

Strategic Economic Plan

Executive Summary



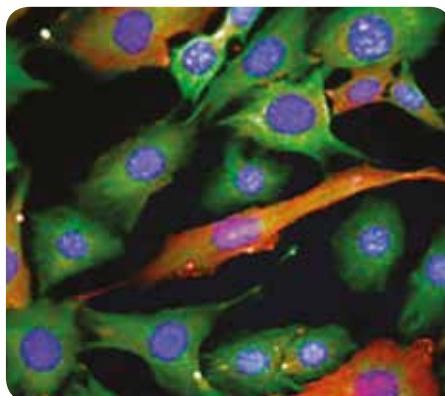


Talented individuals are also highly mobile, Boston and Oxford are both synonymous with excellent higher education, but relatively few graduates stay after graduating...
The Economist Intelligence Unit, 2012



The Government has created the conditions for businesses to thrive...Enterprise Zones are one of the best ways Oxford can entice new companies to the area.
Communities Secretary Eric Pickles

Our industrial strategy is a key part of the Government's economic plan and we're helping to drive the car industry further and faster with over £4bn of investment.
Prime Minister & MP for Witney
David Cameron



Introduction

Our Strategic Economic Plan

Oxfordshire's potential is huge. Our county could hardly be in a better location - close to the world's greatest capital city, forming one apex of the UK's 'Golden Triangle' of innovation intensive economic potential with Cambridge and London - a knowledge rich cluster set to rival its few world competitors.

We already have a successful economy - Oxfordshire is regularly cited amongst the top 10% of Local Enterprise Partnerships (LEPs) nationally. However we, like other Thames Valley Local Enterprise Partnerships, operate in a globally competitive arena where historic and continued success cannot be taken for granted. It is vital therefore that our Strategic Economic Plan (SEP) focuses on our unique economic assets and seeks to drive investment in our sectors and locations

of greatest economic return and potential. Recognised nationally for the strength of our science based knowledge industries, we have an ambition to be a global leader in 'Big Science'.

Our SEP sets out our ambition for Oxfordshire to 2030 – to drive accelerated economic growth to meet the needs of our science and knowledge rich economy placing Oxfordshire at the forefront of the UK's global growth ambitions.

We are focused upon increasing business growth and productivity supported by accelerated housing delivery, better integrated transport, a better qualified workforce underpinned by a quality of place that few locations can offer.

Total Strategic Economic Plan Investment

Outputs	2030	2021
GVA Uplift	6,616,780,260	2,870,635,660
Jobs Created	168,125	77,371
Ask	678,335,000	678,335,000
Indicated Funding	6,321,490,000	2,977,880,000
Capex	6,999,825,000	3,656,215,000
Multiplier £Funding: £1 Ask	9.32	4.39

Oxfordshire Today

Oxfordshire Local Enterprise Partnership brings together business, the universities, colleges, research facilities and local authorities in the area: Oxford City Council, Cherwell District Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council. Together the area is home to 660,800 residents.

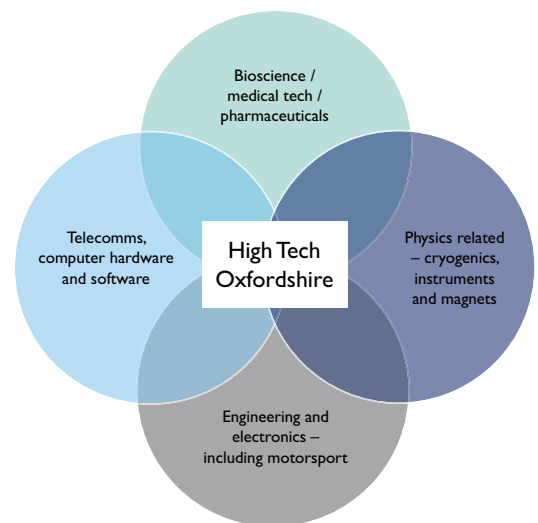
Oxfordshire is asset rich – the University of Oxford is amongst the best in the world; Oxford Brookes University is a top-performing new university; and the Defence Academy provides post-graduate education to the tri-services from home and abroad. Our universities and science institutes are pre-eminent in UK technology transfer. Together with Oxford’s global profile this provides an outstanding environment for inward investment and businesses to spin out and grow in high quality business locations across the region: Oxford’s science parks, Bicester, Science Vale, the Enterprise Zone, and beyond.

This globally renowned academia supports a unique grouping of ‘Big Science’ and other research facilities including the UK Atomic Energy Authority Culham Centre for Fusion Energy; the Science and Technology Facilities Council; Rutherford Appleton Laboratory; Diamond Light Source, the national synchrotron facility; the Medical Research Council’s facilities at Harwell; and the Satellite Applications Catapult Centre.

These assets provide huge opportunities and resources to drive high-technology business growth. They have supported the development of many high-technology firms that now form an Oxfordshire technology cluster with outstanding strengths in four overlapping industries¹:

- Life science - bioscience/medical technology/ pharmaceuticals
- Physics related specialisms including cryogenics (Europe’s largest cluster), instruments and magnets
- Engineering and electronics, including motorsport
- Telecoms and computer hardware and software

‘Oxfordshire is among the top five Technology Innovation Ecosystems in the world, with 1,500 high tech firms employing around 43,000 people’



¹ The Oxfordshire Innovation Engine, Realising the Growth Potential, SQW, October 2013

Oxford is a unique and truly global brand, known the world over for its academic excellence and historical significance. Oxfordshire, forming part of the UK's 'Golden Triangle', competes with Silicon Valley and San Francisco, Boston and Massachusetts, and greater Shanghai. The area is amongst the top five Technology Innovation Ecosystems in the world, home to an impressive knowledge-intensive cluster, with 1,500 high-technology firms employing around 43,000 people.

It is estimated that Oxfordshire's cultural, visitor and heritage economy is worth around £3.1 billion per year. Oxfordshire benefits from proximity to three Areas of Outstanding Natural Beauty – the Cotswolds, North Wessex Downs and the Chilterns.

