

Joint Scrutiny Committee Agenda



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Date: 14 September 2016

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A meeting of the

Joint Scrutiny Committee

will be held on Thursday, 22 September 2016 at 6.30 pm

Meeting Room 1, 135 Eastern Avenue, Milton Park, Milton OX14 4SB

Members of the Committee:

Councillors

South

Richard Pullen (co chair)

David Dodds

Toby Newman

John Walsh

Ian White

Vale

Debby Hallett (co chair)

Alice Badcock

Katie Finch

Monica Lovett

Ben Mabbett

Substitutes

South

Pat Dawe

Sue Lawson

Jeanette Matelot

Bill Service

Alan Thompson

Vale

Every political group may appoint all or some or its members who are not voting members to serve as substitute members, provided that they are not members of the Cabinet

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Margaret Reed, Head of Legal and Democratic Services

Agenda

Open to the Public including the Press

1. Notifications of substitutes and apologies for absence

To record the attendance of substitute members, if any, who have been authorised to attend in accordance with the provisions of standing order 17(1), with notification having been given to the proper officer before the start of the meeting and to receive apologies for absence.

2. Minutes and actions arising

(Pages 4 - 7)

To adopt and sign as a correct record the minutes of the committee meeting held on 2 August 2016 (attached).

3. Declarations of interest

To receive any declarations of disclosable pecuniary interests in respect of items on the agenda for this meeting; and of any other relevant interests.

4. Urgent business and chair's announcements

To receive notification of any matters, which the chair determines, should be considered as urgent business and the special circumstances, which have made the matters urgent, and to receive any announcements from the chair.

5. Statements, petitions, questions from the public relating to matters affecting the scrutiny committee

Any statements and/or petitions from the public under standing order 32 will be made or presented at the meeting.

6. Work schedule and dates for all South and Vale scrutiny meetings

To review the attached scrutiny work schedule. Please note, although the dates are confirmed, the items under consideration are subject to being withdrawn, added to or rearranged without further notice.

REPORTS AND OTHER ITEMS BROUGHT BEFORE THE SCRUTINY COMMITTEE FOR ITS CONSIDERATION

7. 2015/16 performance review of GLL

(Pages 8 - 26)

To receive the report of the head of corporate strategy (attached).

8. Update on Oxfordshire's Strategic Economic Plan refresh process

(Pages 27 - 88)

To receive the report of the interim head of development and regeneration (attached).

9. Work schedule and dates for all South and Vale scrutiny meetings

(Page 89)

To review the attached scrutiny work schedule. Please note, although the dates are confirmed, the items under consideration are subject to being withdrawn, added to or rearranged without further notice.

Exempt items

None



Minutes

of a meeting of the

Joint Scrutiny Committee

held on Tuesday, 2 August 2016 at 6.30 pm

at the Meeting Room 1, 135 Eastern Avenue, Milton Park, Milton OX14 4SB

Open to the public, including the press

Present:

Members:

South Oxfordshire District Councillors: Richard Pullen, Toby Newman, John Walsh, Ian White and Bill Service (in place of David Dodds)

Vale of White Horse District Councillors: Debby Hallett (Chairman), Alice Badcock, Monica Lovatt, and Ben Mabbett

Officers: Gerry Brough, David Buckle, Phil Ealey and Ron Schrieber

Also present: Councillors Elizabeth Gillespie, Lynn Lloyd (SODC), Roger Cox and Elaine Ware (VoWH)

Sc.9 Notifications of substitutes and apologies for absence

Apologies were received from:

- South Councillor David Dodds; substitute Bill Service
- Vale Councillor Katie Finch

Sc.10 Minutes and actions arising

The committee agreed that the minutes of the meeting on 24 May 2016 were an accurate record of the meeting and the Chairman signed them as such.

Further to Minute 7. Performance review of Biffa Municipal Limited 2015, the committee was advised that the requested wider circulation of the leaflet for new residents would commence in the autumn.

Sc.11 Declarations of interest

None.

Sc.12 Urgent business and chair's announcements

There was no urgent business.

The Chairman reported that:

- Her aim was to increase the engagement of Scrutiny in the decision making process, thereby adding value and to increase the engagement of Cabinet members in Scrutiny.
- If members noticed any typographical or grammatical errors in any of the committee documents, they should notify democratic services outside of the meeting.

Sc.13 Statements, petitions, questions from the public relating to matters affecting the scrutiny committee

None.

Sc.14 Temporary Accommodation Strategy

Gerry Brough, interim head of development and regeneration, introduced this item. Also present to answer questions were David Buckle, chief executive and Phil Ealey, housing needs manager. South and Vale Cabinet members also attended to hear the committee's views.

The committee considered an early draft of the temporary accommodation strategy which set out the ways in which both councils would meet their statutory duties cost effectively and respond to the perceived likely increase in homelessness by providing additional temporary accommodation.

In response to questions and issues raised by the committee, it was reported that:

- There was an increase in the number of assured shorthold tenancies being ended by landlords as they could charge higher rents on the open market. This was exacerbated by a shortage of private rented accommodation.
- Although housing benefit was no longer paid directly to landlords, the councils could arrange for payments to be made directly for landlords who were letting through the councils.
- Oxfordshire County Council was responsible for providing accommodation for young people/looked after children.
- Rough sleepers could get access to hostels rather than temporary accommodation although this would become increasingly difficult following Oxfordshire County Council budget reductions.
- The "limit" in the graphs on page 11 of the strategy was an internal target as the councils could not fetter their statutory duties.
- When someone presented as homeless they would normally be placed in temporary accommodation pending further inquiries, subject to meeting the statutory requirements. Where possible, action would be taken to find private accommodation when someone was at risk of homelessness. If statutory homelessness could not be avoided then the most cost effective temporary accommodation would be sought.
- The Strategic Options section of the draft strategy required more detail and further options for cost effective ways of providing temporary accommodation.

The committee suggested the following amendments to the draft strategy:

- The first time that an acronym is used, the full wording should also be included.
- Page 8, Introduction: a summary of the principles that local authorities need to apply when assessing vulnerability to be included.
- Page 8, Temporary Accommodation: the numbers and percentages in this paragraph to be checked.
- Page 9, Private Rented Sector: the graph to include local data.
- Page 9, Private Rented Sector: the paragraph on the increase in the number of homeless households be rewritten to explain that the reasons include the shortage of affordable accommodation as well as the ending of assured shorthold tenancies.
- Page 10, Rough Sleepers: the graph to include local data.
- Page 11, The Local Picture, in both graphs delete "Limit" and insert "Target".
- Page 12, Dealing with people accepted as homeless: a summary of the councils' legal duty to be included.
- Page 12, Dealing with people accepted as homeless: figures for the number of families in bed and breakfast accommodation to be included.
- Page 14, Welfare reform: insert "Housing Association" after "Sovereign".
- Page 14, Welfare reform: second paragraph to be rewritten to clarify that it is not clear what proportion of the 320 directly affected households may face the possibility of eviction.
- Page 15, Purchasing a property: second paragraph to be rewritten and detailed calculations to be removed.
- Page 17, Strategic Objectives: second paragraph to be amended to specify the timescale of the "long term view".

Officers and Cabinet members thanked the committee for its constructive comments.

RESOLVED: to request the Cabinet members and officers to take the committee's comments, detailed above, into account and submit a revised version of the draft strategy to a future meeting.

Sc.15 Scrutiny Call In Arrangements

The committee considered a report from the head of legal and democratic services setting out the current arrangements for call in.

The report stated that as South Oxfordshire and Vale of White Horse district councils were distinct legal entities, when both councils made what appeared to be a joint decision e.g. approval of a joint policy, each council had to issue its own decision which could only be called in by that council's members.

Both councils' scrutiny procedure rules provided that, if a decision was called in, the chairman of the district scrutiny committee could refer the matter to the joint scrutiny committee for consideration. In this way the joint committee could consider a call in relating to a matter that would affect both councils jointly.

RESOLVED: to note the report.

Sc.16 Work schedule and dates for all South and Vale scrutiny meetings

The committee considered its current work schedule which had been updated to reflect recent changes to Vale Cabinet membership and portfolios.

It was agreed to invite representatives of the Oxfordshire Local Enterprise Partnership (OxLEP) to attend a meeting in late October to give a presentation and answer questions on their Strategic Economic Plan.

The meeting closed at 7.55 pm

Joint Scrutiny committee report

Report of head of corporate strategy

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To: JOINT SCRUTINY COMMITTEE

DATE: 22 September 2016

2015/16 performance review of GLL

RECOMMENDATION

That the committee considers GLL's performance in delivering the joint leisure management contract for the period 2015/16 and makes any recommendations to the cabinet members for leisure to enable them to make a final assessment on performance.

PURPOSE OF REPORT

1. The report considers the performance of GLL in providing the joint leisure management service in South Oxfordshire and Vale of the White Horse for the period 1 April 2015 to 31 March 2016. This is the first report of the new joint contract which started on 1 September 2014.

STRATEGIC OBJECTIVES

2. The review of GLL helps ensure that the council's achieve their strategic objectives in the following areas:
 - South Oxfordshire's strategic objective to 'build thriving communities' through the corporate priority to 'help people to be healthy and active'
 - Vale of White Horse's strategic objective for 'sustainable communities and well-being' through the corporate priority to 'increase participation in sport and leisure through continuous improvement programmes for our leisure centres, facilities and schemes'.

BACKGROUND

3. Managing contractor performance is essential for delivering the council's objectives and targets. Since a high proportion of the council's services are outsourced (approximately half the revenue budget is spent on seven main contractors), the councils cannot deliver excellent service to their residents unless their contractors are excellent. Working jointly with contractors to review performance regularly is therefore essential.
4. The council's process for managing contractor performance focuses on continuous improvement and action planning. The councils realise that the success of the framework depends on contractors and the councils working together to set and review realistic, jointly agreed and measurable targets.
5. The overall framework is designed to be:
 - a consistent way for the councils to consistently measure contractor performance, to help highlight and resolve operational issues
 - flexible enough to suit each contract, including smaller contracts which may not require all elements of the framework
 - a step towards managing risk more effectively and improving performance through action planning.

OVERVIEW OF THE REVIEW FRAMEWORK

6. The review process consists of three essential dimensions:
 1. performance measured against key performance targets (KPTs)
 2. customer satisfaction with the total service experience
 3. council satisfaction as client.
7. Each dimension is assessed and the head of service makes a judgement of classification. Contractor feedback and an assessment of strengths and areas for improvement are also included. Where some dimensions are not relevant or difficult to apply fairly to certain types of contract, the framework may be adjusted or simplified at the discretion of the head of service.
8. This contract is the first joint leisure contract and runs from 1 September 2014 until 31 August 2024. GLL provides a comprehensive programme of activities and opportunities for residents and visitors to both districts to enjoy sporting and leisure facilities. GLL operates facilities in Berinsfield, Didcot, Henley, Thame, Wallingford and Wheatley in South Oxfordshire as well as Abingdon, Wantage and Faringdon on behalf of the Vale through a management contract and service specification document.
9. The main deliverables within the contract are to:
 - provide a minimum income each year of £411,278.76 to South Oxfordshire and £1,138,136.40 to the Vale
 - increase participation in the council's leisure facilities and participation outreach programmes

- provide a varied programme of activities to cater for different age groups and preferences.

DIMENSION 1 – KEY PERFORMANCE TARGETS

10. This contract has fourteen KPTs. These KPTs were considered by a joint working group of scrutiny committee members at the time of drawing up the contract documentation and officers from the leisure and corporate strategy teams. The KPTs take into account areas of shared importance to elected members and officers in reporting on the contractor's performance. The KPTs are reported to cabinet members and senior officers on a quarterly basis so areas of success and concern can be discussed in a timely way.

11. These KPT results have been used to inform target setting for 2016/17 and will be used to develop the trend analysis that will happen as the contract progresses.

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 1	Increased total visits year on year	1% +	6.6%+	Excellent	5
KPT 2	Increased total activity visits year on year	1% +	7.1%+	Excellent	5
KPT 3	Increased year on year growth of inclusive membership (disabled pre-paid)	5% +	79.0%+	Excellent	5
KPT 4	Increased year on year growth of concessionary leisure card holders (pay and play)	5% +	7.1%-	Weak	2
KPT 5	Attrition (prepaid memberships only gym, swim etc. not swim school)	Below 7.5%	5.98%	Excellent	5
KPT 6	Average length of stay, direct debit members (excluding swim school)	12 Months	10.21 Months	Weak	2
KPT 7	Reduce	Under 103	40	Excellent	5

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
	customer complaints to Councils				
KPT 8	Percentage of bookings made on line	45%	45%	Excellent	5
KPT 9	Percentage of referrals completing Healthwise programme (GP referral)	40%	40%	Excellent	5
KPT 10	Conversion rate from Healthwise programme to Healthwise membership	25%	37%	Excellent	5
KPT 11	Decreased year on year energy usage (electricity) Kwh per visit	2% -	11% -	Excellent	5
KPT 12	Decreased year on year energy usage (gas) Kwh	2% -	23% -	Excellent	5
KPT 13	Decreased year on year energy usage (water) cubic meters per visit	2% -	59% -	Excellent	5
KPT 14	Annual user satisfaction survey	70%	79%	Excellent	5
Overall "average" KPT performance rating score (arithmetic average)					4.57
Overall "average" KPT performance (excellent, good, fair, weak or poor)					Excellent

12. These targets were agreed at the start of the year using the actual achievements from the previous contracts as the baseline and took into account the actual results of the first six months of the contract in 2014/15 and also reflected anticipated trends. In order to provide an accurate comparison against past performance and to take account of the

operational and programme changes brought about by the new contract, the KPT's have been revised both up and down from the original targets.

- 13. Performance against the targets has been very positive and it is good to note that performance is significantly improved since the previous year. GLL has achieved an excellent rating against 12 of the 14 targets. Some of these were particularly pleasing for example, the savings in utility consumption achieved. GLL introduced a comprehensive housekeeping process into the centres which it was anticipated would produce some savings but not to the level realised.
- 14. GLL needs to carry out some further work on the reports delivered by its management reporting system (Legend). It appears that the number of visits reported by Legend may not accurately reflect the actual number of customers. This inaccuracy means that GLL are not getting full credit for the increased visits achieved in relation to in KPT's 1 and 2. In addition accurate data makes for better decision making. Since being introduced almost three years ago, officers have repeatedly raised this point with GLL in order that their achievements in attracting more users are properly reflected.
- 15. The reason KPT's 4 and 6 have not been achieved is primarily because we are still in the early days of the contract. The concessionary leisure card (KPT 4) was only introduced to the Vale facilities in 2015 and it will take a while for uptake to reach anticipated levels. Uptake of the card has already increased in 2016 and this will be reflected in the 2016/17 KPTs.
- 16. The average length of stay for members (KPT 6) also reflects that the Vale facilities joined GLL in September 2014 and therefore the absolute maximum stay that could have been achieved between that date and the end of the reporting year could have been 19 months. Experience tells us that membership numbers change very quickly however we are now seeing that the length of stay is growing as customers experience improving facilities, new equipment and GLL's management of the service and this will be reflected in the 2016/17 KPTs.
- 17. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors on customer satisfaction:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

- 18. These results generate a score of 4.57 which results in an overall judgement for the KPT dimension of Excellent.
- 19. Based on this performance, the head of service has made a judgement on KPT performance as follows:

KPT judgement Excellent

Previous KPT judgement for comparison N/A

DIMENSION 2 – CUSTOMER SATISFACTION

20. GLL carried out and collated customer satisfaction surveys during 2015/16. Details of the questions asked are attached as annex A of this report.
21. The sample size for this survey was 945. This is a very small sample for the number of visitors attending the facilities across both South Oxfordshire and the Vale. Going forwards, GLL must properly resource this piece of work.
22. GLL also undertakes its own annual satisfaction survey. In order to maximise the usefulness of both surveys, GLL will reschedule the timing of its survey to provide us with customer feedback at six monthly intervals. The information from both surveys will be included in future reports.
23. GLL has achieved an overall customer satisfaction score of 4.16. The weaker areas of service identified by this process form part of the action plan for the year ahead included in Annex B.
24. In addition to the customer satisfaction surveys, we monitor customer comments received by each facility and those received directly by the council. In terms of the feedback received we raise any negative comments that could have significant service or safety implications with GLL to ensure that appropriate action is taken. We also compliment the positive comments which are received especially when it relates to a named member of the GLL team. In annex A there is a breakdown of the number and type of comments received.
25. For reasons of consistency with previous assessments, the following is a guide to the assessment of GLL on customer satisfaction:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

26. The overall score achieved by GLL for customer satisfaction is 4.16, which delivers a judgement of Good. As this is the first judgement under this new contract there is no previous comparison to compare against. Based on this performance, the head of service has made a judgement on customer satisfaction as follows:

Customer satisfaction judgement **Good**

Previous customer satisfaction judgement for comparison N/A

DIMENSION 3 – COUNCIL SATISFACTION

27. Three officers associated with the contract have commented on the council's satisfaction with the delivery of the contract during 2015/16 – these can be seen in annex C. These are the:
- facilities development (leisure) officer who deals primarily with the management of the leisure facilities

- leisure manager and
- partnership development officer who deals with the specialist participation element of the contract.

28. Having taken over the operation of all the facilities on the 1 September 2014 the immediate transition went very well. The only issue related to membership details and prices charged which were easily and quickly dealt with by GLL. The primary cause of these issues arose from the inaccurate, confusing or missing data from previous contractors given to GLL on the transfer of the contracts.
29. After the initial two weeks the support team from GLL was removed leaving the normal centre teams to continue the transition. This worked very well.
30. We had a watching brief during this time, offering support where requested by the GLL team whilst maintaining a very low key monitoring role. During the first three months monitoring slowly increased in the Vale sites which were new to GLL whilst normal monitoring was maintained in South which GLL had run since 2009.
31. Despite the challenges of operating 12 complex and multi-disciplined facilities, GLL has continued to support a range of charitable initiatives during the year, these included Swimathon, Sport Relief hosting a GLL evening to present awards to athletes living in south and vale sponsored by the GLL sports foundation, inter partnership pickleball and badminton championships.
32. Carbon reduction schemes within the partnership have taken a while to progress, however at the end of the reporting year we are in a position to have major works undertaken in both partnerships which will save money and carbon. These projects along with improved housekeeping at the facilities are already, and we expect will continue to, produce reductions in the consumption of all utilities. The major projects will include new air handling units at the White Horse and Henley centres, new lights in the sports halls at Faringdon and Wantage centres and new lights in the pool at Faringdon.
33. We do have a concern about the high level of staff turnover across the contract. Duty managers, lifeguards, swimming instructors and café staff have a high turnover at Thame, White Horse and Didcot Wave, meaning the remaining staff are under pressure to continue to deliver high standards with reduced resources. GLL appears to have difficulty recruiting suitable candidates to certain posts. We have met with GLL colleagues to share our concerns and a plan is now in place to help managers overcome the problem.
34. GLL's community team have worked in partnership to deliver some outreach programmes but the staffing levels and a lack of suitably qualified coaches has resulted in courses being cancelled. This is an area that needs to be addressed in the future.
35. GLL works with the participation team to deliver projects such as GO Active, Active Women and Sportivate. To support these projects the councils asked GLL to demonstrate the Social Return on Investment. This needs further work to suit our needs and the participation team are working with GLL to achieve that.
36. The school holiday activities programme is now being run by GLL on behalf of the councils. The play scheme style activities have worked well and had a good

attendance across most centres. Further work is required on the sports specific activities and a better working relationship with local clubs would help to address this. Marketing of activities could also be improved. This is a common theme within the participation and facility element of the contract.

37. The participation team worked with GLL to deliver its annual swimming offer in May and June 2015. The campaign was a success with over 1,000 people registering for the offer across South Oxfordshire and the Vale. If all GLL staff had been aware of the campaigns it would have been even better and this is learning for future campaigns.
38. In April 2016, a new world record was set for playing continuous doubles tennis by a group from the tennis coaching team at the White Horse Leisure and Tennis Centre. In addition the team raised £13,000 in sponsorship for Sports Relief which brought the total figure raised by GLL in South and Vale to £31,626.
39. The partnership promoted the Club Games for older customers competing on behalf of both councils, as well as hosting an awards evening for aspiring athletes who receive funding support from the Greenwich Sports Foundation.
40. The partnership also delivered joint elections for both councils at the White Horse Leisure and Tennis Centre which dealt with many logistical issues in a professional and helpful manner.
41. The Chairmen of both councils attended official openings of newly refurbished gyms at Park, Henley, Faringdon and Wantage Leisure Centres as well as presenting awards at Triathlons at Faringdon and Wantage.
42. Also during 2015/16, the council's audit team reviewed the contract and GLL's performance. There were no high risk recommendations and overall a satisfactory outcome was awarded. We and GLL are addressing the recommendations made.
43. During the first year of the contract repairs and maintenance issues were raised by the client team along with some concerns identified during monthly inspections.

