford Business Park (Brookfield), Oxford Science Park, Oxford Trust, Bus Companies, Rail (NR, GW, Chiltern, EWR), Oxford Sciences Innovation, Thomas White Oxford, Land Sec (Westgate), New River Retail, Lothbury Group, West End Landowners (group)*
- **City Residents** such as the following examples: *Open Consultation, Residents Panel, Tenant Involvement Panel, Focus Group Panel (optional from survey), Locality Hubs (offered through Communities), Press, Social media, Parish Council Forum, invited response via email also.*
- **Businesses and Business Networks:** such as: *EGSB and OSP, All OCC Business Contacts, Business Forum, OxLEP, Thames Valley Chamber, B4 network, Experience Oxfordshire Members, Workspace operators (Oxford Innovation and Ethical prop Company), Commercial Agents, Oxfordshire Business First, Institute of Directors*
- **Third Sector Organisations and Partnerships:** such as: *Oxfordshire Social Enterprise Partnership, Community Associations, Owned by Oxford Steering group, OCVA & OSCA, Oxford Preservation Trust, Oxford Civic Society, Oxford Hub, Sherriff and Lord Lt., Good Food Oxford, Oxfordshire Community Foundation, Community First Oxfordshire*

The online survey that accompanied the consultation contained a range of questions relating to the three central pillars of Oxford's Economic Strategy as well as the principles and actions of the associated Delivery Plan. The Consultation aimed to capture respondents' priorities, ideas, concerns and participation in the Economic Strategy.

This summary report is structured in two parts. After setting out some broad details about the demographics of respondents who engaged as part of the Public Consultation, the first half of the document takes each of the consultation questions in turn and draws out the key themes, issues and ideas that were put forward. The second part of the document sets out the responses that were received outside of the Public Consultation survey through a variety of engagement methods such as Workshops, 1-1 Meetings with key partners, presentations to forums and networks and a high volume of email responses.

## 2. Demographics of respondents

The Public Consultation survey was completed by **147** respondents via the E-Consult consultation portal. **97** representations were made by email, largely comprised of organisational responses, residents, community groups and businesses. A further **114** participants attended workshops and **11** organisations took part in 1-1 meetings to gather detailed feedback and comment, totalling **368 individual responses** in the consultation period and an **approx. 150 more in group feedback** such as forums and network meetings prior and during the Consultation period, including Councillors and other representatives, with **over 500 responses overall**.

Of those **respondents who accessed the consultation portal** and who chose to declare their gender identity, there was a fairly equal split between females and males, though slightly more females, as can be seen in Table 1. The workshops were aimed to pick up some groups that may have been under-represented in the portal.

**Table 1 – Gender identity of consultation portal respondents**

Option	Total	Percent
Female	67	45.58%
Male	60	40.82%
In another way	3	2.04%
Prefer not to say	12	8.16%
Not Answered	5	3.40%

**The age breakdown of respondents** is shown in Table 2, with the majority of responses coming from the 60 years plus cohort comprised of the largest pool of responses at 34 or 23.13% for 65-74 years, 16 or 10.88% for the 60-64 cohort and 17 or 9.52% at 75 years plus. The smallest response rate came from the youngest cohorts with no Responses or 0% at 16-19 years category and only 2 responses or 1.36% for 20-24 years cohort.

**Table 2 – Age ranges of consultation portal respondents**

Option	Total	Percent
16-19	0	0.00%
20-24	2	1.36%
25-34	8	5.44%
35-44	14	9.52%
45-54	26	17.69%
55-59	10	6.80%
60-64	16	10.88%
65-74	34	23.13%
75+	17	11.56%
Prefer not to say	14	9.52%
Not Answered	6	4.08%

**With respect to the ethnic background of respondents** to the consultation, which is broken down in Table 3, the majority of respondents who answered this question reported that they were white/white British at 71.43% of responses. 17% preferred not to say or did not answer.

**Table 3 – Ethnic background of individuals who responded via the consultation portal**

Option	Total	Percent
White British - English, Welsh, Scottish, Northern Irish	105	71.43%
White Irish	0	0.00%
White Gypsy or Irish Traveller	1	0.68%
Any other white background	14	9.52%
Black or Black British - Caribbean	0	0.00%
Black or Black British - African	0	0.00%
Any other black background	0	0.00%
Asian or Asian British - Indian	0	0.00%
Asian or Asian British - Pakistani	0	0.00%
Asian or Asian British - Bangladeshi	0	0.00%

Any other Asian background	0	0.00%
Mixed or Multiple Ethnic Group - White and Black Caribbean	0	0.00%
Mixed or Multiple Ethnic Group - White and Black African	0	0.00%
Mixed or Multiple Ethnic Group - White and Asian	1	0.68%
Any other Mixed background	1	0.68%
Arab	0	0.00%
Chinese	0	0.00%
Other Ethnic Group	0	0.00%
Prefer not to say	20	13.61%
Not Answered	5	3.40%

We also asked respondents to state whether they considered their day to day activities to have been limited because of a **health problem, or disability**, which has lasted, or is expected to last, at least 12 months. As can be seen in Table 4, the majority of responses were no (around 73%), however just under 13% answered yes, either a little or a lot.

**Table 4 – Extent of limitations to daily activity reported by respondents via the consultation portal**

Option	Total	Percent
Yes, limited a lot	4	2.72%
Yes, limited a little	15	10.20%
No	107	72.79%
Prefer not to say	16	10.88%
Not Answered	5	3.40%

#### Consultation Process:

Where Consultation is undertaken during the delivery of the strategy, a focus on targeting responses from the following cohorts would be recommended given the low response rates for these groups:

- young 16-24 years cohorts
- non-white ethnicity cohorts
- as well as further resident engagement in project and initiative development

More face to face events or forums would also enhance the opportunity to respond for many groups, especially the digitally excluded, for those speaking English as a second language and those facing other barriers to completing written or online responses.

### 3. Public Consultation Survey response summaries

The 147 responses to the Public Consultation's online survey are summarised by theme in the following section as well as collated in full as a table in the appendix at the end of this statement report.

**Types of Respondent:** Of the respondents to the consultation survey, the majority, over **63% were responding as an 'individual living in Oxford'** and with **21% as a 'business or organisation'** based in Oxford or near with links to the city. The remainder, 7% as 'someone living near Oxford for whom Oxford is their nearest city' and 8% as 'someone who works in Oxford' or 'other'

**Endorsement:**

- **Identification of challenges and issues for Oxford:** Of the respondents to the consultation survey, the majority, 65% agreed (47% partially, 18% fully agreed) and 33% disagreed the strategy had captured the right issues and challenges affecting Oxford's economy. 2% did not answer.
- **Key themes of Global, Net Zero and Inclusive:** Of the respondents to the consultation survey, 43% agreed (strongly 12%, agreed 31%) and 29% disagreed (strongly 20% and disagreed 19%), with the strategy's key themes. 16% were neutral and 2% did not answer.
- **Oxford as a centre for technology and innovation with an important role in the success of the UK and regional economy:** Of the respondents to the consultation survey, the majority, 61% agreed (27% strongly agree and 34% agree) and 14% disagreed (strongly disagree 7% and disagreed 7%), that Oxford as a centre for technology and innovation with an important role in the success of the UK and regional economy. 22% were neutral and 3% did not answer.
- **To what extent the Principles and associated projects support the strategy's global ambition:** Of the respondents to the consultation survey, the majority 66% agreed (to a great or some extent) that the Principles and associated projects support the strategy's global ambition. 22% did not agree and 11% did not answer.

**Priorities:**

- **Which principles do you think are most important to delivering the strategic ambition of the Global City theme:** Of 9 principles to select, the top 3 highest ranking principles selected as priorities were:
  1. Expedite transport, digital and energy developments
  2. Increase the commercial space focusing on Life Sciences, Low Carbon, Digital and knowledge sectors.
  3. Continue to support businesses to adapt to changing economic conditions
- **How can Oxford City Council and its partners' best support the success of local economy through planned commercial projects? Which of the following would you prioritise?** Of 7 priorities to select, the top 3 highest ranking priorities were:
  1. A balanced mix of uses across all 7 priority areas (Affordable workspace, start up support for business, small light industrial or workshop space, lab space, grow on space for university spin outs, quality office/lab space for overseas/UK companies moving into the city)
  2. Affordable workspace
  3. Workspace and business support for new start-up businesses
- **How important is addressing the issue of congestion and reliability of travel around Oxford to Oxford's economic success?** Of the respondents to the consultation survey, the majority, 94% felt this was very or quite important, 3% did not think it was important at all and 3% did not answer.

In addition, respondents were asked to make a range of suggestions for how the city might promote the recovery of the visitor economy which has been affected during the pandemic.

- **To what extent do you agree or disagree with the need to address inequality and social inclusion in Oxford?** Of the respondents to the consultation survey, the majority, 90%

strongly agreed or agreed, 6% disagreed or strongly disagreed, while the remaining 4% were neutral.

- **To what extent do the principles and associated projects support the inclusive City strategic ambition?** Of the respondents to the consultation survey, the majority, 68% agreed to a great or some extent, 24% agreed to no extent at all and 8% did not answer.
- **Which of the Inclusive City principles do you think are most important to delivering the strategic ambition of this theme?** Of 10 principles to select, the top 3 highest ranking principles selected as priorities were:
  1. Support local people to access skills, training and education opportunities and adapt to the expected rapid structural changes to the economy
  2. Explore options to deliver more affordable travel to travel to employment and education using public transport, cycling and walking.
  3. Focus recovery efforts on the needs of the most disadvantaged places, through community wealth building and community economic development.

In addition, respondents were asked to make a range of suggestions for how the city might build on the Oxford Living Wage initiative and other ways to promote wage and working improvements for workers in the city.

- **Support local people to better access skills, training and education opportunities to help them prosper and adapt changes in the economy. How do you think employers can support and unlock the potential of local people?** Of 7 actions to select, the top 3 highest ranking selected as priorities were:
  1. Pay the Oxford Living Wage
  2. Encourage Apprenticeship take-up
  3. Invest time in careers education and work experience with schools
- **Support and encourage more socially and environmentally responsible businesses. In your view what ways can Oxford City Council and its partners more effectively support businesses in the city to become more socially responsible and address inequalities?** Of 6 actions to select, the top 3 highest ranking selected as priorities were:
  1. Support to procure more goods and services locally
  2. Support from partners to learn from best practice case studies
  3. Promote and develop support for more inclusive recruitment
- **To what extent do you agree or disagree with the Net Zero ambition for Oxford's economy?** Of the respondents to the consultation survey, the majority, 79% agreed (61% strongly agreed, 18% agreed) with 13% disagreed (4% disagree, 9% strongly disagree) and 5% neutral and 2% no answer.
- **The Zero Carbon theme is expressed through a number of guiding principles and associated projects. To what extent do you think the Zero Carbon principles and associated projects support the strategic ambition?** Of the respondents to the consultation survey, the majority, 76% agreed to a great or some extent and 16% did not agree to any extent at all, with 8% no answer.

- **Which of the principles do you think are the most important to delivering Zero Carbon ambition of this theme?** Of 9 principles to select, the top 3 highest ranking selected as priorities were:
  1. Mitigate the environmental impacts of new development and housing growth
  2. Measure and reduce the environmental impacts of existing economic activity
  3. Empower Oxford's businesses to decarbonise their operations and their supply chains
  
- **What are the priorities for enabling growth of the green and low carbon technology sectors in Oxford?** Of 6 priorities to select, the top 3 highest ranking selected as priorities were:
  1. Support more innovative projects between business, research and the public sector (e.g. Project Low Energy Oxfordshire)
  2. Ensure the right technical skills are in place to scale projects and grow the sector (construction/energy/transport)
  3. Ensure business networks are in place that help expertise and knowledge to be shared.