Our Strengths

Oxfordshire is one of the best-performing, most innovative areas in England, with a globally renowned academia and unique grouping of 'big science' and other research facilities supporting growth in the national economy:

people

- Higher than average high skilled workforce
- Lowest Job Seekers Allowance claimant count of all the LEP areas
- Above trend apprenticeship delivery
- Higher than national average economic activity rates

place

- Major tourist destination with a growing visitor and cultural economy
- At the western axis of the UK's 'Golden Triangle': Oxford-London-Cambridge
- Attractive urban and rural housing and communities in and near Areas of Outstanding Natural Beauty
- A high quality of life attractive to knowledge rich business investment

enterprise

- Global brand for academic excellence
- Significant strengths in six of the 'eight great technologies'
- Net contributor to the Exchequer
- Top 5 technology innovation ecosystems in the world
- International leader in the advanced engineering and manufacturing sector
- Largest concentration of multi-million dollar science research facilities in Europe clustered in and around Science Vale Oxford Enterprise Zone
- Create over 85,600 new jobs by 2031
- Internationally significant Life Sciences sector
- Strong international inward investment offer and pipeline
- Harwell Oxford is at the heart of the growing international space cluster

connectivity

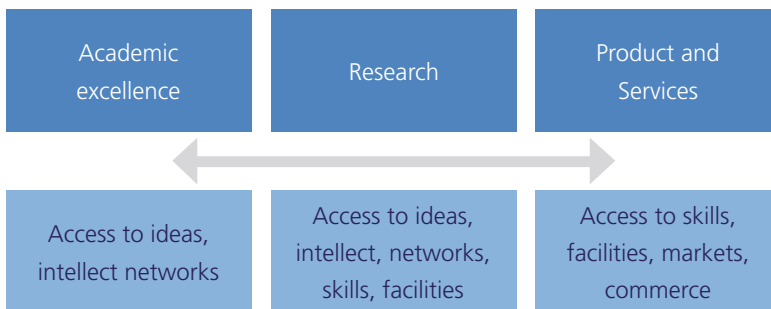
- Strategically located on the UK road and rail network
- Ease of access to the two largest cities in the UK, London and Birmingham
- Within an hour of London Heathrow – the UK's and Europe's premier global hub airport

Our Opportunities

Oxfordshire is an epicentre of technology clusters, university research programmes and high-technology businesses. The close proximity of these economic assets provides major opportunities to expand university and business interaction. Closer links between academic research excellence and entrepreneurs can stimulate significant business spin-outs and growth opportunities for the existing business base, by converting knowledge to wealth.

Oxfordshire is uniquely placed by having significant presence and potential in sectors that are poised for growth. The Government has identified ‘eight great technologies’: big data, space, robotics, synthetic biology, regenerative medicine, advanced materials, agricultural technologies, and energy storage. Oxfordshire has a strong and growing capability in the first six ‘great technologies’

Oxfordshire has significant opportunities for economic growth based on the commercialisation of world class academia, unrivalled ‘big science’ and a quality of life that is second to none – a shared innovation led growth narrative.



people

Improve retention of graduates within the local economy both as employees, and as new business owners

Maximise the levers of growth to offer a range of employment opportunities to all who are able to participate in our labour market

High value, higher paid employment opportunities

place

Economic assets attractive to the international labour force that has a choice of where to work

A globally renowned visitor and cultural economy

Manage flood risk to release land for housing and employment

enterprise

Strong and growing capability in six of the ‘great technologies’

Internationally unique proximity of technology clusters, university research programs and high-technology businesses to stimulate significant business spin-outs and growth opportunities

UK expertise in innovation based technologies and new approaches to green (environmental) and blue (water use) management with significant growth potential

connectivity

Maximise the opportunity presented by c£65 million investment in enhanced broadband connectivity

Over £500 million rail investment to unlock growth

£716 million highways investment to unlock growth and better connect planned housing growth to employment sites

Our Challenges

The Oxford Engine Innovation Engine Report commissioned by Science Oxfordshire showed that though Oxfordshire has a strong economy, growth between 1997 and 2011 was an estimated £500 million lower than would have been expected given its potential to turn scientific research into business opportunities. There are multiple reasons for this, and a number of inter-linked factors and challenges need to be addressed for the LEP to realise its growth ambitions.

people

- Mismatch of skills with current and projected employment
- Labour market competition - retaining graduate talent
- A 'tight' labour market with pockets of unemployment
- Low growth in working age population projections - rapidly ageing population
- Increasing the attractiveness of apprenticeships as a viable career option

place

- Housing affordability
- Four major flood incidents in the past decade impacting on businesses and communities
- Reliance on private sector land owners to bring forward development
- Geographically constrained Oxford city

enterprise

- Low business formation and growth in the number of businesses
- Too few businesses trading internationally
- Knowledge economy currently relies on fragmented and informal collaborative networks
- Poor accessibility between investment locations and university/knowledge clusters
- Lack of suitable business start-up, incubation, grow on premises and research/collaboration facilities
- Complex business support schemes
- Shortage of early stage investment for new businesses and start-ups
- Lack of available freehold land for development to support growth
- Need for additional 'clean room' space for life sciences companies in particular has been raised amongst the development community

connectivity

- Slow or indirect international connections compared to our competitors
- Key arterial routes and inter-connections at capacity
- Limited connectivity within Oxfordshire - infrastructure that doesn't match new travel patterns
- Exploiting the investment and resilience of super-fast broadband

The UK Government's eight great technologies



Oxfordshire's business base is static and is listed in the lowest half of all LEPs for growth in the number of businesses. There is evidence from high technology firms across Oxfordshire that there is a chronic shortage of early stage investment for new businesses and start-ups. Employers report that empty job vacancies are impacting on their business due to a lack of applicants with the required skills, qualifications or experience, particularly in the advanced manufacturing/ motorsport industries.

