

Oxford's Economic Strategy



Delivery
Plan

The Delivery Plan

This Delivery Plan provides detailed practical steps to support partners as they plan interventions and develop new practices to support the delivery of Oxford's Economic Strategy.

This is a reference document which provides specific tools which will help the city meet its economic objectives. It includes:

Delivery principles, setting the basis for the approach and the foundations for partnership working

A detailed action plan for the first five years of the strategy's delivery

Roles and responsibility for delivery, setting out who can do what and specifically the role of the City Council and the Economic Growth Board

Approaches to measuring success using the principles of 'triple bottom line'

In addition, Oxford City Council has produced a separate City Centre Plan setting out detailed guidance on projects specific to the centre.

Delivery Principles

Oxford's Economic Strategy marks a shift in thinking about Oxford's economy and a step-change in the City Council and partners' approach to economic development. It is more holistic than previous strategies, responding to significant local, national and societal challenges in terms of inclusion and climate emergency.

It does, however, come at a challenging time. The public sector has fewer resources than ever before, whilst COVID-19 and Brexit will have persistent and fundamental impacts on the city's businesses and residents. The successful implementation of the strategy will need new collaborations and enhanced partnership under the strategic leadership of the City Council and the Economic Growth Board. To support this a set of principles has been created to inform this, provoke new practices and support delivery:

Commitment & Focus

A shared and long-term commitment to responding to the priority challenges and opportunities identified in this strategy

Pace

Working rapidly to deliver projects that deliver positive economic, social and environmental impacts

Collaboration

Making the most of available capacity and resource that exists across the city by building on the work of partners, brokering new relationships and working across new areas

Participation

Embedding participatory principles within delivery to ensure that Oxford's residents are actively involved in idea development, decision making and delivery

Innovation

Using the city as a 'living lab' to try innovative projects, alongside taking innovative approaches to leverage funding and realising ambitions

Agility

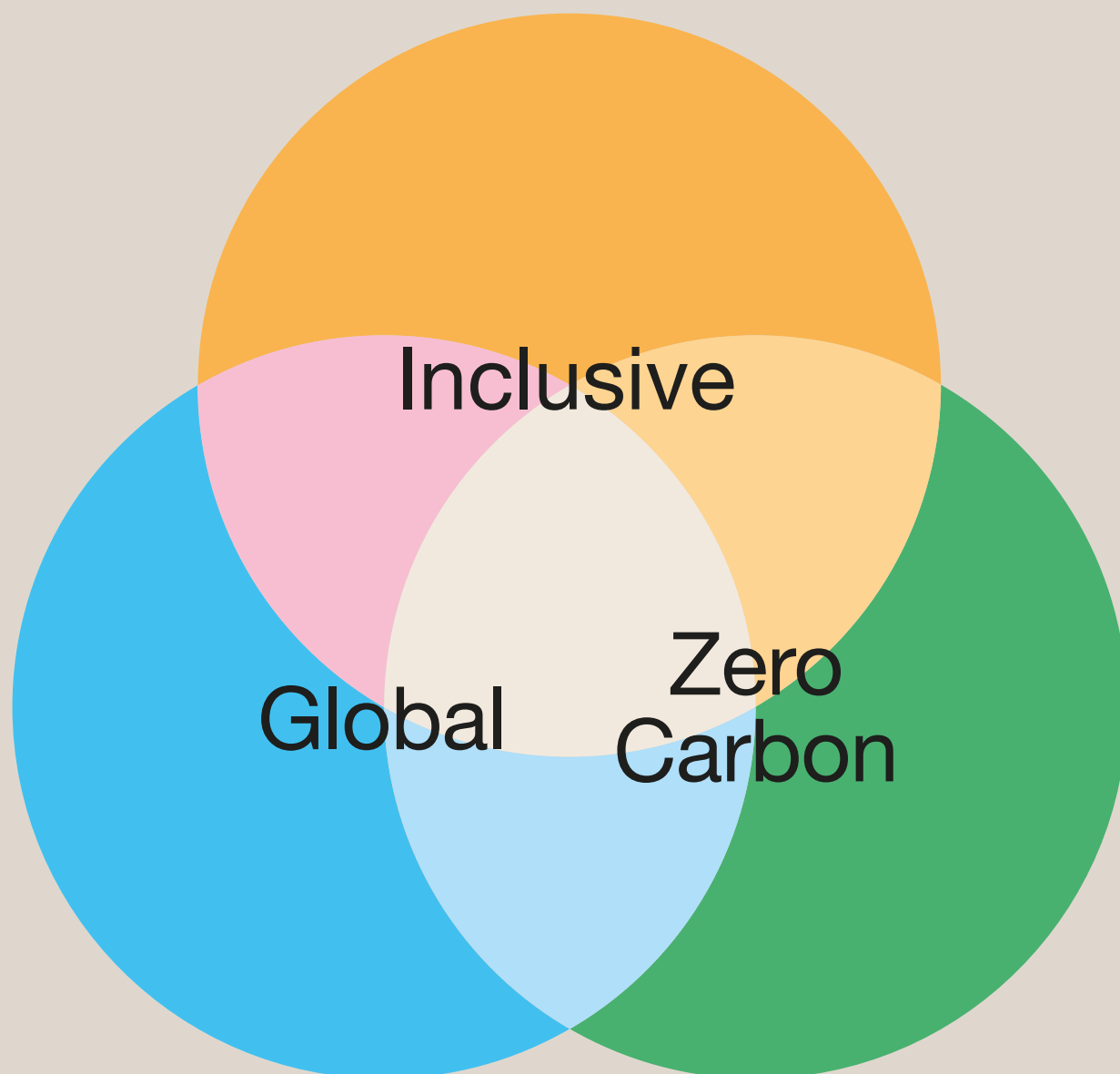
Continuously reviewing delivery mechanisms, project priorities and ways of working to ensure the city remains agile in responding to changing needs

The First Five Years

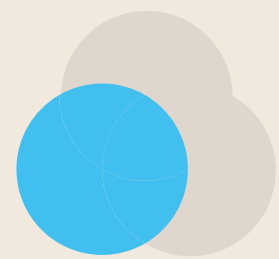
The strategy provides new ideas on how the economy of Oxford can be more inclusive, global and transition towards zero carbon, outlining ambitions for each for the next ten years.