Most of these concerns have now been addressed by GLL undertaking the following actions:

- introducing regional and partnership maintenance officers
 - introducing a computerised building management system which allows the client team to oversee the works ordered and undertaken by GLL on the facilities
 - engaging with more local contractors to give an improved response time and accountable performance
 - improving monitoring procedures to increase the performance of their centres.
44. We have worked closely with GLL to implement these changes and the benefits of improved maintenance, monitoring scores and information flow, have already been realised.
 45. During the 2015/16 reporting period Thame swimming pool was closed for major refurbishment works. This involved many nights of testing and unsocial working hours as well as dealing with customer queries and the operational consequences of the

closure. The Thame team, as well as the partnership manager should be complimented on their diligence and support over this period and continued efforts to resolve this important project.

46. Based on GLL’s performance, an overall council satisfaction rating of 3.5 has been achieved.

47. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors on customer satisfaction:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

48. Based on this performance, the head of service has made a judgement on council satisfaction as follows:

Council satisfaction judgement **Fair**

Previous council satisfaction judgement for comparison N/A

OVERALL ASSESSMENT

49. Taking into account the performance of the contractor against KPTs, customer satisfaction and council satisfaction, the head of service has made an overall judgement as follows.

Overall assessment **Good**

Previous overall assessment for comparison N/A

STRENGTHS AND AREAS FOR IMPROVEMENT

50. Annex D of this report records strengths and areas for improvement relating to the performance of the contractor over the last year. We have worked with GLL to develop an action plan to address areas for improvement. The plan is attached as annex B and will be delivered in 2016/2017.

CONTRACTOR’S FEEDBACK

51. A key feature of the process for reviewing the performance of contractors is that the council provides them with an opportunity to give their feedback on the assessment, including suggestions for improvements to council processes. This is included in annex E attached to this report.

FINANCIAL IMPLICATIONS

52. There are no financial implications arising from this report.

LEGAL IMPLICATIONS

53. There are no legal implications arising from this report.

CONCLUSION

54. The head of Corporate Strategy has assessed GLL's performance as "**Good**" for its delivery of the leisure management contract during 2015/16. The committee is asked to make any recommendations to the cabinet members for leisure, to enable them to make a final assessment on GLL's performance.

ANNEX A – CUSTOMER SATISFACTION

	Overall Score	
1	Ease of getting through on telephone	4.26
2	Activity available at convenient times	4.33
3	Ease of booking and paying at reception	4.32
4	Ease of parking	4.04
5	Waiting time at reception	4.18
6	Activity charge	4.27
7	Range of activities available	4.25
8	Ease of contacting the centre with issues	4.25
9	How well were issues dealt with	4.16
10	Ease of booking and paying on line	4.15
11	Use of fast track pods where available	3.86
12	Quality of equipment	4.19
13	Water quality in the swimming pool	4.03
14	Water temperature in the swimming pool	3.96
15	Quality of food and drink	3.86
16	Quality of information / leaflets/websites	4.05
17	Availability of information in general	4.13
18	Quality of information on notice boards	4.11
19	Quality of flooring in sports hall/activity area	4.07
20	Quality of lighting in sports hall/activity area	4.17
21	Quality of artificial turf pitches	3.95
22	Cleanliness of changing rooms	4.03
23	Cleanliness of activity space	4.13
24	Cleanliness of cafeteria area	3.96
25	Litter removal inside and outside the centre	4.25
26	Overall impression on cleanliness of centre	4.19
27	Range of food and drink	3.79
28	Quality of food and drink	3.92
29	Value for money of food and drink	4.04
30	Reliability of vending services	3.90
31	Range of clothing and equipment for sale	3.89
32	Prices of clothing and equipment	4.13
33	Helpfulness of reception staff	4.53
34	Helpfulness of other staff	4.51
35	Standard of coaching / instruction	4.49
36	Availability of staff	4.33
37	Visibility of staff including uniform	4.47
38	Value for money of activities	4.39
39	Overall satisfaction with your visit today	4.46

40	Would you recommend this service to an associate?	4.49
Average Score	4.16	

The average score reached in 2015/16 was 4.16 across the contract, which is a significant improvement on last year and reflects the effort put in by GLL to improve services. The GLL team should be commended for their efforts and we will continue to work with the centre managers and partnership management to maintain and improve this score.

Customer comments are also monitored. The volume of comments received during the reporting year is detailed below and broken down by complaint and compliment.

Type of complaint	Year total 2015/16	Type of compliment	Year total 2015/16
Cleaning	43	Cleaning	13
Equipment/environment	39	Equipment/environment	9
Staff	44	Staff	71
Communication / On line	53		0
Repairs and Maintenance	76	Repairs and Maintenance	7
Classes	168	Classes	13
Membership	79	Membership	2
Miscellaneous	89	Miscellaneous	56
Total	611	Total	171

Feedback received directly by the council's

Type of Complaint	Year total 2015/16	Type of compliment	Year total 2015/16
Cleaning	8	Cleaning	1
Swimming Lessons	5	Swimming Lessons	
Food/vending	1	Food/Vending	
Staffing	3	Staffing	2
Repairs and Maintenance	3	Repairs and Maintenance	
Campsite	2	Campsite	
Information	3	Information	
Bookings/Members	15	Bookings/Members	
Total	40	Total	3

There was only one comment received across the contract relating to equalities and diversity during 2015/16 and that related to a male customer requesting male only swimming sessions which was responded to but no action required.

KEY DOCUMENTS

If required, has the contractor provided the council with annual updates of the following documents?

1. Updated equalities information (Yes)
2. Updated utility information (Yes)
3. Updated concept evolution information (Yes)

Annex B – Action plan for 2016/17

Action	Owner	Due date
Improve customer satisfaction response size for future consultation processes	GLL	Summer Survey 2016 Winter Spring Survey 2017
Enter into a vending contract that will provide a much improved service to customers	GLL	Quarter 3 2016
Improve dry side toilet facilities at Didcot Wave	GLL/SODC	June 2016
Improve training and awareness for on-site staff to recognise items needing repair or maintenance	GLL	Ongoing
Update Gym equipment at Thame	GLL	2016/17
Improve staffing levels and focus on customer service, rather than sales	GLL	Ongoing
Improve squash courts across the estate	GLL	2016/17
Improve sports hall floor at Park Leisure centre	GLL	2016/17
Improve disabled changing at White Horse Centre	VWHDC	September 2016
Improve telephone answering at White Horse centre	GLL	2016/17
Improve Car Parking at Faringdon Centre	GLL/VWHDC	2016/17
Improve Car Parking at Thame centre	GLL/SODC	2016/17
Improve Car Parking at Wantage Leisure Centre	GLL/VWHDC	2016/17

Annex C – Council Satisfaction for 2015/16

This assessment allows the council (as a client) to record its own satisfaction with aspects of a contractor’s performance which lie outside Key Performance Targets and customer satisfaction. Each officer with direct knowledge and who frequently interacts with the contractor should complete this form. Some questions can be left blank if the officer does not have direct knowledge of that particular question.

The numbers indicated in the following table are the total number of responses received for each question

Contractor GLL

From (date) 1 April 2015 To 31 March 2016

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
1 Understanding of the client's needs		1	2		
2 Response time			2	1	
3 Delivers to time			3		
4 Delivers to budget	2	1			
5 Efficiency of invoicing		1	2		
6 Approach to health & safety		3			

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
9 Easy to deal with	2	1			
10 Communications / keeping the client informed			2	1	
11 Quality of written documentation			3		
12 Compliance with council’s corporate identity		3			
13 Listening		3			
14 Quality of relationship	2	1			

IMPROVEMENT AND INNOVATION

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dissatisfied	(1) Very dissatisfied
15 Offers suggestions beyond the scope of work			2	1	
16 Degree of innovation			3		
17 Goes the extra mile		1	2		
18 Supports the council's sustainability objectives		3			
19 Supports the council's equality objectives		3			
20 Degree of partnership working		3			

The following table is a summary of council satisfaction based on the completed questionnaires

Rating	Votes	Score equivalent	Total
very satisfied	6	X 5	30
satisfied	24	X 4	96
neither satisfied or dissatisfied	21	X 3	63
dissatisfied	3	X 2	6
very dissatisfied	0	X 1	0
Total	54		189

The overall council satisfaction is calculated as follows: $189 \div 54 = 3.5$ (refers to point 46 in the report)

ANNEX D - STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths	Centre managers and partnership managers are approachable and willing to help
	Monitoring scores have improved towards the end of the year after considerable input from the client team
	General managers are quick to respond to queries or issues when highlighted
	Works well in partnership at a senior level providing updates on contract issues
	Teams work well to deliver joint projects including major works
Areas for improvement	The GLL bid team need to inform and work much closer with their delivery team to ensure they are appraised of the needs of the contract
	Improve training and induction processes of duty managers to improve delivery at the sites
	Maintain staffing levels in order to provide the required service to customers
	Too many items of maintenance being missed by site teams, which the client team observe which has improved towards the later part of the year
	Improve the number of customers completing the annual customer satisfaction surveys to better reflect the numbers of users.

Annex E - Contractor 360° feedback

CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT

GLL is pleased how the partnership has developed with the Councils and that the step change in service/performance in the first full year has been recognised; especially through the customer feedback. However, it is recognised there is always room for further improvement.

Dimension 1 – KPT's

GLL is delighted with the “excellent” score against the KPTs set in conjunction with the Councils. In many instances, for example KPT 1 and 2, the outcomes are well above UK averages. This also demonstrates that our shared vision with Council's Participation Team is being achieved:

“To offer opportunities that enhance the physical, mental, creative, and social well being of all members of the community who choose to get involved – encouraging everyone to take part”

KPT 4 - GLL has recently introduced a Pay & Play card in the Vale which will entitle regular users to 30% discount and up to 50% for those receiving concessions. This will undoubtedly improve the score in future reporting years

KPT 6 – Average Length of Stay was a difficult target to set at the start of contract as Vale members did not have any length of stay as part of their membership history. GLL are confident this target can be met in future reporting years and are committed to continuous improvement with numerous measures already underway to achieve further development in 2016/2017.

Dimension 2 – Customer Satisfaction

GLL is satisfied with the overall score of “good” with the average of 4.16 just 0.14 off an excellent rating. There is still a significant amount of investment taking place in the centres and to score good with a majority of this still to be completed GLL is confident in achieving Excellence at the following Scrutiny Report.

It must be recognised that GLL also conducted an Annual User Survey at the leisure centres at the same time as the Councils' Customer Survey. This clash may have resulted in fewer customers completing the Councils' paper survey. This electronic survey had (1,161 surveys completed). Therefore GLL has arranged that its electronic Annual User Survey takes place later in the year from 2017.

Dimension 3 – Council Satisfaction

GLL is aware of the staffing issues that were in some cases inherited at the start of contract and these have mostly been addressed; turnover comparisons have reduced by over 50%.

ANY AREAS WHERE CONTRACTOR DISAGREES WITH ASSESSMENT

Re point 32. GLL are keen to record that the mobilisation into South Oxfordshire and the Vale of White Horse was smooth transition and was recognised as this. Although with a change in contractor there was the risk of losing staff throughout a period of time. Turnover now has significantly reduced by 50%, and GLL are operating key programmes in the partnership to reduce this further (Apprentices, Supervisor Academy and Trainee Management schemes)

WHAT COULD / SHOULD THE COUNCIL DO DIFFERENTLY TO ENABLE THE CONTRACTOR TO DELIVER THE SERVICE MORE EFFICIENTLY / EFFECTIVELY / ECONOMICALLY?

GLL is keen to utilise the latest technology and innovation to improve the service and “offer” to customers. We would welcome support from officers for a number of pilots/trials as the leisure industry can be a fast-moving one.

However, GLL do recognise the tremendous support, particularly from senior managers, that has been provided to-date and are keen to build further on this through the contract.

Feedback provided by

Ben Whaymand, Partnership Manager GLL
--

Date

13 th September 2016

Joint Scrutiny Report



Author: Gerry Brough

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Head of service: Gerry Brough/David Hill

Vale Cabinet lead members: Mathew Barber, Mike Murray, Roger Cox

South Cabinet lead members: John Cotton, Elizabeth Gillespie, Robert Simister



Update on Oxfordshire's Strategic Economic Plan refresh process

Purpose

1. To provide Joint Scrutiny Committee members with an update on the process for producing a refreshed Oxfordshire Strategic Economic Plan (SEP)

Background

2. Officers have discussed with South and Vale Cabinet members the process for developing a refreshed Oxfordshire SEP.
3. As a result of feedback from members, officers were asked to ensure that:
 - a. Copies of the refreshed SEP be placed on the Council's website so visitors to the website could comment on the document, via a dedicated email address, if they so wished to do.
 - b. The refreshed document is discussed at the next Joint Scrutiny Committee, so cabinet could take their comments into account when determining whether/how to endorse the refreshed SEP
 - c. Cabinet be kept informed of developments with regard to the SEP
 - d. A subsequent paper is presented to October cabinet meetings, summarising key aspects of the refreshed SEP document and recommending how Council should respond to the LEP's request that the refreshed SEP be steered through Council's democratic process, with a view to endorsing the document.

4. The refreshed SEP is attached as an Appendix to this report.) The document has subsequently been ratified by the LEP Board at their Board meeting on 5 September 2016.
5. The document was also placed in the Business Section of both Council websites with the following invitation:

The Oxfordshire Local Enterprise Partnership (OxLEP) is currently refreshing the Strategic Economic Plan so it can align better with Oxfordshire's current economic environment.

We have received a final draft version of the Oxfordshire Strategic Economic Plan. Oxfordshire Local Economic Partnership have asked our Cabinet to endorse its' content at their next meeting in October.

The document can be accessed via [the Oxfordshire LEP website](#).

The Oxfordshire Strategic Economic Plan document has already been subject to a full public consultation process. However if you would like to comment on this, in advance of our cabinet meeting, you can do so by emailing sepconsultation@whitehorsedc.gov.uk by Friday 30 September 2016.

6. To summarise, the current timetable is therefore as follows:

Date	Action
24 August 2016	Revised version of refreshed SEP document circulated to cabinet members and posted on OxLEP website for information
31 August	Revised version posted in Business Section of Council websites, with an invitation to comment via a dedicated, unique email address for each council area – before 30 September 2016.
22 September	Refreshed SEP document to be discussed by Joint Scrutiny Committee
30 September – 1 October	Comments to be incorporated into the cabinet paper being drafted for 6/7 October Cabinet Meetings
By end October	Oxfordshire councils to provide either full or qualified endorsement of the SEP document
November	OxLEP to finalise refreshed SEP document and obtain their Board approval to publish this as a final refreshed SEP document

Conclusion

7. The final revised SEP document has been circulated to cabinet members and represents OxLEP's final revision, pending any comments received following each councils consideration of the document.
8. Officers are confident that OxLEP will fully consider all responses to the refreshed SEP document, and will take account of further comments made by councils before publishing a final version of the SEP document. That said, as

with all consultation exercises, OxLEP would not necessarily be expected to incorporate every comment into the final SEP, due to the essential need for collaboration, prioritisation and compromise during the production of such a county-wide strategy document.

9. The Joint Scrutiny Committee is asked to:
 - a. Note the timetable for production of a refreshed Oxfordshire SEP
 - b. Note that a paper summarising the SEP will come to both South and Vale's October cabinet meetings for their consideration, comment and endorsement (either full or qualified) and
 - c. Submit comments for the Cabinets' consideration

Refreshing Oxfordshire's Strategic Economic Plan

Draft – revised following public
consultation

Foreword



To be written to include reference to include references to:

The consultation exercise

Brexit

Contents

REFRESHING OXFORDSHIRE'S STRATEGIC ECONOMIC PLAN	1
EXECUTIVE SUMMARY	2
INTRODUCING OXFORDSHIRE'S REFRESHED STRATEGIC ECONOMIC PLAN	4
A PROFILE OF OXFORDSHIRE'S ECONOMY TODAY – AND ITS ASSETS, OPPORTUNITIES AND CHALLENGES.....	6
OUR VISION	19
OUR PROGRAMMES.....	21
PEOPLE	23
PLACE	28
ENTERPRISE	34
CONNECTIVITY	39
MOVING FORWARD IN DELIVERY	45

Executive Summary

This refreshed version of the Strategic Economic Plan (SEP) for Oxfordshire takes into account evidence that has become available since the first SEP was produced in 2014, including new strategies relating to skills, innovation, culture and heritage, and natural resources and the environment. It acknowledges the changing context for Oxfordshire's economic well-being. It also responds to substantial engagement from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents. But like its predecessor, this refreshed SEP signals our strong ongoing commitment to sustainable economic growth across the county.

Oxfordshire's SEP is intended to be a widely-owned "*economic route map*" focused on supporting the economic performance, potential and prospects of Oxfordshire, and managing the county's strong economic growth to ensure sustainability and inclusivity. Compared to the original SEP, this refreshed version is higher level, shorter and clearer. It focuses on strategy rather than the details of delivery.

The Vision of the SEP is that

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

Oxfordshire is notable for the excellence and scale of innovation, enterprise and research within the county, and for the dynamism of its economy: both employment and GVA (Gross Value Added) are growing strongly, activity and employment rates are high, and there is very low unemployment. The scale of recent investment in some of its most successful firms bodes well for the future. In addition, significant progress has been made over the last two years in delivering against most of the objectives set out in the 2014 SEP.

However, there are issues of sustainability and inclusion that must be addressed. There is also a need for greater resilience in the face of increased global risks and uncertainty.

We aim, with partners, to harness Oxfordshire's unique combination of assets to ensure that by 2030, the county's economy is recognised to be:

- **Vibrant:** a place where ambitious businesses and people thrive; and where young people choose to build their careers and their lives
- **Sustainable:** environmentally (taking into account patterns of resource use, climate change, carbon emissions, heritage assets), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)
- **Inclusive:** where all residents and businesses have a real stake and voice in determining the county's future economic narrative and contributing fully to it
- **World-leading:** recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

These outcomes will be achieved through four wide-ranging programmes, each with priorities to 2020, and a number of key action areas. The programmes are:

- **People** – 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

- **Place** – ensuring a strong link between jobs and housing growth, and providing a quality environment that supports and sustains growth; and offering the choice of business premises and homes needed to support sustainable growth whilst capitalising on and valuing our exceptional quality of life, vibrant economy and urban and rural communities
- **Enterprise** – emphasising innovation-led growth, underpinned by the strength of Oxfordshire’s research, business collaboration and supply chain potential; recognising and reinforcing the significant contribution made by all sectors, all parts of Oxfordshire and all types of business
- **Connectivity** – enabling people, goods and services to move more freely, connect more easily; improving broadband and mobile coverage and capacity; and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

We will ensure that the inter-relationships and opportunities across these programmes are fully exploited. For example, we will encourage the local commercialisation and application of technologies developed by Oxfordshire’s research and business communities in areas which improve environmental sustainability and health outcomes (such as low carbon, low energy systems, autonomous vehicles and digital health) in order to benefit Oxfordshire’s people, places and connectivity.

There is an important cross-cutting spatial dimension to the SEP. We will maintain the principal spatial focus on Oxfordshire’s Knowledge Spine – from Bicester in the north through Oxford to Science Vale in the south – as the main location for housing and employment growth. However, we will also continue to encourage and support projects in the market towns and rural areas which support the objectives of the SEP, and ensure these areas are well connected to the Knowledge Spine (and elsewhere).

In delivering the refreshed SEP, the LEP will work through clear governance and management arrangements, building on the substantial progress that has been made over the last two years and supporting on-going initiatives to devolve significant responsibilities and funding to deliver local services and infrastructure improvements. It will work closely with key partners and stakeholders including Oxfordshire’s local authorities and the Oxfordshire Growth Board, and the county’s businesses, voluntary organisations, academic institutions, and residents.