Retaining graduates from Oxford University is highly competitive with global business locations. There are insufficient people with the right intermediate level skills flowing through into Science Technology Engineering and Mathematics (STEM) occupations. Whilst STEM businesses account for 18.6% (approximately 60,000 employees) of our business base, the Skills Funding Agency fund less than 1,500 individual learning aims per annum.

Although Oxfordshire is a relatively wealthy, there remains twelve areas that fall into the category of 20% most deprived in the country, mostly in Oxford, Cherwell and the Vale of White Horse. Young people who do not obtain 5 GCSEs at A*-C are seven times more likely to be not in education, employment or training (NEET) at 17 than those who achieve this level, thus stifling their potential.

There has been limited access to resilient and fast Broadband that is expected by businesses for collaboration. Provision of effective broadband in rural areas is a particular constraint. Our information and exchange networks and hubs need greater focus, connectivity, scale and reach across the region and need to be better

'going forward we envisage needing many more engineers and technicians to support our future Fusion technology roadmap which includes developing centres of excellence in remote handling, materials testing and other specialist areas... at present the single greatest risk to CCFE is the lack of skilled technicians.'

Culham Centre for Fusion Energy



The Harwell Science and Innovation Campus

linked with the universities, research centres and incubator accommodation that already exist.

The public transport map does not currently match the pattern of development in the high-tech industries. The current road and rail connections do not support close physical connections between the key areas of Bicester, Oxford and Science Vale Oxford and this is important in reducing the distance between and across these investment locations and between the University of Oxford and high tech business clusters. The A34 is at capacity and suffers from severe journey time reliability problems which in turn cause major delays to users. These connectivity issues are further constrained through capacity constraints exacerbated by high levels of in-commuting.

Demand for commercial premises and innovation infrastructure currently outstrips supply, which inflates costs, and constrains growth and business performance. In addition, lack of suitable business start-up and particularly grow-on space limits business growth and often leads to businesses starting in Oxfordshire before moving elsewhere, both nationally and internationally.



‘The UK is the heart of MINI production – thanks to the experience, competence and strong commitment of all our employees.’

Harald Krueger, BMW Group board member for production



Despite the significant levels of new homes planned in Oxfordshire over the next 15 years, local housing is at the limit of affordability for many who live and work here. Lack of public land ownership, particularly in the rural districts, constrains the land available to accelerate new housing delivery. Overcrowding in Oxford is above regional/ national averages and the City is tightly constrained both in terms of flood risk, historic built environment and green belt. The narrowness of the housing model also creates a challenge to meet the needs of an ageing population, particularly in the rural areas.

Impact of flooding on transport links – flooding of the railway line north of Old Abingdon Road. July 2013.

Oxfordshire's Strategic Economic Vision to 2030

Oxfordshire's vision

"By 2030 Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence."

Oxfordshire's vision is focussed on the overarching theme of Driving Economic Growth through Innovation and recognising our opportunities and challenges. In achieving our vision we foresee an economy based on the continual cross-fertilisation of ideas, investment and application, which takes place within a permissive business environment, and which is fully integrated with and supportive of its natural environment.

In order to achieve our Vision, we will need to focus our energy and investment to capitalise on our opportunities, and address our challenges.

Our City Deal provides the immediate impetus for delivery in the short term, and will be complemented by our Strategic Economic Plan to further accelerate delivery to 2020 initially, and to 2030 in the longer term.

Objectives

Our ambition is to create the conditions that make Oxfordshire the location of choice for the world's leading science, research and technology businesses.

In order to achieve this we have developed four key themes based on identification of

Oxfordshire's opportunities and challenges. These themes are underpinned by specific objectives that are achievable and measurable. Through our interventions and delivery plan, we have the opportunity to fulfil the objectives and drive economic growth across Oxfordshire, growing the UK economy as a whole.

The objectives reflect our priorities for economic growth to 2030, focusing limited government resources on areas of greatest economic impact. They are based on four themes:



Delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive employment and fulfilling jobs.



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Innovation led growth is at the heart of our strategy, underpinned by the strength of our University research and development capacity, business collaboration and supply chain potential.



Allowing people to move freely, connect easily and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

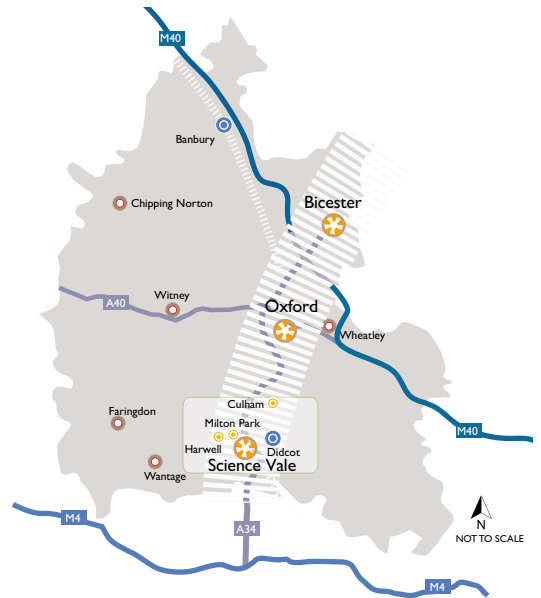
The Oxfordshire Knowledge Spine

The Strategic Economic Plan prioritises interventions in key locations, specifically along the **'Oxfordshire Knowledge Spine'**. The Knowledge Spine runs through the centre of the county with the three key areas for growth potential in population, employment and housing at Bicester, Oxford City and Science Vale Oxford.

Science Vale Oxford - where we will build on its extensive research infrastructure and the designation of Harwell as the home of the national Satellite Applications 'Catapult', the European Space Agency and Enterprise Zone.

Bicester - where we will support significant increases in employment growth through infrastructure improvements and land availability.

Oxford - where we will continue to invest in developing the critical infrastructure necessary to realise the full potential of its world-class education, research and innovation that underpins our growth.