The following tables provide the specific detail of how Oxford City Council and its partners will work together to deliver

actions which support the strategy's objectives. These relate to the first 5 years of a ten-year plan underpinned by the big ideas within the strategy document. Many of these actions will form the foundation for the future, providing the basis for Oxford to become an Inclusive, Global and Zero Carbon city economy.



No.	What	How	Who	Outcome
1	<p>Increase the quantity and quality of commercial space, with a focus on supporting Life Sciences, Low Carbon, Digital and knowledge driven sectors</p>	<ul style="list-style-type: none"> • Work with the LPA and land owners to ensure that in appropriate and sustainable locations, new employment space is brought forward to meet requirements identified through the Local Plan, while existing employment supply is protected where possible. Priority focus will be on; <ul style="list-style-type: none"> - West End - Oxford North - 1-3 George Street by 2022 and Standingford House by 2024. • Work with landowners to diversify and intensify existing business locations to meet the needs of growing businesses and sectors. Priority focus will be on; <ul style="list-style-type: none"> - Oxford Business Park - Oxford Science Park. • Convene partners of Health and Life Sciences Quarter in Headington to establish vision, objectives and infrastructure needs and seek investment where required • Meanwhile in Oxfordshire to deliver two affordable co-working spaces in Oxford focusing on creative and social enterprise sectors • Seek to embed and measure social value through planning and procurement 	<ul style="list-style-type: none"> • Oxford City Council • landowners • developers • workspace operators • universities 	<p>Oxford has more commercial space, accommodating new business, supporting enterprise and enabling globally significant innovation</p>




No.	What	How	Who	Outcome
2	<p>Expedite the connectivity improvements and infrastructure needed to unlock Oxford's economic potential. Funding and resources to support early investment will be pursued. <i>also see zero carbon infrastructure measures under 19-23 in the Delivery Plan</i></p>	<ul style="list-style-type: none"> • Collaborate with partners across the Oxford to Cambridge Arc to develop the vision and spatial options for sustainable development, the case for devolution of powers and funding, to help deliver key infrastructure and wider economic priorities. • Work with partners to deliver the redevelopment at Oxford Station to support regional and local sustainable connections. To include: <ul style="list-style-type: none"> - Finalise Station Masterplan (2022) - Complete Oxford Phase 2 (West-side) station improvements (early 2025) - Secure investment for Oxfordshire Connect Rail Programme development - Expedite the Cowley Branch Line extension to better connect to existing and new employment opportunities • Work with the county council to deliver the 'Connecting Oxford' programme of public transport improvements to boost the growth potential of our key employment locations • Work with the County Council to bring forward a new Oxford Transport Strategy, which includes Connecting Oxford and Oxford Station improvements as well as the Public Realm and Movement Strategy 2022 • Support appropriate 'Living Lab' projects developed with partners such as Living Oxford CIC in mobility, health and energy. • Oxfordshire Infrastructure Strategy (OxIS) updated with all Oxfordshire local authorities • Support the county council to deliver the Oxfordshire Digital Infrastructure programme including: Gigabit Oxford and to engage mobile network operators on improving 4G coverage, and the rollout of 5G • Embed social value benefits through procurement of contractors • Identify locations and partners to create consolidated delivery hubs at strategic sites around the city 	<ul style="list-style-type: none"> • Oxford Station Programme Board • Network Rail • Oxfordshire Connect Programme Working Group • Oxfordshire Connect Programme Working Group • Oxfordshire CC and Oxford CC • Living Oxford CIC • Future Oxfordshire Partnership 	<p>Infrastructure supports the delivery of Economic Strategy growth areas, by improving connectivity and linking up the city. New connections support active travel and connect more residents to economic opportunity</p>

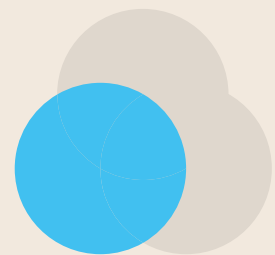


No.	What	How	Who	Outcome
3	Support businesses to recover from the pandemic and adapt to changing economic conditions	<ul style="list-style-type: none"> • Work with OxLEP and local councils to ensure businesses in affected sectors have access to the support they need to adapt to and recover from the impacts of COVID-19. Priority areas to include: <ul style="list-style-type: none"> - Distribute available central Government grants and consider how best to deploy available funds to support not only business survival, but also adaptability and resilience - Continually update the City Council business database to ensure that there is an effective flow of information and support for business - Align business support to signal and encourage sustainable and inclusive business practices through entry and assessment criteria 	<ul style="list-style-type: none"> • City Council • OxLEP • county-wide Local Authorities • business support providers 	<p>Oxford businesses become more resilient and have stronger foundations to capitalise upon the opportunities the city can provide.</p> <p>Business support enables new behaviours which support companies to measurably lower carbon emissions and become more inclusive</p>