In addition, respondents were asked to make a range of suggestions for limiting the environmental impacts of planned development and housing growth, any broader comments about the overall strategy as well as preferences as to how they would like to be involved and engaged in the strategy going forward.

## 4. Responses received outside of the consultation portal

In addition to the Survey Consultation online, the Council received numerous responses via email, 1-1 meetings with partners, and from discussions in networks and forums.

### 4.1 Response received by email

The Council received 97 responses via email, many of which were from organisations, residents, community groups and businesses, including those linked to the 'Transform Oxford's Economic Strategy' Campaign.

The responses were grouped according to the following headings, with example responses and an indication of frequency included. Responses that were out of scope of the Consultation were omitted.

Theme	Frequency- Low, medium, high	Example responses
<b>Consultation Process</b>	High	Residents seeking more diverse community input earlier in the process, or to pause and start again.
<b>Strategy- General</b>	High	Welcome themes of Inclusivity and sustainability but concerned these are secondary to Global (perceived as growth) objectives.

	High	Suggest adopting Doughnut Economics Model in line with the Amsterdam approach
<b>Delivery Plan-General</b>	High	Need to focus on deliverable priorities for the final plan (as intended after presenting the options)
<b>Global-Comment</b>	Medium	Rapid delivery of commercial workspace and key sites for life sciences and technology firms to meet demand. Diverse range of sectors and technology strength to incubate/establish
	Medium	Quality of life is a key factor to pursue to be a global leader
	Medium	Consider reframing the global theme to align with sustainability and inclusivity – e.g. international leadership
	Low	Seek to decentralise clusters to other locations
	Low	Some concern Oxford 2 Cambridge Arc impact on sustainability
<b>Inclusive-Comment</b>	High	Firm actions and prioritisation needed for this theme
	High	Ensure importance of affordable, mixed tenure housing is part of the strategy (labour market and quality of life)
	Medium	More detail on 15 minute neighbourhoods and resident focused economic development
	Medium	Focus on education, training partnership with schools
<b>Net Zero-Comment</b>	High	Urgent priority action needed here



	High	Focus on issues including biodiversity, green space, congestion and air quality when planning for economic development
	Medium	Focus on existing and new building stock and skills required to ensure this can be accelerated
	Medium	Focus on circular economy themes
	Medium	Consider net zero expertise on Economic Growth Board

## 4.2. 1-1 Meetings with Partners

1-1 Meeting with key partners were held in addition to the Survey Consultation in order to capture more focused and qualitative feedback on the Strategy and Delivery Plan.

**11 meetings** were held between **November 2021 and January 2022** with partners from Private, Public and VCS sectors with partner such as the universities, strategic partnerships and forums, colleges, charities, businesses, sector specific networks, sustainability and climate advisors, transport providers-bus/rail, tech and science sector businesses and business sector networks. For a duration of 40 minutes these 1-1 meetings captured detailed feedback focused on specific areas of the strategy and Delivery Plan as summarised below.

The responses were grouped according to the following headings, with example responses and an indication of frequency included. Responses that were out of scope of the Consultation were omitted.

Theme	Frequency- Low, medium, high	Example responses
Consultation Process	Medium	<ul style="list-style-type: none"> <li>• <i>'Ensure expectations are managed on what can be delivered in the consultation'</i></li> <li>• <i>'Need for a balance of opinions to evidence the need for the priorities, improves representation'</i></li> <li>• <i>'Mechanisms needed to lower the boundary to involvement as documents are very long and complicated requiring specialist knowledge, which can be prohibitive for some groups unless reframed'</i></li> </ul>
Strategy- General	High	<ul style="list-style-type: none"> <li>• <i>'Overall we are very impressed by both the City Centre Action Plan and Economic Strategy documents'</i></li> </ul>

		<ul style="list-style-type: none"> <li>• <i>'It's long, get the key points landed first. Show the relationship between the different economic plans and wider policies more clearly'</i></li> <li>• <i>'Acknowledge the OES does not exist as an island and emphasise the partner involvement'</i></li> <li>• <i>'Ensure the plan is presented as a living, evolving document'.</i></li> <li>• <i>'Straightforward - high level plan, we can see our involvement'</i></li> <li>• <i>'Generally good overall, but lighter on the how and stronger on the what. Clear decision maker and governance arrangements are required to push through the actions of the delivery plan and coordinating body. This will enable the Economic Strategy work and push through each area of the strategy to its successful conclusion'</i></li> </ul>
<b>Delivery Plan-General</b>	High	<ul style="list-style-type: none"> <li>• <i>'Ensure partnership work with our partners (LAs, LEP and anchors) is highlighted up front'</i></li> <li>• <i>'Reference the emerging Thriving Communities Strategy, add in Locality working through our hub model – supporting communities and signposting skills plan'</i></li> <li>• <i>'We are pleased to have established strong working relationships with the local authorities and other key delivery partners, and we look forward to this partnership work continuing across our portfolio of rail investment projects'</i></li> <li>• <i>'Too many partners but it is helpful they are listed in the Delivery Plan'</i></li> <li>• <i>'Do goals conflict or converge, how do they work together and agree ways of working in common? What is the mechanism for conflict resolution between partners if breakdown in consensus amongst stakeholders'</i></li> <li>• <i>'Do we do enough to highlight disruptive impact of technology on the world of work and employment and need to be agile in response (Future Skills)'</i></li> <li>• <i>'Highlight the need for consultees to be engaged on prioritisation. Consider resource issues for both team and council when proofing the delivery plan'</i></li> </ul>
<b>Principles</b>	Medium	<ul style="list-style-type: none"> <li>• <i>'The 3 themes are the priorities and relevant for today and the future'.</i></li> <li>• <i>'We share the priority themes and have staff working on each of these areas and post pandemic global is a real challenge as we have lost the income generated by students internationally. Still attractive due to the Oxford experience as well as the global reputation for learning. Sustainability vs inclusivity, anti-racism challenges, tensions are close as are the themes and work they are doing in the areas'</i></li> <li>• <i>'Emphasise the importance of connectivity to promote growth and of the need for funding to be secured via the Growth Deal. Links to wider Council strategy.'</i></li> <li>• <i>'Who is in the lead and who is funding the work? Will determine the power and influence. City Council resources are clear but limited, national government much less certain. We need to realistic and transparent on that aspect'</i></li> </ul>
<b>Global-Comment</b>	Medium	<ul style="list-style-type: none"> <li>• <i>'Ensure housing's labour market and economic importance jumps out more – need housing in sustainable and affordable locations close to Oxford'</i></li> <li>• <i>Pace of lab development key, for life science starts and grow on. At certain scale there is a lack of 30,000 sq. ft. immediately available at the Science Park or business park. in Oxford. Make space easy to</i></li> </ul>

		<i>access so life science companies can get on with using their investment funds'.</i>
<b>Global-Concern/Issue</b>	High	<ul style="list-style-type: none"> <li>• <i>'Inequality and housing affordability are the Achilles heels of Oxford City, which threaten to hamper development of a global city. As a resident, I also feel that entry level jobs are not enough in our job creation and that tackling the talent pipeline and creating opportunities for higher end jobs in tech and science sectors should be possible in Oxford'.</i></li> <li>• <i>'Real shortage of space in and around Oxford, which will increase over the next 2-3 years and thereafter we see an explosion of opportunities throughout Oxford and Oxfordshire. In the meantime companies will continue to grow and most likely be forced to consider design and build opportunities at OBPO, TOSP and possibly Oxford North. They will also be looking at other Oxon locations including Harwell, Milton Park and Bicester. Oxford will therefore continue to grow on the outskirts in the next 3-5 years until the City Centre plays catch up. This is where most growth has been over the last 2 years'</i></li> </ul>
<b>Global-Idea</b>	High	<ul style="list-style-type: none"> <li>• <i>'Need to focus on global aspects of the innovation district, important to be outward focused. Work with the LEP on inward investment - pooling resource and use of resources. leverage LEP investment connections'</i></li> </ul>
<b>Global-Specific Projects</b>	Medium	<ul style="list-style-type: none"> <li>• <i>'Oxford Railway Station Redevelopment- Redevelopment of Oxford Station is a vital project to raise the quality of the city centre, catalyse the redevelopment of Oxford's West End, and support East-West Rail. Our aspiration is that Oxford becomes a 'national rail hub', providing an increase in capacity to support housing and job growth required in the city and region. The Oxford Corridor Capacity Improvements is an important project to set an improved arrival experience for the city'</i></li> </ul>
<b>Inclusive-Comment</b>	Medium	<ul style="list-style-type: none"> <li>• <i>'Planning play a key role in helping to ensure developments offer opportunity to develop the economy and mitigate housing unaffordability in the city. Barton Park and Oxford North CESP are good examples of role developments can play in tackling unemployment but also housing issues can be tackled. Skill shortages by sector and age require meeting'</i></li> </ul>
<b>Inclusive-Concern/Issue</b>	Medium	<ul style="list-style-type: none"> <li>• <i>'Prioritise inclusivity strand as a key issue. Consider model for when established firms move out. Get firms involved in inclusive employers work. University is very important but could put private companies up front in importance (e.g. like Stanford does). Companies are willing to do more on internships and careers advice if asked in a structured way....some financial, admin and operational roles could be taken by local residents if efforts are made here. Cost of living and spiraling costs of staffing possibly a long term threat'</i></li> </ul>
<b>Inclusive-Idea</b>	Low	<ul style="list-style-type: none"> <li>• <i>'Role of Oxford weighting and the Oxford Living Wage to increase livelihoods to offset the high cost of living in the city'</i></li> </ul>
<b>Inclusive-Specific Projects</b>	Low	<ul style="list-style-type: none"> <li>• <i>'The South Central Institute of Technology will be a large contributor of higher level digital skills to Oxfordshire. This opens in September 2022'</i></li> </ul>
<b>Green-Comment</b>	High	<ul style="list-style-type: none"> <li>• <i>'We also support the principles of the proposed approach, where rail continues to play a key role in meeting transport and environmental objectives for the city centre, as well as promoting the wider economic development of the Oxford region'</i></li> <li>• <i>'Great to see net zero as part of this in both directions. Scale of change is not yet fully understood for transition by 2040'.</i></li> </ul>