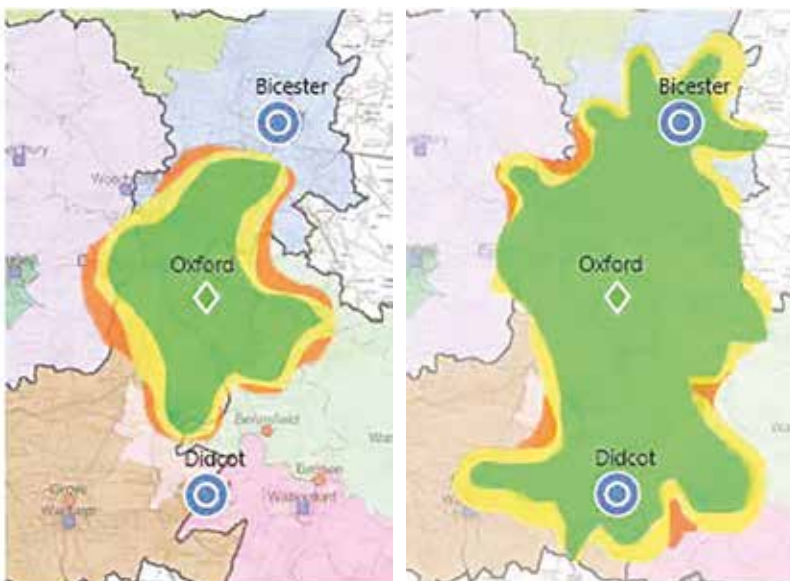


The Oxfordshire Knowledge Spine

The projects identified in this Economic Plan for delivering growth focus on the connectivity of the Knowledge Spine that will link the key hubs to the wider transport network locally, nationally and internationally. In this way, growth in the Knowledge Spine will drive benefits throughout the whole economy of Oxfordshire, the south east region, and nationally.

As this growth is critical to the future of Oxfordshire and the ability to add to the national GVA in real terms attracting international business, this is the focus of our strategy for this Strategic Economic Plan.

As such, the investment for the Strategic Economic Plan builds on this potential to seek to release the maximum economic growth for the UK. As identified in the economic forecasting report, this will have significant indirect jobs growth across the county as a whole in the supply chain industries.



30 Minute Public Transport travel time within Oxfordshire knowledge spine, before and after City Deal/Local Growth Fund investment in infrastructure

Our Programme for Growth

Our aim is to create the conditions that make Oxfordshire the location of choice for the world's leading science and technology businesses. Crucial to realising that aim is investor confidence: a commitment to ensuring that our networks and infrastructure are fit for purpose is central to creating that confidence which will build on Oxfordshire's natural advantage as a world leading centre of knowledge and innovation.

Our City Deal provides the immediate impetus for delivery in the short term. Aligned to City Deal, our European Structural and Investment Fund (ESIF) plan sets out our proposals for the use of the c£20 million European funds which have been earmarked for Oxfordshire for the 2014-2020 period. Our ESIF delivery is designed to boost our ability to innovate, support business growth and job creation, and provide opportunities for residents throughout the County to participate in our high skills, high quality labour market, including measures specifically targeted on our rural areas.

Our Local Growth Fund bid will further shape our future, creating the conditions necessary to underpin our long-term economic success, focusing limited government resources on areas of greatest economic impact which will permeate economic growth across the whole of the county.

Our programme for growth will deliver:

- Gross Value Added uplift of c£.6.6 billion at constant prices
- 85,600 new jobs by 2031 (a 1% increase per annum) compared to 0.8% per annum achieved between 2001 and 2011
- A minimum of 30 new international investments per year
- 93,560 to 106,560 new homes by 2031
- c£2.2 billion Private sector investment levered
- c£65 million investment to support Superfast (25mb/s+) and Ultrafast (100mb/s+) broadband speeds across the county that support innovative knowledge rich businesses and communities
- £125 million flood alleviation programme
- £500 million investment in rail improvements
- c£815 million of transport infrastructure improvements
- Increase the amount of Skills Funding Agency funding that supports our STEM sectors by 15% to better reflect our economic profile
- An increased proportion of the working age population qualified to level 2 and above to 90%
- Increased school attainment to support growth
- An additional 1150 apprenticeships for young people in our priority and growth sectors
- Growth in Oxfordshire's Green Economy and Natural Capital





- Increase the working age population qualified to level 2 and above to 90%
- Ensure our further education capital stock meets the needs of 21st century learners and employers
- Improve school attainment above the national average of 60.4% of GCSE students achieving at least five A* to C grades including English and Maths
- Increase the amount of Skills Funding Agency that supports STEM sectors by 15%
- Deliver 1,150 more apprenticeships for young people with a focus on our priority growth sectors
- Retain our business and graduate talent
- Maximise our environment to encourages sustainable living, enhancing quality of life and a range of opportunities for people to learn, improve their skills and improve health and well-being

Our Local Growth Fund Commitment

A minimum of 85,600 new jobs projected to 2030, many in high value knowledge rich sectors

The research capacity and engagement of our globally renowned Universities

A £67 million investment in people, skills and knowledge

A culturally diverse, highly skilled, innovative population that embraces knowledge

£8.6 million European Social Funds aligned to improving socio-economic inclusion, improved skills and better employment

Build on the strong base of skills, knowledge and experience of existing Oxfordshire VCFS (voluntary, community and faith sector) to support the development of social and environmentally-orientated enterprises targeted on social and employment issues such as ageing, worklessness and NEETs

The collective experience, energy and enthusiasm of our Oxfordshire Skills Board to oversee and influence change in skills outcomes

Increase the working age population qualified to level 2 and above to 90%

Increase the amount of Skills Funding Agency that supports STEM sectors by 15%

Deliver 1,150 more apprenticeships for young people in our priority growth sectors

Develop a strategy to retain graduate talent

Maximise our environment to encourage sustainable living, enhancing quality of life and a range of opportunities for people to learn, improve their skills and improve health and well-being

Our Local Growth Fund Ask

Local autonomy over how education funding agency and skills funding agency investments align to our growth needs

To pilot a model that seeks to embed employability and enterprise at heart of the education curriculum at all levels

The ability to ensure better alignment between publically funded education, skills and training including, as a minimum:

Education Funding Agency

Skills Funding Agency

National Apprenticeship Service

National Careers Service

Job CentrePlus

Greater local flexibility in the apprenticeship system to encourage employers to take on apprenticeships

Funding to maximise the role our environment plays in skills and health development

£36.6 million FE capital to ensure our further education and training infrastructure capital stock to meet the needs of 21st century learners and employers+



- Provide between 93,560 to 106,560 new homes by 2031
- Accelerate the delivery of new homes
- Provide accessible housing that is affordable for the people who work in Oxfordshire
- Deliver flagship gateway developments and projects that stimulate growth
- Ensure new housing makes innovative use of blue and green infrastructure

Our Local Growth Fund Commitment

Local planning authorities will work together accelerate the delivery of planned homes and to align plans to meet the identified housing need of 93,560-106,560 homes to 2031 in the Oxfordshire Strategic Housing Market Assessment.