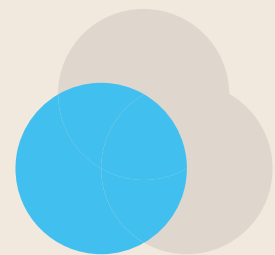



No.	What	How	Who	Outcome
4	Help deliver Oxford West End at pace, as a major mixed use, sustainable neighbourhood	<ul style="list-style-type: none"> • Oxford City Council to establish and convene - The West End Strategic Board, made up of key land owners and funders, inc. central and local government, to align, co-ordinate and expedite delivery of Oxford West End. - A land owner forum, City and County Council liaison group and a broader stakeholder engagement forum to inform and support the work of the Strategic Board • Work with land owners to fund - an Investment Prospectus, economic impact assessment and Oxford West End website to clearly set out the land owners' shared principles and funding asks of central government - a West End Programme Lead to sit within the city council to support partnership working, governance and alignment of activities • Explore opportunities with central Government for further external revenue funding to create a dedicated and focused delivery team with an exclusive remit to drive the West End forward. • Work with the land owner forum and Strategic Board to deliver a district wide community employment plan working with FE and HE providers, owners and employers • Work with land owners, stakeholders, local residents and businesses to develop a new West End Supplementary Planning document to guide development, to help maximise the opportunity for a new mixed use neighborhood, include commercial and residential uses • Explore alternative funding mechanisms to accelerate development where required • Embed and measure social value through procurement and planning 	<ul style="list-style-type: none"> • City Council • County Council • major landowners (particularly the University of Oxford and colleges) • Network Rail • OxLEP 	<p>The West End becomes a district of national importance, seen as a critical part of regional growth and national innovation</p> 

No.	What	How	Who	Outcome
5	Boost domestic and international inward investment	<ul style="list-style-type: none"> • Work with OxLEP to bring together key operators, land owner/ developer partners, employer representative groups, such as Advanced Oxford, and DiT, to better articulate and promote opportunities for inward investment in Oxford. This should include: <ul style="list-style-type: none"> - Co-coordinating activity across major opportunity areas, such as Oxford West End, Oxford North, Oxford Science Park, Oxford Business Park, and Headington Health & Life Science Cluster - A focus on attracting businesses in priority growth sectors (Health & Life Sciences, Technology & Digital, Creative Production, Green & Low Carbon and Business & Financial Services) - Ensure workforce skills and employment needs are factored into inward investment priorities 	<ul style="list-style-type: none"> • City Council • OxLEP • Department for International Trade • Advanced Oxford • private sector and landowners 	New investment supports the evolution of Oxford North and the West End as new anchors of city growth

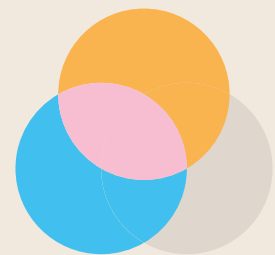


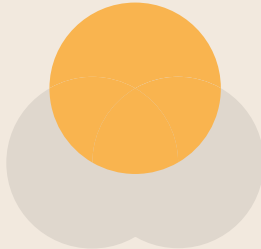
No.	What	How	Who	Outcome
6	Retain a greater proportion of spin-outs and growing companies and increase the local economic value of knowledge and innovation	<ul style="list-style-type: none"> • Work with the Local Planning Authority, operators, and land owners, to ensure new workspace comes forward • Workspace strategy to seek a mix of typologies at a range of price points, including more co-working and lab space. • Through the next review of the Local Plan explore the potential of a workspace policy to support start-ups (eg affordable space), spin outs, grow-on space and social enterprise development across the city • Support Oxford Brookes to expand their Scale Up Network and successor programmes with a focus on the city's priority sectors • Deliver a targeted annual engagement programme with businesses to understand and help address local issues. 	<ul style="list-style-type: none"> • Oxford City Council • Oxford Brookes University • University of Oxford • OxLEP • Oxford Science Enterprises 	<p>Oxford capitalises upon its knowledge assets bringing more businesses into the city</p> <p>A new enterprise eco-system evolves with locally owned businesses collaborating with university spin-outs</p>



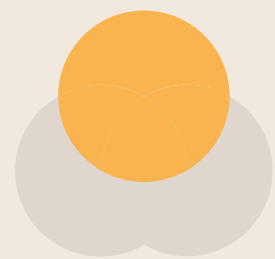
No.	What	How	Who	Outcome
7	Support the recovery of the visitor economy and seek benefits for visitors and residents	<ul style="list-style-type: none"> • Deliver the Visitor Economy Action Plan including; <ul style="list-style-type: none"> - Continuing to evolve and build a commissioning relationship with Experience Oxfordshire, where resources allow, to support promotion, business support, and management of visitor economy, including coach parking and language schools - Lobby for central government funded Destination Management Organisation Model - Support the promotion of schemes like the Oxford Pass to encourage overnight stays - Increase visitor accommodation by working with the LPA and landowners on strategic sites - Deliver new Covered Market leasing and marketing strategy, alongside the development of a masterplan and investment strategy to create key city centre destination - Explore with landowners opportunities in the city centre for a new major cultural venue (with conferencing facilities) in-line with local plan policies and allocations. - Work with OxLEP to convene county-wide local government partnership to explore areas for collaboration on visitor economy recovery - Seek central Government support for the visitor economy as proposed in the Oxfordshire Industrial Strategy Investment Plan and Oxfordshire Economic Recovery Plan, which includes core funding for the DMO, promotion and marketing, skills development, business support and capacity building measures. 	<ul style="list-style-type: none"> • City Council • Experience Oxfordshire • OxLEP • Oxford Cultural Partnership • Businesses and investors • Local authorities • Landowners 	<p>The number of people visiting Oxford for longer increases.</p> <p>The perception of the city as a destination improves.</p> <p>The negative environmental impact of visitor economy are mitigated</p> <p>Business tourism is enabled as part of the city's economic diversification</p> 

