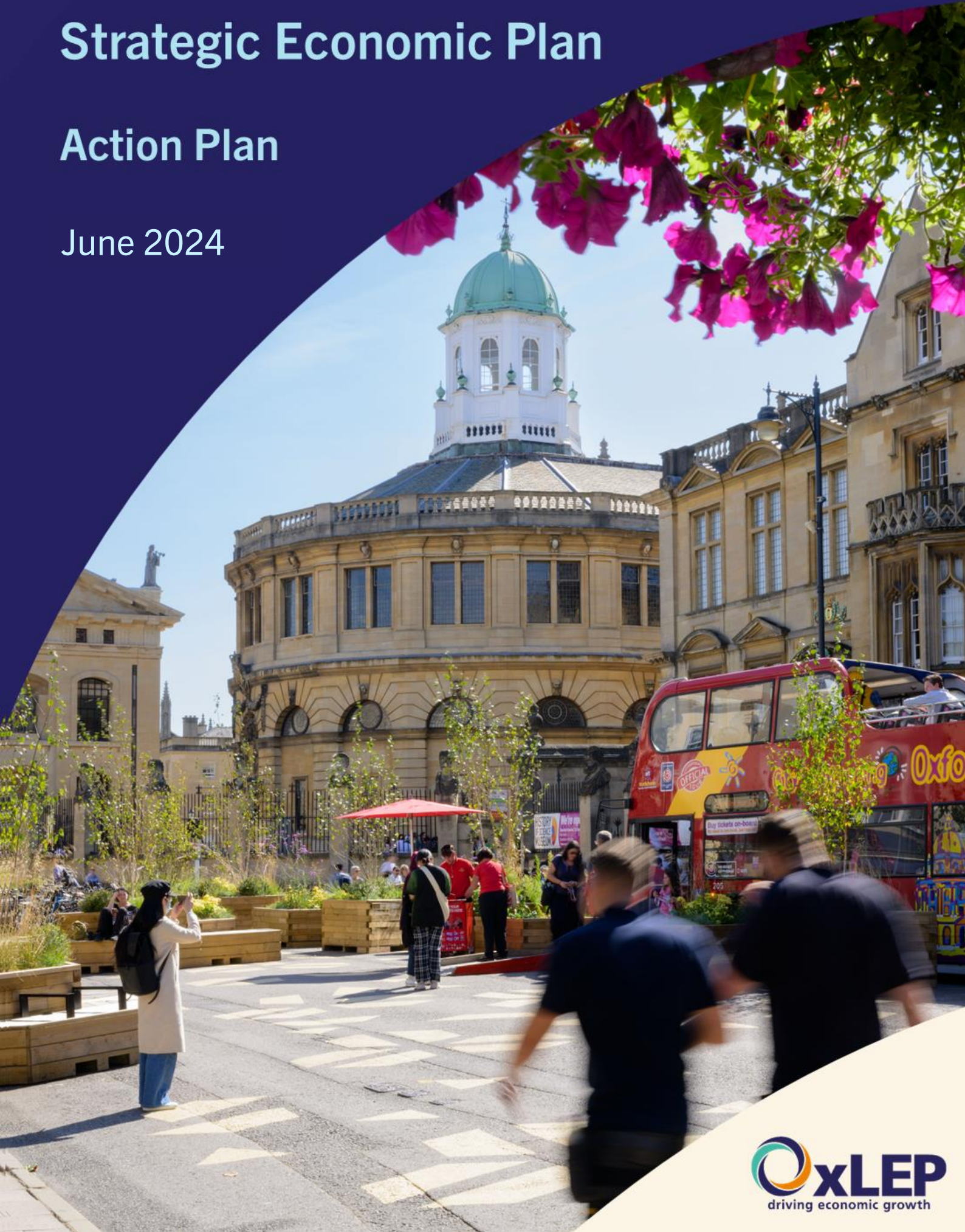


Oxfordshire Local Enterprise Partnership

Strategic Economic Plan

Action Plan

June 2024



Contents

Introduction and overview	1
1. Enable Oxfordshire’s businesses to thrive, and encourage pervasive innovation (Objective 1).....	4
2. Widen access to current opportunities and equip people and places as jobs change over the next decade (Objective 2)	10
3. Secure resilient infrastructure for planned growth, consistent with Oxfordshire’s commitment to net zero carbon by 2050 (Objective 3).....	18
4. Ensure that Oxfordshire’s places are sustainable and inclusive and that local communities flourish (Objective 4).....	22
Annex A: Wider contributions to delivering the SEP	A-1