Work in partnership with Government to prioritise measures to address housing affordability across the county and in the city.

Deliver a further 1,095 homes on the Oxpens and Blackbird Leys sites within 10 years as part of a 3,000 home programme within the city beginning in 2015.

Oxford City Council will bring forward the Oxpens site for comprehensive redevelopment by 2015 to include a minimum of 300 residential units, together with office, leisure and other employment uses.

Work in partnership with Government and LAs to implement a system to calculate and enforce residual land value rather than hope values.

Aligned local resources to deliver a coordinated approach to S106 and to facilitate innovative sustainable design that improves the attractiveness of housing offer.

Facilitate delivery of strategic flagship gateway projects that will help improve sense of place and 'arrival' thus maximising business investment.

Develop local initiatives to help pump prime delivery of infrastructure to enable accelerated development.

To work with government support schemes, the Environment Agency and partners to identify funding to deliver the Oxford Flood Risk Management Strategy (£125m indicative cost).

£1.3 million of local authority money secured towards the delivery of the £1.9 million flood storage scheme in Oxford City.

Local planning authorities are developing schedules for the Community Infrastructure Levy regularly reviewing housing completions against plans.

Local planning authorities will review building regulations practices to ensure they do not create unnecessary bureaucracy.

Our Local Growth Fund Ask

Raise the Oxford City Housing Revenue Account debt cap by £121m over 10 years. As a first instalment the Growth Fund proposals will include a bid of £30m in 2015/16 and £30m in 2016/17.

Government departments to work with Oxfordshire partners to release strategically important land for development e.g. MOD at Craven Hill and London & Continental Railways (LCR) at Oxpens.

Explore how to enable the CPO process to be a quicker, simpler & cheaper process for Local Authorities to undertake to assist with delivery of schemes/development/regeneration.

Explore with government how to prevent land being held in option agreements virtually for perpetuity without development taking place.

Work with LEP and LAs to enable LPAs to enforce true residual land value rather than hope values.

The Housing and Communities Agency to work with Oxfordshire to develop initiatives that encourage a widening of the market housing model, e.g. HCA Build to Rent scheme, including piloting a test bed for innovation in building and design (e.g. competition to deliver sustainable design at lower build cost to enable to be sold at lower prices due to savings achieved).

LGF ask of £53 million to complement the investment secured to date to facilitate delivery of flagship gateway projects in Oxford and Didcot.

Given the scale of development planned we would welcome early and strategic engagement with utilities forward planning processes resulting in a better integrated and planned approach to development.

Commitment of up to 50% to support our Oxford Flood Risk Management Strategy to alleviate flood risk.

Commitment of £600,000 from LGF towards a flood storage scheme in Oxford City to complement the wider Oxford Flood Management Strategy in the shorter term.



- Grow Oxfordshire's world-class, technology clusters leading to a GVA uplift of £6.6 billion to 2030
- Achieve a more balanced economy through fostering a dynamic private sector and new business start-ups, creating at least 85,600 new jobs by 2031
- Capitalise on the global reputation of Oxfordshire's knowledge base translating academic and research excellence into wealth generation for all our residents
- Fulfil our potential as an internationally renowned business, academic and research centre to attract a minimum of 30 new international investments per year
- Increase our business base and the number of businesses that trade internationally to 7,500 reflecting government ambition of 25% of businesses trading internationally

Our Local Growth Fund Commitment

A world leading science and technology cluster, including the UK's synchrotron facility, the Medical Research Council and the European Space Agency the Science Vale Oxford Enterprise Zone

Proximity of major research facilities to the Universities is unique in Europe and possibly worldwide

Through the SEP and Local Growth Fund, Oxfordshire will maximise the world-class assets in the area and encourage more commercialisation from research.

We will develop, and unite behind the 'Oxford/Oxfordshire' brand as a recognised global leader in innovation ensuring those outside the region receive clear messages about our offer, and are able to easily access the people and networks that they need

At the heart of one of only three economies contributing positively to the Exchequer

A growing number of environmental and land based bodies making important contributions through research and demonstration, such as the Earth Trust's work on ash die-back, and the Trust for Oxfordshire's Environment

c£8.6m European Regional Development Funds aligned to innovation led growth

A £14.8m business support programme that drives growth in innovation, export and business start-up supported by a mature network of business support organisations generating c£10m match, including £2.5m ERDF/ private

A mature network of business support organisations generating c£1.5m match funding that support SME growth

Our Local Growth Fund Ask

To work in partnership with UKTI to develop a greater awareness and understanding of Oxfordshire's offer, particularly in overseas posts with a particular focus on the key sectors of:

- Life sciences
- Space and Satellite Applications
- Advanced Engineering (automotive & motorsport)
- Creative/Media/Big Data

DEFRA and DECC to direct investment resources through the Local Growth Fund programme to enable a more integrated and innovative use of natural resources aligned to growth

A commitment from Government to work with Oxfordshire to realise potential through locating appropriate national research centres of excellence alongside and aligned to our academic excellence

£7.2m Funding to develop our Oxfordshire Business Support programme to deliver the following:

- Oxfordshire Support for Export
- Oxfordshire Support for Business
- Oxfordshire Support for Innovation