Introducing Oxfordshire's refreshed Strategic Economic Plan

It is now two years since Oxfordshire Local Enterprise Partnership (OxLEP) published its first Strategic Economic Plan (SEP). In the interim we have achieved a great deal, and the SEP itself continues to be widely endorsed.

The decision to update and refresh the SEP has been prompted by our desire to continue to nurture Oxfordshire's economy. The refreshed SEP:

- reflects **new evidence and insight** that has become available over the last two years
- embraces a number of **investment plans and strategies** that have been completed (or are ongoing) within the county, relating (for example) to skills, innovation, culture and heritage, and the environment
- acknowledges the changing **wider context** for Oxfordshire's economic well-being – and particularly, the far greater global economic uncertainty that is likely to define the next five years, including in relation to the outcome of the referendum on the UK's membership of the EU
- responds to substantial **engagement** from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents
- anticipates that the **process of devolution** will progress substantially over the months/years ahead.

Through the refresh process, we have sought to ensure that Oxfordshire's SEP is a **widely-owned "economic route map"** for the county as a whole. It focuses on realising the opportunities in Oxfordshire to achieve **sustainable economic growth** and to conserve its natural resources and built heritage. It has been informed by a series of public workshops and it has benefited from a full public consultation (which generated almost 300 written responses).

Box 1: What we mean by sustainable economic growth

The 1987 Brundtland Report defined 'sustainable development' as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. What does this mean in the context of Oxfordshire's Strategic Economic Plan?

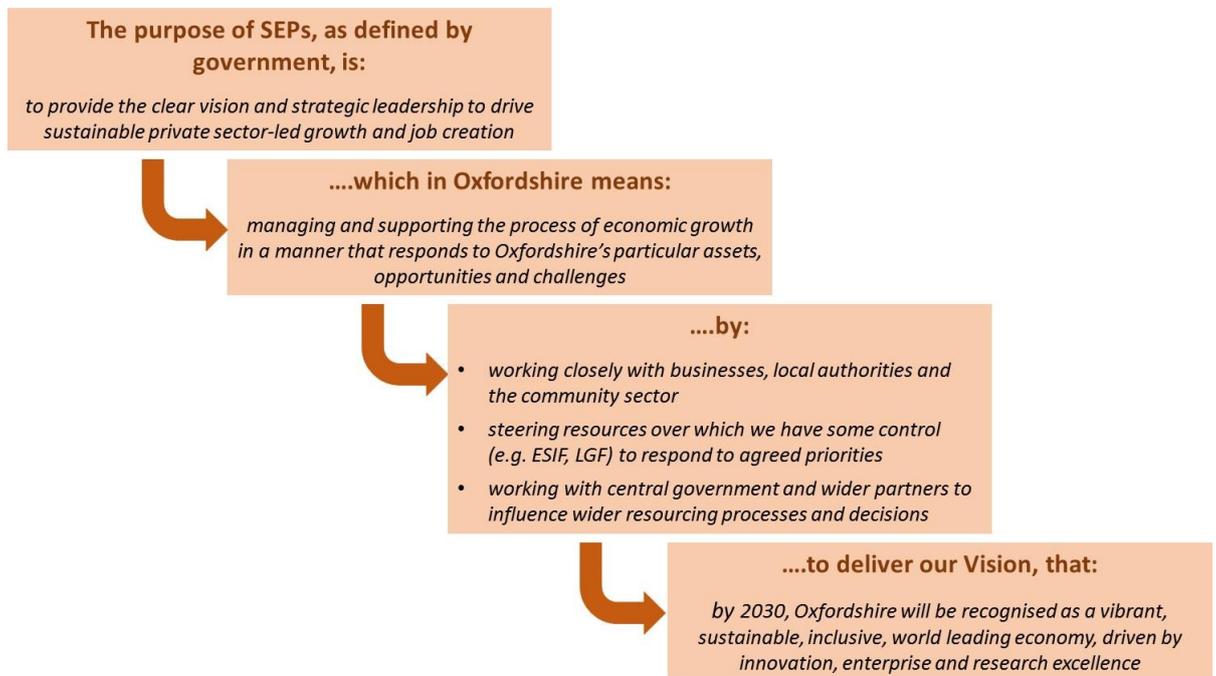
Oxfordshire LEP was established by the Government to support economic growth in Oxfordshire. Its focus, therefore, is on supporting economic growth which delivers sustainable and inclusive outcomes and creates a vibrant and world leading business environment. This type of growth will:

- enhance and develop community coherence and connectivity, building-in community well-being and resilience for the future
- ensure today's and tomorrow's residents can find good jobs and homes they can afford in the county
- use the incredible scientific and technological expertise in Oxfordshire's institutions to stimulate economic growth which is more sustainable, more inclusive and genuinely world leading in its characteristics

- enable infrastructure improvements which we all want, but know we cannot afford without the public and private sector funding that only comes with planned growth
- enable us to insist on, and afford, new development which is high quality and enhances the built environment
- enable investment in developing the skills of our young people
- make better use of limited and precious resources such as water, energy and land
- ensure that Oxfordshire continues to make a strong, positive contribution to the national Exchequer.

Growth therefore needs to be both supported and managed, to produce positive, sustainable outcomes. This is what the LEP is seeking to do: to achieve the vision in the Strategic Economic Plan

Figure 1: The purpose of Oxfordshire's Strategic Economic Plan (SEP)



A profile of Oxfordshire's economy today – and its assets, opportunities and challenges

The economic headlines

Overall, Oxfordshire generates output to the value of about £20.5bn (data for 2014, in current prices, from ONS) from about 400,000 jobs (including both employees and self-employment jobs) in a total of 30,000 enterprises.

Oxfordshire performs well on key metrics of productivity and it is consistently in the upper echelons of league tables relating to the economic performance of LEP areas:

- in 2014, GVA per hour worked in Oxfordshire was an estimated £32.70 – compared to a UK average of £31.00
- in 2013, GVA per filled job was estimated to be £51.2k; the UK average was £48.8k.

In the year to March 2016, some 358,000 residents aged 16-64 were in employment (whether employed or self-employed). Both activity and employment rates are higher than the regional average – and substantially higher than the national average. The rate of unemployment is very low. Hence Oxfordshire is currently approaching full employment.

The largest employment sectors in Oxfordshire are education (51,000 employees, 14.9% of all employees in employment), professional, scientific and technical (41,000, 12.1%), health (40,000, 11.8%) and retail (32,000, 9.4%). Employment in tourism – which is cross sectoral – also accounts for around 32,000 jobs (9.5%)¹.

Over the last few years, Oxfordshire's economy has performed strongly, and the scale of recent investment bodes well for future growth. Between 2011 and 2014, the number of jobs in Oxfordshire – including employee and the self-employment jobs – grew by 7.8%, compared to growth of 6.2% nationally. Within this total, employee job numbers grew by 6.3% to 341,500 (compared to 5.3% nationally), while the number of self-employment jobs grew slightly faster. The rate of GVA growth from 2011-14 was also above the national average (15.6%, compared to 12.1% for the UK).

Since 2011, employment growth in Oxfordshire has been much faster than was expected through the forecasts used as the basis for the Strategic Housing Market Assessment². The sectors with the biggest increase in employees 2011-14 were professional, scientific and technical (an increase of nearly 7,000 employees), construction (5,500 increase), business administration and support services (3,300 increase) and transport and storage (2,200 increase). The number of employees in manufacturing and public administration and defence declined by just over 1,000 in each sector over the 2011-14 period.

Science and technology based clusters in Oxfordshire are particularly strong and distinctive, nationally and internationally. By 2014, there were 46,100 employees in high tech sectors in Oxfordshire, 13.5% of total employee jobs in Oxfordshire. GVA growth in key high tech sectors was well above the national average (e.g. GVA in 'information and communication'

¹ Sectoral employment is taken from the Business Register and Employment Survey (BRES) – latest data is for 2014, published in the autumn 2015. Employment in tourism is based on figures in the Oxfordshire Creative, Cultural, Heritage and Tourism Investment Plan.

² The Planned Economic growth employment forecasts envisaged growth between 2011 and 2021 of just under 50,000 jobs, which is equivalent to just under 15,000 over the period 2011-14. This compared with actual growth of just over 30,000 jobs – twice the rate forecast.

grew by 29.3% in Oxfordshire between 2011 and 2014, compared with 8.4% in UK). In the 12 months to July 2015, Oxford's technology firms received a reported £1.4bn in investments - more than five times the previous year's total of £250m. Over 20 new Oxford technologies and ventures received a record £2.6m in proof-of-concept funding in 2014 alone. This bodes well for future growth.

Some 85% of Oxfordshire residents in employment live and work in the county. However, both inbound and outbound commuting increased between 2001 and 2011 for all Oxfordshire districts with the exception of South Oxfordshire, where there was a slight fall in out-commuting. In 2011, 57,000 people commuted into Oxfordshire, 10,000 more than in 2001, and there was a daily net inflow to Oxford of nearly 30,000 workers, up 16% since 2001.

One reason for increased commuting into Oxfordshire is the high housing costs and associated issues of affordability³. It is therefore encouraging that housing completions have increased over the five years to 2015, compared with a national average of 15%⁴. However, completions remain well below the objectively assessed need: a total of 3,124 new homes were completed in the county in 2014/15, compared with a need averaging approximately 5,000 per year⁵.

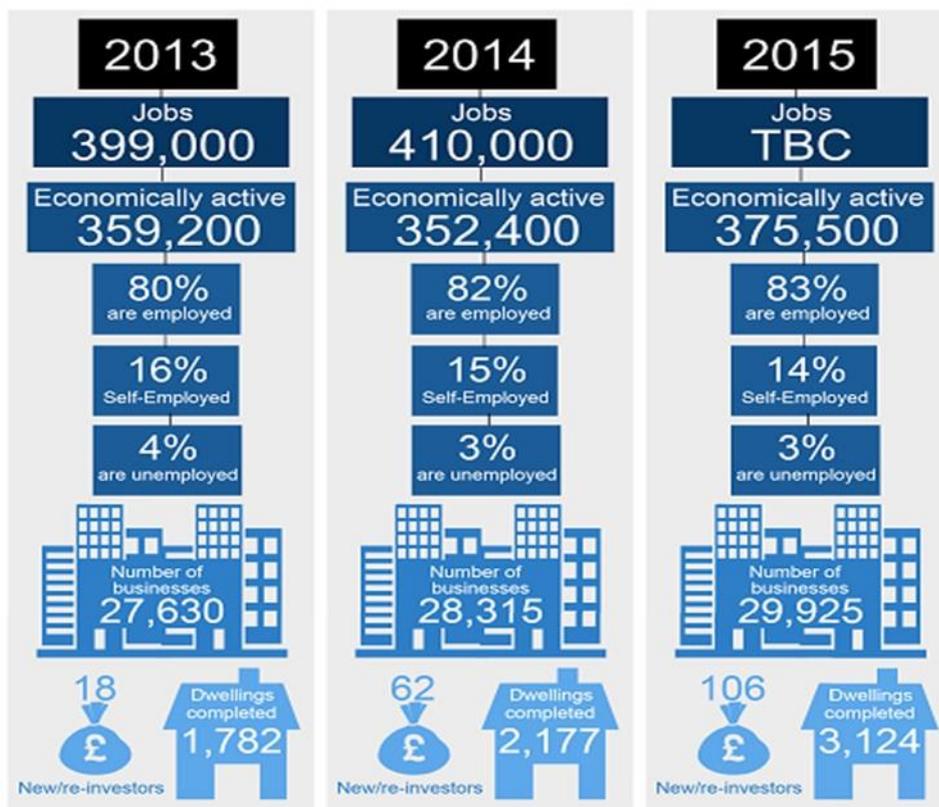
As at June 2016, some 2,635 people in Oxfordshire were claiming Job Seekers Allowance (JSA), or Universal Credit (UC). This equates to an unemployment rate of just 0.6%, compared to 1.8% for Great Britain. Since March 2014, when the first SEP was published, the number of Oxfordshire residents on JSA/UC has declined by nearly 40%. This is to be welcomed. However it does point to the challenges for growing and new businesses seeking to recruit staff from a small pool of potential labour. Furthermore, the people claiming in work benefits are likely to be those who face particular challenges in accessing training and work, meaning that they will need additional and targeted support to help them move closer to the labour market.

³ It is notable also that several of the businesses that were consulted in the course of refreshing the SEP commented specifically on the growing incidence of long distance commuting, particularly from the Midlands, as result of housing pressures and prices. The businesses considered that this was not sustainable long term, not least because employees typically "got fed up" after about a year and then moved onto other jobs

⁴ Sources: local authority annual monitoring reports for the Oxfordshire figure, DCLG for the national figure.

⁵ The 'objectively assessed need' for the period up to 2031 was identified in the 2014 Strategic Housing Market Assessment for Oxfordshire, commissioned by the Oxfordshire local authorities.

Figure 2: Understanding how the economy of Oxfordshire is changing



Oxfordshire's wider assets for economic prosperity

Oxfordshire is home to some of the UK's principal resources for high quality, knowledge-based, economic growth:

- The recent official UK-wide assessment of all university research, the Research Excellence Framework, found that the **University of Oxford** has the country's largest volume of world-leading research. This research sets academic agendas and the University of Oxford is among the top 5 in the world on every key indicator for both teaching and research. The University of Oxford has had over 50 Nobel Prize winners, more than most countries, and total external research has increased every year for the last 10 years, reaching £523m in 2014/15.
- **Oxford Brookes University** is among the best of the newer universities nationally and consistently ranks within the top 10 universities in the UK for income from intellectual property, reflecting the strong impact of its research.
- There is a unique grouping of 'big science' and other research facilities, primarily in **Science Vale** in the south of Oxfordshire, including the Culham Centre for Fusion Energy and – at Harwell – the Science and Technology Facilities Council (STFC) Rutherford Appleton Laboratory; Diamond Light Source, the national synchrotron facility; the ISIS Pulsed Neutron Source; the Central Laser facility; the UK Space Gateway, including the Satellite Applications Catapult Centre; the European Space Agency; and the Medical Research Council's facilities.
- Oxfordshire has some **outstanding and fast-growing businesses with names that are widely recognised around the world**, ranging from newer companies like Adaptimmune and Immunocore to more established ones like Sophos, Williams F1, Oxford Instruments

and Blackwell, and global brands such as BMW, Siemens, Unipart and Oxford University Press.

- There is momentum linked to **Science Vale Oxford**, **three Enterprise Zones** (at Harwell, Didcot and Milton Park), **two Garden Towns** (Bicester and Didcot) and an **increasing supply of specialist science and business parks and incubator space** (for example, at Begbroke, Bicester Business Park, Harwell Science and Innovation Campus, Milton Park, and Oxford Science Park).
- There is improving access to **long term risk capital**, particularly through the establishment of two major new funds in 2015:
 - University of Oxford and Oxford University Innovation (the University's technology commercialisation subsidiary) launched a partnership with newly created Oxford Sciences Innovation plc (OSI) to invest £320m in science and technology-based spin-outs from Oxfordshire's research facilities
 - the Woodford Patient Capital fund, based in Oxfordshire, raised £890m at launch.
- Oxfordshire has a **strategic location** – which is close to both a booming world city (London) and a global hub airport (Heathrow); and is an integral part of the UK's **Golden Triangle** (defined between Cambridge, London and Oxford).

Figure 3: Oxfordshire's Strategic Economic Assets



The economic importance of our built and natural environmental assets

Oxfordshire's built heritage and natural environment have played a substantial part in the county's economic and social development and they will continue to be a vital part of its future. Many of Oxfordshire's towns and villages are attractive and vibrant places in which to live, work and relax. The county's natural capital – including its land, soils, air, water, animals and plants – is distinctively rich and diverse. Oxfordshire's urban and rural heritage is outstanding. The county's residents, businesses and other organisations – wherever they are located – all benefit economically, socially and culturally from these assets.

However, some of these assets are in decline or under threat, and investment is needed to reverse this damage. As the economy and the population grow, and the effects of current and future climate change are felt⁶, the county needs to be prepared in order to minimise damage to the natural environment, build resilience and reduce risk.

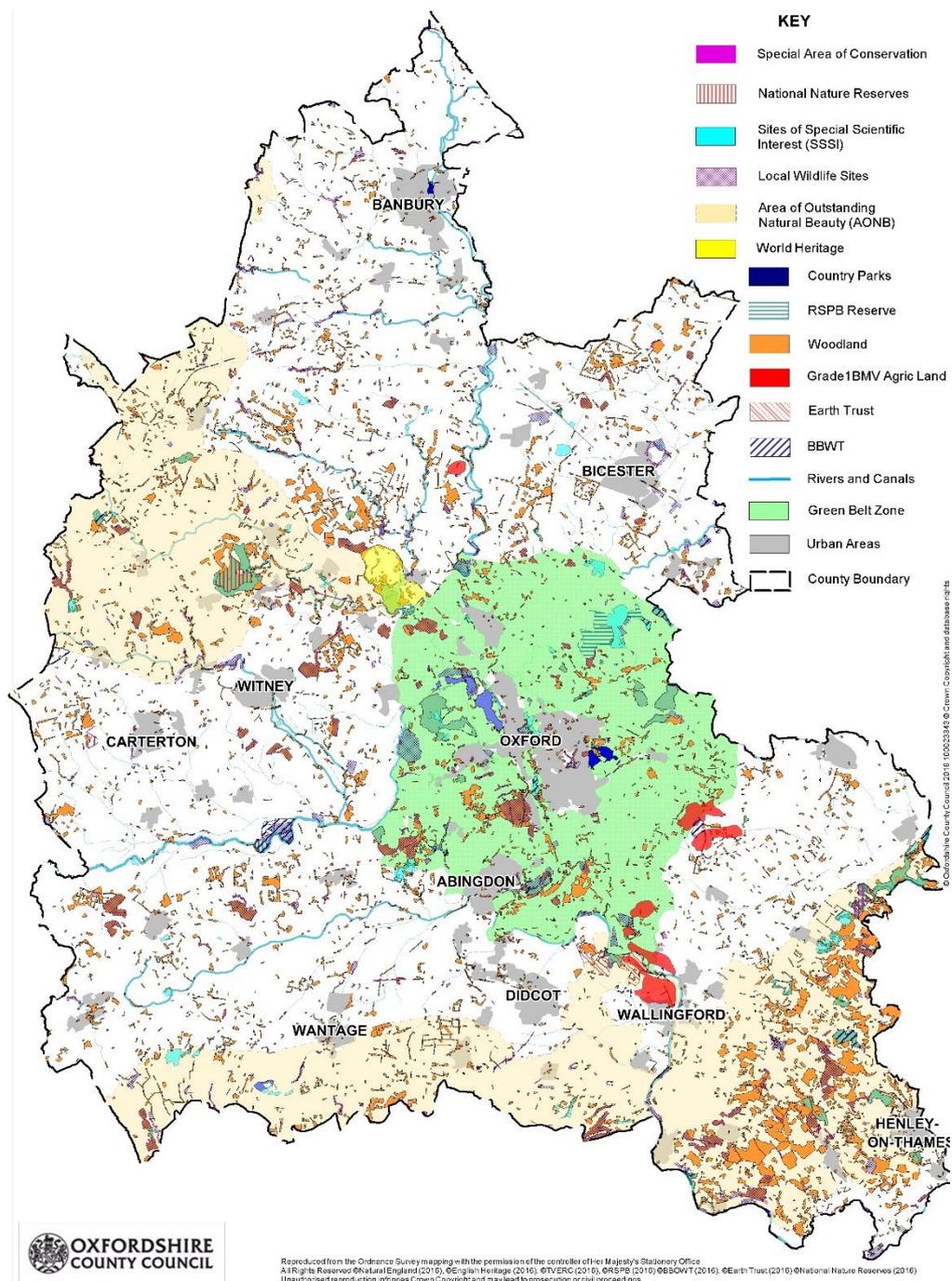
It would be misleading to suggest that economic growth does not give rise to environmental pressures. However, Oxfordshire has some real opportunities to apply local research and innovation to repair and enhance its natural capital as well as the built environment. For example, Oxfordshire has world leading research and commercialisation in areas such as solar and fusion energy and electric vehicles, and low carbon sectors already account for about 7% of the economy. Well targeted investments can bring about multiple benefits including added economic value, more efficient use and greater protection of natural resources and more pleasant surroundings, all of which make the county a more desirable place to live and work.