Status	Version	Audience	Date
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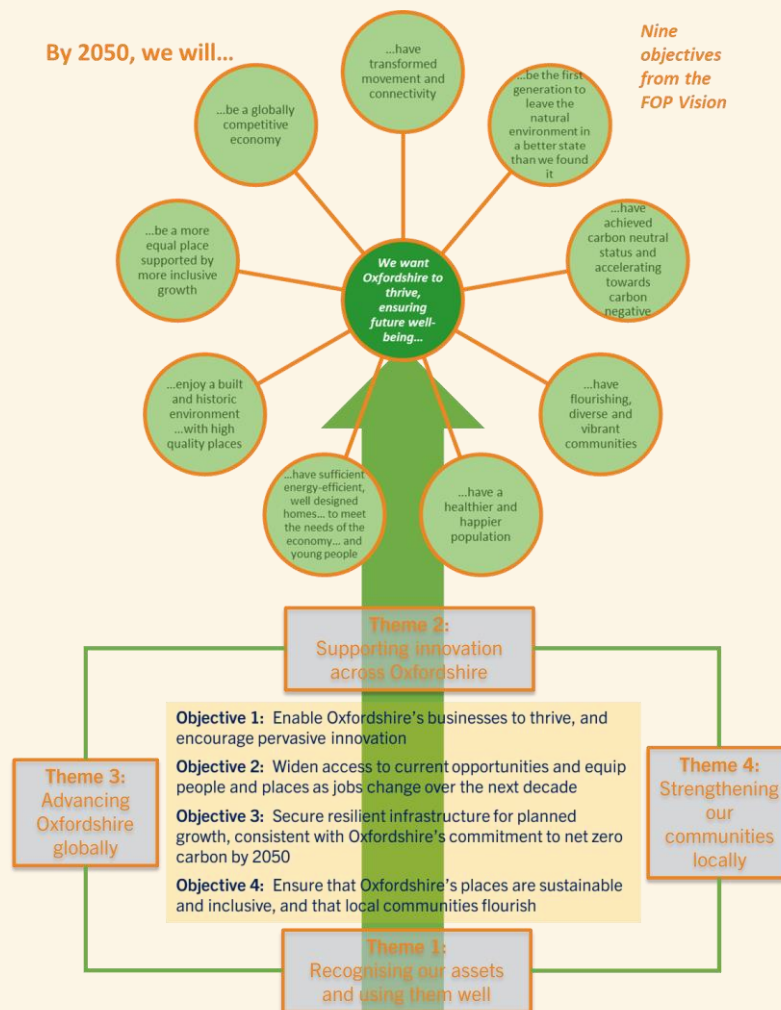
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Introduction and overview

Oxfordshire's Strategic Economic Plan

The new Strategic Economic Plan (SEP) for Oxfordshire was approved and published at the end of 2023. Embedded within the vision and objectives of the Future Oxfordshire Partnership, its core elements are set out below.

Figure 1: Oxfordshire's Strategic Economic Plan



The new SEP is structured around **four key objectives**:

- enable Oxfordshire's businesses to thrive, and encourage pervasive innovation
- widen access to current opportunities and equip people and places as jobs change over the next decade

- secure resilient infrastructure for planned growth, consistent with Oxfordshire's commitment to net zero carbon by 2050
- ensure that Oxfordshire's places are sustainable and inclusive and that local communities flourish.

The objectives are generally stated but they are critical as delivery priorities.

In delivery, they will be shaped by **four cross-cutting themes** which are intended to avoid siloed thinking and to ensure that the particular challenges and opportunities facing Oxfordshire are captured fully. These are:

- recognising our assets and using them well
- supporting innovation across Oxfordshire
- advancing Oxfordshire globally
- strengthening our communities locally).

SEP Action Plan

The accompanying Action Plan explains *how* progress will be made in delivering the SEP over the next 3-5 years. The SEP is wide ranging. It connects to, and is informed by, every part of the FOP vision and objectives. However, the SEP Action Plan is narrower in scope.

Scope of the SEP Action Plan

The SEP Action Plan will be delivered by core SEP partners working within the 'Oxfordshire system' insofar as that 'system' is focused on supporting Oxfordshire's sustainable economy locally (i.e. business, innovation, net zero, climate response, skills and employment in Oxfordshire – and directly related infrastructures). This will be overseen by the SEP Economic Steering Group.

As defined here, the 'Oxfordshire system' includes OxLEP, and a core of collaborative partners with a clear focus on supporting Oxfordshire's socio-economic potential for the benefit of existing and future communities and businesses.

In practice, most of these organisations have a remit that is broader than Oxfordshire's local economy – either because it includes other thematic considerations (e.g. across local government) or because its objectives are not focused only (or even mainly) on Oxfordshire (e.g. globally significant research across the two universities). The SEP Action Plan does not therefore cover the full breadth of what these organisations do.

The SEP Action Plan's thematic focus is predominantly economic and its spatial focus is Oxfordshire. This means that:

- **The SEP Action Plan focuses on interventions that are of county-wide scale or significance.** Some of the identified interventions are in specific places, but they are captured because their potential impacts are relevant county-wide. Small, local, interventions are not included. In the main, these will be advanced by the relevant city or district council through its own economic development strategies and processes.
- **The SEP Action Plan cross-references other strategic processes within Oxfordshire** where relevant. The SEP is one of a dozen different strategies which in combination respond to the overall vision and objectives of the Future Oxfordshire Partnership – so there are overlaps. Each of these has its own delivery machinery. The SEP Action Plan is just one element.