<b>Green-Concern/Issue</b>	High	<ul style="list-style-type: none"> <li>• <i>'We need to factor in the environmental impacts of increased homeworking (a home worker is 80% more polluting than an office worker) and also the impact of not returning those who can work from home to public transport (buses and trains) as if public transport doesn't recover, it will need to be reduced'</i></li> <li>• <i>'Put net zero first'</i></li> <li>• <i>'Transport and access a countywide issue, as well as the housing developments around Oxford. So they will require employment within Oxford. Role of sports such as football stadiums with Kassam moving to North Oxford and bringing some of the difficulties of infrastructure. Housing leisure and triangle development will impact in the North. Role of sites just outside city boundaries on the developments in the city economy need emphasizing. Unforeseen consequences of these decisions.'</i></li> </ul>
<b>Green-Idea</b>	Low	<ul style="list-style-type: none"> <li>• <i>'What are city centres for post pandemic? 15 minute neighbourhoods concept is helpful here, with people more likely to shop on Cowley rd. or Headington. Consider good food, planning post offices and other infrastructure and move service into periphery of superstores.'</i></li> </ul>
<b>Green-Specific Projects</b>	Low	<ul style="list-style-type: none"> <li>• <i>'Connected Oxford and ZEZ key part of narrative. ZEZ, lower emission zone inside ring road (London model of lowering emissions and WPL city wide focus needed on WPL or congestion zone'</i></li> </ul>
<b>Suggested Revision to Strategy</b>	Medium	<ul style="list-style-type: none"> <li>• <i>'List Oxfordshire 2050 Vision and Ox Plan 2050'</i></li> <li>• <i>'Put net zero first in ordering of themes'</i></li> <li>• <i>Reviewed plan in full and edited-Included in why we need a strategy in 2 new areas, in addition to the one mentioned. Also included Oxford City Housing Ltd into the Venn diagram on existing projects. Added to economic geography. Well featured in inclusive city economy</i></li> <li>• <i>'Covid cited in intro but something more substantial could be include about what we have learnt about digital, sustainability, workspace, transport and new ways of working and hybrid models and impact on city centre for example. These life style changes will impact. Scaling down in Oxford in many sectors. Implications for the 3 pillars and changes i.e. carbon and home working. Bus service support being cut and less investment in longer term. Danger we lose transport/zero carbon gains as congestion increases due to choices to use the car for safety.'</i></li> </ul>
<b>Suggested Revision to Delivery Plan</b>	Low	<ul style="list-style-type: none"> <li>• <i>'Under environmentally and socially responsible business, mention SOFEA as a potential partner'</i></li> <li>• <i>'Role of EGSB to govern and monitor and review the scenarios and the risks/mitigations. Flexibility to respond and manage uncertainty.</i></li> <li>• <i>'Add 'Social enterprises' in delivery plan</i></li> </ul>

### 4.3 Other stakeholder responses (forums, networks)

A series of presentations on the Economic Strategy were given ahead of and during Consultation period to key forums and networks, including but not limited to the examples below:

- **Community Association Liaison Meeting**, 25<sup>th</sup> Nov 2021
- **Talk of the Town** and **Taskforce** meetings, Oct 20<sup>th</sup> 2021
- **Economic Growth Steering Board**, Oct 12<sup>th</sup> 2021

And in addition, prior to the Consultation period:

- **Joint Oxfordshire Business Support** Group (JOBS), Oct 21<sup>st</sup> 2021

The responses were grouped from each of these fora according to the following headings, with example responses and an indication of frequency included. Responses that were out of scope of the Consultation were omitted.

Theme	Key Responses by Theme	Actions where relevant
Consultation Process	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Strategy- General	<ul style="list-style-type: none"> <li>'Very comprehensive plan and thorough/detailed', EGSB Chair</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Delivery Plan-General	<ul style="list-style-type: none"> <li>'Wonderful, but a hell of a lot to deliver? Will it be reliant on ED Team at OCC to see it through to delivery, if so potential capacity issues?', Oxford Brookes Representative</li> </ul>	<ul style="list-style-type: none"> <li>Review Delivery Plan from perspective of resource and capacity</li> <li>Prioritisation will be informed by Consultation responses</li> </ul>
Principles	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Global-Comment	<ul style="list-style-type: none"> <li>'It is important not to assume people know what Oxford is and does and there is a real need to promote this both regionally and nationally. Need to be assertive about Oxford's role and value and potential national and global position. Must never be binary and oppose growth and sustainability and inclusivity'. OxLEP Representative</li> <li>'Important to be credible to a range of audience and need to build on international influence and reach. Pre-pandemic the spin outs of University of Oxford were already being noticed as a burgeoning eco-system. Need to build on and present that offer on the international stage. Links to LIS. Growth will be different in each area of Oxford and identities and roles will vary. I.e. Headington health, Northern gateway, Innovation district. Spatial workshops.' OxLEP Representative</li> </ul>	<ul style="list-style-type: none"> <li>Fed into revised version of this section</li> </ul>
Global-Concern/Issue	<ul style="list-style-type: none"> <li>Brexit/COVID-19 Recovery: both will be key impacts, but Oxfordshire is resilience with tech sector and cross-sectoral responses which can be leveraged across Oxfordshire. Required for SARC that we have a strong node. OxLEP Representative</li> <li>Need to make better more effective and more diverse use of space. A lot of businesses are reducing their office footprint, but not staff numbers. Extensions are key. OxLEP Representative</li> </ul>	<ul style="list-style-type: none"> <li>Fed into revised version of this section</li> </ul>
Global-Idea	<ul style="list-style-type: none"> <li>'Need to align closely with LIS and Oxfordshire 2050 Plan' OxLEP Representative</li> <li>'Emphasise Life sciences and tech spin outs from University, OSI and Milton Park. Firm believer that manufacturing is important, a flavour of post pandemic era. County LIS, need to look at office</li> </ul>	<ul style="list-style-type: none"> <li>Review Delivery Plan from perspective of aligning strategy, captured in evidence base also.</li> </ul>

	<p>space that is affordable. The spin outs will need growth space to manufacture in Oxford or surrounding region. Fits into broader story'. EGSB Chair</p> <ul style="list-style-type: none"> <li>'Physical space and capability to support growth of private sector? Also emphasize we are doing things differently now, physical space is a constraint but not the only factor. Need to look at growth differently. As key to help support inclusive and sustainable growth also. This requires the investment from a successful private economy generating wealth. Heart of all economic strategy, where will the growth come from..?' OSEP Representative</li> </ul>	
<b>Global-Specific Projects</b>	<ul style="list-style-type: none"> <li>'Regional Ecosystem: part of economic story of Oxford, connectivity key, Oxford part of wider regional system. Place based examples i.e. Business Park, Station' OxLEP Representative</li> </ul>	<ul style="list-style-type: none"> <li>Fed into revised version of this section</li> </ul>
<b>Inclusive-Comment</b>	<ul style="list-style-type: none"> <li>'Strong communities are dependent upon thriving business, but business won't thrive where we don't have a strong community and inclusive economy' OSEP Representative</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Inclusive-Concern/Issue</b>	<ul style="list-style-type: none"> <li>'Need for well-paid and highly skilled jobs not just entry level in order to live in the city due to its high cost of living and housing unaffordability' Community Association Representative</li> </ul>	<ul style="list-style-type: none"> <li>Fed into Oxfordshire Inclusive Economy Partnership Working Groups actions</li> </ul>
<b>Inclusive-Idea</b>	<ul style="list-style-type: none"> <li>'Focused interventions that are part of a wider campaign around the level of Living Wage to employers. Momentum around the Inclusive Economy Charter also key. CWB project starts in April targeting support to Areas of Deprivation and also CESP provide targeted support. Local Authority role as an enabler.' EGSB Discussions</li> <li>'OLW is a key area as wages make a big difference to standard of living'. OxLEP Representative</li> <li>'B4 but also wider partners and networks needed'. OSEP Representative</li> </ul>	<ul style="list-style-type: none"> <li>Fed into Oxfordshire Inclusive Economy Partnership Working Group actions</li> </ul>
<b>Inclusive-Specific Projects</b>	<ul style="list-style-type: none"> <li>'Definition of inclusive Growth, Inequality and IMDs, need to focus on opportunities i.e. sustainable affordable transport and homes, target community wealth building to areas of deprivation where needed most. Skills training and investment key to this and Kickstart an example also. Scope for Levy to be pooled also'. EGSB Discussions</li> </ul>	<ul style="list-style-type: none"> <li>Fed into Oxfordshire Inclusive Economy Partnership Working Group actions</li> </ul>
<b>Green-Comment</b>	<ul style="list-style-type: none"> <li>'Connectivity: Crucial to all strands, parking levy, congestion examples. More people need connecting more efficiently and sustainably, Shifting focus to active travel and public transport once demand increases again. Regional aspect. Metroisation, several wider areas to be better more directly linked. Metropolitan connectivity.' OxLEP Representative</li> </ul>	<ul style="list-style-type: none"> <li>Fed into revised version of this section</li> </ul>

<b>Green-Concern/Issue</b>	<ul style="list-style-type: none"> <li>Carbon audit of city, issue focused on houses and cars-buildings are highest, development but also existing buildings. Decarbonisation of assets required by all anchor institutions. EGSB Chair</li> </ul>	<ul style="list-style-type: none"> <li>Fed into revised version of this section</li> </ul>
<b>Green-Idea</b>	<ul style="list-style-type: none"> <li>'Zero Carbon is key and our Community Centre is a good case study of eco-renovation' Community Association Representative</li> </ul>	<ul style="list-style-type: none"> <li>Fed into revised version of this section</li> </ul>
<b>Green-Specific Projects</b>	<ul style="list-style-type: none"> <li>'Bioregional example and Hub. Not just City Council examples. Need to involve wider partners and showcasing the ecosystem'. OSEP Representative</li> </ul>	<ul style="list-style-type: none"> <li>Fed into revised version of this section</li> </ul>
<b>Suggested Revision to Strategy</b>	<ul style="list-style-type: none"> <li>'Too much information, needs to be summarised more concisely'. EGSB Co-Chair</li> <li>'Level of employment and economic activity vs cost of living, Inequality rather than levelling up is a better term to describe this'. University of Oxford Representative</li> <li>'No reference to Voluntary sector and need for them to deliver much of the levelling up agenda, more meat to the bone needed. Also role of business is crucial, creative collaborations such as inclusive economy, focus on more than profit, B Corps example. Embedding rather than philanthropy' OSEP Representative</li> <li>'Regional influence graph needs to capture the growth need of spin outs. 2 x examples: Nanoport/Coronavirus vaccine is manufactured at the OxBOX 2 million does per week. Capability is key.' EGSB Co-Chair</li> </ul>	<ul style="list-style-type: none"> <li>Incorporated into Revisions of the Strategy</li> </ul>
<b>Suggested Revision to Delivery Plan</b>	<ul style="list-style-type: none"> <li>'Infographics are powerful to capture messages is important, need to explain the context behind the bubbles to make clear messages, more impactful. Spin out slide for extra information, slide is visual and captures key messages. Skills and school system also needs highlighting.' OxLEP Representative.</li> </ul>	Incorporated into Revisions of the Delivery Plan

## 5. Workshop Series Response Summaries

A series of workshops were held across December and January 21/22 at the following dates/times:

- **Joint Economic Strategy and CCAP Business workshop**-12<sup>th</sup> Jan 2022
- **Inclusive Transport & Movement Group**, 15th Dec 2021 14 attendees
- **Oxford's Economic Strategy - Business and Partner Workshop**-14th Dec2021
- **Residents Consultation Session Economic Strategy and CCAP**-8th Dec 2021, cancelled due to low level of registration.

113 participants (44 attendees on 12<sup>th</sup> January, 14 attendees on 15th December 2021 and 45 attendees on 14<sup>th</sup> December) took part in the three workshops, drawn from a range of organisations, businesses, residents and partners. The Workshop feedback is summarised by meeting below.

### 5.1 Joint Economic Strategy and CCAP Business workshop

The **Joint Economic Strategy and CCAP Business Workshop** on 12<sup>th</sup> January aimed to capture respondents focused feedback across both the Economic Strategy and the City Centre Action Plan.

The following is a summary of the key discussion items from this workshop session, grouped according to the areas of focused feedback.