The outstanding quality of its natural and built environment – and the importance of both in relation to its economic well-being – is described in two plans we have produced with partners since the 2014 SEP: the **Strategic Environmental and Economic Investment Plan (SEEIP)** and the **Creative, Cultural Heritage and Tourism Investment Plan (CCHTIP)**. These two documents provide a great deal of evidence and insight with regard to the economic importance of our natural and built environment, and also the way in which sustainable economic development can support the successful management of our environmental assets (see Annex B for a summary of the plans).

Oxfordshire's economic assets are second to none – particularly in combination with its environmental, heritage-related and cultural resources. With them come real opportunities and challenges in relation to economic growth – and, for the people of Oxfordshire and for OxLEP, some responsibilities.

⁶ See Oxfordshire's Low Carbon Economy – Report by the Environmental Change Institute and Low Carbon Oxford, October 2014

Figure 4: Oxfordshire's Strategic Environmental Assets



Economic geography

Against this backdrop, Oxfordshire has a very distinctive economic geography. Most of the county is within an Oxford Travel to Work Area (as defined at the time of the 2011 Census). Banbury – in the north – has a TTWA of its own (which extends into Northamptonshire) and parts of southern Oxfordshire are contained within the Reading TTWA, but Oxford is – demonstrably – the county’s functional centre. The urban area of Oxford (including Botley which is in Vale of White Horse district) has a population of around 160,000 – slightly larger than that of the area administered by Oxford City Council. But on either definition, the city accounts for just under a quarter of the county’s population, and around 30% of all the jobs in Oxfordshire.

Outside Oxford, the major settlements are stand-alone towns with a distinctive character – Bicester and Banbury in Cherwell (to the north and east); Witney in West Oxfordshire; Didcot, and Henley-on-Thames in South Oxfordshire; and Abingdon and Grove & Wantage in Vale of White Horse. These towns differ substantially from each other and some of them – notably Bicester, Didcot and Grove & Wantage – are set to see significant planned growth.

Much of Oxfordshire is rural. Parts of the county are of an extremely high environmental quality. Indeed, Oxfordshire overlaps with three different Areas of Outstanding Natural Beauty (Cotswolds, North Wessex Downs and Chilterns). Blenheim Palace and its Estate, and the University quarter in Oxford, are World Heritage Sites, reflecting their cultural and historical significance.

The area surrounding Oxford is Green Belt – a planning designation which was established to control urban sprawl and, in the case of historic cities like Oxford, to preserve its setting and special character.

These are the particular spatial characteristics of a county which is both distinctive and beautiful. In a fast growing county such as Oxfordshire it is inevitable that at times there may be conflicts between economic development, environment assets and the Green Belt. However, if development is planned and delivered well, with adequate resources – and if natural resources are appropriately valued – the outcome should be net environmental gains.

Progress in delivering our Strategic Economic Plan

Our original SEP included a series of Objectives, structured under each of four Programmes. For the most part, the timescale for the delivery of these Objectives was through to 2030/31, so two years in, we still have some way to go. However, we are making good progress⁷. This section provides an overview of the progress made so far. This has been made possible by the LEP securing, in collaboration with partners, substantial funds through the Oxfordshire City Deal, Local Growth Fund and the European Structural and Investment Funds (ESF, ERDF, EAFRD). The table below summarises the funding secured and the leverage and outputs it will provide.

Table 1: Funding secured by the LEP with support from partners in the last two years

Source	Amount secured	Leverage	Total investment	Expected outputs
City Deal (January 2014)	£55.5m	£1,216m	£1,271.5m	18,000 jobs, 7,500 homes, by 2021
Growth Deal 1 (January 2015)	£108.5m	£100m	£208.5m	6,000 jobs, 4,000 homes, by 2021
Growth Deal 2 (January 2015)	£9.9m	£593.54m	£603.44m	
Total	£173.9	£1,909.54	£2,083.44	

Table 2: European Structural Investment Funds⁸

Source	Amount allocated	Expected outputs
European Regional Development Fund	€9.9m	754 business supported
European Social Fund	€9.4	1,000 people helped into training and work
European Agricultural Fund for Rural Development	€2.8	TBC – discussions with Defra on-going
Total	€22.1m	

One element of progress is the production of four cross cutting plans intended to support implementation of the SEP. These include the **Strategic Environmental and Economic Investment Plan (SEEIP)**, the **Creative, Cultural Heritage and Tourism Investment Plan (CCHTIP)**, the draft **Innovation Strategy** and the **Oxfordshire Skills Strategy**. The main

⁷ More detail is available in OxLEP's Progress Report, 2011-2015

⁸ The Chancellor Phillip Hammond has announced that the Treasury will guarantee government funding for projects backed by ESIF which are signed before the Autumn Statement. The Treasury will assess whether other projects that are signed after the Autumn Statement should also get a guarantee. Some of Oxfordshire's ERDF bids are at assessment stage and we are confident that we will reach contract stage by the Autumn Statement. Other ERDF funding project calls have yet to be issued and we await further guidance on these.

provisions of all four are summarised below; more detailed synopses are available in Annex B.

Figure 5: Oxfordshire’s Strategic Economic Plan – and four cross-cutting strategies which underpin it

	People	Place	Enterprise	Connectivity
Strategic Environmental Economic Investment Plan	Engaging people in the environment and enabling more sustainable lifestyles	Enhancing the quality and resilience of urban areas Improving the management of land to reduce flood risk, enhance water resources, and promote biodiversity	Growing the green economy in Oxfordshire	Promoting and enabling access to the countryside
Creative, Cultural, Heritage and Tourism Investment Plan	Productive and engaging experiences Skills, talent development and business growth	Creative place-making	Skills, talent development and business growth	Collaboration
Oxfordshire Innovation Strategy	Innovation for all Innovation for social good Nurturing talent and developing skills	Building innovation spaces	Reinforcing the science and research base for innovation Attracting significant business Attracting capital Embedding innovation in the ecosystem	Understanding the Ecosystem: Strengthening our Networks
Oxfordshire Skills Strategy	Creating a skills continuum to support young people through their learning journey Upskilling and improving the chances of young people and adults marginalised or disadvantaged from work To increase the number of apprenticeship opportunities		To meet the needs of local employers through a more integrated and responsive approach to education and training To explore how we can better retain graduates within Oxfordshire to meet the demand for higher level skills our businesses need.	

Alongside projects funded through City Deal and Local Growth Fund (see Tables 3 and 4 below), the following paragraphs summarise other aspects of progress, structured around the four SEP programmes (people, place, enterprise and connectivity). The LEP’s role in delivery varies; in some areas it takes a leadership role and seeks to influence decision-making by others, locally and in government nationally; in other areas, it acts as the main

delivery organisation; in others, it acts as a broker – for example, linking partners to each other and to sources of funding – or a facilitator (working with partners, with them in the lead delivery role).

Annex A provides a more detailed analysis of progress in relation to specific commitments in the original SEP.

In relation to People...

We have seen **employment and activity rates** rise in Oxfordshire, ensuring that more people are contributing to – and benefitting from – our growing economy. Over the last two years, we have also seen a **greater uptake in apprenticeships** through our Oxfordshire Apprenticeships Programme.

Our O2i programme (Opportunities to Inspire) is promoting greater collaboration between schools and local businesses, and helping to inspire our young people and make them aware of the employment and career opportunities within Oxfordshire.

Our European Social Fund programme is starting to deliver. Activate Learning has recently won a contract to run Building Better Opportunities, a £1.2 m project that will help more than 300 Oxfordshire residents who are long term unemployed access the labour market. The three-year project will run to 2019.

In relation to Place...

We have made substantial headway in relation to some major new schemes. These include some with outstanding credentials for sustainability (e.g. **North West Bicester and the newly designated Didcot Garden Town**) and innovation (e.g. **Graven Hill**), and which are also providing a focus for both housing and jobs growth.

The District Local Plans are all moving through the plan making process. The Cherwell Local Plan has already been adopted and Oxford City Council has just embarked on a review of its Local Plan. Other District Plans are all in advanced stages of development. This has helped accelerate **housing delivery**, which has increased by 74% over the last five years. However, the scale of housebuilding is still well below the objectively assessed need (as evidenced in the Strategic Housing Market Assessment for Oxfordshire, produced by all the local authorities working together), and **housing costs** have continued to increase relative to incomes, with the result that Oxfordshire is among the least affordable places in the country to live: data from CLG (for 2013) suggest that the ratio of median house prices to earnings is 8.66 across Oxfordshire (compared to 6.72 across England as a whole)⁹.

In relation to Enterprise...

More jobs have been created within Oxfordshire than were anticipated through the forecasts that informed the Strategic Housing Market Assessment. This process has been bolstered by macro-economic conditions, but there has also been an impact from some of our early local initiatives and from the City Deal – notably the creation of the **Enterprise Zones**. The focus on jobs growth through implementing key projects is even more important following the Brexit decision and consequent economic uncertainty.

We have seen some major investments in our science and knowledge-based infrastructure and these should lead to further economic growth downstream. For example, we have seen

⁹⁹ Data sourced from CLG Live Table 577

investment in the **Satellite Applications Catapult** at Harwell, the **Begbroke Accelerator** and the **Oxford Bioescalator**.

In addition, we have been delivering some major projects such as **Oxfordshire Business Support (OBS)**. This promotes, co-ordinates and delivers support to local business to help them develop and grow. It also provides a mechanism for integrating national and local business support. It is targeted at start-ups, high growth SMEs, social enterprises and innovative entrepreneurs via a range of free or subsidised products and services. During 2015/16, nearly 12,000 businesses and individuals engaged with the OBS helpline and website, and almost 700 of these were supported via the Triage system and also through our Network Navigators.

Our **Invest in Oxfordshire** service continues to foster greater Foreign Direct Investment in Oxfordshire by helping overseas and domestic businesses locate in the county. In 2015/16, Invest in Oxfordshire handled 169 enquiries, of which 33% were from UK companies and 67% from foreign firms. 43 of these inquiries were from companies in the life sciences sector, 34 from the creative sector and 21 from automotive and advanced engineering.

In relation to Connectivity...

We have seen significant investments and improvements – notably the opening of **Oxford Parkway** railway station, with a fast direct link to London Marylebone; and also enhancements to the **coverage of superfast broadband** county-wide. Around 80,000 premises across Oxfordshire now have access to faster fibre broadband as a result of the Better Broadband for Oxfordshire roll-out, including many in some of the more difficult to reach parts of the county. Of those 80,000, more than 64,500 households and businesses have access to ‘superfast’ broadband speeds of 24 megabits and above¹⁰.

We have advanced a number of **innovative collaborations, focused on connectivity**; this includes (for example) working on major data analytics projects. We have sought to advance innovative solutions linked, for example, to the interface between energy and mobility.

However, the evidence suggests that **congestion on our roads is continuing to increase**. Whilst there have been some important incremental improvements (including to junctions on the A34), the scale of the challenge remains substantial.

Table 3: Oxfordshire’s City Deal – including projects started by 2016

Projects	City Deal funding	Total investment
Harwell Innovation Hub - a new facility focussed on promoting open innovation based at the Harwell Campus. Delivered by The Science and Technology Facilities Council.	£7m	£14.1m
Culham Advanced Manufacturing Hub - a new facility focussed on remote handling, with applications across a number of different industries where there are extreme environments (nuclear, space, underwater, underground. Delivered by the United Kingdom Atomic Energy Authority.	£7.8m	£21.2m
Oxford BioEscalator - a new-breed of incubator space to nurture small spin-off companies in the life science sector with the capacity to grow into mid-sized companies. Situated in the Old Road Campus in Oxford, it will allow co-location with hospital and research facilities and staff	£11m	£21m

¹⁰ <http://www.betterbroadbandoxfordshire.org.uk/cms/content/track-budget-and-time>

Projects	City Deal funding	Total investment
and sharing equipment that allow “adjacent innovation” to develop at scale. It will also support single teams to manage multiple biotech companies which will significantly reduce management costs. Delivered by The University of Oxford.		
Begbroke Innovation Accelerator - a new facility located at Begbroke Science Park, focused on the advanced engineering sectors of automotive, nuclear materials, advanced materials, robotics, as well as in nano-medicine, pharmaceuticals, motorsport and supercomputing. Delivered by The University of Oxford.	£4.2m	£11.2m
Oxfordshire Innovation Support for Business - a tailored business support programme which will bring together a network of existing provision, amplify and enhance existing services to businesses and plug gaps with bespoke programmes in order to promote innovation based growth. Delivered by the Oxfordshire LEP.	£2m	£7m
A package of measures that will improve access to the Science Vale Oxford Enterprise Zone from the national and local road network. This will increase reliability – and in turn provide the confidence necessary to attract business investment and high skilled employees. Delivered by Oxfordshire County Council.	£6.1m	£28.2m
Schemes to support the regeneration of Oxford’s Northern Gateway and the A40 approaches to Oxford . The package of measures will relieve congestion and deliver growth at the Northern Gateway development site, including 800 houses, of which 300 are additional to current plans, and up to 8,000 new jobs. Delivered by Oxfordshire County Council.	£7.3m	£17.8m
A programme to increase the number of young people taking up Apprenticeships , with a particular focus on courses that will support Oxfordshire’s growth sectors: advanced engineering and manufacturing; space technology and biosciences. Delivered by Oxfordshire County Council.	£1.5m	£1.5m

Table 4: Growth Deal funding secured for projects started by 2016

Project	Growth Deal funding	Total investment
Centre for Applied Superconductivity - a new centre of innovation to coordinate the interaction between key industry players, Oxford University, cryogenics companies, and end users (including SMEs). Delivered by The University of Oxford.	£4.5m	£6.5m
Oxfordshire Centre for Technology and Innovation - development of a Technology and Innovation Training Centre in Oxford to address skills shortages across engineering, electrical, design, and emerging technologies. Delivered by Activate Learning.	£4.5m	£7.8m
Didcot Station Car Park Expansion - packages of measures for car park expansion. Part of the expansion and improvement of Didcot station as a key gateway to Science Vale high tech cluster and the Enterprise Zone. Delivered by Great Western Railway.	£9.5m	£23m

Project	Growth Deal funding	Total investment
Advanced Engineering and Technology Skills Centre – a collaboration with Abingdon and Witney college, the centre will address skills shortages in Science Technology Engineering and Maths subject areas by supplying skilled technicians at Harwell Oxford and elsewhere in Oxfordshire; and deploying the unique expertise and facilities available at and around Harwell Oxford as a learning resource for the rest of the UK and globally. Delivered by Abingdon and Witney College.	£4m	£5.9m
Northern Gateway – a package to improve transport in North Oxford and enable the Northern Gateway development, which will provide business and research space, and new homes. Delivered by Oxford City Council.	£5.9m	£452.5m
Oxpens – transport and site improvements to support the Oxpens development, which will provide office and research space and new homes in the heart of Oxford. Delivered by Oxford City Council.	£3.5m	£150m
Activate Care Suite – to improve adult social care and health. Delivered by Activate Learning.	£0.4m	£0.6m

Our Vision

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

Oxfordshire is set apart by the excellence and scale of **innovation, enterprise and research** within the county:

- **Innovation** is the application of new ideas in any context and permeates Oxfordshire's economic life. It includes innovation driven by science and technology, particularly in the life sciences, space technologies, digital sectors, and the automotive and motorsport industries. It includes innovation in heritage, tourism and culture; and in the use of environmental assets and sustainable technologies. It also includes social innovation. It abounds in, for example, service delivery, whether by the public sector, private sector or through voluntary sector organisations. Throughout, the *process of innovation* is one of Oxfordshire's strengths: a survey by ERC found that firms in Oxfordshire reported the most innovation activity compared to other regions in the UK. We will seek to harness this fully to deliver our Vision
- **Enterprise** is another defining feature of Oxfordshire. Within the county, there are around 30,000 enterprises (or 35,000 local units). These range from major companies – like BMW and British Gas at Cowley, Siemens and Polartec at Eynsham/Woodstock, RM and Oxford Instruments, and major publishing houses (like Oxford University Press (OUP) and Blackwell UK) – through to micro businesses. Nearly 90% of Oxfordshire enterprises employ fewer than 10 people, but these smaller businesses are a dynamic element in the enterprise mix. Oxfordshire's enterprises span fast-emerging global players in knowledge-based sectors (e.g. Sophos, Adaptimmune and Immunocore) and firms that are focused on service delivery in local markets. Within Oxfordshire, there is also a vibrant social enterprise sector.
- **Research** undertaken in Oxfordshire is outstanding. It includes world-leading research under the auspices of the University of Oxford and Oxford Brookes University. Harwell and Culham are major foci for "big science", and there are significant numbers of businesses that undertake leading-edge research and development. Oxfordshire's research excellence is underpinned by world class science. At the same time, the county can genuinely claim global specialisms in social science and the humanities, with widespread potential applications.

By linking these three overarching themes, we will ensure that by 2030, Oxfordshire's economy is widely recognised to be:

- **Vibrant:** Oxfordshire will be a place where ambitious businesses and people thrive; and where young people choose to build their careers and their lives, contributing to the vibrancy of Oxfordshire's communities
- **Sustainable:** Oxfordshire will be on a trajectory for growth that is sustainable environmentally (taking into account climate change, carbon emissions, heritage, the natural environment and patterns of resource use), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)

- **Inclusive:** Oxfordshire will be a place in which all residents – irrespective of age, gender, or ethnicity – have a real stake in determining the county’s future economic narrative and contributing fully to it
- **World-leading:** Oxfordshire will be a place that is recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

Our Programmes

In order to realise our Vision, our Plan is structured around priorities which define **four Programmes**.



These four Programmes are:

- **People** – 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
- **Place** – ensuring Oxfordshire’s places provide a sustainable mix of jobs, homes, social, community and recreational facilities, and a high quality built and rural environment
- **Enterprise** – placing an emphasis on innovation-led growth, underpinned by the strength of university and other world leading research, business collaboration and supply chain potential; and recognising the importance of supporting enterprises in many sectors of Oxfordshire’s economy
- **Connectivity** – enabling people, goods, services and information to move more freely, by improving physical and digital connectivity supporting a fast-moving, growing and dispersed economy.

These four programmes are closely inter-related and inter-dependent. To support economic growth, firms need access to an appropriate range of supporting infrastructure and services, to manage the significant uncertainties of the global economic environment (see Box 2), and to be able to recruit and retain appropriately skilled people. These people need housing which is affordable, located in attractive places which provide an appropriate mix of services and facilities, and which are well connected to other places within and beyond Oxfordshire by physical and digital links.

The scale of growth envisaged

The SEP is based on the scale of growth set out in each of the District’s adopted and emerging Local Plans, which for Oxfordshire involves an additional 88,000 jobs between 2011 and 2031 and approximately 100,000 new homes.

To put this in context, between 1991 and 2011, total jobs in the county increased by 94,000, or 42%, compared to the forecast jobs growth of 23% between 2011 and 2031.

The SEP supports delivery of the scale of growth envisaged in the District Local Plans, but it does not itself add to those plans (see Annex C for a full explanation of the relationship between the SEP and Local Plans). Each Local Plan is subject to full Strategic Environmental

Impact Assessment to provide reassurance that the consequences of the planned growth have been properly considered and mitigated.

Should the scale of planned growth be adjusted in future revisions to Local Plans – either upwards or downwards – then the SEP will be reviewed accordingly.

Spatial dimensions

There are important inter-relationships between the programme areas and the economic geography of Oxfordshire. The main locations for housing and employment growth will be within the Oxfordshire Knowledge Spine (see Figure 3) – stretching from Bicester in the north through Oxford to Science Vale in the south (including the major research centres at Harwell, Culham, the growing towns of Didcot, Grove and Wantage, and major employment areas such as at Milton Park and Harwell). This spatial focus is reflected in the adopted and emerging Local Plans within Oxfordshire, and in the scale and location of investment in the infrastructure for research, enterprise and connectivity in the county.