No.	What	How	Who	Outcome
8	<p>Harness the potential of Oxford's population to make the city's workforce a more distinctive factor in its success.</p>	<ul style="list-style-type: none"> • Continue to deliver the Kickstart Scheme offering 16-24 year olds work placements (or similar programmes where appropriate) • Explore partners and external funding to develop a programme with Oxford employers to create a pipeline of internship, work experience and apprenticeship opportunities for people experiencing disadvantage • Work with landowners to deliver employment and skills plans at Oxford North, the West End and Barton Park • Explore ways of funding and recruiting a CEP officer/ consultant to facilitate effective CEP delivery • Undertake an annual business plan project with Further education students in business and tourism disciplines • Implement the Oxford City Council Workforce Equalities Action Plan. • Support and evaluate the success of Rose Hill employment hub • Consider supporting digital access and literacy initiatives that help people to adapt to changing technology and new ways of working 	<ul style="list-style-type: none"> • OxLEP • Oxford City Council • Further and higher education • Training providers • Businesses 	<p>More local people are in work, particular from the city's more deprived areas</p> <p>Developers and institutions make a stronger commitment to local employment and in work training</p>

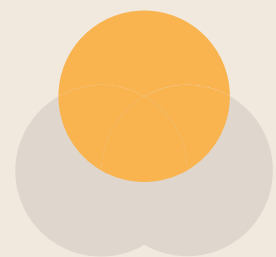


No.	What	How	Who	Outcome
9	Focus recovery efforts on the needs of the most disadvantaged places, through community wealth building and community economic development	<ul style="list-style-type: none"> • Pilot 'Community Wealth Building' projects in priority localities facing greater deprivation by delivering 'Owned by Oxford' focusing on community business and cooperative development models and business support • Work with land owners, developers and the LPAs to explore opportunities embed social value and community wealth building into key new developments, including Oxford North, Oxford West End and the major urban extensions. • Where needed and resource can be identified, work with Aspire and others to provide a pool of professional and volunteer advisors working in localities hubs to signpost people to the best training, employment and other pre-work support available where they have been affected by disability, homelessness, redundancy, unemployment or other complex barriers to work/training. Replicate and scale programme if required • Work with Activate Learning, OxLEP, Aspire and other partners to explore the use of community centres and response hubs for skills training, jobs redeployment and enterprise support, particularly for residents in in priority areas such as Barton, Rose Hill and Blackbird Leys • Develop our 'Locality hub' model – supporting communities and signposting skills and enterprise support • Preventative support – Youth Ambition Programme • Leisure, Parks, Go active, Culture – reducing the impact on health services and fostering healthier communities • Explore Social Investment / Grants to leverage key initiatives and attract additional funding to groups creating more equal and prosperous places 	<ul style="list-style-type: none"> • OxLEP • Oxfordshire Social Enterprise Partnership, • B Corp and mainstream businesses. • Aspire • CESP Pilot-Aspire • Locality Hub • community partners • Community Renewal-Activate Learning • Locality Hubs-City Council • CAG Oxfordshire • Oxford City Council • Makespace • Solidarity Economy Association 	<p>More deprived local areas are not disadvantaged by the medium and long-term impacts of the pandemic</p> <p>More local people are able to directly access training locally</p> <p>More deprived areas converge with the city in terms of economic activity</p> 

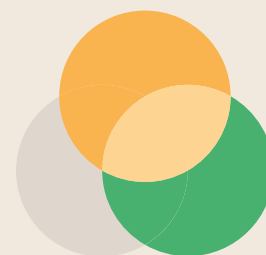
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10	Further develop and build on the Oxford Living Wage initiative (OLW)	<ul style="list-style-type: none"> • Encourage employers taking up apprenticeship and work-placement schemes to top up salaries to pay the Oxford Living Wage • Ensure Council procurement policies evolve with legislation to incentivise suppliers to pay at least the OLW • Engage with OxLEP, business representative organisations, universities and other providers to encourage OLW adoption to gain preferential access to business support • Develop a communications plan to celebrate Oxford Living Wage employers and to increase uptake across the city • Engage businesses that have benefitted from support programmes or funding to explore the feasibility of becoming OLW accredited • Find ways to improve the benefits of being an OLW member and leverage the OLW network for collective benefit 	<ul style="list-style-type: none"> • City Council • Department for Work and Pensions • OxLEP • University of Oxford • employers and anchor institutions • Oxfordshire Inclusive Economy Partnership 	<p>Incomes in Oxford rise, particularly in the most deprived areas</p> <p>More businesses sign up to the programme, creating a critical mass and collective benefit</p>



No.	What	How	Who	Outcome
11	Support social enterprise, cooperative businesses and civil society sectors to recover and grow	<ul style="list-style-type: none"> • Encourage businesses to engage with networks such as Oxfordshire Social Enterprise Partnership, B4 Nexus and Team Oxford to identify opportunities for them to support the voluntary sector • Ensure opportunities to support and develop co-operative/social enterprises are explored through the development and operation of workspace projects, including Meanwhile in Oxfordshire as they come forward. • Explore the business case to create an investment fund to support social and economic inclusion and address inequality through the OIEP • Explore publishing a corporate commitment to support sustainable growth of the co-operative sector • Work with the local sector leaders to continue to develop the Oxfordshire Voluntary and Community Sector Coalition to create a stronger, more united, civil society sector 	<ul style="list-style-type: none"> • Oxfordshire Social Enterprise Partnership • City Council • Oxfordshire Voluntary and Community Sector Coalition • voluntary sector • OxLEP • Oxfordshire Inclusive Economy Partnership • B Corp and mainstream businesses 	<p>More money is retained within Oxford and its localities</p> <p>Local economies respond better to the needs of residents, supporting greater business resilience</p>