Workshop Focus Group	Key Discussion Items	Workshop Participant Example Responses
<p><b>'What guiding principles for action do you consider most important and/or additional priorities that you would like to propose?'</b></p> <ul style="list-style-type: none"> <li>Inclusive City</li> <li>Global City</li> <li>Net Zero City</li> </ul>	<ul style="list-style-type: none"> <li><b>Skilled workforce needed to support the economy going forward.</b></li> <li><b>Concern about transportation and congestion, including office space.</b></li> <li><b>Concern about trying to manage contradictions.</b> <i>West End cited as an example, worried that would drive-up house prices.</i></li> <li><b>Attract and retain good jobs in city</b></li> <li><b>Night time economy also needs animation; which is an area of the City Centre Action Plan</b></li> </ul>	<ul style="list-style-type: none"> <li><i>Are we too dependent on the public sector for employment? What more can we do to create private sector employment?</i></li> <li><i>Need to attract and retain good jobs within our city – will be building into that development going forward, Westgate is a good example; regarding housing a good use of our money, but limited money, as the economic case as want to build as much affordable housing as we can, need to ensure mixed communities and economies across our city.</i></li> </ul>
<p><b>What are the Priority actions across each plan? What is missing? And Who needs to be involved?</b></p> <ul style="list-style-type: none"> <li>(Commercial) Workspace Strategy</li> <li>Oxford's Visitor Economy</li> <li>Connectively and Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li><b>Workspace for spin outs</b></li> <li><b>Travel Hubs</b></li> <li><b>Night time Economy vital</b></li> <li><b>Visitor Economy – better links between cultural centre/attractions</b></li> <li><b>Promote Oxford as an overnight destination</b></li> <li><b>Visitor economy (business) opportunity for national profile conference and convention venue or campaigns</b></li> <li><b>Connectively – businesses especially SMEs need to be involved more in the process.</b></li> </ul>	<ul style="list-style-type: none"> <li><i>Workspace issue is vital. Variety of companies across most sectors experiences challenges getting appropriate space, not just an issue for spin-outs. Needs prioritisation and to 'deliver at pace'</i></li> <li><i>Need to get across coherent and accessible message that Oxford is an overnight destination, come and stay 2 days and why. Get to the right groups. Coordinate messages across key players (e.g. Great Western railway)</i></li> </ul>
<p><b>What would be your priorities to deliver a strong and more resilient city centre?</b></p>	<ul style="list-style-type: none"> <li><b>Resident use of City Centre</b></li> <li><b>Balance jobs and housing</b></li> <li><b>Children's play space in city centre</b></li> </ul>	<ul style="list-style-type: none"> <li><i>Take into account the residents of the city centre more;</i></li> <li><i>Concern that there is not a balance between jobs and housing correct- concern that will increase inequality;</i></li> <li><i>Lack of children's play space in city centre.</i></li> </ul>
<p><b>Which Project do you consider is most important and why? Do you think that there are any projects missing?</b></p>	<ul style="list-style-type: none"> <li><b>A City for all players with multiple uses</b></li> </ul>	<ul style="list-style-type: none"> <li><i>Needs to be a city for multiple different players – has multiple users. The challenge is the mixed constituents.</i></li> </ul>
<p><b>Next Steps</b></p>	<ul style="list-style-type: none"> <li>Call-out for all to complete the Consultation online by 19 January (Later extended to 31st January 2022).</li> </ul>	



## 5.2 Inclusive Transport & Movement Group

**Inclusive Transport & Movement Group**, 15th December 2021 was a joint Economic Strategy and City Centre Action Plan Workshop which engaged **14** participants and aimed to focus of engagement and consultation on the following key areas;

- Are these plans identifying the right issues and priorities?
- Prioritisation of actions
- Ideas to enhance delivery
- Seeking involvement and partnership

With breakout groups to enable particular focus on:

- Views on transport and movement elements
- Views on Inclusive Economy priorities

The Headlines from the workshop were to emphasise the importance of digital connectivity, new developments around energy infrastructure – grid upgrade/sub-stations for example and the overriding socio-economic case for investment as well as the need for engagement with diverse group alongside more a focused deliver plan.

The following is a summary of the Workshop responses, categorised by priority actions,

Priority Actions	Gap analysis (To be included in the plans)	Recommended Further Engagement
<ul style="list-style-type: none"> <li>• <b>Digital infrastructure</b> is most important; underpins everything else. We need effective gigabit broadband in city so it is as good as rural areas even (driven across the County by Digital Infrastructure Partnership)</li> <li>• <b>Rail station improvement</b> requires private development. Can there be some land value capture? How is CBL and new station not 'pie in the sky', not going to happen for many years? PIB countered with prior approval for Oxford Station, inclusion in RNEP and Network Rail buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reflects transport infrastructure well, but currently a big gap in other areas (digital, heating)</b></li> <li>• <b>How much is cost to end users being factored in to these schemes?</b> They all need to be affordable. Need to look at who is ultimately going to pay for it, whatever type of infrastructure we're talking about? What's the business case? Who will pay? Does it need deficit funding? Important on major infrastructure schemes to land the widest economic case for benefits.</li> <li>• <b>What do we do with heavy stuff without cars?</b> (buses and bikes are good up to a point, but not for all use cases)</li> <li>• <b>Deliveries make up an increasing proportion of the traffic.</b> Any way to create something like a hub to rationalise this.</li> <li>• <b>Real shame that businesses, colleges,</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Inputs from more diverse / underprivileged residents in Oxford</b></li> <li>• <b>Important to distinguish between who needs to be involved in diagnosing the problems, but then a more focused delivery plan should probably have a smaller list of key stakeholders involved.</b></li> <li>• <b>Important to involve CoHSAT, Cyclox and the Pedestrians' Association</b></li> </ul>

	<p><b>councils have not embraced those who've already invested in low carbon options.</b> Buying from local is good, but if businesses make the shift then other stakeholders should support them as much as possible.</p>	
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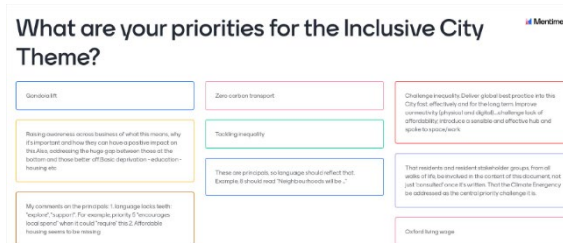
### 5.3 Oxford's Economic Strategy - Business and Partner Workshop

The Oxford's Economic Strategy - Business and Partner Workshop on 14<sup>th</sup> December engaged 49 participants and aimed to capture respondent's views on the following.

- 1. Is the Strategy outlined in the right direction to pursue for residents, business and the UK Economy**
- 2. Views on the strategy's key themes and guiding principles** (Captured from Workshop participants via Mentee), particularly-
  - Are the principles under each theme the right ones?
  - What are the most important areas for action?
  - In what ways could you get involved in delivering on this Strategy?

**3. Views on the focused delivery plans-Workspace, Connectivity and Visitor Economy**  
Particularly-

- Priority Actions-Timing and Importance
- What is missing from these focused plans
- Who needs to be involved?



The following is a summary of the focus group responses with responses (captured from Workshop participants via Mentee) summarised and included.

Workshop Focus Group	Key Themes	Workshop Participant Example Responses (Mentee)
<p><b>What are your priorities for the Inclusive City Theme?</b></p>	<ul style="list-style-type: none"> <li>• Skills Agenda</li> <li>• Innovation</li> <li>• Raising awareness with Business</li> <li>• Inequality, addressing the gap</li> <li>• Tackle deprivation</li> <li>• Educational attainment</li> <li>• Procurement and local spend</li> <li>• Community ownership and empowerment</li> <li>• residents and resident stakeholder groups</li> <li>• Climate Emergency</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative solutions to tackle a challenging theme</li> <li>• "Raising awareness across business of what this means, why it's important and how they can have a positive impact on this.</li> <li>• Addressing the huge gap between those at the bottom and those better off.</li> <li>• Inclusivity needs to be at the heart needs to be real and not just words</li> </ul>

	<ul style="list-style-type: none"> <li>• Inclusive Economy Charter</li> <li>• Diversity</li> <li>• Oxford Living Wage</li> <li>• Raising levels of ambition amongst young people</li> <li>• Transport improvements</li> <li>• Affordable housing and travel</li> <li>• employment opportunities</li> <li>• addressing the significant gaps</li> <li>• Commitments from institutions and developers to maximise local spend</li> <li>• addressing the significant gaps</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Challenge inequality. Deliver global best practice into this City fast, effectively and for the long term. Improve connectivity (physical and digital).....challenge lack of affordability; introduce a sensible and effective hub and spoke to space/work</i></li> <li>• <i>Diversity is to be encouraged. The barriers to inclusivity need to be understood from multiple perspectives</i></li> <li>• <i>Supporting people back into employment</i></li> <li>• <i>Challenge the university to do more</i></li> <li>• <i>Need action not words</i></li> </ul>
<p><b>What are the Inclusive City projects or initiatives you consider most important</b></p>	<ul style="list-style-type: none"> <li>• Housing in deprived areas</li> <li>• Employment opportunities in disadvantaged areas</li> <li>• Role of OSEP</li> <li>• Links to public health</li> <li>• Maths and literacy improvements</li> <li>• Community and worker-led businesses</li> <li>• Zero carbon new modes of transport</li> <li>• Community wealth building and democratic enterprise</li> <li>• Doughnut Economics (or equivalent)</li> <li>• Affordable and effective cross city travel and connectivity</li> <li>• Improving educational attainment to improve opportunities and mobility</li> <li>• High quality employment opportunities accessible to all in city</li> <li>• More businesses supporting people long term unemployment into employment opportunities</li> <li>• Renovation of buildings to high levels of energy efficiency- key to future sustainable inclusive employment</li> <li>• B Corp movement - Business as a force for good</li> <li>• Local spend on locally owned businesses and Circular economy</li> <li>• Engagement on Charter</li> <li>• Building on our economies strengths (including research and innovation)</li> <li>• Developing a network of local business leaders to engage with young people in schools to increase the awareness of career paths and opportunities</li> <li>• Involving and engaging the anchor institutions in the city</li> <li>• See the growth-agnostic plan Amsterdam have adopted</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Grenoble Rd expansion can deliver greatest housing to most deprived areas including other assets which can improve living conditions</i></li> <li>• <i>OSEP, working across sectors to leverage enterprise to address pervasive social and environmental challenges</i></li> <li>• <i>boosting housing supply to ensure greater supply/mix and more affordable</i></li> <li>• <i>Developing highly skilled, highly motivated young people to provide the entrepreneurial leaders and talented workforce for Oxfordshire</i></li> <li>• <i>economic regeneration by creating sufficient new workspace to enable growth</i></li> <li>• <i>Institutions and developers committing to local spend and employment - including a focus on the end user phase of development</i></li> <li>• <i>Zero carbon buildings</i></li> <li>• <i>Kidlington expansion also offers for most sustainable development given strategic location to Oxford</i></li> <li>• <i>Space to ideate and nurture innovation and new companies</i></li> <li>• <i>Identify a cadre of Oxfordshire leaders each with an action-orientated agenda</i></li> <li>• <i>Education and apprenticeship opportunities embedded in poorer areas - not just in wealthier areas</i></li> <li>• <i>The charter could capture all this and create a framework</i></li> <li>• <i>Increase recycling and Stop incinerating waste</i></li> <li>• <i>University and its colleges are a dominant feature of the city - better collaboration and engagement with initiatives?</i></li> </ul>