- Improve accessibility of international connections through direct rail connections from the Knowledge Spine to national hubs and airports, and reduced congestion on strategic highway links, particularly the A34
- Reduce the distance and barriers between our core economic areas across the Knowledge Spine through - providing a minimum level of public transport services of four per hour and maximum journey time of 30 minutes
- Increase the capacity and improve the efficiency and resilience of our local transport network by reducing congestion on key highway links
- Spread the benefits of transport investment across wider Oxfordshire
- The development of a local “catapult” or OXybeles to provide a central point through which local authorities can develop partnerships with Universities and business to develop innovative transport led approaches and technology that enhance services, manage infrastructure more efficiently and provide a basis for local business to address problems, thus reducing burden on public sector finances
- Explore the potential of 5G Technologies underpinned by the development at the 5G Innovation Centre for Future Mobile Communications and Internet Technology
- Increase the connectivity between people and the quality natural environment to develop integrated sustainable transport routes linking communities, economic centres and the natural environment

Our Local Growth Fund Commitment

Deliver a c£815 million integrated transport improvement programme across Oxfordshire offering new, direct strategic public transport connections.

Work with DfT & TSB Transport Catapult to test bed smarter network management.

A rights of way network providing strategic opportunities to develop integrated sustainable transport routes linking communities, economic centres and the natural environment.

£20 million contribution to East-West rail western section.

Improve accessibility of international connections through direct rail connections from The Knowledge Spine to national hubs and airports and reduced congestion on strategic highway links, particularly the A34.

We will deliver a maximum journey time of 30 minutes across the Knowledge Spine, with a minimum frequency of public transport services of 4 per hour.

We will deliver a c£65 million broadband investment programme.

Continued support to test bed new technology and approaches including data, transport systems and 5G mobile technology.

Our Local Growth Fund Ask

£200 million contribution to delivery our integrated transport improvement programme across Oxfordshire.

Flexibility in the allocation of funding to support targeted project delivery.

Accelerate the A34 Highways Agency Route Based Strategy incorporating County Council led development work that identifies our strategic network investments for the period 2015-2020 period.

Early delivery of the Western Rail Access to Heathrow scheme (WRAtH) in advance of the projected 2021 completion.

£11 million to support the development of the OXybeles (Smart Solutions) programme.

£200,000 per annum to 2020 to jointly fund the annual costs of £2.57 million for the research team and the equipment needed to develop a test bed an innovative project 5G mobile broadband pilot - building on the unique strengths of Greater Thames Valley LEP universities and establish this area as the place for business to invest in Mobile Broadband and aligned technologies.

Governance, Management and Collaboration

The LEP's role is to set strategic priorities and direction for the Oxfordshire economy as articulated in the SEP.

As well as sitting on the LEP local authorities will come together as a new Growth Board to deliver the key local authority functions needed to achieve priorities. This will include marshalling resources to support the necessary infrastructure for growth across housing, transport and skills.

Oxfordshire Growth Board

The Growth Board will formally function as a joint statutory committee enabling local authority powers and functions to be vested within a democratically accountable structure.

The Growth Board will bring together and subsume existing Spatial Planning and Infrastructure Partnership (SPIP) and Local Transport Board (LTB) functions. It will play a key role in ensuring delivery of the Oxfordshire City Deal, the SEP and LTB priorities within agreed government timescales, including specific project priorities, plans and programmes; and to represent the interests of the constituent authorities when taking these investment decisions.

A Joint Statutory Committee is an established governance model for joint arrangements between two or more local authorities. The power to establish these is conferred on local authorities by section 101 of the Local Government Act 1972 and such a committee can exercise any functions delegated by the authorities in membership.

Membership

The local authorities will invest powers in the Board (Joint Committee) by virtue of representative membership; the Growth Board will comprise six local authority and six private sector representatives drawn from the wider Local Enterprise Partnership Board membership including the Chairman, universities, research institutions and private sector business.

The Growth Board will be chaired on a rotational basis by a local authority Leader and will ensure that decisions relating to the implementation of this proposal are binding on all parties, thereby bringing confidence to Government and the business community more widely that its ambitions will be delivered. The work of the Growth Board will be subject to public scrutiny and transparency.

Terms of Reference

The Terms of Reference for the Oxfordshire Growth Board are currently being developed but it is envisaged that these will include:

- approve and monitor the implementation of a detailed work programme as laid out in the City Deal and SEP, and any future Growth Deals or other programmes as agreed
- LTB objectives (see existing terms of reference)
- SPIP objectives (see existing terms of reference)