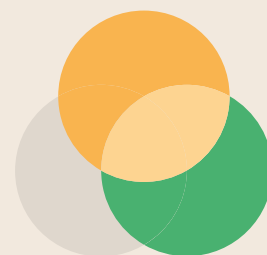
No.	What	How	Who	Outcome
12	Supporting local spend and enhancing local business through procurement and targeted social value	<ul style="list-style-type: none"> • Seek ongoing funding for a dedicated Community Wealth Building/Inclusive Economy Officer to work with anchor institutions across the city (and/or county) • Deliver the City Council's Procurement Strategy, identifying opportunities to increase spend with local businesses and to deliver greater social value in line with the Social Value Act • Work alongside other anchor institutions to enhance procurement policies to increase local expenditure and social value • Work with local partners to create a comprehensive database of local businesses and services that are used by local anchor institutions and the wider business community • Identify major public sector investments coming forward in the city and encourage partners to maximise spend with local suppliers • Run workshops with local businesses and social enterprise to boost knowledge of opportunities to work with anchor institutions and support them to navigate procurement procedures • Identify opportunities for co-operatives and community-owned business where realistic and achievable. 	<ul style="list-style-type: none"> • Oxfordshire Inclusive Economy Partnership • OxLEP • Oxfordshire Social Enterprise Partnership • B Corp • Oxford City Council and subsidiary companies • other local authorities • NHS • Fire Service • colleges • universities • transport providers • police • local business • other large employers 	<p>More money is retained within the Oxford economy</p> <p>New opportunities support diversification within the local business base</p>

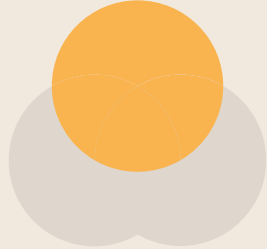
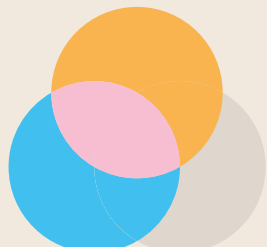
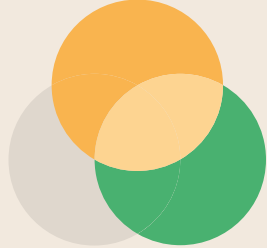


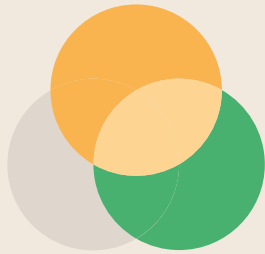
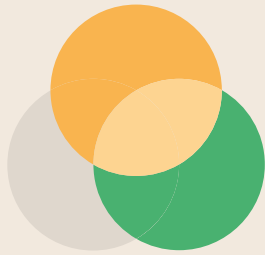
No.	What	How	Who	Outcome
13	Support local people to access skills, training and education opportunities to help them prosper and adapt to structural changes to the economy	<ul style="list-style-type: none"> Working with the Oxfordshire Inclusive Economy Partnership, we will work to attract more investment in educational attainment through innovative programmes Working through the Oxfordshire Skills Board, we will work to increase the sector-based higher and advanced level apprenticeship programmes delivered with local partners, encouraging social mobility within the local workforce Deliver expanded programme of apprenticeships, providing a greater range of opportunities to work at Oxford City Council and ODS across a range of levels. Tackle issues of under-representation through a targeted approach Work with OxLEP, training providers and businesses to ramp up the promotion of apprenticeship and work experience opportunities to residents across the city Continue to work with Aspire to mobilise a pool of professional and volunteer advisors to signpost people to the best training, employment and other pre-work support available where they have been affected by redundancy or unemployment Explore how new and existing community assets in deprived areas can be used to accommodate and support skills development and training Explore with partners supporting small businesses to increase their apprenticeship take up by utilising unspent apprenticeship levy of larger organisations Opening of the South Central Institute of Technology at the Technology Campus of Activate Learning in Blackbird Leys to support hundreds of Digital Apprentices and Higher Level digital qualifications in a state of the art new building (September 2022) T Levels in Management and Business Administration delivered at City of Oxford College to provide a well qualified, entrepreneurial workforce from September 2022. Partners to support effective work placement take up. 	<ul style="list-style-type: none"> Abingdon and Witney College Activate Learning City Council OxLEP Aspire local businesses Inclusive Economy Partnership Oxfordshire Skills Board 	<p>Oxford's population becomes more skilled</p> <p>Skills inequality is reduced</p> <p>Earnings of Oxford residents increase</p> <p>Businesses are supported to invest more into workforce training</p>

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- Focus on the development of English and maths GCSE achievement for adults who did not achieve these in the school system
- Retraining and upskilling programmes to ensure unemployed workers can retrain for roles in sectors with vacancies.
- Promote Youth Hubs from the Job Centre to support younger job-seekers to access the opportunities and support they need to find work.