	<ul style="list-style-type: none"> <li>• Wigan model - genuine, humble co-production consultation: residents have solutions too and are also stakeholders</li> <li>• Preston model - local procurement</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Careful about "guaranteeing" minimum standard of economic and social prosperity - about principles and ambitions</i></li> </ul>
<p><b>Additional Inclusive City Projects or Initiatives you would like to see?</b></p>	<ul style="list-style-type: none"> <li>• Engagement with Oxfordshire Community Foundation to understand areas of greatest concern</li> <li>• Supporting the greater virtual catchment of the global city</li> <li>• Zero carbon incubator at Activate Learning in Blackbird Leys</li> <li>• Global hubs in economically deprived areas-Take global opportunity into the communities</li> <li>• Only allow zero carbon building development and Early action on zero carbon heating across the housing stock</li> <li>• Affordable workspace policy in new Local Plan</li> <li>• direct road link from ring road to John Radcliffe Hospital</li> <li>• Being a living lab...</li> <li>• A BID could help support objectives</li> <li>• Novel modes of Zero carbon transport</li> <li>• Gondola lift from Redbridge to Oxpens and Westgate.</li> <li>• Better cycling infrastructure</li> <li>• support to navigate sectors and community</li> <li>• Improve collection and recycling of valuable waste</li> <li>• Redrawing the green belt to focus on protecting environmentally sensitive areas</li> <li>• Transport needs to be affordable - subsidised fares - or better still free public transport in the city</li> </ul>	<ul style="list-style-type: none"> <li>• <i>West End needs to do more than provide innovation and business</i></li> <li>• <i>Engaging with public health strategy and linking in together</i></li> <li>• <i>Community asset toolkits</i></li> <li>• <i>Challenge to positive breaking point the historical large institution/landowner inertia and complacency strangling the city - so that genuine inclusive impact and innovation achieved for all</i></li> <li>• <i>Prioritise new "entrance" to the city with new station, Frideswide Square, Beckett Street etc. to drive home ambitious first impression of city</i></li> <li>• <i>Key is enthusing and persuading key decision makers</i></li> <li>• <i>How we build on the challenges of a constrained, small global city</i></li> <li>• <i>Get people to live in the centre - climate change equal opportunities</i></li> <li>• <i>We should not be putting new housing on the greenbelt</i></li> <li>• <i>Inward investment focus for new global businesses as well as start ups</i></li> <li>• <i>Global needs to have local benefits built in from the outset</i></li> <li>• <i>All new homes should be zero carbon and also use less water - as all of us should do too.</i></li> <li>• <i>Developers need to finance much of this zero carbon commercial development as the government is unlikely to help</i></li> </ul>
<p><b>What are your priorities for the Global City Theme?</b></p>	<ul style="list-style-type: none"> <li>• Investment into transport infrastructure to make this a world leading city</li> <li>• Innovation led, people focused</li> <li>• Oxfordshire was the first Social Enterprise County and the first "B Local" - a place where the number of B Corps is growing.</li> <li>• Health and life sciences</li> <li>• Sustainability - the climate emergency - has to be the first priority.</li> <li>• Link to Planning - being able to react quickly - LDO's etc.</li> <li>• Access to risk capital, space to grow, skilled workforce for new businesses</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Global must be linked to local</i></li> <li>• <i>I think we really need to think what we mean by being a global city - what are we trying to achieve?</i></li> <li>• <i>Our international profile is all about how good our visitor experience is.....we need to be a top city break destination alongside our European favourites</i></li> <li>• <i>Proper engagement between Oxford universities and local businesses</i></li> <li>• <i>Set out what the actual benefits of being a Global City are....and understand which apply effectively for Oxford. Connect with the Global City</i></li> </ul>

	<p>and supporting investment in manufacturing</p> <ul style="list-style-type: none"> <li>• Provide balanced, diverse opportunities for housing</li> <li>• Targeted investment</li> <li>• Prioritising the economic growth that will continue to happen across Oxfordshire in the most sustainable locations. The city is central to this</li> <li>• Affordable homes in the city. This shortage constrains retention of young professionals</li> <li>• Zero carbon buildings for businesses to occupy</li> <li>• Diversity and inclusivity are essential to support global city</li> <li>• Cowley branch line to provide alternative transport access to East Oxford</li> <li>• Night time economy is important if we want to grow the visitor economy</li> <li>• Digital connectivity</li> <li>• Does the economic growth board include members who represent diverse groups?</li> <li>• We must focus on putting employment growth in the most sustainable locations.</li> <li>• Looking at Oxford's position in a collaborative way with rest of Oxfordshire and the Arc as we are part of a bigger picture</li> <li>• Enable 21st century architecture in city centre</li> <li>• We need a good interplay between large and small companies, particularly in the innovation economy, so we do need to attract inward investors</li> <li>• 15 minute neighbourhoods</li> <li>• Access to investment capital"</li> <li>• Sell City and Oxfordshire as a joined up entity and not smaller scale locations...</li> <li>• Most important to take control of development of our City - it is not about courting development it is about planning Oxford's future</li> <li>• Celebrate diversity - Oxford is dominated by the University and so it's attitude is key</li> <li>• Tell our story better</li> <li>• Global city needs a fabulous (physical) "front door"</li> <li>• Oxford West End and Oxford North need to create welcoming and</li> </ul>	<p><i>registers - Happy City, Purposeful City, and Integrated City etc.</i></p> <ul style="list-style-type: none"> <li>• <i>Links not just to the intellectual south east belt but also to industrial north so we can manufacture what we invent</i></li> <li>• <i>First priority for me is to identify and remove any blockers to achieving stated outcomes. This could be achieved without spending huge sums of taxpayer's money.</i></li> <li>• <i>connectivity</i></li> <li>• <i>Is global economic development going to fuel inequality unless it is built in as a core objective from the outset - no development if this not a top priority</i></li> <li>• <i>We need to have a global city where workers entering at the base skill levels can afford to live in Oxford and grow their careers as this becomes their home</i></li> <li>• <i>Zero carbon delivery</i></li> <li>• <i>Locational advantages for employment uses but concerns over cost of housing and access from outlier villages etc.</i></li> <li>• <i>A global city needs to exploit its global connections through business, higher education and social networks which requires an effective broadband infrastructure and an organisational infrastructure that promotes global connections</i></li> <li>• <i>Find means to convert innovative ideas and initiatives from Oxford start-ups to benefit city not leak out to such as London</i></li> <li>• <i>Unclear what benefit the arc brings</i></li> <li>• <i>Currently 20% vacancies in retail and hospitality employment in Oxford</i></li> <li>• <i>Bringing forward the West End development</i></li> <li>• <i>National and international linkages</i></li> <li>• <i>Transport is an area of weakness across the region</i></li> <li>• <i>Active travel</i></li> <li>• <i>"Skilled, talented and motivated people</i></li> <li>• <i>Infrastructure for knowledge sharing and connectivity</i></li> <li>• <i>Conversion of existing accommodation (residential, teaching, commercial) to Net Zero, not just new accommodation</i></li> <li>• <i>Transport / active travel is essential for employment and zero carbon - which underpins other parts of strategy</i></li> <li>• <i>Need to attract skills and talent from the global labour market - housing and</i></li> </ul>
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	<p>recognisable centres for innovation activity that are open to new entrants to come into the city. We also need to think about how people get to these locations easily.</p>	<p><i>transport, quality schools are all critical</i></p>
<p><b>What are the Global City projects or initiatives you consider most important</b></p>	<ul style="list-style-type: none"> <li>• Oxford Train Station</li> <li>• West End Development</li> <li>• Cowley branch line</li> <li>• Zero carbon strategy and delivery</li> <li>• Developing talented, motivated and highly skilled people</li> <li>• Oxford's transport and Transport strategy</li> <li>• 15 minute neighbourhoods</li> <li>• Oxford City Doughnut</li> <li>• Massively accelerate cycling infrastructure</li> <li>• affordability</li> <li>• Governance of city key to encourage and maintain sustainable growth.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Improved rail connectivity, including connectivity across Oxfordshire's key innovation centres/hubs/assets</i></li> <li>• <i>Developing talented, motivated and highly skilled people with an orientation towards participating in a global economy and an infrastructure to provide that participation.</i></li> <li>• <i>Oxford's transport - better links within the city, between the city and local area, between Oxford and Cambridge, between Oxford and the industrial north, and overseas. This needs to be affordable and environmentally compatible!</i></li> </ul>
<p><b>Additional Global City Projects or Initiatives you would like to see?</b></p>	<ul style="list-style-type: none"> <li>• Development plan for the Cowley terminus</li> <li>• Active transport</li> <li>• Public realm - first impressions from Train Station/West End v. important to international investment</li> <li>• To become a global leader in low carbon we need to walk the walk.</li> <li>• Diversity reporting</li> <li>• Free trams up and down main arterial routes within the city</li> <li>• Investment into park and ride and active travel &amp; make park and ride cheaper</li> <li>• More bike parking</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Comprehensive development plan for the Cowley terminus of the branch line.</i></li> <li>• <i>Global City Benefits/Characteristics-form a direct learning and application relationship with the top 3 most "Oxford Relevant" other Global Cities and define, design, deliver the strategy in partnership</i></li> <li>• <i>Diversity reporting within the city and within business - linked to pay</i></li> <li>• <i>Zero carbon buildings. Ultra-low emissions zones. Deliver effective mass transport</i></li> <li>• <i>Active travel plan / investment</i></li> <li>• <i>More bike parking - it's as difficult to park a bike in the city as a car</i></li> </ul>
<p><b>What are your priorities for the Green (Net Zero) City Theme?</b></p>	<ul style="list-style-type: none"> <li>• low carbon initiatives</li> <li>• Improved public transport</li> <li>• All development should be heading to zero carbon</li> <li>• Transition is key.</li> <li>• Maximise sustainable energy capability</li> <li>• New housing and the green agenda</li> <li>• EV charging infrastructure</li> <li>• Green space as part of development</li> <li>• Adopt learning from ESO and LEO - invest to follow on at the end of these projects</li> <li>• Motorised delivery bikes for local retailers</li> <li>• Net zero and sustainable new developments and good reuse of old buildings</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Priorities should be continuing to produce low carbon initiatives but I think the drive for Zero carbon is a label which gets good PR but shouldn't be the absolute focus.</i></li> <li>• <i>Zero carbon transport / active transport options for those coming in to work in the city-so we can get out of our cars - but needs to be reliable and fast</i></li> <li>• <i>Priority is to moving people into the city in a net Zero way.....we need to start with the buses and to make them financially attractive to leave cars at home or at the P&amp;R</i></li> <li>• <i>Transition is key. (Re) setting targets too quickly can kill any progress.</i></li> </ul>

	<ul style="list-style-type: none"> <li>• Does transition to net zero take priority over everything? Strategy seems to be prioritising everything. Affordable housing is priority elsewhere</li> <li>• Net zero needs some quick wins to get the population on board.....everything seems to be away in the distance at the moment</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Locating employment sites in sustainable locations</i></li> <li>• <i>Have you modelled the effect of proposals of small traders and self-employed tradesmen?</i></li> <li>• <i>EV cars are not golden standard for net zero transport... congestion is still congestion</i></li> </ul>
What are the Green (Net Zero) City projects or initiatives you consider most important	<ul style="list-style-type: none"> <li>• Oxfordshire Greentech</li> <li>• District low carbon heating schemes</li> <li>• Project LEO</li> <li>• low carbon hub</li> <li>• Procure from our innovative low carbon goods and services businesses</li> <li>• Oxfordshire wide projects - e.g. as per Oxfordshire Plan 2050 to maximise benefits e.g. wider off-setting areas</li> <li>• Restart the Oxford Citizens Assembly on the Climate and Ecological Emergency</li> </ul>	<ul style="list-style-type: none"> <li>• <i>District low carbon heating schemes - expand investment beyond LEO and ESO when they come to an end</i></li> <li>• <i>Partnering with cutting edge companies, utilising new technology that will lead to greater exports from area, utilising challenge to make everyone who lives in area better off not poorer.</i></li> </ul>
Additional Green (Net Zero) City Projects or Initiatives you would like to see?	<ul style="list-style-type: none"> <li>• Local groups to drive green agenda</li> <li>• Make money, expert advice, tech, and solutions truly available</li> <li>• The Energy Systems Accelerator!</li> </ul>	<ul style="list-style-type: none"> <li>• <i>"Important to reduce carbon by reducing waste going to landfill or incineration</i></li> <li>• <i>Some easy carbon wins by improving recycling"</i></li> <li>• <i>An exemplar for putting the response to the climate and biodiversity emergencies at the centre of all decision making</i></li> </ul>

## 6. Summary and next steps

The consultation used a wide variety of engagement methods such as an online survey via the E-Consult portal, workshops and focus Groups, 1-1 meetings, group presentations and a high volume and range of responses by email, securing over 500 responses.