However, this spatial focus is not exclusive. There are many important firms and economic assets elsewhere in the county, and we will continue to encourage and support projects in the market towns and rural areas which help implement the SEP. We will also ensure other areas are well connected into the Knowledge Spine, so that the benefits of economic growth are accessible to all. Improved connectivity with adjoining areas is also important for Oxfordshire's economy, including the market towns which in many cases have strong cross boundary functional links (for example, the high performance engineering cluster extends across much of Oxfordshire, Northamptonshire and Bedfordshire; whilst the Cotswold tourism offer extends across west Oxfordshire and Gloucestershire; and the Thames Valley IT cluster extends across southern Oxfordshire and Berkshire).

People

Headline SWOT assessment - People

Strengths and opportunities

Highly qualified workforce

Very attractive place to live and work

Globally leading research and firms working at the leading edge of technology attract the best talent to Oxfordshire

Large student population, providing recruitment opportunities for local firms

Buoyant labour market – less than 2,700 JSA claimants (0.6%) across the county – the lowest nationally

Weaknesses and threats

Housing in Oxfordshire is among the least affordable in the country

Rapidly ageing population with a declining working age labour force

Pockets of social and economic exclusion, especially in Oxford

Very tight labour market – difficult for employers to recruit

Future recruitment and retention of specialist expertise may be threatened by Brexit-related uncertainty concerning foreign nationals working in Oxfordshire

Current characteristics

Oxfordshire's **people are the county's principal resource** in supporting the next phase of economic growth: they are versatile, adaptable, highly skilled and in great demand.

Employers, however, are **struggling to recruit** the people they need¹¹ with the skills that they require against a backdrop of (close to) full employment. Moreover, particularly for younger working age residents, Oxfordshire is a very expensive area to live and work, and retention problems are widespread in the early adult age groups.

The **affordability of housing** across the county is a major concern for local people who are not already home-owners, and those wanting to move to jobs in the county. The challenges are acute for younger people and those in less well-paid jobs. For example, there is clear evidence that high housing costs are affecting Oxfordshire's ability to recruit and retain nurses and teachers – key professions in terms of the county's overall quality of life.

ONS's sub-national population projections suggest that within Oxfordshire, the population aged 20-64 is set to decline through to 2037 (whilst the overall population will increase by over 13%). However, this will depend on the scale of housing growth actually achieved.

In addition, there are very challenging issues with regard to **social inclusion**. Their scale is not great overall – but in many respects, that makes the challenges harder as the issues of exclusion can easily be overlooked against a background of general prosperity. There is a

¹¹ According to the UKCES Employer Skills Survey, in Oxfordshire 2013, 8% of employers (c 1800 businesses) were reporting hard to fill vacancies where impacting on their business (compared to 5% nationally).

need for excellent and creative responses to help more disadvantaged Oxfordshire residents to move into the labour market.

Currently, the landscape for the **delivery of post-16 training and education** is being restructured. Oxfordshire is part of an Area Review process, the aim of which is to ensure a better alignment between providers, firms and learners, with the needs of the economy firmly in view. Moreover, appropriate skills provision needs to feature in any devolution deal that Oxfordshire partners agree with government.

Self-employment is increasingly important, particularly in Oxfordshire's rural areas, and there is a need to support the distinctive needs of the self-employed, for example through the provision of on-line advice and guidance for remoter businesses and sole traders, and encouragement to build homes which are designed to enable home working.

Priorities to 2020

In delivering the SEP, particular priority will be attached to:

Education and skills

- ensuring that skills provision is aligned more effectively with the needs of employers
- understanding – and responding to – the aspirations and frustrations of young people as they seek to build their lives and their careers in Oxfordshire, by creating a 'skills continuum' to support them through their learning journey
- increasing STEM skills among Oxfordshire's young people
- increasing the number of apprenticeship opportunities

Reducing exclusion

- addressing exclusion from the labour market, by up-skilling and other measures to help young people and adults marginalised or disadvantaged from work

Recruitment and retention

- emphasising the importance of people as well as firms in terms of inward investment – Oxford has plenty of firms that will grow fast if they can recruit and retain the right people, including through international recruitment. Government controls on immigration must not hamper the ability of Oxfordshire firms to grow
- ensuring that the specialist skills of those military personnel in Oxfordshire who choose to remain in the county when they leave service life are used as far as possible in the local economy

Attitudes to growth

- demonstrating the genuine potential benefits of "good economic growth", defined as growth which is sustainable in economic, social and environmental terms (to be determined through Local Plans).

Actions to deliver our Programme

The **Oxfordshire Skills Board** was established in 2011. It works closely with the LEP in order to achieve improvements in the skills infrastructure available to Oxfordshire's employers and the learning opportunities available to students, residents and workforce. The Oxfordshire Skills Strategy to 2020 was developed by the Skills Board. It sets out the strategic priorities necessary to support economic growth to 2020 and is currently being refreshed.

Through our European Social Fund programme, we have developed with the Big Lottery Fund, a £1.2m programme that will focus on helping those residents that are long term unemployed to move closer to the labour market. Activate Learning is running this activity, called Building Better Opportunities, from 1 August 2016 for three years¹². The project will help 300 Oxfordshire residents to seek training and work opportunities.

With the Big Lottery Fund, OxLEP has issued a project call for an engagement programme to help those young people in Oxfordshire who are not in employment, education or training (NEET), and a transition programme to help young people at risk of becoming NEET – using match funding from the Big Lottery Fund to make a project total of just under £1m. The project will help 445 young people who are NEET, or at risk of becoming NEET over a three-year period. At the time of writing, the bids are being assessed and we are confident the project will start in January 2017.

In addition, OxLEP and the Skills Funding Agency (SFA) have jointly issued a project call for an Oxfordshire Community Grants scheme with a value of just under £0.5m that will be focused on helping around 250 people within their communities to move closer to the labour market. This will start delivering in January 2017. Grants will be available throughout the county and community groups and other eligible organisations will be able to bid for grants of between £5,000 and £50,000.

Taken together, these projects to help our longer term unemployed residents represent an opportunity for Oxfordshire to tackle social exclusion and enable local people to access some of the local jobs being generated through business start-up and growth, and through employment-generating new development.

Community Employment Plans (CEPs) will also support people to access job opportunities arising from new development. They include employer-led initiatives relating to both the construction phase for all large developments, and the end user phase of large commercial development, and include measures such as apprenticeships and training schemes, local procurement and links with schools and colleges. A number of CEPs are already in place across Oxfordshire (see Box 2 for an example), and more are in the pipeline. The LEP will support local authorities to include such proposals as part of their local plan policies and supporting text.

The LEP will continue to support the Oxfordshire Apprenticeships programme which aims to increase the number of apprentices in Oxfordshire through wide-ranging engagement with Oxfordshire schools, advertising campaigns, workshops, and by increasing the number of Apprenticeship Ambassadors. The programme has already benefitted from £1.5m of City Deal funding, focusing particularly on sectors that support Oxfordshire's growth including: advanced engineering and manufacturing; space and satellite, creative and digital; and life sciences.

The LEP will support implementation of the recommendations of the Post-16 Review. This will see potential realignment within our Further Education infrastructure to better reflect the skills needs of our economy.

In the short term, OxLEP will seek clarity from the Government regarding the status of EU and other non-UK citizens working in the UK and the current and potential future barriers to attracting EU and other non-UK staff to the UK. Access to the best talent internationally is crucial to the success of the universities and big science facilities as well as to many of the firms in the county.

¹² <http://www.cityofoxford.ac.uk/news/project-support-long-term-unemployed-back-work>

Box 2: Westgate Community Employment Plan

In 2013, we successfully agreed with Land Securities the development of a Community Employment Plan for the Westgate shopping centre redevelopment. The key objectives of the Westgate CEP are:

- to procure supply chain locally
- to provide Oxfordshire residents with sustainable jobs
- to equip people with the skills to be successful, with a particular focus on youth and longer term unemployed groups
- to give communities the opportunity to grow for good

Two plans have been agreed for the Westgate development, covering the Construction and End User phase. 750 outcomes have been agreed across the two CEPs, taking account of the length of the build plus a sensible period of time post opening of Westgate Oxford to ensure optimum outcomes for the local community.

There have been a number of successes within the current Construction CEP:

- 50 people attended pre-employment training, 11 people attended site work experience, and 3 people have been employed on the site
- 2 individuals employed as a result of the CEP and Laing O'Rourke's involvement with City of Oxford College.
- 18% of those employed on the site have Oxfordshire postcodes
- 39.50% of procurement to date awarded from within the local supply chain
- significant attendance at local career events such as Career Fest, etc.
- Land Securities and Laing O'Rourke have become lead partners supporting the future School of Construction and Science Technology Engineering and Maths (STEM) Centre on the City of Oxford Campus at Blackbird Leys
- Laing O'Rourke is currently supporting University Technical College Oxfordshire with its Project Base Learning programme.

Each CEP is measured and monitored as part of ongoing dialogue through monthly meetings with a variety of key external and internal stakeholders. All progress is shared regularly with Oxford City Council.

Box 3: Apprenticeship Programme

Oxfordshire Apprenticeship is a brand currently funded out of Oxfordshire's City Deal with an aim to promote and increase Apprenticeship opportunities within Oxfordshire. The three-year project started in April 2014 with targets to increase Apprenticeship starts for young people by 525 and to raise awareness of Apprenticeships amongst 1,850 employers.

Activities delivered include:

- Developing a website (www.oxfordshireapprenticeships.co.uk) with information aimed at young people, parents and employers on Apprenticeships, case studies of local Apprentices and employers, and a local vacancy search function. The website gets around 2,500 hits per month.
- Developing and training a network of 30 Apprenticeship Ambassadors who support events to share their experiences, including appearing on local radio, and attending schools and employer events.
- Delivery of various PR campaigns including social media (over 2,900 Twitter followers and over 1,000 likes on Facebook), bus advertising, digital marketing and radio.
- Supporting school events including careers events, talks to parents and young people, and delivery of workshops.
- Delivering of 'making sense of Apprenticeship' events, drop in surgeries aimed at SMEs, attendance at employer networks to promote Apprenticeships and one to one support for employers thinking about taking on an Apprentice for the first time.
- Procurement of 8 projects with partners.
- Sponsorship of the Apprenticeship of the year award category at the Cherwell Business Awards and Oxfordshire Business awards.

Place

Headline SWOT assessment - Place

Strengths and opportunities

Oxfordshire is one of the most attractive places in the country to live and work

It has a high quality built environment – particularly in central Oxford and some of the market towns and villages

Within the county, there are extensive areas of high environmental quality and sensitivity as described by the SSSI, SAC and AONB series: Oxfordshire has a high level of natural capital found mainly in rural areas

Oxfordshire has internationally significant cultural and heritage assets, and an important tourism and cultural sector as a consequence

Weaknesses and threats

There is a need to balance the opportunities for economic development with the possible compromise to the natural environment

Housing in Oxfordshire is among the most expensive and least affordable in the country

New housing delivery has improved significantly, and at a faster rate than nationally, but it remains well below the objectively assessed requirement as set out in the SHMA, meaning that it is unlikely to have any impact on housing becoming more affordable

Oxfordshire is facing significant resource constraints – water, power supply and grid capacity (e.g. to upload solar energy) – which are challenging the extent and quality of its natural assets

Although countywide emissions of carbon dioxide fell by just over 8% from 2008 to 2013, if this trend continued, we would see emissions fall by 32% by 2030 (as compared to the public commitment to 50% reduction in the sustainable community strategy)

Current characteristics

Oxfordshire benefits from a **high quality built and natural environment**, which has evolved and changed over centuries. Significant parts of the built environment in Oxford, the market towns and villages are precious and should be conserved, but by no means all of the built environment is either attractive or fit for future purpose.

Within the county, there are extensive areas of high environmental quality and sensitivity – the designated AONBs in particular – plus important cultural and heritage assets.

As set out already, Oxfordshire's **housing is among the most expensive in the country**, making it difficult for young people in particular to afford to live locally. A recent study of house prices to earnings ratios (by Oxford University's Professor Dorling (February 2016)) showed that in January 2015, the ratio of average house prices to incomes in Oxford was over 15, compared to 14 in London. According to Professor Dorling, the average cost of a house in Oxford is £426,720, well out-stripping the average income of £26,500 of Oxford employees. This is reinforced by similar findings from the London-based Centre for Cities think tank which has found Oxford's housing is now the least affordable in the country. The problem of affordability is not confined to Oxford: the house price the earnings ratio in

South Oxfordshire is even higher than in Oxford, and house prices across the county are 50% above the national average and 13% above average for the South East region. According to Rightmove, the average price of a home in Oxfordshire as a whole is £377,533.

The result is hard to fill vacancies in low income jobs; long distance commuting from lower cost areas, and therefore more congestion on key transport routes; and less disposable income for the resident population.

Oxfordshire is facing **significant resource constraints** including in relation to water, power supply and grid capacity which need to be addressed to achieve sustainable economic growth.

Priorities to 2020

The overall priority for Oxfordshire's places is to plan simultaneously for both jobs and housing growth, putting in place the infrastructure required for both, whilst also protecting and where possible enhancing environmental quality and social inclusion.

The detailed priorities in relation to place can be summarised under four main headings: place-making, including housing delivery and affordability; supporting the implementation of the SEEIP; support for the development plan system; and dealing with infrastructure constraints.

Place-making

- working with Oxfordshire's local authorities (through the local plan preparation process and by responding to individual planning applications for strategic development sites), to ensure high quality housing meeting the full range of demand and needs is delivered close to jobs and with supporting retail, community, social, transport and green infrastructure and recreational facilities and services. This includes support for master-planning which is being used for bringing forward a range of major allocated development sites across the county. An analysis of the natural resources required to support these plans is also required
- supporting innovative approaches to the supply of a sufficient quantity of genuinely affordable housing, for example through community land trusts, Neighbourhood Plans, self-build schemes and employer initiatives to provide housing for their key workers, recognising that we and our partners are significantly restrained unless there are (radical) changes in housing policy at a national level
- supporting the design and delivery of innovation districts in suitable locations across the county (comprising mixed use, high density developments providing space for innovative businesses of different sizes, an appropriate mix of housing for the local workforce, supporting facilities and services and a high quality built environment)
- ensuring the high quality of our built and rural environments is maintained, and managing change in ways which produce better outcomes for local residents and businesses, and the natural environment. New development can, and should, enhance the existing built environment, through excellent design and the use of high quality building materials, and provide appropriate green infrastructure. At the same time, the sustainability of the existing built environment must be improved.

Supporting implementation of the SEEIP

We will support the implementation of the **Strategic Environmental and Economic Investment Plan** (SEEIP – see Annex B for a fuller summary), which will mean:

1. Growing the green economy in Oxfordshire
2. Enhancing the quality and resilience of urban areas
3. Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity
4. Promoting and enabling access to the countryside
5. Engaging people in the environment and enabling more sustainable lifestyles.

Support for the development plan system

- supporting the development of growth plans which fully consider the available and potential capacity of infrastructure in the broadest sense
- supporting the delivery of new housing and employment space which has been allocated for development in approved Local Plans, for example through securing funding for access or infrastructure improvements. This includes support for strategic allocations which may result from Oxford City's unmet housing need, which may also result in significant economic development opportunities
- communicating the priorities of the SEP to local planning authorities in their preparation of local plans and to local organisations in the preparation of neighbourhood plans.

Dealing with infrastructure constraints

- supporting the preparation of an Oxfordshire Infrastructure Strategy by the Oxfordshire authorities by spring 2017. This will identify, map and prioritise infrastructure requirements to 2040 under the themes of: transport; education; health services; other strategic community and environmental infrastructure (e.g. waste management); energy and utilities; flooding and water management; broadband and connectivity; and green infrastructure
- ensuring that all homes and businesses have access to resilient broadband with at least 24MG download capacity, and to a good mobile phone signal.
- supporting the utilities study, commissioned by the Growth Board to map utilities capacity against Local Plan ambitions countywide
- supporting the preparation of a locally-informed energy strategy for Oxfordshire to act as a business case for investment and grant support from Ofgem, etc.
- providing continued support for the implementation of flood alleviation schemes.

Actions to deliver our Programme

In most cases under the Place programme, OxLEP will play an influencing and brokerage role, persuading and supporting partners to take action, and helping to secure funding where appropriate.

OxLEP acknowledges the challenge faced by the local planning authorities in providing for the scale of housing and employment growth expected over the next 20 years, and will provide support wherever possible to ensure delivery of new homes and jobs.

The Oxfordshire authorities are committed to allocating land for development through their Local Plans with housing delivery across the County up by 75% in the last two years. However, sustaining this level of increase will not be possible without greater investment in infrastructure and flexibilities to support delivery of the programme of infrastructure investment, unlock land and ensure that local authorities have the levers and capacity to

bring forward sites for development. These priorities are forming the basis for our ongoing devolution discussions. These will potentially bring forward a series of interventions which, alongside continued Local Growth Fund (LGF) investment, should support our place shaping priorities and increase housing delivery. These include:

- an integrated approach to strategic planning for infrastructure, housing and employment that builds on Local Plans and existing joint working through the proposed Combined Authority Growth Board
- a partnership with the HCA to develop and support a housing investment strategy and consolidated funding allocation address the county's housing priorities and enable delivery of the mix of housing needed to support economic growth, including a substantial proportion of starter homes
- development of a Land and Property Partnership Board to support the use, deployment and regeneration of public land and other major landholdings
- development of housing development companies with access to a revolving investment fund and supported by strengthened local authority CPO powers to unlock housing delivery
- locally-set planning fees to increase and align resources needed to support the significant growth in strategic site delivery.

OxLEP is also committed to supporting attractive, sustainable and resilient places (including Garden Towns at Bicester and Didcot). Major actions agreed within the SEEIP include the development of a Sustainability and Environment Sub-Group to the LEP and the setting up of a £13 m Oxfordshire Environmental Investment Fund.

Partners in Oxfordshire are committed to the delivery of "Smart Oxford"¹³. Smart Oxford, involving private, public and voluntary sector partners, aims to build a stronger, safer, economically and environmentally sustainable city and surroundings taking advantage of the latest data-enabled solutions. Smart Oxford will provide new solutions in areas such as housing, health, transport to address issues of congestion, air pollution as well as promoting innovation, and generating jobs and growth. The LEP will promote increased access to data to facilitate this, for example, through data sharing agreements as part of the approval process for major commercial planning applications.

OxLEP is focusing £1.6m of its European Structural and Investment Fund (ESIF) monies (principally European Regional Development Fund - ERDF) on low carbon agendas in order to mitigate climate change. With match funding, this will equate to a £3.2m low carbon programme for Oxfordshire which will help 180 businesses reduce their carbon footprint. Delivery should commence later in 2016.

Oxford City Council has led on the delivery of '**Low Carbon Oxford: A Route Map to 2020**'. The Route Map is an action plan that sets out how the city of Oxford expects to meet its commitment to reduce carbon emissions by 40% by 2020. This target was established in the Council's sustainability strategy in 2011 and subsequently adopted by the Low Carbon Oxford Partnerships' Pathfinder members as a common goal.

By setting out the actions that partners around the city have taken and intend to take to reduce carbon, the Route Map provides a rigorous underpinning of Low Carbon Oxford's efforts to facilitate members' actions and projects that deliver change. It provides an

¹³ <http://oxfordsmartcity.uk/cgi-bin/index.pl>

understanding of which actions have the greatest impact and the exercise was an opportunity to explore and plug any gaps in the plan.

From both a City Council and Low Carbon Oxford perspective, the Route Map is a key step in progressing the transition to a low carbon economy. As the project moves forward there will be a need to look beyond the now standard solutions of energy efficiency and renewable generation. There will be a focus on operational transformation and the impacts of the supply chain. The Route Map provides the baseline from which leaders in sustainability can begin to shift from delivery roles into an increasing function as a facilitator of change, such as working with business operations to reduce the impact of on-site deliveries.

In relation to the resilience of Oxfordshire's places, OxLEP has secured £25.85m through Local Growth Fund to part fund the Oxfordshire Flood Risk Management Scheme (total investment £88.35m), which is a comprehensive package of measures to mitigate the risks of damage to homes, businesses and transport connections caused by excessive flooding. This project will be delivered by the Environment Agency and will be implemented in the period 2018-21.

In addition, OxLEP has also secured £0.6m through the Local Growth Fund toward funding Upstream Flood Storage at Northway (total investment £1.9m). This is a comprehensive package of measures to mitigate the risks of damage to homes, businesses and transport connections caused by excessive flooding. This project will be delivered by Oxford City Council in the period 2016-17.