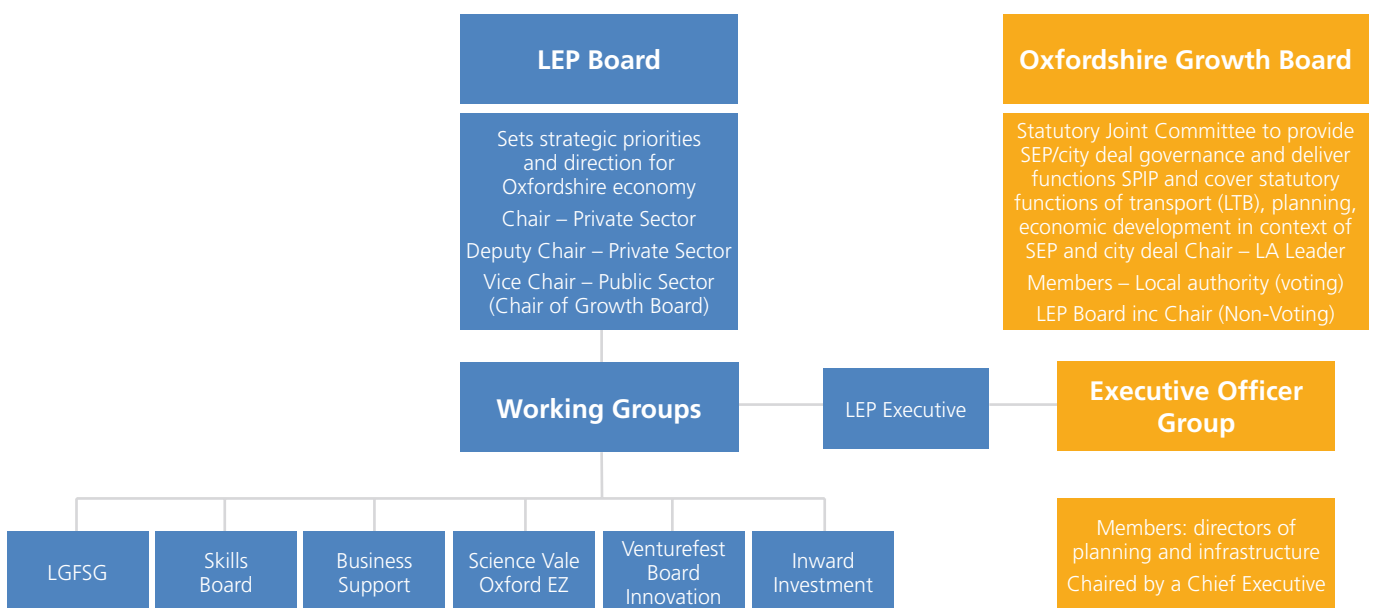
Local Transport Board

The LTB will retain responsibility for the delivery of the existing prioritised programmes in accordance with Department of Transport (DfT) guidance. In the future, with the transport funding allocations included within the Local Growth Fund, the LTB will be aligned with the Oxfordshire Growth Board. The timing of the transition will be dependent on the Growth Board accepting the discipline of the DfT approved Assurance Framework for prioritising schemes and making investment decisions. The objectives of the LTB, which will be included in the Terms of Reference of the Growth Board, are:

- Responsibility for ensuring value for money is achieved.
- Identifying a prioritised list of investments within the available budget.

- Making decisions on individual scheme approval, investment decisions and release of funding, including scrutiny of individual scheme business cases.
- Monitoring progress of scheme delivery and spend, acting on project/ programme evaluation.
- Actively managing the devolved budget and programme to respond to changed circumstance [scheme slippage, scheme alteration, cost increases etc.].

The LTB Assurance Framework, agreed with the Department for Transport, will be embedded with the future Oxfordshire Growth Board post 2015. The governance, prioritisation, value for money assessment, monitoring and evaluation procedures will be as set out in our refreshed Transport & Infrastructure Assurance Framework. Collaboration with other Local Enterprise Partnerships.



Evaluation

Delivery

All partners are committed to working on a collaborative basis and will ensure that their technical resources work closely, as part of the Oxfordshire Growth Board, with the common objective of delivering the unified vision for the Oxfordshire economy. The Oxfordshire Growth Board will be tasked with taking forward the growth ambitions of the SEP, City Deal, LTB, SPIP, the Local Nature Partnership and the LEP.

The Growth Board will involve County Council, City Council, District Councils, the Universities and partner agencies contributing, sharing and seconding resources as appropriate to lead efforts for growing the knowledge based economy in Oxfordshire. This will formulate and proceed to deliver the SEP Implementation Plan and the LEP economic narrative for raising the profile of the location for inward investment and growth.

The LEP will develop its Implementation Plan for SEP delivery identifying:

- programmes;
- projects;
- outcomes; and
- variants and mitigation.

The Implementation Plan will identify lead officers responsible for delivery, with on-going monthly operating updates with the LEP Board receiving quarterly operating reports.

The Growth Board will monitor the programmes on a themed basis reflecting the priorities of the LEP's SEP. There will be a designated lead officer within each partner organisation responsible for delivery within their remit or locality.

Where funds are available for specific programmes they will be managed by the Lead Partner responsible for the programme, e.g. through the Local Transport Board for the transport programme. Where funds require prioritisation within the overall SEP programme, they will be held by the Local Enterprise Partnership Accounting Body until such time as the prioritisation is agreed.

Each Lead Partner will act as a sub-Accounting Body in respect of SEP programmes in their locality or themed area, and they will report to the LEP Accounting Body for overall SEP reporting.

The LEP as the lead partner in the SEP is already committed to the use a significant proportion of the revenue stream from the retained business rates in the Science Vale Oxford Enterprise Zone to finance the infrastructure investment secured through City Deal. It is worth noting that some of our programmes are already being co-funded from this programme which demonstrates partner ownership, commitment and support.

Delivery Capacity

We understand there is a significant commitment needed to deliver our SEP aspirations through the City Deal and Local Growth Fund mechanisms. We are:

- already setting up a fixed term team to undertake the client functions;
- joining the Midlands Highway Alliance to enable faster procurement of schemes that cannot be delivered through our current contract vehicle, and to give us further access to professional support;

- maximising the amount of work that we can put through our existing arrangements in year one; and
 - reviewing the potential throughput in future years to identify the capacity required and any delivery and resource gaps.
- 'green' on programme – simply listed
 - 'amber' risks accompanied by a brief narrative of nature and responses
 - 'red' risks accompanied by a detailed narrative and, as necessary, included in the Board agenda for discussion

Managing risk

Oxfordshire's risk management will follow standard, well proven protocols found throughout public authorities and in the delivery and management of Growth Board responsibilities.

Firstly, we will establish a risk register, identifying and categorising risks in different parts of the programme, and setting out mitigations which will be built into programme design. This will be established in detail during the process of final negotiation of our programme with Government, and will be regularly reviewed and updated as the programme progresses.

The second key component will be strategic oversight of programme risks and responses by the LEP board, which will receive at a minimum a detailed annual risk report, setting out the extent to which identified risks have come to pass and responses, along with identification of emerging threats and evolving responses. In the interim, the Board will receive monthly summary reports to highlight any issues of concern.

The programme's designated risk management officer to be appointed will be responsible for categorising risks using a standard traffic light system on a continuing basis. Each board meeting will receive a risk update:

At the outset, the Oxfordshire programme should have no red risks at all, these being dealt with as part of the programme design and implementation process. Amber risks (defined by the combination of probability and potential impact) may be acceptable but will be subject to management attention from the outset. Green programmes will be subject to routine monitoring against identified indicators identified in the operational plan to mitigate any potential future impact.