The proposed vision and content of the Economic Strategy and Delivery Plan as set out in the consultation were subject to various levels of acceptance by respondents. However, based on the online survey responses we can summarise that: The majority, of respondents (65%) agreed the Strategy has captured the right issues and challenges affecting Oxford's economy, with just over half of the respondents 58%, agreeing (42%) or neutral (16%) about the Strategy's key themes of transition to an Inclusive, Global, and Net Zero economy. Over half, of respondents (60%), agreed that Oxford, as a centre for technology and innovation, has an important role in the success of the UK and regional economy.

Many had suggestions for additions to the scope, or for giving topics greater emphasis, generally related to the issues/themes highlighted below. The individual comments of workshop participants also helped to identify priorities, projects and initiatives to consider within the restraints of resource and capacity to deliver.

**Recurring themes throughout the consultation responses** can be summarised as relating to:

- **Sustainable Economic Development** – proposing methods of sustainable economic development including frameworks such as ‘Doughnut Economics’ and emphasising the Council’s current initiatives to further ‘community wealth building’ and ‘inclusive economy agendas’.
- **Inequality, Opportunity, tackling deprivation**-addressing the challenge that Oxford is the 2<sup>nd</sup> most unequal city in the UK is a focus and priority for many respondents, recommending targeted work in the areas of the city and to those groups and sectors that need it most. Also to build on opportunities to raise standards through initiatives like the Council’s ‘Oxford Living Wage campaign’.
- **Employment and Skills**-Support for those facing barriers to the labour market and those sectors facing skills shortages as a result of the pandemic were highlighted by the respondent’s feedback. Respondents gave a clear steer to build on schemes such as ‘Community Employment Support Plans’ and the ‘Kickstart scheme’, linking in with OxLEP and relevant partners to build on opportunities in this area, aligned to its Skills Plan.
- **Climate change** – including the need for addressing decarbonisation and the climate emergency, bio-diversity, resilience to flooding etc. in the city, to build on the commitments agreed by the ‘Oxford Citizens Assembly’ and the declaration of Climate Emergency.
- **Transition to Zero Carbon**- acceleration and amplification current targets and initiatives in this area were highlighted, especially in regard to buildings, vehicles and the role of businesses to take leadership. The requirement to focus on **Circular economy** approaches was highlighted as an omission.
- **Infrastructure, connectivity and movement** – addressing congestion through public transport prioritisation, supporting more people to walk/cycle, making movement around the area easier including through better linkages to the wider city. Explicit connections between these improvements and scope for economic development and growth were emphasised.
- **Housing** – provision of affordable and sustainable housing that meets the needs of a variety of groups and the links to attracting and retaining talent in the cities workforce was highlighted.
- **Businesses and innovation** – mixed use development, support for SMEs and independent businesses, cafes and restaurants as well as retail, need for flexibility around changing office/retail behaviours particularly in light of covid were highlighted
- **Commercial workspace/Lab**- A balanced approach to meet notable demand for workspace, affordable workspace and lab spaces were highlighted, emphasising strategic sites, Brownfield sites, Council’s current ‘Meanwhile in Oxfordshire’ initiative and ‘Workspace Projects’ as an examples in this area. The growing need to provide more lab space for the numerous innovative science and tech spinouts fostered by the University of Oxford as well as to attract global companies to the City were also highlighted linked to the changing use of the city centre post-pandemic. It was felt by some Oxford should focus more on start-up and establishment phases, whilst the wider region will benefit as companies establish further
- **Delivery Plan** - the next iteration should focus on priority actions that can clearly be delivered in the timeframe, by either the council or committed partners, ensuring the county-wide dimension of many areas of delivery and policy is explicit
- **More diverse representation** in advisory groups such as the Oxford Economic Growth Board (by sectoral focus, stance on issues of economic development and EDI)



The feedback from the consultation will be valuable in guiding the scope of the Economic Strategy and its Delivery Plan as it is developed. It is important to respondents that as well as revision to the Strategy documents themselves that the consultation process is also broadened to become more inclusive in future and specific recommendations to do so are summarised below.

## Next Steps

### Recommended Revisions to the Strategy and Delivery Documents

1. The following additions, revision themes or changes in emphasis are recommended, drawn from the recurring themes of the consultation responses. As presented below, these are indicative of broad areas, and not exhaustive of all the specific required revisions. In many cases, these themes are already picked up in the draft, but the consultation suggests they need emphasising and making more explicit:
  - a. Growth and economy – Making clearer the City's stated commitment and approach to sustainable economic development in the document, acknowledging the tensions where they exist. It should be made clear that this economic strategy does not seek growth as a means to an end. Yet, growth is already happening within local businesses and organisations, small or large, new or old. The central challenge of sustainable economic development is meeting the needs Oxford's residents without breaching planetary boundaries, whilst fulfilling the city's important role.
  - b. Inequality, opportunity, tackling deprivation – Share the many good examples of ways Oxford City Council and numerous partners are addressing the challenges of inequality, deprivation and opportunity gaps through targeted work in the areas of the city to those groups and sectors that need it most.
  - c. Employment and Skills – Add examples of how Oxford City Council and partners are already supporting those facing barriers to the labour market and those sectors facing skills shortages as a result of the pandemic.
  - d. Climate change – Whilst it is stated, make explicit the Council's commitment to and approach to addressing decarbonisation and the climate emergency, bio-diversity, resilience to flooding in the city, building on the commitments agreed by the 'Oxford Citizens Assembly' and the declaration of Climate Emergency.
  - e. Transition to Zero Carbon - Strengthening examples of how Oxford City Council and partners can accelerate and amplify initiatives in this area, including pursuing circular economy initiatives where possible.
  - f. Zero carbon movement and connectivity – Highlighting the key initiatives that City and County Council, and transport providers are working to implement to address congestion, supporting more people to walk/cycle, make movement around the area easier including through better linkages to the wider city.
  - g. Housing – Making explicit the challenges and need for provision of affordable housing and housing that meets the needs of a variety of groups, even if this will be delivered primarily through wider strategies. This will be added to the document's Guiding Principles.
  - h. Businesses and innovation – Stronger examples of how Oxford City Council and partners can support mixed use development, and also support for SMEs and independent businesses, cafes and restaurants as well as retail, in response to changing office/retail behaviours particularly in light of Covid.

- i. Commercial workspace/Lab - Seek balanced, sustainable workspace provision across both allocated and brownfield sites, meeting fast-growing demand in certain sectors such as life sciences and technology.
- j. Highlight Initiatives that City Council and Partner operators are delivering to address affordable space requirements in response to the changing use in the city post-pandemic.
- k. Delivery Plan - the next iteration should focus on priority actions that can clearly be delivered in the timeframe, by either the council or committed partners, ensuring the county-wide partnership dimension of many areas of delivery and policy is explicit.
- l. The Delivery Plan will be revisited following agreement of the Strategy, to ensure it is properly resourced and prioritised
- m. Future engagement and diverse representation – More diverse representation should be sought on the Oxford Economic Growth Board. This means more inclusive representation and a range of perspectives on economy, environment, net zero and inclusion. Moreover, future project development opportunities should be scoped in conjunction with under-represented groups.
- n. Messaging, design and Format - Specific recommended revisions were made around design of the documents such as diagrams and maps to ensure clarity of meaning and more effective messaging. Ensure an executive summary and case studies are added to enhance clarity of messaging

The suggested revisions made by respondents have been incredibly helpful in directing the focus of Oxford's Economic Strategy and Delivery Plan, and shaping the revised version for agreement by the Council.

Thank you to everyone who has committed their time, expertise and insights to respond to the Consultation to date.

#### Appendix 1: Consultation Survey Response Summary Tables:

Consultation Survey Question	Response Rate	Summary of Responses		
<b>Q1: Name</b>	<b>143/147</b>	<b>Data Protected-personal data</b>		
<b>Q2: Email Contact</b>	<b>136/147</b>	<b>Data Protected-personal data</b>		
<b>Q3: Organisation</b>	<b>98/147</b>	<b>Data Protected-personal data</b>		
<b>Q4: Which of the following best describes whose behalf you are responding on?</b>	<b>147/147</b>	Option	Total	Percent
		Business/Organisation based in Oxford	23	15.65%
		Individual living in Oxford	92	62.59%
		Someone who works in Oxford	6	4.08%
		Business/Organisation based near or outside Oxford with links to the city	8	5.44%
		Someone living near Oxford for whom Oxford is their nearest city	11	7.48%
		Other (please describe below)	7	4.76%
		Not Answered	0	0.00%
<b>5: Have we captured the right issues and challenges affecting Oxford's economy?</b>	<b>144/147</b>	Option	Total	Percent
		Yes	27	18.37%
		No	48	32.65%
		Partially	69	46.94%

		Not Answered	3	2.04%
<b>6: To what extent do you agree or disagree with the Strategy's key themes of transition to an Inclusive, Global, and Net Zero economy?</b>	<b>144/147</b>	Option	Total	Percent
		Strongly agree	17	11.56%
		Agree	46	31.29%
		Neutral	24	16.33%
		Disagree	28	19.05%
		Strongly disagree	29	19.73%
		Not Answered	3	2.04%
<b>7: To what extent do you agree or disagree that Oxford, as a centre for technology and innovation, has an important role in the success of the UK and regional economy?</b>	<b>143/147</b>	Option	Total	Percent
		Strongly agree	39	26.53%
		Agree	50	34.01%
		Neutral	32	21.77%
		Disagree	11	7.48%
		Strongly Disagree	11	7.48%
		Not Answered	4	2.72%
<b>8: To what extent do the principles and associated projects support the strategy's Global City ambition?</b>	<b>123/147</b>	Option	Total	Percent
		To a great extent	30	20.41%
		To some extent	68	46.26%
		To no extent at all	33	22.45%
		Not Answered	16	10.88%
<b>9. Which of the principles do you think are most important to delivering the strategic ambition of the Global City theme?</b>	<b>Ranking Summary (Breakdown below)</b>	Item	Ranking	
		Expedite transport, digital and energy developments.	1.35	
		Increase the commercial space focusing on Life Sciences, Low Carbon, Digital and knowledge sectors.	0.56	
		Continue to support businesses to adapt to changing economic Conditions.	0.55	
		Mobilise Oxford's population to make the city's workforce a more distinctive.	0.54	
		Attract and retain more skilled international workforce.	0.29	
		Retain a greater proportion of spin out companies.	0.23	
		Boost domestic and international inward investment.	0.22	
		Support the recovery of the visitor economy.	0.14	
		Help deliver Oxford West End.	0.12	
<b>Expedite transport, digital and energy developments.</b>	<b>74/147</b>	Option	Total	Percent
		1	45	32.37%
		2	18	12.95%
		3	11	7.91%
		Not Answered	65	46.76%
<b>Increase the commercial space focusing on Life Sciences, Low</b>	<b>40/147</b>	Option	Total	Percent