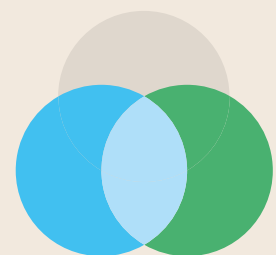
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14	Develop an Oxfordshire Inclusive Economy Charter and pledge scheme to engage all local business and institutions to play a fuller role in embedding an inclusive economy	<ul style="list-style-type: none"> • Work with the Oxfordshire Inclusive Economy Partnership to develop the Inclusive Economy Charter to help companies articulate their commitment to fairness and inclusion. • Mobilise local SME's to deliver inclusive economy pledges, monitoring the impact of impact activities through the Charter 	<ul style="list-style-type: none"> • Oxfordshire Inclusive Economy Partnership 	<p>Inequality is reduced and neighbourhoods see convergence in terms of core economic measures</p> <p>Addressing inequality becomes a more fundamental part of Oxford's economic identity</p> 
15	Deliver affordable workspace that supports local businesses and organisations to prosper and support community wealth building	<ul style="list-style-type: none"> • Work with partners to deliver Meanwhile in Oxfordshire • Deliver provision of workspace, including at least one third affordable (of overall lettable space at 80% of market rate) space, at Standingford House (Cave St) and 1-3 George Street • Work with developers, land owners, operators and the LPA to explore opportunities for affordable workspace in key development sites coming forward • Work with the LPA to explore the opportunity for creating an affordable workspace policy in the next iteration of the Local Plan 	<ul style="list-style-type: none"> • Oxford City Council and partner authorities • universities and colleges • FE, wider anchor institutions • OxLEP • landowners and operators 	<p>More local people start and grow successful businesses</p> 
16	Use the principles of 15-minute neighbourhoods to give residents access to the services they need to participate in the economy and society	<ul style="list-style-type: none"> • Identify vacant retail units in district centres that could be re-purposed as part of the Meanwhile in Oxfordshire Programme or similar initiatives • Work with partners to explore how to use community spaces to provide physical space to support skills development and training • Explore and encourage the development of neighbourhood business partnerships (locally led) with developers, businesses and neighbourhood forums. 	<ul style="list-style-type: none"> • Meanwhile project-City Council • Oxfordshire County Council • landlords • OxLEP • developers • local businesses 	<p>More local spend is captured within the city</p> <p>Local people have a greater say over the future of their neighbourhoods</p> 

No.	What	How	Who	Outcome
17	Explore options to deliver more affordable travel for local people to travel to key employment locations using public transport and cycling	<ul style="list-style-type: none"> • Deliver Connecting Oxford road re-prioritisation city-wide. • Expedite the Cowley Branch Line • Ensure investments in active Travel infrastructure and bus corridors are prioritised. These should help overcome practical and cultural barriers to take-up • Test the feasibility of subsidised public transport schemes to connect deprived communities to opportunities in Central Oxford • Explore ways to enhance the provision of low-cost bikes in conjunction with Wheels to Work or other partners • Seek opportunities to provide secure cycle parking and cycling facilities at work places. • Develop an effective Bus Service Improvement Partnership bid and Bus Service Enhancement Programme once in place. 	<ul style="list-style-type: none"> • Oxfordshire County Council • City Council • Oxford Bus Company • Stagecoach • Chiltern Rail • Network Rail • car clubs • cycle clubs 	<p>More local people can access opportunities without a car</p> <p>Transport to work and leisure becomes cheaper</p> <p>Local people become more mobile within the city</p> 
18	Pro-actively encourage mainstream socially and environmentally responsible business practices city-wide	<ul style="list-style-type: none"> • Promote the Oxford Social Enterprise Partnership and OxLEP's eScalate programme to Oxford businesses looking to shift their operating models to deliver social good and support the development of follow up programmes where needed • Explore new investment fund proposals to grow the city's socially and environmentally focused businesses • Work with B Corp UK and other local partners to expand the 'B Corp Local' business community • Adaptation: Work with partners to make Oxford more resilient to climate impacts and minimise the negative impacts on infrastructure, health and productivity from extreme weather events through tree planting, biodiversity and carbon stores in urban/business locations) 	<ul style="list-style-type: none"> • City Council • OxLEP • Oxford Social Enterprise Partnership • workspace providers • B-Corp UK • Oxfordshire Inclusive Economy Partnership • Social enterprises 	<p>An increase in businesses where responsibility is part of their identity (ie B Corps)</p> <p>Business responsibility becomes a stronger part of Brighton's identity)</p> 

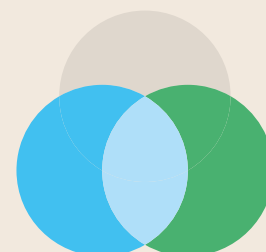
No.	What	How	Who	Outcome
19	Reducing the negative environmental impacts of existing economic activity	<ul style="list-style-type: none"> • Support the Zero Carbon Oxford Partnership (ZCOP), which brings together leaders of Oxford’s major businesses and organisations to work towards a net zero Oxford by 2040. The ambitious ZCOP programme is underway, steered by the “2040 Net Zero Action Plan”. The initial focus is on de-carbonising the city’s transport system and its buildings, which account for the majority of Oxford’s emissions • Continue to deliver Go Ultra Low Oxford and follow up programmes to encourage the take up of electric vehicles • Deliver on Active travel infrastructure commitments • Identify training and employability opportunities aligned to emerging building retro-fit schemes across council-owned homes and premises • Last mile delivery: Work with the ZCOP and others to explore a number of urban consolidation centres around the edge of the city and the potential for deliveries to be transferred to EVs, e-bikes and cargo-bikes for last mile delivery • Deliver the ambitions set out as part of Connecting Oxford, particularly bus prioritisation, improved public transport and active travel investments 	<ul style="list-style-type: none"> • Oxford City Council • Oxford Direct Services • Oxfordshire County Council • anchor institutions • innovative business partners 	<p>Emissions and Carbon use decline as the city’s economy grows</p> <p>Zero Carbon becomes part of Oxford’s economic identity.</p>