OxLEP's support for flood alleviation also includes promoting the application of new technologies that improve flood protection. For example, the Oxford Flood Network consists of water-level sensors placed in a range of locations and connected through innovative wireless technology to provide information and early warnings to citizens in flood-prone areas.

Box 4: An example of high quality place-making and innovative approaches to housing delivery: Graven Hill

The Graven Hill site lies just to the south of Bicester and extends to about 188 hectares in size. It is the first project of its type in the UK, allowing people to build their own homes.

1,900 new self-build homes can be accommodated on the site and the first plots are already available for sale.

There is the potential to provide a wide variety of sizes of dwelling, including large individual plots for grand designers, or smaller plots for those on more modest budgets. There are also opportunities for groups of people to work collaboratively to build their homes, including building terraces of eco homes or low cost apartments.

<http://gravenhill.co.uk/>

Box 5: Culham Smart City: people, place, enterprise and connectivity

"Culham Smart City" recognises that people will use digital tools in new and exciting ways for mobility, health, education and entertainment.

The world-class R&D at the University of Oxford's Robotics Institute, the new RACE (Remote Applications in Challenging Environments) facility at the UKAEA's Culham site, and Oxford Brookes Cognitive Robotics Laboratory are examples of excellence that place Oxfordshire at the heart of an emerging disruptive technology. Global companies involved include: Amey, Arriva,

Bosch, JLR, Nissan, Siemens and many more. This work links with the big data catapults: Transport Systems, Future Cities, Digital and Satellite Applications. Strong local council support means access to planning and transport and housing data and agreement around strategic use of emerging technology to maximise impact, locally and internationally.

As a specific example, plans for Culham Smart City represent a nationally significant opportunity to draw together all the key elements, building a significant quantity of next generation housing close to employment, enabling upgrades to key infrastructure and signposting how we will live in the future. This also links with plans for testing and deploying emerging autonomous vehicle technologies along the Knowledge Spine that links Bicester, Oxford, Culham and Didcot. Smart Oxford creates a pipeline to use our world class research to address real world challenges and increase Oxfordshire's contribution to the national economy. OxLEP has a key role working with the councils, universities, national labs, industry and investors in coordinating the delivery of a coherent plan. OxLEP will promote increased access to data, for example, through data sharing agreements as part of the approval process for regeneration and infrastructure projects.

Enterprise

Headline SWOT assessment - Enterprise

Strengths and opportunities

Outstanding strengths and opportunities in research and its commercialisation

Large and diverse high tech economy, including many firms with exceptional growth potential

Globally significant sector strengths in automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies

Wide range of social enterprises dealing with an equally broad spread of social issues

Excellent access to patient risk capital for innovative businesses and spin outs from the research base

Good provision of business incubation facilities, particularly within the Knowledge Spine.

Weaknesses and threats

Relatively low levels of new starts, and a small proportion of high growth businesses

High growth businesses are concentrated mainly in Oxford and southern Oxfordshire, where constraints on growth (linked, for example, to traffic congestion) are most acute

Declining working age population means labour shortages are likely to get worse

Concerns about congestion, housing costs and access to skills threaten firms' ability and willingness to grow in Oxfordshire

Oxfordshire's firms are very international – in relation to their markets, workforce and networks. They are therefore vulnerable to global economic shocks or significant policy changes, such as in relation to international migration

Current characteristics

Oxfordshire is remarkable for the **range of business sectors and scientific disciplines** in which there is real strength and depth.

The county has some outstanding success stories in business formation and growth – particularly in science and technology-based sectors. It has globally significant strengths in five areas, all of which have huge growth potential: automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies (see below); and these have been a particular focus for inward investment. Oxfordshire also has an internationally renowned grouping of universities and research institutions which are increasingly focused on local commercialisation of their R&D, and on building links with Oxfordshire businesses.

Figure 6: Inward investment enquiries by sector, 2015/16

Automotive and Advanced Engineering	21
Life Sciences	43
Space and Space-related Technologies	12
Creative (IT Publishing and Media)	34
Energy and Environment	7
Professional and Business Services	10
Retail	2
Food and Drink	6
Tourism and Leisure	6
Other	28

(Source: Invest in Oxfordshire)

Invest in Oxfordshire has developed a series of Sector Profiles that explore the strengths, capabilities, opportunities and prospects of the key sectors in the county. These are summarised below in Figure 7. The sector profiles are primarily a promotional and marketing tool that provides prospective national and international investors with accurate and detailed information.

Figure 7: Oxfordshire's key sector profiles

Automotive and motorsport	Creative and digital	Electronics – sensors and instruments	Life sciences	Space technologies
<ul style="list-style-type: none"> 24,000 people employed in manufacturing across the county; 3,700 of these directly in motor vehicles Part of a wider cluster which extends across Oxfordshire, Northamptonshire, Buckinghamshire and Milton Keynes R&D expertise: Oxford University, Oxford Brookes University, F1 companies, Mobile Robotics Group (autonomous vehicles) Some global brands including BMW Mini and three F1 teams (Williams, Renault and Manor Marussia) Expertise in technologies for autonomous, electric and hybrid vehicles, batteries and energy storage, and lightweight materials 	<ul style="list-style-type: none"> One of the UK top 10 creativity and innovation hotspots (NESTA) Sector strengths in: publishing, computer games, software development, cybersecurity, big data, TV and film, broadcast and production and sound Over 22,000 people employed in digital employment across the county The largest centre of publishing in the UK outside London Part of the SuperConnected Cities programme, rolling out superfast broadband to everyone throughout Oxford 	<ul style="list-style-type: none"> Well-established electronics industry: over twice the national proportion of optoelectronics employees Track record of attracting global electronics companies: Toshiba, CN Innovations, Sharp's European research centre, all based locally World-class R&D facilities, e.g. at Harwell Campus and at Culham Diverse commercial base: R&D, design and manufacturing 	<ul style="list-style-type: none"> University of Oxford is ranked first in the world for both life sciences and clinical, pre-clinical and health (Times HE World University Rankings 2015-16) Investment magnet: Oxfordshire life science companies have raised over \$1.5bn in investment since 2014 Fast-growing university spin-outs Clinical trials: University of Oxford Medical Sciences Division and the Oxford University Hospitals NHS Foundation Trust run one of the biggest clinical trial portfolios in the UK 	<ul style="list-style-type: none"> Already attracted leading international space technology companies such as Lockheed Martin, Thales Alenia Space and Elecnor Deimos Internationally state-of-the-art robotics and autonomous systems Space Studio Banbury is a unique new school for pupils with an interest in maths, technology and space, and works closely with the space industry to develop and deliver the curriculum BIS estimates the space industry could generate 100,000 new jobs in the UK by 2031: and the UK Space Gateway at Harwell Campus puts Oxfordshire at the centre of the UK and European space industry: ESA, ECSAT, RAL Space, the Satellite Applications Catapult

There has been strong employment growth in Oxfordshire in the last few years, but sustaining that growth over the long-term is a significant challenge, particularly given the uncertainties caused by the EU referendum result. The SEP has an important role in supporting the building of resilient local economies.

Amongst a proportion of high growth businesses, there is a need for stronger management and marketing capabilities to complement technical excellence (i.e. building management teams to enable growth). The establishment of several specialist funds has improved access

to finance for businesses with high growth potential, and the provision of business incubator facilities in the county is relatively good. However, many new and small firms still experience problems of access to finance and to flexible property, particularly those which are not linked to research based institutions.

Oxfordshire is the UK's first official 'Social Enterprise County'. The award recognised the wide range of social enterprises dealing with an equally broad spread of social issues. The county also has many strong enterprises in its rural areas and market towns, as well as within the main Knowledge Spine

Priorities to 2020

The SEP identifies priorities for enterprise relating to all employment sectors, and more specifically to both the five globally significant, wealth creating sectors, and the large employment sectors which provide the majority of jobs for Oxfordshire's people.

Support for all businesses and all parts of the county

- improving productivity across all sectors, to 'create more from less': for example, by encouraging businesses to adopt energy efficiency approaches, to use resources more efficiently throughout their supply chains, and by supporting training
- focusing on export promotion among businesses with the potential to operate in international markets, and working in collaboration with UKTI to ensure its full support for exporting by Oxfordshire firms
- supporting start up and scale up of businesses in Oxfordshire through, for example, improved provision of incubator and grow-on facilities, business advice and access to finance, and an enhanced on-line presence for small firms. It is important that Oxfordshire both supports more start-ups and also retains and supports established firms, particularly those with high growth potential
- celebrating Oxfordshire's business successes across all sectors, to raise the profile of Oxfordshire's businesses both internally (within the county) and externally, and to establish role models for the next generation of entrepreneurs
- improving national and international marketing of Oxfordshire and its firms, and consistent messaging about quality growth – to benefit local businesses and attract public and private sector investment into the county
- encouraging all employers to provide flexible jobs that can work for those on the margins of the labour market
- encouraging businesses to fully understand and mitigate their impact on the natural environment, exploiting opportunities available within the knowledge economy and new approaches such as the circular economy and natural capital accounting.

Support for globally significant, wealth creating sectors

- linking firms to networks and support, both within and across sectors, for example by strengthening the Network Navigators initiative and by helping firms navigate the research community in Oxfordshire
- supporting the local commercialisation and application of technologies developed by Oxfordshire's research and business communities in areas which improve environmental sustainability and health outcomes, such as low carbon, low energy systems, autonomous vehicles and digital health, in order to benefit Oxfordshire's people, places and connectivity and to complement activities under each of the four programmes

Support for large employment sectors

- delivering the Creative, Cultural Heritage and Tourism (CCHT) Investment Plan, which identified four main thematic areas:
 - productive and engaging experiences;
 - skills, talent development and business growth;
 - creative place-making; and
 - collaboration.
- supporting interrelationships between the tourism economies of Oxfordshire and surrounding areas, such as the Cotswolds
- supporting other important employment sectors which include retail, logistics and distribution, health and social care, and education (e.g. through access to finance and business support, access to training, and in making provision through the planning system for an appropriate range of premises in the right locations).

Actions to deliver our Programme

In relation to Enterprise, OxLEP will be directly involved in delivering a range of business support, as well as working with partners to ensure priorities are addressed in all areas of the economy and of the county.

We intend to continue to advance the delivery of business support through **Oxfordshire Business Support (OBS)**. This requires appropriate funding for the long term sustainability of the service. It includes the Network Navigators programme, which is a support and signposting service focused specifically on the globally significant sectors and also, most recently, on tourism. OxLEP will also establish a business ambassadors service to celebrate and communicate Oxfordshire's business excellence and distinctive successes.

Our €9.9m European Regional Development Fund has been allocated to deliver against the ambitions of our Enterprise Programme. These include priorities linked to 'SME Competitiveness' (€3.9m), which will help 469 Oxfordshire businesses to start up and grow, and 'Research and Innovation' (€3.7m) which will help 285 businesses grow and innovate through collaborative work with research institutions and with each other.

We will continue to sponsor Venturefest (£10,000 a year), the West Oxfordshire Business Awards (£1,950), the Cherwell Business Awards (£1,000), the Oxfordshire Business Awards (£6,000), and business networks such as B4.

We will also prioritise the activities of **Invest in Oxfordshire** to promote inward investment into Oxfordshire, and build further on our already strong links with UKTI to support increased exporting by Oxfordshire firms.

OxLEP, in collaboration with the University of Oxford, has led on the production of an Innovation Strategy for the county (see Annex B for a summary of the draft strategy), and once finalised, we will support its implementation.

Specific measures to support commercialisation and scale up include RACE at Culham, the Bioescalator and the Centre for Applied Superconductivity (the last a public/private partnership).

Business site assembly and deliverability is a concern in parts of Oxfordshire due to viability issues, and pressures to convert business premises into homes is creating a shortage of business premises, especially small scale business premises. We will help overcome

constraints to the development of land allocated for employment uses where there are shortages of market led supply by contributing to emerging Local Plan consultations and by responding to individual planning applications and Master-plans for strategic development sites.

We will also help to shape and respond to the Government's proposed industrial strategy: this is a significant opportunity for Oxfordshire, as it is likely that most of all of the globally significant sectors in Oxfordshire will be priorities for the Government.

Connectivity

Headline SWOT assessment - Connectivity

Strengths and opportunities

There has been significant improvement in rail, with the first new connection to London in 100 years and station in Oxfordshire for 80 years, but with more investment needed to enhance capacity and reliability

Bus travel is amongst the country's most modern and innovative (e.g. in terms of payment)

Recent road investment has addressed some important pinch-points

Oxford Transport Strategy Rapid Transit and Park & Ride network will support growth and economic development in Oxford and along the Knowledge Spine

Active & Healthy Travel is a growing area of importance. While it requires investment, there is a commitment to prioritise this area to meet transport and health objectives and address limited past progress

There is an opportunity to apply some outstanding research undertaken in Oxfordshire's research institutions to solve or reduce local connectivity problems

Oxfordshire has a very large number of business networks, some of which have a regional or national profile (e.g. OBN)

Weaknesses and threats

Congestion on Oxfordshire's roads remains a significant issue, despite targeted investment in the strategic network

Oxford City suffers from serious traffic congestion, which is forecast to get worse. This affects the speed and reliability of bus travel, undermining its image and ability to attract more users

Broadband has seen some significant upgrades but there are still areas in rural areas that do not have superfast broadband, and access to resilient broadband is a frequent concern for businesses

Similarly, mobile phone coverage remains patchy across the county

Oxfordshire's business networks are mainly sector specific and opportunities for cross over benefits between sectors, technologies and businesses may be missed

The capacity of the electricity grid in Oxfordshire is constrained – particularly for renewables connections, but also for supply connections

Current characteristics

Oxfordshire is a **very well connected** county. Strategically, it has excellent links to London, Heathrow, the Midlands and the south coast ports. The rail network has been improved by the new Oxford Parkway station and the direct link to Marylebone, and there are further significant improvements in the pipeline (e.g. electrification of the Great Western Mainline). Business use of London Oxford Airport has increased.

However, roads within Oxfordshire and the major routes beyond the county such as the M40, A34 and A40, all suffer from **congestion**. Oxfordshire County Council's Congestion

Report (2014/15) shows a steady increase in average journey times across Oxford city and an increase in congestion across the county. This is partly the result of high housing costs in the county forcing people to commute long distances to work.

Figure 8: Highway Network in the morning peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)

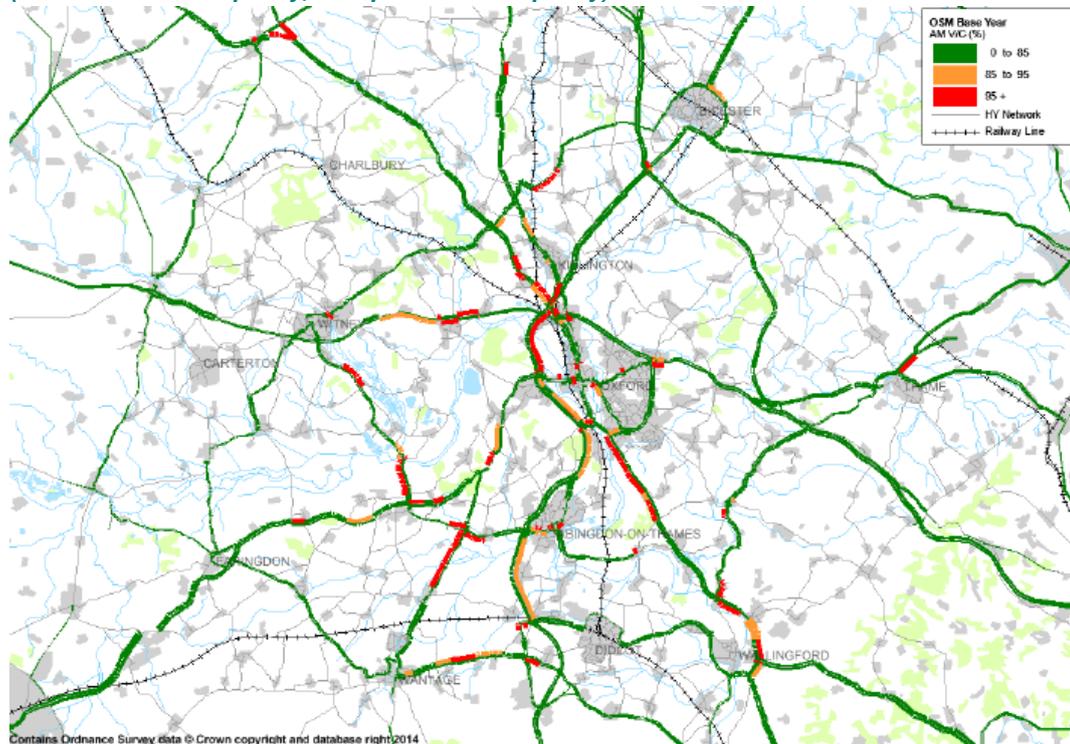
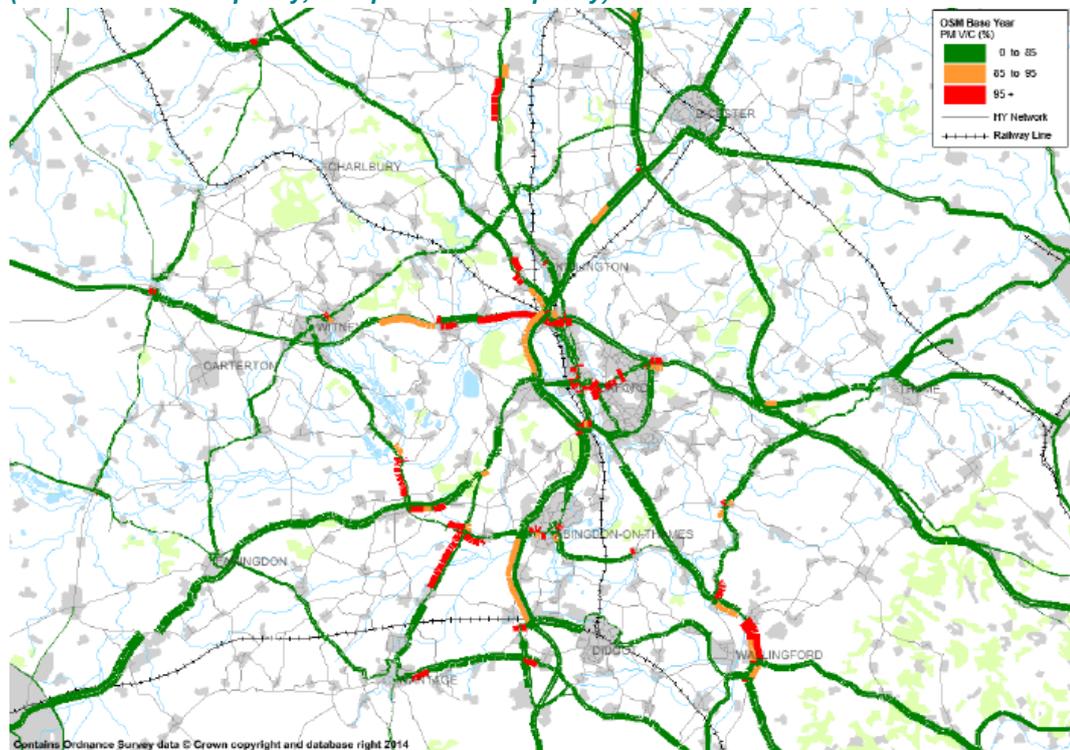


Figure 9: Highway Network in the evening peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)