Carbon, Digital and knowledge sectors.		1	15	10.20%
		2	13	8.84%
		3	12	8.16%
		Not Answered	107	72.79%
Continue to support businesses to adapt to changing economic Conditions.	38/147	Option	Total	Percent
		1	13	8.84%
		2	15	10.20%
		3	10	6.80%
		Not Answered	109	74.15%
Help deliver Oxford West End	11/147	Option	Total	Percent
		1	1	0.68%
		2	5	3.40%
		3	5	3.40%
		Not Answered	136	92.52%
Boost domestic and international inward investment.	19/147	Option	Total	Percent
		1	2	1.36%
		2	11	7.48%
		3	6	4.08%
		Not Answered	128	87.07%
Retain a greater proportion of spin out companies.	21/147	Option	Total	Percent
		1	3	2.04%
		2	6	4.08%
		3	12	8.16%
		Not Answered	126	85.71%
Support the recovery of the visitor economy	14/147	Option	Total	Percent
		1	3	2.04%
		2	1	0.68%
		3	10	6.80%
		Not Answered	133	90.48%
Mobilise Oxford's population to make the city's workforce a more distinctive	37/147	Option	Total	Percent
		1	15	10.20%
		2	14	9.52%
		3	8	5.44%
		Not Answered	110	74.83%
Attract and retain more skilled international workforce.	27/147	Option	Total	Percent
		1	2	1.36%
		2	11	7.48%
		3	14	9.52%
		Not Answered	120	81.63%
10: How can Oxford City Council and its partners' best support the success of local economy through planned commercial development	Ranking Summary (Breakdown below)	Item	Ranking	
		A balanced mix of uses across all the above where possible.	1.16	
		Affordable workspace	0.86	

projects? Which of the following would you prioritise?		Workspace and business support for new start-up businesses	0.54	
		Workshop and small light industrial space in or close to the city	0.37	
		Lab space for life sciences and technology	0.33	
		Support to expanding university spinouts through grow on space	0.23	
		Providing quality office/lab space for overseas/UK companies moving into the city	0.22	
A balanced mix of uses across all the above where possible	73/147	Option	Total	Percent
		1	43	29.25%
		2	11	7.48%
		3	19	12.93%
		Not Answered	74	50.34%
Affordable workspace	51/147	Option	Total	Percent
		1	31	21.09%
		2	13	8.84%
		3	7	4.76%
		Not Answered	96	65.31%
Workspace and business support for new start-up businesses	43/147	Option	Total	Percent
		1	8	5.44%
		2	20	13.61%
		3	15	10.20%
		Not Answered	104	70.75%
Workshop and small light industrial space in or close to the city	25/147	Option	Total	Percent
		1	6	4.08%
		2	11	7.48%
		3	8	5.44%
		Not Answered	122	82.99%
Lab space for life sciences and technology	27/147	Option	Total	Percent
		1	8	5.44%
		2	12	8.16%
		3	7	4.76%
		Not Answered	120	81.63%
Support to expanding university spinouts through grow on space	21/147	Option	Total	Percent
		1	3	2.04%
		2	7	4.76%
		3	11	7.48%
		Not Answered	126	85.71%
Providing quality office/lab space for overseas/UK companies moving into the city	17/147	Option	Total	Percent
		1	5	3.40%
		2	6	4.08%
		3	6	4.08%
		Not Answered	130	88.44%

<b>11: How important is addressing the issue of congestion and reliability of travel around Oxford to Oxford's economic success?</b>	<b>142/147</b>	Option	Total	Percent
		Very important	113	76.87%
		Quite important	24	16.33%
		Not important at all	5	3.40%
		Not Answered	5	3.40%
<b>12: Do you have any suggestions for how the city might promote the recovery of the visitor economy, which has been affected during the pandemic?</b>	<b>108/147</b>	Open text box responses summarised in section X		
<b>13: To what extent do you agree or disagree with the need to address inequality and social inclusion in Oxford?</b>	<b>147/147</b>	Option	Total	Percent
		Strongly agree	101	68.71%
		Agree	31	21.09%
		Neutral	6	4.08%
		Disagree	4	2.72%
		Strongly Disagree	5	3.40%
		Not Answered	0	0.00%
<b>14: To what extent do the principles and associated projects support the Inclusive City strategic ambition?</b>	<b>135/147</b>	Option	Total	Percent
		To a great extent	18	12.24%
		To some extent	82	55.78%
		To no extent at all	35	23.81%
		Not Answered	12	8.16%
<b>15: Which of the Inclusive City principles do you think are most important to delivering the strategic ambition of this theme? (Pick three from drop down list)</b>	<b>Ranking Summary (Breakdown below)</b>	Item	Ranking	
		Support local people to access skills, training and education opportunities and adapt to the expected rapid structural changes to the economy	0.91	
		Explore options to deliver more affordable travel to travel to employment and education using public transport, cycling and walking.	0.82	
		Focus recovery efforts on the needs of the most disadvantaged places, through community wealth building and community economic development.	0.78	
		Further develop and build on the Oxford Living Wage initiative (OLW) to embed the principles of a minimum standard of prosperity.	0.67	
		Explore using the principles of 15-minute neighbourhoods to give residents access to the services, practical and economic assets.	0.54	
		Support social enterprise, cooperative businesses and civil society sectors, and pursue a more prominent role in the city's future economy.	0.49	

		Support local spending, enhance local business and generate social value through procurement.	0.30	
		Develop an Oxfordshire Inclusive Economy Charter and pledge scheme to engage all local business and institutions.	0.25	
		Pro-actively encourage more mainstream socially and environmentally responsible businesses to locate city-wide.	0.18	
		Deliver affordable workspace that provides security to stay in spaces and lower risks to growth.	0.14	
Develop an Oxfordshire Inclusive Economy Charter and pledge scheme to engage all local business and institutions.	18/147	Option	Total	Percent
		1	7	4.76%
		2	5	3.40%
		3	6	4.08%
		Not Answered	129	87.76%
Focus recovery efforts on the needs of the most disadvantaged places, through community wealth building and community economic development.	50/147	Option	Total	Percent
		1	29	19.73%
		2	7	4.76%
		3	14	9.52%
		Not Answered	97	65.99%
Further develop and build on the Oxford Living Wage initiative (OLW) to embed the principles of a minimum standard of prosperity.	46/147	Option	Total	Percent
		1	18	12.24%
		2	17	11.56%
		3	11	7.48%
		Not Answered	101	68.71%
Support social enterprise, cooperative businesses and civil society sectors, and pursue a more prominent role in the city's future economy	36/147	Option	Total	Percent
		1	10	6.80%
		2	16	10.88%
		3	10	6.80%
		Not Answered	111	75.51%
Support local spending, enhance local business and generate social value through procurement.	24/147	Option	Total	Percent
		1	6	4.08%
		2	8	5.44%
		3	10	6.80%
		Not Answered	123	83.67%
Support local people to access skills, training and education opportunities and adapt to the expected rapid structural changes to the economy	65/147	Option	Total	Percent
		1	19	12.93%
		2	31	21.09%
		3	15	10.20%
		Not Answered	82	55.78%

Deliver affordable workspace that provides security to stay in spaces and lower risks to growth	10/147	Option	Total	Percent
		1	3	2.04%
		2	5	3.40%
		3	2	1.36%
		Not Answered	137	93.20%
Explore using the principles of 15-minute neighbourhoods to give residents access to the services, practical and economic assets.	39/147	Option	Total	Percent
		1	13	8.84%
		2	15	10.20%
		3	11	7.48%
		Not Answered	108	73.47%
Explore options to deliver more affordable travel to travel to employment and education using public transport, cycling and walking	63/147	Option	Total	Percent
		1	20	13.61%
		2	17	11.56%
		3	26	17.69%
		Not Answered	84	57.14%
Pro-actively encourage more mainstream socially and environmentally responsible businesses to locate city-wide.	19/147	Option	Total	Percent
		1	2	1.36%
		2	3	2.04%
		3	14	9.52%
		Not Answered	128	87.07%
<b>16: Which of the Inclusive City principles listed are most important to you/your organisation? (Pick three from drop down list)</b>	<b>Ranking Summary (Breakdown below)</b>	Item	Ranking	
		Explore options to deliver more affordable travel to travel to employment and education using public transport, cycling and walking.	0.88	
		Explore using the principles of 15-minute neighbourhoods to give residents access to the services, practical and economic assets.	0.58	
		Support local people to access skills, training and education opportunities and adapt to the expected rapid structural changes to the economy	0.52	
		Focus recovery efforts on the needs of the most disadvantaged places, through community wealth building and community economic development.	0.47	
		Further develop and build on the Oxford Living Wage initiative (OLW) to embed the principles of a minimum standard of prosperity.	0.45	
		Support social enterprise, cooperative businesses and civil society sectors, and pursue a more prominent role in the city's future economy.	0.44	
		Support local spending, enhance local business and generate social value through procurement.	0.35	



		Pro-actively encourage more mainstream socially and environmentally responsible businesses to locate city-wide.	0.22
		Develop an Oxfordshire Inclusive Economy Charter and pledge scheme to engage all local business and institutions.	0.17
		Deliver affordable workspace that provides security to stay in spaces and lower risks to growth.	0.15
<b>Develop an Oxfordshire Inclusive Economy Charter and pledge scheme to engage all local business and institutions.</b>	<b>11/147</b>	<b>Option</b>	<b>Total</b> <b>Percent</b>
		1	6    4.08%
		2	2    1.36%
		3	3    2.04%
		Not Answered	136    92.52%
<b>Focus recovery efforts on the needs of the most disadvantaged places, through community wealth building and community economic development.</b>	<b>29/147</b>	<b>Option</b>	<b>Total</b> <b>Percent</b>
		1	17    11.56%
		2	6    4.08%
		3	6    4.08%
		Not Answered	118    80.27%
<b>Further develop and build on the Oxford Living Wage initiative (OLW) to embed the principles of a minimum standard of prosperity.</b>	<b>31/147</b>	<b>Option</b>	<b>Total</b> <b>Percent</b>
		1	12    8.16%
		2	11    7.48%
		3	8    5.44%
		Not Answered	116    78.91%
<b>Support social enterprise, cooperative businesses and civil society sectors, and pursue a more prominent role in the city's future economy.</b>	<b>30/147</b>	<b>Option</b>	<b>Total</b> <b>Percent</b>
		1	13    8.84%
		2	8    5.44%
		3	9    6.12%
		Not Answered	117    79.59%
<b>Support local spending, enhance local business and generate social value through procurement.</b>	<b>27/147</b>	<b>Option</b>	<b>Total</b> <b>Percent</b>
		1	7    4.76%
		2	11    7.48%
		3	9    6.12%
		Not Answered	120    81.63%
<b>Support local people to access skills, training and education opportunities and adapt to the expected rapid structural changes to the economy</b>	<b>41/147</b>	<b>Option</b>	<b>Total</b> <b>Percent</b>
		1	9    6.12%
		2	18    12.24%
		3	14    9.52%
		Not Answered	106    72.11%
<b>Deliver affordable workspace that provides security to stay in spaces and lower risks to growth.</b>	<b>13/147</b>	<b>Option</b>	<b>Total</b> <b>Percent</b>
		1	2    1.36%
		2	5    3.40%
		3	6    4.08%