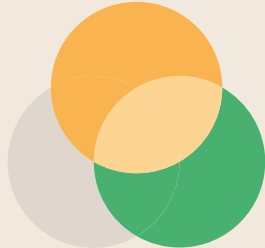



No.	What	How	Who	Outcome
20	Mitigating the environmental impacts of new development and housing growth	<ul style="list-style-type: none"> • Maximise sustainability standards through our development plans and local plan policies • Develop a series of demonstrator projects either in partnership with developers or on council owned sites • OCC to continue to work with Low Carbon Oxford, Oxford Direct Services and Zero Carbon Oxford to explore opportunities for retrofit and on-site energy generation across the estates of larger organisations • Work with partners to lobby central government for policies, funding and powers to enable Oxford to transition to net zero by 2040, covering energy efficiency, decarbonisation of heating and the shift to active, low carbon travel • Joint funding bids: Work with the ZCOP and others to access national government funding to support Oxford's transition to net zero by 2040. A joint approach will offer scale to funding bids, maximising emissions reduction, and greater local economic benefits 	<ul style="list-style-type: none"> • Oxford City Council • Oxford Direct Services • developers • anchor Institutions • Low Carbon Hub • Zero Carbon Oxford Partnership 	Greater contribution of housing and development to Oxford's zero carbon targets



No.	What	How	Who	Outcome
21	Supporting the growth of the green and low carbon technology sectors through innovative partnerships and targeted business support	<ul style="list-style-type: none"> • Delivery of 'The Energy Systems Accelerator' at Osney Mead, particularly in relation to planning and securing public sector funding • Work with land owners, developers and future operators to explore how the West End and Oxford North can be developed and marketed to the green and low carbon sectors • Work with Green.TV and others to host events such as Electric Vehicles Summit 2021 and explore opportunities to deliver similar events to support the clean and low carbon sector in the future • Explore opportunities and partners to test and then scale activity emerging from the Clean Growth Living Lab (OxLEP Local Industrial Strategy) • Ensure the clean and zero carbon economy is at the forefront of other economic actions set out as part of this strategy (e.g. in relation to inward investment, commercial space and business support) • Continue to work with partners to deliver the Local Energy Oxfordshire (LEO) smart grid trials and opportunities to scale post-pilot • Skills and supply chain: Explore with partners, the need to develop low carbon training and re-skilling programmes, including apprenticeship and vocational courses • Electricity Grid flexibility & investment: Flexible energy generation, storage and use is required to support the electricity network to handle demand as we move to net zero. Explore opportunities with partners to scale-up innovation such as LEO. Some reinforcement of the local grid be required, alongside accelerated roll out of smart meters 	<ul style="list-style-type: none"> • Oxford City Council • Department for Business, Energy and Industrial Strategy • both Universities • Oxfordshire County Council • OxLEP • Living Oxford • Oxfordshire Greentech • B Corps • mainstream business • SSE Networks 	<p>Growth in low carbon related sectors in Oxford</p> <p>Low carbon activities become a more significant part of Oxford's economic identity</p> <p>Greater investment in R and D and spin out activities in green sectors</p>



No.	What	How	Who	Outcome
22	Support and partner businesses and institutions to be more environmentally responsible and address city-wide zero carbon targets	<ul style="list-style-type: none"> Continue to support Zero Carbon Oxford Partnership, and Oxfordshire Greentech, and identify additional businesses that can join and gain support to reduce their carbon footprint Work with B Corp UK¹ and other local partners to expand the B Corp Local Network Communications and engagement campaign to build on work of the Citizens Assembly on Climate Change, to support and facilitate behaviour change as Oxford transitions to net zero. Explore new investment fund proposals to grow the city's socially and environmentally focused businesses Pipeline of investable projects that will support zero carbon transition 	<ul style="list-style-type: none"> Oxford City Council B Corp UK Zero Carbon Oxford Partnership Oxfordshire Greentech OxLEP 	<p>Oxford delivers its zero carbon targets on time</p> <p>Businesses adapt and embed ongoing carbon reduction planning in their operations</p> 
23	Delivering the Oxford Zero Emission Zone	<ul style="list-style-type: none"> Deliver the Pilot Zero Emission Zone in early 2022 Delivery of the City centre-wide Zero Emission Zone by 2025 	<ul style="list-style-type: none"> Oxfordshire County Council Oxford City Council 	<p>Emissions decline significantly in the city centre</p> 

1. B-Corps (B Corporations) are businesses that meet the highest standards of verified social and environmental performance public transparency and legal accountability to balance profit and purpose. B Corps are certified using strict eligibility criteria by B-Corp UK.

Leadership, Roles and Responsibilities

Role of the Economic Growth Steering Board

The strategy will be overseen by the Oxford Economic Growth Steering Board.

Evolution of the Economic Growth Steering Board

In developing this strategy, partners have considered the important role of the Economic Growth Steering Board (EGSB).

Role

The EGSB will continue working as a multi-sector partnership to engage with and provide a more consistent voice for the Oxford business community. It will build on this to represent a wider group of sectors.

It will collaborate widely to enable Oxford to fulfil its role as a world leading city that supports sustainable, inclusive and innovation led economic growth region-wide; aligning with and complementing the strengths of Oxfordshire.