Overlapping geographies

Oxfordshire has six local authority (Cherwell, Oxford City, South Oxfordshire, Vale of White Horse, West Oxfordshire and Oxfordshire) areas. Of these Cherwell sits within both OLEP and SEMLEP geographies. This overlapping geography could present delivery and compliance issues if not effectively managed, and therefore both LEPs have worked collaboratively to develop new arrangements to effectively mitigate any risks that may arise as a result of this overlap. Importantly, the new arrangements are designed to ensure clarity for businesses and individuals – a single front door, irrespective of which LEP is providing funding and support.

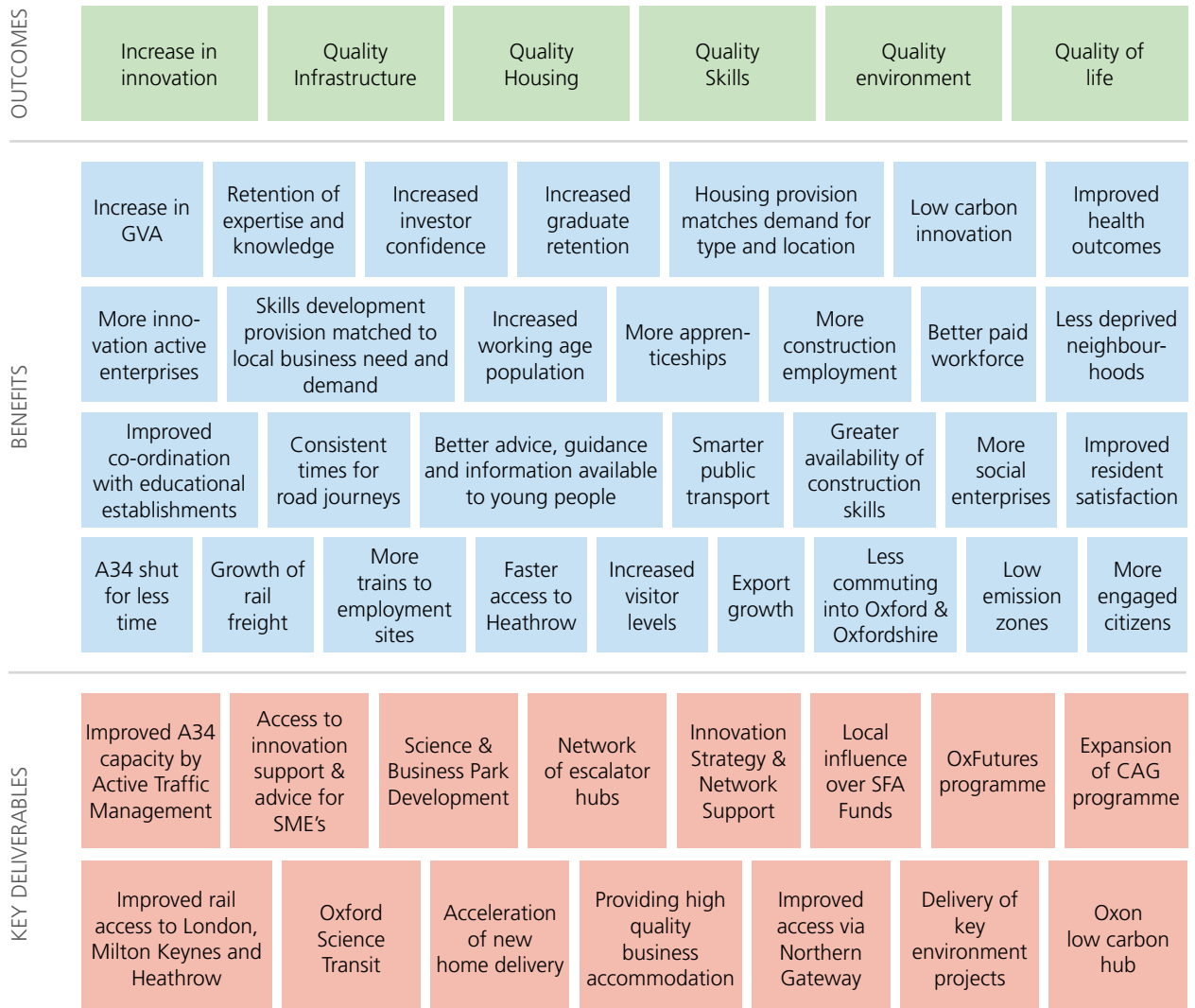
Evaluation and Monitoring

Our proposed investments can be classified as a series of key deliverables. Using proven benefits management techniques we have extracted a range of benefits that the deliverables will bring to Oxfordshire. Those benefits have been mapped to provide a picture of how they lead to the outcomes of economic growth to which we aspire.

Progress towards success will be monitored through the use of appropriately identified performance indicators for each benefit and outcome, phased according to predicted delivery and realisation. Monitoring in this way will provide early warning

of any potential unsuccessful outcome, which will allow mitigating action to be taken.

City Deal implementation provides us with a learning opportunity, through the evaluation of the impact of different policies on the overall outcomes. We will develop an evaluation strategy with our commercial and academic partners to establish which elements of SEP work well and why they are successful. This will involve the analysis of specific initiatives, with early realisation of benefit and outcome, as opposed to overall evaluation of the whole SEP programme.



Our Priorities



people

Deliver and attract specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive employment and fulfilling jobs.



place

Provide the quality environment and choice of homes needed to support growth and capitalise upon the exceptional quality of life, vibrant economy and the dynamic urban and rural communities of our county.



enterprise

Encourage innovation led growth, underpinned by Oxfordshire's strengths in University research and development, business collaboration and supply chain potential.



connectivity

Allow people to move freely, connect easily and provide the services, environment and facilities needed by a dynamic, growing and dispersed economy.