		Not Answered	134	91.16%
Explore using the principles of 15-minute neighbourhoods to give residents access to the services, practical and economic assets.	41/147	Option	Total	Percent
		1	16	10.88%
		2	12	8.16%
		3	13	8.84%
		Not Answered	106	72.11%
Explore options to deliver more affordable travel to travel to employment and education using public transport, cycling and walking.	60/147	Option	Total	Percent
		1	23	15.65%
		2	23	15.65%
		3	14	9.52%
		Not Answered	87	59.18%
Pro-actively encourage more mainstream socially and environmentally responsible businesses to locate city-wide.	22/147	Option	Total	Percent
		1	2	1.36%
		2	6	4.08%
		3	14	9.52%
		Not Answered	125	85.03%
17: Building on the Oxford Living Wage initiative, in what other ways might the city promote wage and working standard improvements for workers in Oxford?	70/147	Open text box responses summarised in section X		
18: Support local people to better access skills, training and education opportunities to help them prosper and adapt changes in the economy. How do you think employers can support and unlock the potential of local people?	116/147	Option	Total	Percent
		Encouraging Apprenticeship take-up	26	17.69%
		Shorter Traineeships and work placements to gain initial experience	12	8.16%
		Engaging with Technical Levels and further education providers to shape curriculums that meet business needs	8	5.44%
		Invest time in careers education and work experience with schools	16	10.88%
		Support to entrepreneurs and the self-employed	3	2.04%
		Pay the Oxford Living Wage	39	26.53%
		Other, please state in text box	12	8.16%
		Not Answered	31	21.09%
		19: Support and encourage more socially and environmentally responsible businesses. In your view what ways can Oxford City Council and its partners more effectively support businesses in the city to become more socially responsible and address inequalities?	117/147	Option
Promotion of schemes such as B-Corps ( <a href="https://bcorporation.uk/">https://bcorporation.uk/</a> )	34			23.13%
Develop an Inclusive Economy Charter for organisations to sign up to and deliver	34			23.13%
Promote and develop support for more inclusive recruitment	40			27.21%
Support to procure more goods and services locally	80			54.42%

		Support from partners to learn from best practice case studies	43	29.25%
		Other, please use text box.	17	11.56%
		Not Answered	30	20.41%
<b>20: To what extent do you agree or disagree with this ambition for Oxford's economy?</b>	<b>144/147</b>	Option	Total	Percent
		Strongly agree	90	61.22%
		Agree	27	18.37%
		Neutral	8	5.44%
		Disagree	6	4.08%
		Strongly Disagree	13	8.84%
		Not Answered	3	2.04%
<b>21: The Zero Carbon theme is expressed through a number of guiding principles and associated projects To what extent do you think the Zero Carbon principles and associated projects support the strategic ambition?</b>	<b>135/147</b>	Option	Total	Percent
		To a great extent	32	21.77%
		To some extent	80	54.42%
		To no extent at all	23	15.65%
		Not Answered	12	8.16%
<b>22: Which of the principles do you think are most important to delivering the Zero Carbon ambition of this theme? (Pick three from drop down list)</b>	<b>Ranking Summary (Breakdown below)</b>	Item	Ranking	
		Mitigate the environmental impacts of new development and housing growth	0.88	
		Measure and reduce the environmental impacts of existing economic activity	0.78	
		Empower Oxford's businesses to decarbonise their operations and their supply chains	0.72	
		Deliver the Oxford Zero Emission Zone and develop the next stage of a strategy to reduce emissions in the city	0.57	
		Support the growth of the green and low carbon technology sectors	0.51	
		Amplify neighbourhood projects which support local economic approaches to climate emergency	0.40	
		Support and partner businesses and institutions to be more environmentally responsible and address city-wide zero carbon targets	0.37	
		Develop budgeting processes which support investment in zero carbon development	0.34	
		Facilitate the flows of knowledge in the response to climate emergency	0.29	
<b>Measure and reduce the environmental impacts of existing economic activity</b>	<b>51/147</b>	Option	Total	Percent
		1	25	17.01%
		2	13	8.84%
		3	13	8.84%

		Not Answered	96	65.31%
Mitigate the environmental impacts of new development and housing growth	56/147	Option	Total	Percent
		1	26	17.69%
		2	22	14.97%
		3	8	5.44%
		Not Answered	91	61.90%
Support the growth of the green and low carbon technology sectors	38/147	Option	Total	Percent
		1	14	9.52%
		2	9	6.12%
		3	15	10.20%
		Not Answered	14	9.52%
Facilitate the flows of knowledge in the response to climate emergency	22/147	Option	Total	Percent
		1	5	3.40%
		2	11	7.48%
		3	6	4.08%
		Not Answered	125	85.03%
Empower Oxford's businesses to decarbonise their operations and their supply chains	61/147	Option	Total	Percent
		1	12	8.16%
		2	21	14.29%
		3	28	19.05%
		Not Answered	86	58.50%
Amplify neighbourhood projects which support local economic approaches to climate emergency	31/147	Option	Total	Percent
		1	9	6.12%
		2	10	6.80%
		3	12	8.16%
		Not Answered	116	78.91%
Develop budgeting processes which support investment in zero carbon development	25/147	Option	Total	Percent
		1	8	5.44%
		2	9	6.12%
		3	8	5.44%
		Not Answered	122	82.99%
Support and partner businesses and institutions to be more environmentally responsible and address city-wide zero carbon targets	31/147	Option	Total	Percent
		1	5	3.40%
		2	13	8.84%
		3	13	8.84%
		Not Answered	116	78.91%
Deliver the Oxford Zero Emission Zone and develop the next stage of a strategy to reduce emissions in the city	39/147	Option	Total	Percent
		1	18	12.24%
		2	9	6.12%
		3	12	8.16%
		Not Answered	108	73.47%
<b>23: What are the priorities for enabling growth of the green and low carbon technology</b>	<b>Ranking Summary</b>	Item	Ranking	

<b>sectors in Oxford? (Pick three from the dropdown list)</b>	<b>(Breakdown below)</b>	Support more innovative projects between business, research and the public sector (e.g. Project Low Energy Oxfordshire)	1.38	
		Ensure the right technical skills are in place to scale projects and grow the sector (construction/energy/transport)	0.69	
		Ensure business networks are in place that help expertise and knowledge to be shared.	0.47	
		Explore the potential for capital investment funds to invest in projects	0.45	
		Develop innovation centres (e.g. The Energy Systems Accelerator)	0.44	
		Attract more foreign and inward investment from green and low carbon sectors	0.33	
<b>Develop innovation centres (e.g. The Energy Systems Accelerator)</b>	<b>32/147</b>	<b>Option</b>	<b>Total</b>	<b>Percent</b>
		1	11	7.48%
		2	10	6.80%
		3	11	7.48%
		Not Answered	115	78.23%
<b>Support more innovative projects between business, research and the public sector (e.g. Project Low Energy Oxfordshire)</b>	<b>85/147</b>	<b>Option</b>	<b>Total</b>	<b>Percent</b>
		1	48	32.65%
		2	22	14.97%
		3	15	10.20%
		Not Answered	62	42.18%
<b>Attract more foreign and inward investment from green and low carbon sectors</b>	<b>25/147</b>	<b>Option</b>	<b>Total</b>	<b>Percent</b>
		1	7	4.76%
		2	10	6.80%
		3	8	5.44%
		Not Answered	122	82.99%
<b>Explore the potential for capital investment funds to invest in projects</b>	<b>36/147</b>	<b>Option</b>	<b>Total</b>	<b>Percent</b>
		1	7	4.76%
		2	19	12.93%
		3	10	6.80%
		Not Answered	111	75.51%
<b>Ensure the right technical skills are in place to scale projects and grow the sector (construction/energy/transport)</b>	<b>53/147</b>	<b>Option</b>	<b>Total</b>	<b>Percent</b>
		1	15	10.20%
		2	18	12.24%
		3	20	13.61%
		Not Answered	94	63.95%
<b>Ensure business networks are in place that help expertise and knowledge to be shared.</b>	<b>34/147</b>	<b>Option</b>	<b>Total</b>	<b>Percent</b>
		1	12	8.16%
		2	8	5.44%
		3	14	9.52%
		Not Answered	113	76.87%

<b>24: Do you have any other ideas for limiting the environmental impacts of planned development and housing growth?</b>	<b>97/147</b>	Open text box responses not summarised in the Report																													
<b>25: Are there any other comments you would like to make about the Oxford Economic Strategy?</b>	<b>102/147</b>	Open text box responses not summarised in the Report																													
<b>26: Please use this box to let us know how you would like to be involved in the Economic Strategy going forward.</b>	<b>113/147</b>	<table border="1"> <thead> <tr> <th data-bbox="737 568 1238 613">Option</th> <th data-bbox="1238 568 1362 613">Total</th> <th data-bbox="1362 568 1511 613">Percent</th> </tr> </thead> <tbody> <tr> <td data-bbox="737 613 1238 658">Keep me informed by email</td> <td data-bbox="1238 613 1362 658">110</td> <td data-bbox="1362 613 1511 658">74.83%</td> </tr> <tr> <td data-bbox="737 658 1238 703">Invite me to take part in a workshop:</td> <td data-bbox="1238 658 1362 703">20</td> <td data-bbox="1362 658 1511 703">13.61%</td> </tr> <tr> <td data-bbox="737 703 1238 770">Residents Forum One: Wednesday 8 December 2021 12 - 2pm</td> <td data-bbox="1238 703 1362 770">3</td> <td data-bbox="1362 703 1511 770">2.04%</td> </tr> <tr> <td data-bbox="737 770 1238 837">Residents Forum Two: Thursday 6 January 2022 6 - 8pm</td> <td data-bbox="1238 770 1362 837">5</td> <td data-bbox="1362 770 1511 837">3.40%</td> </tr> <tr> <td data-bbox="737 837 1238 994">Business &amp; Partner Forum One: Joint Economic Strategy and City Centre Action Plan Workshop Wednesday 12 January 2022 12 - 2pm</td> <td data-bbox="1238 837 1362 994">7</td> <td data-bbox="1362 837 1511 994">4.76%</td> </tr> <tr> <td data-bbox="737 994 1238 1061">Oxford Economic Strategy Workshop – Tuesday 14 December 12 -2pm</td> <td data-bbox="1238 994 1362 1061">4</td> <td data-bbox="1362 994 1511 1061">2.72%</td> </tr> <tr> <td data-bbox="737 1061 1238 1218">City Centre Action Plan Workshop (Talk of the Town): Tuesday 11 January 10am to 12.30pm</td> <td data-bbox="1238 1061 1362 1218">7</td> <td data-bbox="1362 1061 1511 1218">4.76%</td> </tr> <tr> <td data-bbox="737 1218 1238 1256">Not Answered</td> <td data-bbox="1238 1218 1362 1256">34</td> <td data-bbox="1362 1218 1511 1256">23.13%</td> </tr> </tbody> </table>	Option	Total	Percent	Keep me informed by email	110	74.83%	Invite me to take part in a workshop:	20	13.61%	Residents Forum One: Wednesday 8 December 2021 12 - 2pm	3	2.04%	Residents Forum Two: Thursday 6 January 2022 6 - 8pm	5	3.40%	Business & Partner Forum One: Joint Economic Strategy and City Centre Action Plan Workshop Wednesday 12 January 2022 12 - 2pm	7	4.76%	Oxford Economic Strategy Workshop – Tuesday 14 December 12 -2pm	4	2.72%	City Centre Action Plan Workshop (Talk of the Town): Tuesday 11 January 10am to 12.30pm	7	4.76%	Not Answered	34	23.13%		
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<b>27: What is your postcode?</b>	<b>137/147</b>	<b>Data Protected</b>																													
<b>28: Which of the following best describes how you think of yourself?</b>	<b>142/147</b>	<b>Collated in section 2 of this report</b>																													
<b>29: Which age bracket do you fall into?</b>	<b>141/147</b>																														
<b>30: Which of the following best describes your ethnic group?</b>	<b>142/147</b>																														
<b>31: Are your day to day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?</b>	<b>142/147</b>																														