Objectives

- Identify areas of both concern and new opportunity, and act in partnership to enable positive change, attracting the appropriate support and resources to do so
- Engage widely with business/ employers in Oxford and voice their needs, ensuring that these are understood by OxLEP, educational institutions, local authorities and national government alike
- Regularly review and monitor the Oxford economic position and progress of the Oxford Economic Strategy
- Align action with wider local, regional and national strategic plans and projects

The group will play a proactive role in shaping and directing Oxford's economy. This will involve becoming more delivery focused, alongside the existing focus on economic issues and policy - looking at certain projects and priorities as well as developing new collaborations and partnerships to support shared action.

To do this, the group will need to establish a more diverse membership in terms of age, gender and ethnic diversity. To better

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

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

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

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

Role of Oxford City Council

Alongside local authority partners, education and business, City Council will continue to play a pivotal role in shaping Oxford's economy by leading and co-ordinating change and using all available levers to achieve this. The Council will be ultimately accountable for ensuring that as many as possible of the commitments set out in this document are delivered, where resource for delivery can be identified.

At the strategic level, planning powers will be used to create innovative and progressive policies that are responsive to the ambitions of this strategy and the city's economic, social and environmental context.

At the project level, the Council will directly deliver many of the interventions set out in this document. Project managers will work with collaborators to scope out and define projects, generate wider interest, leverage funding and bring them to fruition. The Council will use its influence and convening power to bring key decision makers and influencers to the table to help unlock opportunities, overcome barriers and help meet the needs of the city.

Land and property assets will also be used as part of this to deliver positive change. This is particularly the case in the West End, where the Council owns several sites and in the City Centre where the Council has a strong property portfolio.

City Council resources will also be needed to support relevant initiatives being led by partner organisations in order to enable place-based solutions

that meet the needs of the city as it recovers from the recession. Where appropriate, this may be through project management support, external funding, political support or advice. Officers will also help stakeholders understand the different funding pots available to deliver projects.

The opportunity in Oxford is one of national significance. It is therefore reasonable that the projects which will support the aspirations of the strategy should receive some investment from national government. The City Council, Economic Growth Steering Board and Oxfordshire LEP will all need to form a consistent lobby to make the case for this and ensure that any resource is used efficiently and impactfully.

Tracking Success

A robust and committed approach to tracking impact and performance will be a crucial part of delivering this strategy. It needs to be accompanied by a commitment to using high quality evidence and data, and reflecting on the evolution of the city's economy. Getting this right will allow partners to:

- Understand the evolution of the city economy at an uncertain time
- Test scenarios in relation to future events which can impact upon the city
- Assess the collective impact of delivery
- Learn lessons for future intervention
- Celebrate achievements and success
- Tailor delivery to maximise impact and value
- Support case making to leverage funding

Given this strategy focuses on balancing economic, social and environmental ambitions, a Triple Bottom Line framework will be used to track change. This will ensure that social and environmental (broadly inclusive and zero carbon) outcomes are given equal credence to economic outcomes. This is important because what is measured dictates what is done. If the wrong thing is measured, organisations do the wrong thing. If something is not measured it becomes ignored or neglected.

Primary 'success factors', which respond to and align with the Triple Bottom Line framework, are set out below.

Some of these will be factored into the Council's business plans, project plans and Key Performance Indicators and will be considered on an annual basis in conjunction with the EGSB. One of the first tasks for an EGSB task and finish group will be to set out an approach to monitoring change against some of these key indicators and the development of a simple dashboard.

It is important to note, however, that given the long-term nature of many aspirations and interventions in this strategy, it will be important to take a long-term view to measuring success. While specific targets have not been set, significant improvement to the baseline should be achieved over the next decade.

These 'success factors' will also be used to shape decisions around future projects and interventions to pursue and invest in. Those that contribute most significantly to the economic, social and environmental ambitions will be prioritised and taken forward.

Triple Bottom Line ‘Success Factors’

Economic	Social	Environmental
Number of jobs Source: ONS BRES	Inequality Source: Centre for Cities	Carbon emissions Source: City Council
Number of businesses Source: ONS UK Business Count	Proportion of highly deprived neighbourhoods Source: Indices of Multiple Deprivation	NOx emissions Source: City Council
GVA per worker Source: ONS Regional Gross Domestic Product	Social mobility ranking Source: UK Government Social Mobility Index	Green space created/safeguarded Source: City Council
Patent applications Source: Intellectual Property Office – Patent Applications	Average income Source: ONS Small Area Income Estimates	Investment in environmental projects Source: Partner Data
Business starts and survival rates Source: UK Business Count	Proportion of people receiving the Oxford Living Wage Source: ONS Small Area Income Estimates	Proportion of trips by transport mode Source: ONS Census or County Council
Inward investment Source: DIT	Proportion of people with no qualifications Source: ONS Annual Population Data	Proportion of trips by foot or bicycle Source: ONS Census or County Council
Commercial floorspace Source: Industry Dara/Agent Insight	Unemployment rate Source: ONS Annual Population Survey	Energy source mix Source: City Council
Commercial vacancies Source: Industry Dara/Agent Insight	Affordable workspace floorspace Source: City Council Data	Quantum of green space Source: County Council
Venture capital investment Source: Scale Up Institute	Housing affordability ratio Source: Centre for Cities	Quantum of brownfield land redeveloped Source: City Council
Volume and value of tourism Source: Experience Oxfordshire	Rent as a proportion of income Source: ONS Private Registered Provider Rent and ONS Small Area Income Estimates	Amount of renewable energy generated Source: BEIS – Renewable Energy by Local Authority
Graduate retention rate Source: Office for Students	Benefit claimants Source: ONS Claimant Count	Number of B-Corps registered Source: B-Corporation UK