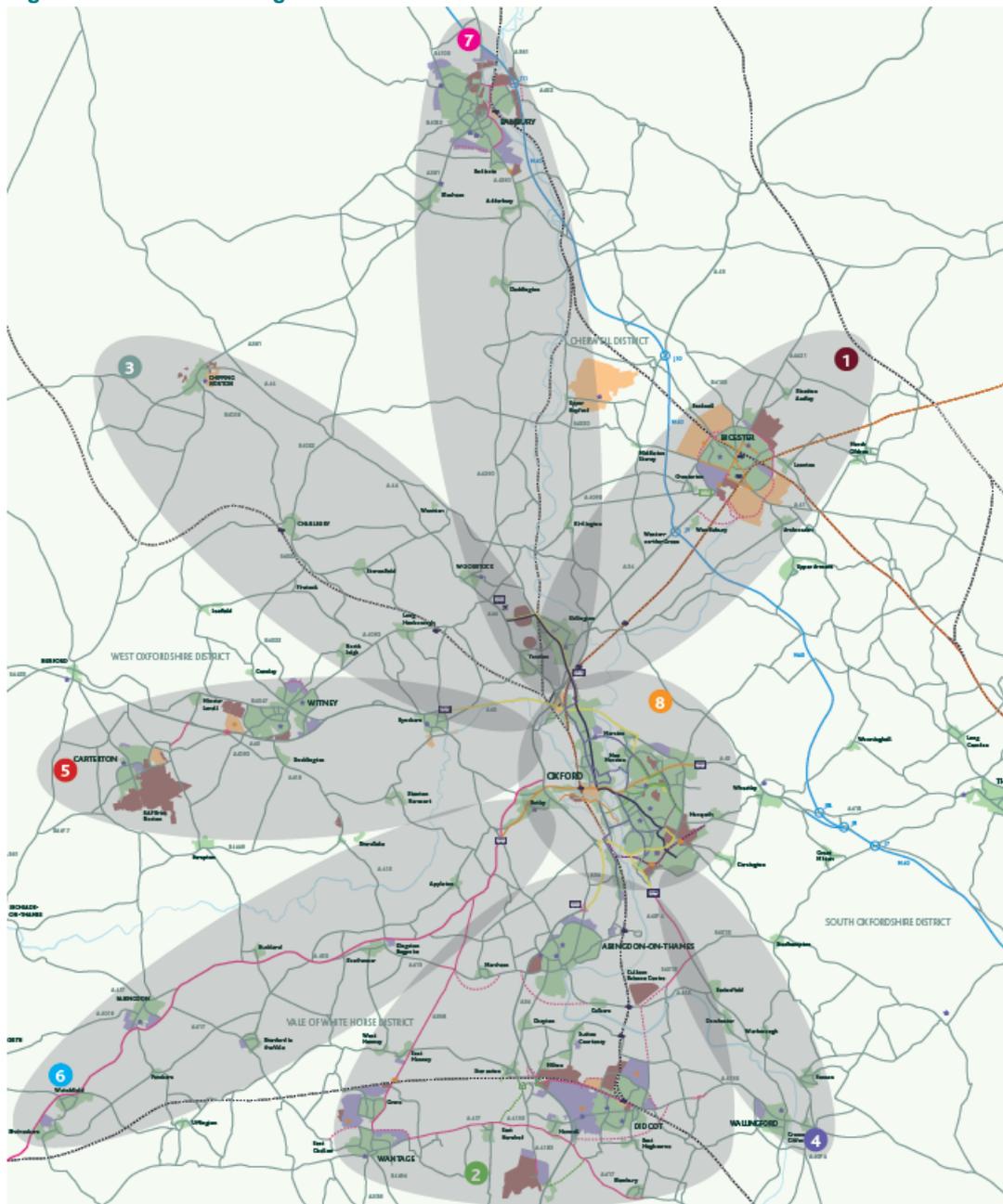
Digital connectivity within Oxfordshire is generally good, although there are still some gaps. Access to broadband across the county has improved but further improvements are needed

both to broadband and to mobile phone networks to ensure all homes and businesses can benefit from high capacity telecommunications.

The **business community is well networked**, including some strong sector focused networks such as OBN (for the life sciences), long established business angel networks, and a growing network for entrepreneurs. However, the existing networks are quite fragmented and are mainly sector focused.

Oxfordshire is also developing some **outstanding technologies which could improve connectivity** both locally and more generally. For example, Oxbotica, which originated from Oxford University's Mobile Robotics Group, was identified by the Wall Street Journal as one of the 'Top 10 Tech Companies to watch in 2015' and claimed it *"may be one of the few companies in the world to rival Google in driverless cars"*.

Figure 10: Oxfordshire's growth corridors



Priorities to 2020

In delivering the SEP, particular priority will be attached to:

Improvements to physical connectivity in Oxfordshire

- overcoming current capacity bottlenecks on road and rail networks within the county, both by network improvements and by getting better use out of existing road capacity through use of innovation technology and by encouraging change to more sustainable travel modes
- ensuring, through the planning process, that connectivity improvements are linked to the scale and location of planned housing and employment growth
- supporting the implementation of an Oxfordshire Infrastructure Strategy and the Local Transport Plan for Oxfordshire, including the Oxford Transport Strategy and the Science Transit Strategy, which includes various measures to improve the frequency, reliability and speed of public transport links between different locations in the Knowledge Spine
- supporting partners in implementing the Oxfordshire Active & Healthy Travel Strategy

Improvements to virtual connectivity with Oxfordshire

- completing countywide broadband and mobile network coverage, to ensure all workplaces and homes have good internet and telecoms connectivity; and, subsequently, ensure there is continual improvement to give sufficient broadband speed and network capacity for modern businesses
- continuing the Network Navigators initiative and strengthening network coordination across sectors

Improvements to connectivity in a regional context

- supporting the work of the National Infrastructure Commission in relation to east-west connectivity through the Cambridge – Milton Keynes – Oxford corridor
- working with partners in ‘England’s Economic Heartland’¹⁴ to develop strategies to improve the capacity of transport corridors across Oxfordshire and into surrounding areas, including towards Cambridge and to London and Heathrow.

Actions to deliver our Programme

OxLEP – and its partners – is committed to the delivery of the Connectivity Programme, including transport improvements to address constraints to growth and improve the quality of life. Specific strategies which OxLEP will work with partners to implement include:

- The **Oxfordshire Local Transport Plan 2015-31**, which both addresses existing congestion where it is damaging the economy or hindering economic growth, and identifies ways to avoid exacerbating transport problems due housing and economic growth. The Plan includes strategies for all transport modes and area and route strategies. Capital funding for transport schemes is largely dependent on Local Growth Fund, which is secured through the LEP, but delivery is primarily the responsibility of the local authorities and transport companies. The LTP will also draw on other funding sources where possible such as the Local Sustainable Transport Fund (LSTF)

¹⁴ <http://www.englandseconomicheartland.com/Pages/home.aspx>

- The **Science Transit Strategy** – This is a long-term ambition to transform public transport along the Knowledge Spine. The Oxford Science Transit will be a fully integrated public transport system that connects the area’s centres of innovation and economic growth with the two universities. It will mean that people using Oxford Science Transit will be able to hop on, and off, high-frequency bus and rail services using “smart” tickets (akin to Oyster cards), planning their journeys using real-time information and updates. The City Deal will enable the first phase of the Science Transit by focusing on the major pinch points in the network: the A34 between Abingdon and south Oxford and the access into Oxford from the A34 along the Oxford Southern Bypass. This project will be delivered by Oxfordshire County Council. Its total cost will be £23.5m, of which £8.7m will be funded through the Oxfordshire City Deal. The Science Transit Shuttle is currently in its pilot phase.
- The **Smart Oxford Strategy**, which aims to exploit the opportunities arising from data-sharing and smart city technologies to: make city services more efficient; make homes and businesses more sustainable, in terms of resource consumption; improve resilience to emergencies such as flooding; improve safety; and lead to better health outcomes
- The **Oxfordshire Strategic Infrastructure Strategy**, commissioned by the Growth Board in May 2016 (and due to be completed by spring 2017) to bring together infrastructure priorities into a single overarching Oxfordshire Infrastructure Strategy which incorporates green infrastructure.

The implementation of these plans and strategies will involve substantial resources and some difficult decisions. For example, measures requiring implementation include a workplace parking levy, zero emission zones and more car restraint in Oxford, and the Science Transit Strategy requires significant improvements to the frequency and journey times to public transport between key locations within the Knowledge Spine. The LEP will support the County Council and Oxford City Council in the sensitive implementation of contentious proposals, for example through its business networks, and in bidding to central government for resources. It will press partners to ensure that all new developments of housing and for employment use are well connected by bus as well as car, and have links to rail services.

Specific examples of projects already underway and funded through City Deal and Local Growth Fund, are provided in the section on “Progress in delivering our Strategic Economic Plan”. An example of a project to be implemented from 2017 onwards is the Science Vale Cycle Network improvements (total investment £4.9m, including £4.5m from Local Growth Fund). This is providing greater connectivity between Science Vale and the newly improved Didcot station by bike, and will be delivered by Oxfordshire County Council.

An example of partners’ actions to deliver the Connectivity Programme is the experimental iMaaS programme, a two-year project to provide real-time, predictive and personalised information across all local transport networks in Oxfordshire. The project involves collaboration between Oxfordshire County Council, Chiltern Railways, Oxford Bus Company, Great Western Railway, Milton Park, Harwell and Culham Science Centre, the Met Office and Transport Focus. It records and maps every transport input – every user journey, every disruption – in order to develop of a suite of tools for different users (travellers, transport operators, major employers and employment areas, etc), such as a fully personalised, automated travel advisor, transport on demand smart ticketing, dynamic routing and optimisation of congestion and traffic flows in real time.

The LEP also endorses Cherwell District Council’s support in its Local Plan (Part 1) for the growth of air related business activities at Oxford Airport.

We will continue to support the Better Broadband for Oxfordshire initiative to make sure that as many premises as possible have access to high speed broadband provision.

In relation to business networks, OxLEP will continue to deliver directly the Network Navigators initiative, which provides business support and signposting specialists for each of the five globally significant sectors (described earlier) plus (most recently) tourism. OxLEP will also play a lead role in supporting a cross-sectoral business group to raise the profile of Oxfordshire and to attract public and private sector investment into the county.

OxLEP will also continue to work with regional partners to develop initiatives to improve strategic transport links extending beyond Oxfordshire but which are very important to the efficient functioning of the Oxfordshire economy. These include: inputs to the National Infrastructure Commission's review of links between Oxford, Milton Keynes and Cambridge; working with the Highways Agency on its national route based strategies; working with rail companies on planning for increased capacity and improved journey times and reliability; working with coach companies on long distance routes such as to Heathrow and London; and supporting Thames Valley Berkshire Local Enterprise Partnership in relation to a Third Thames Crossing.

Figure 11: Map showing inter-regional transport projects

Map has been commissioned

Moving forward in delivery

Monitoring and review

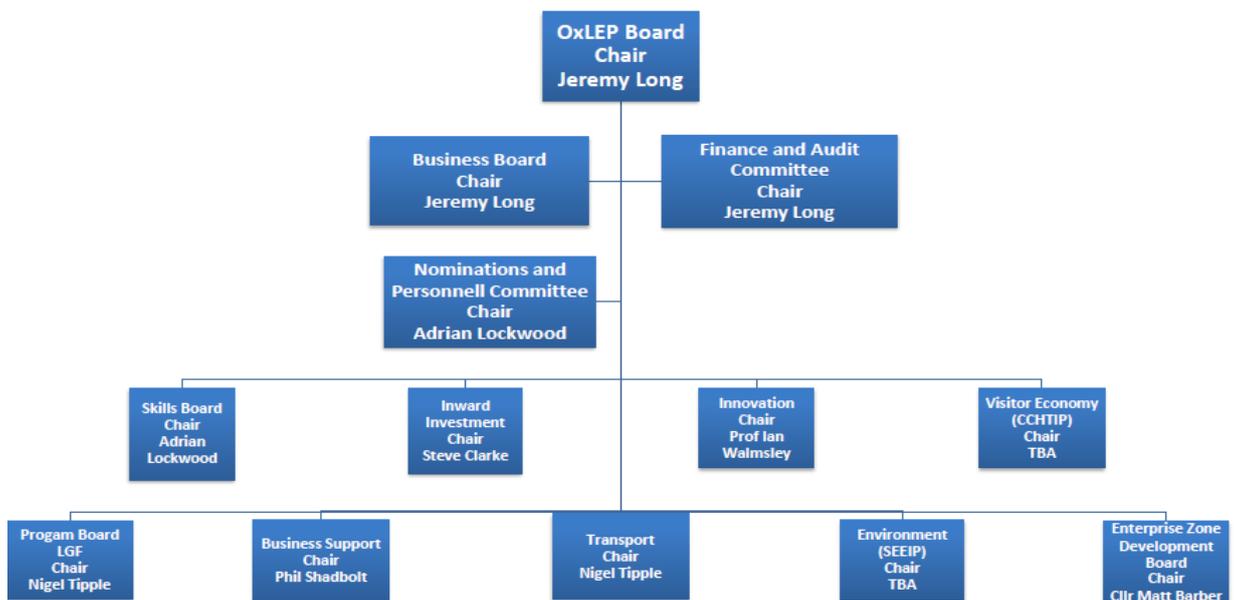
We are committed to an on-going process of monitoring and review. We will monitor progress in relation to our Programmes and the projects we, and partners, are supporting. We will also monitor changes in the economic and policy context for the SEP, and the extent to which our programmes are delivering sustainable and inclusive economic growth.

The SEP will be reviewed regularly to reflect changing circumstances and progress made. For example, if significant changes are made in Local Plans to the housing or job targets for Oxfordshire (upwards or downwards), or to Government funding for local economic development, we will respond by updating the SEP.

The OxLEP Board

The OxLEP Board is continuing to develop in order to deliver the SEP. New sub groups will be set up to drive forward the work on the SEEIP, CCHTIP, Skills Strategy and the Innovation Strategy.

Figure 12: The OxLEP Board and sub-group structure



Wider governance arrangements

OxLEP will work closely with its key partners and stakeholders to deliver the SEP. Key relationships – and their links to wider strategic processes – are summarised in the graphic below.

This shows that:

- Oxfordshire’s **five district councils** – as the local planning authorities – will continue to have responsibility for preparing and delivering Local Plans

- **Oxfordshire County Council**, as the strategic transport and education authority, will continue to have particular responsibility for key elements of the transport and education infrastructure
- All six local authorities (as voting members) – together with OxLEP and various other non-voting members – will continue to comprise the **Oxfordshire Growth Board** with a focus on the collaborative delivery of City Deal (and other) commitments.

Figure 13: Oxfordshire LEP, Growth Board and Local Authority Relationships and Responsibilities



Devolution proposals

The Oxfordshire local authorities are committed to securing significant devolution of responsibilities for service delivery and associated funding. Currently, there is on-going discussion about the governance arrangements related to devolution, both between Oxfordshire’s local authorities and with central government. Further progress will also depend on the extent to which organisations such as Highways England, Network Rail the Homes and Communities Agency and the NHS are prepared to commit funding as well as devolved responsibilities to deliver infrastructure and service improvements.

Whatever the detailed future governance arrangements, we are committed to securing an outcome which benefits Oxfordshire by increasing our collective ability to direct resources to our priorities and manage local service delivery and investment more efficiently.

OxLEP’s wider responsibilities

Within this overall context, OxLEP – with its Board drawn from the business sector, the universities, further education colleges, local authority leaders and the voluntary sector – has overall responsibility for the delivery of the SEP.

We have developed a series of strategies which are “daughter documents” to the SEP. These include strategies for skills; environment and the economy; culture, heritage and

tourism; and innovation. In addition, we have led on the development of a series of sector propositions which are being used, particularly, for inward investment marketing purposes.

We also have responsibility for the delivery of a series of programmes, including successive Growth Deals and ESIF funding (to the extent it continues in future). As explained elsewhere in this strategy, OxLEP’s roles in relation to delivery vary, and much of it is managed through partner organisations.

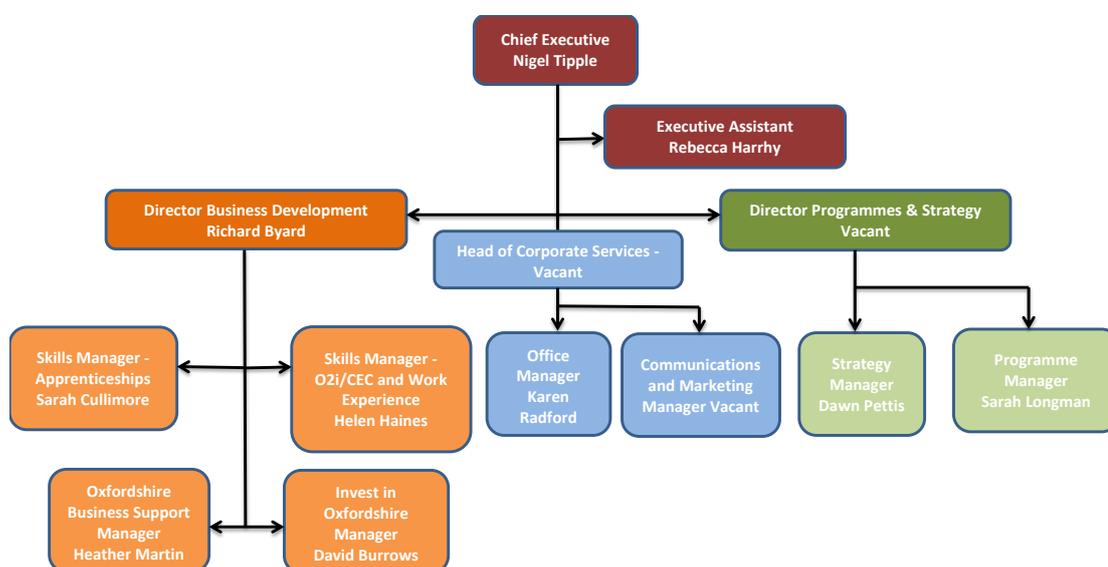
Delivery team within the LEP

Within the LEP, the key officers within the wider delivery team are introduced within Figure 15. The capacity of the team has, recently, been increased with the secondment of Oxfordshire County Council’s Economy and Skills Team (from 1st April 2016).

The LEP will continue to operate through its constituent parts/brands in the delivery of key SEP programmes. These include:

- Oxfordshire Apprenticeships
- O2i (Opportunities to Inspire)
- Oxfordshire Business Support
- Invest in Oxfordshire
- Oxfordshire Work Experience

Figure 14: LEP Executive Team



Annex A: Progress in delivering our Strategic Economic Plan

This annex provides detailed information on progress against specific objectives in the original SEP.

Snapshot of progress in delivering the objectives set out in our original SEP

KEY:

In relation to the original objectives set out in the SEP:

 ...good progress appears to be being made	 ...some, or mixed, progress – but there is more to do	 ...little or no progress has been made
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Objective from the Strategic Economic Plan, March 2014	Evidence of progress by April 2016	
People		
Increase the working age population qualified to level 2 and above to 90%		<ul style="list-style-type: none"> The proportion of the population aged 16-64 qualified to level 2 and above has increased from 79% in 2012 to 82% in 2014 (source: APS) – so it is moving in the right direction. It is well above regional and national benchmarks. However there is some way to go before the target set out in the SEP is achieved.
Ensure our further education capital stock meets the needs of 21 st century learners and employers		<ul style="list-style-type: none"> In response to identified need, both City of Oxford and Abingdon & Witney Colleges have secured funding via OxLEP to develop state of the art facilities to support increased science, technology, engineering and mathematics (STEM) provision. City of Oxford College has also secured funding to develop the 'Activate Care Suite' to support increased social care provision
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		<ul style="list-style-type: none"> The way in which school attainment is measured has changed. For state-funded schools nationally, some 56.85% of GCSE pupils achieved at least five A* to C grades including English and Maths; in Oxfordshire the corresponding figure was 59.4%. These data relate to 2014 However, despite the overall performance being very close to target, there are big disparities between different schools, and there are high teacher attrition rates due to the high cost of housing. However, although these are significant issues to be addressed, neither relate specifically to the objective
Increase the amount of Skills Funding Agency funding that supports our STEM sectors by 15% to better reflect our economic profile		<ul style="list-style-type: none"> SFA financial data no longer allows the ability to scrutinise funding to subject areas; only to providers. However given both City of Oxford and Abingdon & Witney Colleges have each secured in excess of £4m Local Growth Funding to develop STEM centres leading to over 650 additional STEM based learning outcomes annually from Sept 2018 (AY) it's reasonable to assume an increase in the percentage of funding that supports STEM will follow.
Deliver 1,150 more apprenticeships for young people with a focus on our priority growth sectors		<ul style="list-style-type: none"> Latest full academic year figures are for 2014/15 and are rounded to the nearest 10. There were 2,510 16-24 year old Apprenticeship starts from August 2014 to July 2015, with 2,450 starts during the same period the previous year. This is an increase of 2.4%, and compares favourably with a decrease of 2.5% across the South East region
Retain our graduate talent		<ul style="list-style-type: none"> 26% of Oxfordshire's graduates remain in the county to work after completing their courses, including 18% of Oxford University graduates and 26% of Oxford Brookes University graduates - See Infographic below Retaining graduate talent continues to be challenging.

Objective from the Strategic Economic Plan, March 2014	Evidence of progress by April 2016	
		<p>Evidence suggests that around 45% of graduates of the University of Oxford and almost 20% from Oxford Brookes have opted to work in London (source: <i>Future of Cities: Graduate mobility and productivity</i> Foresight report published by Government Office for Science, March 2016)</p> <ul style="list-style-type: none"> In general, a high proportion of graduates employed in the south east are either those returning to the region (following study elsewhere) or those who studied locally (source: <i>ibid</i>)
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		<ul style="list-style-type: none"> Some evidence of progress, particularly in major new developments like NW Bicester and Graven Hill
Place		
Provide between 93,560 and 106,560 new homes by 2031		<ul style="list-style-type: none"> The number of dwellings completed in Oxfordshire has risen year on year, but it is still well adrift of the rate implied by the headline target that has been agreed by the local authorities (informed by the SHMA)
Accelerate the delivery of new homes		<ul style="list-style-type: none"> As above
Provide accessible housing that is affordable for the people who work in Oxfordshire		<ul style="list-style-type: none"> Recent evidence suggests that Oxfordshire continues to experience real challenges The latest available data from CLG are for 2013. These suggest that the ratio of median house prices to median earnings is 6.72 across England. It 8.66 across Oxfordshire, and in South Oxfordshire, the figure is 10.52
Deliver flagship gateway developments and projects that stimulate growth		<ul style="list-style-type: none"> Progress is being made with regard to the delivery of some flagship projects such as Oxford Northern Gateway, North West Bicester and Harwell Campus
Deliver the Oxford Flood Risk Management Strategy		<ul style="list-style-type: none"> Preferred option to be published in June 2016, Outline Business Case to be submitted to the Treasury August 2016
Ensure new housing makes innovative use of blue and green infrastructure		<ul style="list-style-type: none"> Delivery is on-going
Enterprise		
Grow Oxfordshire's world-class technology clusters, leading to a GVA uplift of £6.6bn to 2030		<ul style="list-style-type: none"> There is a lag in the production of GVA data are the latest available estimates from ONS are for 2014. These suggest that between 2012 and 2014, Oxfordshire grew at 5.0% per annum. This was faster than all other LEP areas except London (which grew at 5.8% per annum) In its commentary, ONS comments on the period from 2008-2014. It states that "<i>In Oxfordshire, strong growth in the information and communication sector and the real estate sector contributed to the overall strong GVA growth</i>"
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		<ul style="list-style-type: none"> Over recent years, Oxfordshire has seen the pace of jobs growth (i.e. on a workplace-based measure) exceed the indicative target that was quoted in the original SEP and has informed emerging local plans Again though, there is a lag in the production of data. ONS' Jobs Density dataset suggests that the total number of jobs in Oxfordshire increased from 378,000 to 399,000 between 2011 and 2013
Capitalise on the global reputation of Oxfordshire's knowledge base translating academic and research excellences into wealth generation for all our residents		<ul style="list-style-type: none"> We have secured government funding for four new innovation centres to support the commercialisation of research: an Innovation Accelerator for advanced engineering businesses at Begbroke; a Bioescalator to support the commercialisation of bioscience and medical related research, in Oxford; the Harwell Innovation Hub, focused on open innovation; and the UKAEA Culham Advanced Manufacturing Hub, focused on remote handling technologies

Objective from the Strategic Economic Plan, March 2014	Evidence of progress by April 2016
	<ul style="list-style-type: none"> Oxford University and Oxford University Innovation have established a £320m fund, Oxford Sciences Innovation, to invest in spin outs from the University of Oxford, Culham and Harwell
<p>Fulfil our potential as an internationally renowned business, academic and research centre to attract a minimum of 30 new high value foreign direct investments per year</p>	<ul style="list-style-type: none"> 28 foreign direct investments were supported in Oxfordshire during 2015/16 - 14 of which were high value. 8 of the investments were within the Life Sciences sector. The county has also benefitted from substantial additional investment by major foreign owned firms already in Oxfordshire, such as BMW, and new investment by international agencies such as the European Centre for Space Applications and Telecommunications (ECSAT) Following deeper analysis of key sectors, detailed proposition documents were published in January 2016 to develop a greater understanding of the Oxfordshire offer with UKTI overseas posts and local partners and support the increased marketing, promotion and targeting of high value investment opportunities.
Connectivity	
<p>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</p>	<ul style="list-style-type: none"> Chiltern Railways has invested in a direct fast link to London Marylebone from the new Oxford Parkway station via Marylebone Significant improvements to the strategic road network, such as to A34 junctions with the M40, the Peartree interchange north Oxford, and at Milton/Didcot and Chilton The National Infrastructure Commission has been asked by the Government to investigate options for improving transport links between Oxford and Cambridge
<p>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</p>	<ul style="list-style-type: none"> Implementation of the first phase of the Oxford Science Transit strategy, providing a direct link between Oxford and Harwell Improved access to Milton Park; and improvements at Botley
<p>Increase the capacity and improve the efficiency and resilience of our local transport network by reducing congestion on key highway links</p>	<ul style="list-style-type: none"> Despite some improvements to the strategic road network in Oxfordshire, particularly at key junctions, the evidence gathered by Oxfordshire County Council shows that levels of congestion on Oxfordshire's roads has increased over recent years
<p>Spread the benefit of transport investment across Oxfordshire</p>	<ul style="list-style-type: none"> Increasingly, the focus of transport planning is on a series of corridors across Oxfordshire in addition to the Knowledge Spine. The purpose of this broader emphasis is to encourage a strong link between transport investment and the main locations of housing and employment growth However there have been recent cuts to rural bus services
<p>Explore the potential of 5G technologies underpinned by the development of the 5G Innovation Centre for Future Mobile Communications and Internet Technology</p>	<ul style="list-style-type: none"> TBC
<p>Increase connectivity between people and the quality natural environment to develop integrated sustainable transport routes</p>	<ul style="list-style-type: none"> Preparation and the beginnings of implementation of the Oxford Science Transit strategy

Annex B: Summaries of Oxfordshire's three cross-cutting strategies

Box B1: Oxfordshire's Creative, Cultural, Heritage and Tourism Investment Plan (CCHTIP)

The creative industries and tourism play a key role in economic growth: 9.5% of employment in the county is already in tourism (32,000 jobs). Indeed, there is a 'virtuous circle of growth, quality and sustainability' at play, where each sector depends on the other for its success (creative industries to sell the tourism offer, for example), but each is independently driving economic growth, innovation and competitiveness across the county. The CCHTIP therefore provides a framework for growth which '*shapes a new agenda for joined-up working and cross sector commitment,*' with CCHT sectors at the core.

Four thematic areas were developed for the CCHTIP and inform the proposals:

- Productive and engaging experiences
- Skills, talent development and business growth
- Creative place-making
- Collaboration (a cross-cutting theme)

Experience Oxfordshire is the Destination Management Organisation for Oxfordshire, with a brief to encourage cross-sector collaboration and drive economic growth. The county already receives sizeable inward investment, due to the strength of its cultural offer: galleries, museums, music services, stately homes, festivals and events; as well as Oxford city, market towns and villages, and a beautiful rural landscape. The aim is to use the creative industries to enhance the experience for visitors and residents.

Oxfordshire is home to several thousand creative SMEs and bigger businesses. The county's strengths lie in publishing, software, games and design/crafts. Many of these are based outside Oxford, in rural towns and villages, heightening the need for excellent digital connectivity in rural areas. They are innovative and resilient: flexible responses to change have enabled businesses and the local economy to adapt and avoid economic stagnation, by developing new innovative business models.

Many in-county organisations – including Oxford University, Oxford Brookes University and schools and colleges – are already working with the Oxfordshire Skills Board, to ensure the county's skills need is met at all levels. The county's strong library network helps with this.

The CCHTIP matters because Oxfordshire is 'set for significant growth' and needs to prioritise the sectors that will help to achieve this. The county will retain its competitive edge only by 'connecting [its] strengths and coordinating [its] offer,' and innovating in order to win investment which is becoming ever-harder to secure

Box B2: Oxfordshire's Strategic Environmental and Economic Investment Plan (SEEIP)

Oxfordshire's natural environment has played a major part in the county's economic and social development and it will continue to be a vital part of its future. Its natural capital - including its land, soils, air, water, animals and plants – is distinctively rich and diverse. These assets provide a huge range of financial and societal benefits, from food and energy, through flood protection and pollution clean-up, to outdoor recreation, health and inspiring landscapes and surroundings.

The county's residents, businesses and other organisations - whether they are based in the City of Oxford, the market towns or numerous villages - all benefit economically and culturally from these assets.

These assets are in decline and investment is needed to reverse this damage. As the economy and the population grow, and the effects of current and future climate change are felt, the county needs to be prepared in order to minimise damage to the natural environment, reduce risk and protect the vital services provided to the people of Oxfordshire.

Recent advances in our understanding of the services provided by our natural capital offer major opportunities to repair and enhance the latter. Improvements nearly always bring about multiple "co-benefits" with added economic value, efficient use of natural resources and more pleasant surroundings, all of which make the county such a desirable place to live and work.

There is also the scope to develop new innovative environmental management strategies, products and services for export, attracting inward investment and creating jobs. A specific opportunity lies in the new field of "green infrastructure" with nationally pioneering work taking place in the county.

Environmental expertise within Oxfordshire is extensive: both the University of Oxford and Oxford Brookes University, together with external research centres, manufacturers, businesses, charities and community groups, are working together (and separately) to protect and maintain the natural environment. The SEEIP emphasises that *'the expertise and activity across the county will be even more effective when harnessed, coordinated and targeted towards common goals.'* Collaboration on working towards a number of environmental priorities is the aim of the SEEIP.

The vision of the SEEIP is: *"for Oxfordshire to benefit from a high quality, resilient environment which supports economic growth, development, health, wellbeing and prosperity for all"*. This will be achieved by an innovative, efficient environmental sector working together with other public and private sectors to:

- Attract and deliver investment in the county
- Ensure sustainable, long-term stewardship of natural capital
- Develop new and improved environmental knowledge, goods and services

This leads to five strategic priorities for investment:

1. Growing the green economy in Oxfordshire
2. Enhancing the quality and resilience of urban areas
3. Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity
4. Promoting and enabling access to the countryside
5. Engaging people in the environment and enabling more sustainable lifestyles

Box B3: Oxfordshire's Innovation Strategy (draft)

The draft sets out a strategy to better understand, increase, and make use of innovation in Oxfordshire. The strategy is structured around ten key themes, each of which underpins innovation across all sectors. For each theme, the needs, drivers and existing work are explored (illustrated by case studies of current initiatives) as well as the challenges that remain for an innovation-driven economy and a 'wish list' of projects that would deliver this vision. The ten themes are:

1. *Understanding the Ecosystem* – a deeper understanding of innovation activities in Oxfordshire will allow for better support of underdeveloped areas and identify opportunities for interactions across disciplines.
2. *Strengthening our Networks* – the networking community is thriving in Oxfordshire, but the challenge is to develop and maintain connections between sectors.
3. *Building Innovation Spaces* – despite the growth of innovation spaces across the county, increasing demand means that Oxfordshire needs both a strategic and tactical approach to better understand where to develop new innovation spaces.
4. *Reinforcing the Science and Research Base for Innovation* –the science and research base must be reinforced through translation to the wider community and increased accessibility to entrepreneurs and businesses.
5. *Innovation for All* –innovation needs to be accessible and adopted by all sectors. The research and knowledge base in Oxfordshire must impact all aspects of the economy, with innovation incorporated into environmental, cultural and heritage programmes to drive growth in the region.
6. *Innovation for Social Good* –building strength in social enterprise by linking social innovators, encouraging sustainable businesses for social good, and better funding, facilities and networks.
7. *Nurturing Talent and Developing Skills* – Oxfordshire has one of the most highly skilled workforces in the UK, but the growing challenge is attracting, developing and retaining skilled workforces in the region.
8. *Attracting Significant Business* – making Oxfordshire attractive to innovative companies and institutions. Investment to provide business space and build networks at a regional, national and global scale will be required to attract companies into the region.
9. *Attracting Capital* – ensuring that capital is available for innovative businesses. A variety of funding sources are available in Oxfordshire but resources are more limited in some sectors and there is a need for a more closely networked and mutually reinforcing culture.
10. *Embedding Innovation in the Ecosystem* – developing Oxfordshire as a testbed for innovation to accelerate the adoption and accessibility of innovations across the ecosystem. Disciplines such as Healthcare, Smart City and Low Carbon have led the way in using Oxfordshire as a living laboratory

Box B4: Oxfordshire Skills Strategy to 2020

Oxfordshire has one of the most innovative and highly-skilled populations in England. However, a small but important proportion of its population are unable to fully participate in the labour market because they lack the skills and opportunities to do so. One of the key aims of the Skills Strategy is to help these residents – through specialist and on-going support - into paid employment. Another key aim is to retain highly-skilled graduates from its two universities.

A highly-skilled workforce is crucial for economic growth and skills development is a core priority for OxLEP. In collaboration with the Oxfordshire Skills Board, it has been working to transform the skills landscape. Starting with schools and colleges, OxLEP has worked to improve careers advice and apprenticeship opportunities from the bottom up. However, this requires ‘a step change in approach, attitudes, focus and aspiration from partners,’ as well as young people. In order to achieve sustainable economic growth which maximises local employment opportunities for all, there is a need to align:

- Young people: given appropriate skills training and opportunities in county skill shortage areas
- Providers: who must meet employer demand for worker training in (current and future) growth sectors, and
- Employers: who must become more engaged with the county’s skills agenda.

In so doing, Oxfordshire hopes to develop and nurture: a workforce which is aligned with employers’ needs; a flexible training and education sector which responds to employers’ needs and which ‘produces employment-ready young people’; and a coordinated services approach which enables young people to transition easily from education to employment.

In order to achieve these goals, the Skills Strategy sets out five Strategic Priorities to 2020:

- *SP1) To meet the needs of local employers through a more integrated and responsive approach to education and training*
- *SP2) Creating the ‘skills continuum’ to support young people through their learning journey*
- *SP3) Up-skilling and improving the chances of young people and adults marginalised or disadvantaged from work*
- *SP4) To increase the number of apprenticeship opportunities*
- *SP5) To explore how we can better retain graduates within Oxfordshire to meet the demand for the higher level skills our businesses need.*

Annex C: Explanation of the relationship between OxLEP, the SEP and development planning

The purpose of Local Enterprise Partnerships is to “provide the clear vision and strategic leadership to drive sustainable private sector-led growth and job creation in their area” (Local Growth: Realising Every Place’s Potential; BIS, 2010).

To do this, LEPs are expected to produce and maintain an up to date Strategic Economic Plan (SEP). This has various purposes, including steering bids for funding for economic development, skills and infrastructure projects. Oxfordshire benefits from strong economic growth, therefore the SEP focuses on supporting and managing the economic growth to ensure sustainable and inclusive outcomes.

In producing Local plans, Oxfordshire’s local authorities are required to give due consideration to the SEP. They are not bound by what it says if other factors (e.g. environmental constraints) are considered to be more important, but there must be a robust case for overriding the SEP which will withstand scrutiny by the Government.

Local Planning Authorities have a statutory duty to prepare and maintain an up-to-date Local Plan, which sets out the proposed scale and location of development in the area over the next 15 to 20 years and in doing so seeks to balance economic, social and environmental considerations. This is different from the role of the LEP, which is expected to focus on supporting economic growth, albeit growth which is both sustainable and socially inclusive.

Part of the essential evidence base for a Local Plan is an assessment of the likely future growth of employment, and of the requirement for new homes. The expected scale and characteristics of employment growth are usually assessed using econometric forecasts which take into account past trends and policy changes. The housing requirement is assessed through a Strategic Housing Market Assessment (SHMA), which should be produced for the functional housing market area, usually adjusted to coincide with local authority boundaries, and which is required by the National Planning Policy Framework (NPPF) to be kept up to date.

In Oxfordshire, the five District Councils, supported by the County Council, decided jointly to commission a SHMA for the whole County, within which the requirements for individual districts were identified. The work was led by GL Hearn. Separately, the local authority client group commissioned employment growth forecasts from Cambridge Econometrics, in association with SQW, in order to inform the SHMA and Local Plans. The methodology used to produce the Oxfordshire SHMA was consistent with Government guidance and the housing requirements identified took account of forecast employment growth as one factor influencing future housing needs. There was a consultation on the SHMA methodology and all local authorities subsequently accepted the final report of the SHMA.

The original Oxfordshire SEP was prepared at the same time as the SHMA, in 2013. It incorporated the figures for employment growth produced for the SHMA, and the housing requirement figures produced by the SHMA. *The employment and housing growth figures in the Oxfordshire SEP are therefore a product of the local planning process (i.e. the SHMA), not an input to it.*

The SEP Refresh is using the same figures for growth as the original SEP and the SHMA. There are three main reasons for this:

- Employment growth since 2011 has been stronger than indicated by the employment forecasts used by the SHMA and the SEP. This is during a period of economic recovery, so the actual figures may be expected to be positive. However, it suggests that the employment forecasts are soundly based and are a good basis for planning
- The SHMA has been tested at the Cherwell Local Plan Examination in Public in 2014 and the Inspector's report of June 2015 concluded that it formed an appropriate basis for the proposed level of housing growth in Cherwell. This effectively endorsed the SHMA as a sound evidence document which underpins the development of Local Plans in Oxfordshire
- It is important that there is consistency between Local Plans and the SEP.

Note that during the workshop discussions that informed the development of this consultation draft of the refreshed SEP, some attendees expressed support for a county-wide approach to the environmental, social and economic assessment of the impact of the figures contained within the SHMA.

Annex D: List of acronyms

CCHTIP	Creative, Cultural Heritage and Tourism Investment Plan
EAFRD	European Agricultural Fund for Rural Development
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
NEET	Not in Employment, Education or Training
OxLEP	Oxfordshire Local Enterprise Partnership
SEEIP	Strategic Environmental and Economic Investment Plan
SEP	Strategic Economic Plan
SFA	Skills Funding Agency
STEM	Science, Technology, Engineering and Mathematics

Schedule for Scrutiny Committees 2016/17

(further items to be added to schedule as required)

Meeting date and venue	Type and chair	Agenda items	Cabinet members	Head of Service
Tues 27 Sept	South	Berinsfield Improvement Programme Revenue & Capital Outturn	Elizabeth Gillespie Jane Murphy	GB WJ
Thurs 29 Sept	Vale	Revenue & Capital Outturn Review of the Beacon Abingdon Moorings Policy	Roger Sharp Charlotte Dickson Mike Murray	WJ CK ADo
Mon 31 October	Joint	OxLEP	John Cotton/Matthew Barber	GB
Thurs 24 Nov	Vale	Leisure Provision Strategy S106 Supplementary Planning Document Local Plan Learning Points	Charlotte Dickson Roger Cox Roger Cox	CK AD AD
Tues 29 Nov	South	Burial Ground Future Capacity	Robert Simister	ADo
Thurs 26 Jan	Vale	Review of Final Draft Budget	Robert Sharp	WJ
Tues 31 Jan 17	South	Draft Local Plan Review of Final Draft Budget	John Cotton Jane Murphy	AD WJ
Thurs 9 Mar 17	Joint	Community Safety Partnership	Anna Badcock/Eric Batts	MR
Thurs 30 March	Vale	Council Tax Reduction Scheme Review	Robert Sharp	WJ
Tues 4 April 17	South			

Item for future Scrutiny Committees (date to be determined)

Vale

Consultation

South

Joint

Temporary Accommodation Strategy

Communications Strategy

The Cabinet work programmes can be accessed via the following links:

South

<http://democratic.southoxon.gov.uk/mgListPlans.aspx?RPId=121&RD=0>

Vale

<http://democratic.whitehorsedc.gov.uk/mgListPlans.aspx?RPId=507&RD=0>

Heads of Service

GB = Gerry Brough

AD =Adrian Duffield

ADo = Andrew Down

CK =Clare Kingston

WJ =William Jacobs

MR =Margaret Reed

Meeting Start times: Joint: 6:30; South: 6:30; Vale: 7.00