Structure of the SEP Action Plan

The SEP Action Plan is structured around each of the four SEP objectives. In each case, it sets out:

- **A: Priority projects/interventions:** These are direct interventions led by one or more of the core SEP partners. Some are part-funded and/or operating on a limited/pilot basis already. Most are likely to require economic development funding in due course.
- **B: Partnership responses:** Alongside the direct interventions, there is a need to marshal the power of the 'Oxfordshire system'. The intention here is that partners work together to advance some key themes at the heart of the new SEP. In many cases, these should also define the core of a wider research agenda for partners in Oxfordshire.

In addition, there is further commentary within each of the four SEP objectives on **C: Wider contributions to delivering the SEP**. Specifically:

- **Linked projects/interventions:** These are projects (or groups of projects) or wider interventions which are not the immediate focus of the Action Plan. They are led by partners and are funded through other routes. They are aligned with or support delivery of the SEP.
- **Links to other Oxfordshire strategies:** These are the other strategies contributing to the delivery of the overall FOP vision and objectives.

Further detail on these wider contributions can be found within Annex A.

1. Enable Oxfordshire's businesses to thrive, and encourage pervasive innovation (Objective 1)

A: Priority Projects/Interventions

- 1.1** Priority projects/interventions are direct interventions led by one or more of the core SEP partners. Some are part-funded and/or operating on a limited/pilot basis already. Most are likely to require economic development funding in due course, whether or not they are currently funded.
- 1.2** In relation to the first objective from the SEP, three groups of interventions are identified: **business support, innovation support and inward investment.**

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
Deliver effective business support to SMEs across Oxfordshire	Deliver the Oxfordshire Growth Hub	OxLEP	Deliver the Growth Hub for Oxfordshire and look for further funding to increase the business support available for businesses.	Existing activities that should be rolled forward to deliver the new SEP	In delivery phase for the next 2yrs	Funding needed but not secured	Funding in place for next 2yrs, but longer-term funding required	Continue to deliver the Growth Hub and look to identify long-term funding to secure/develop its current work.
	Build on the provision of business support linked to SMEs' net zero transition	OxLEP and Local Authority partners	Develop a programme of business support, specifically with the intention of supporting SMEs in the transition to net zero carbon.	New activities / interventions needed to deliver the new SEP. These will build on some on-going activity – e.g. Year 3 Green Skills funding/delivery of UKSPF; and ZCOP industrial	Some small-scale provision being provided at District-level through UKSPF investment, but no joined-up approach at present.	Funding needed but not secured	Some support already funded, but more funding needed to deliver on a larger scale	Identify existing business support offer in relation to net zero carbon. Work to bring together/co-ordinate existing offer into combined county-wide offer.

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
				decarbonisation project led by OCC's Sustainability Team (with contributions from Oxford City Council and others)				
	Supporting the foundational economy, ensuring it thrives in Oxfordshire	OxLEP and local authority partners	Develop a programme of support for businesses within the foundational economy, to support their growth locally. This ought to include measures to improve productivity given labour market challenges. It should also link to wider concerns surrounding social value (recognising that associated services could be procured by the public sector in Oxfordshire)	New activities / interventions needed to deliver the new SEP		Funding needed but not secured		Project scoping and development is required – alongside a commitment to 'mainstream' support for the foundational economy
Support innovation and diffusion, particularly across SMEs	Provide innovation support and grants (building on the Innovation Support for Businesses (ISfB) Programme)	OxLEP	Build on the success of the ISfB programme, to encourage innovation (including one-to-one coaching and mentoring, and grants for innovative projects).	Existing activities that should be rolled forward to deliver the new SEP	ISfB programme closed in April 2023, but was recognised as a very positive programme.	Funding needed but not secured	Existing funding ended in April 2023 so new funding is needed.	Identify funding sources, and re-establish programme (building on lessons from last programme).

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
	Advance living labs	TBC – likely to be one of the universities but could be other partners too	Continue to advance and explore the role of Living Labs in Oxfordshire, particularly in relation to housing delivery, retrofit and the transition to net zero carbon.	Existing activities that should be rolled forward to deliver the new SEP		Funding needed but not secured		Identify a lead organisation and potential funding sources.
	Advance potential Place-Based Impact Acceleration Account (PB-IAA) projects	University of Oxford	Place-Based Impact Acceleration Account projects are RCUK awards to translate science and technology developed in the HEI sector to local clusters of industrial and engineering excellence. Two projects are currently being advanced. One is focused on supporting the expansion of the fusion cluster centred in Oxfordshire by encouraging and accelerating progress in materials development for the UK fusion reactor programme. The second is focused on robotics and A.I.	Existing activities that should be rolled forward to deliver the new SEP		Funding needed but not secured	Funding applications have been made	Await the outcome of funding applications
Encourage responsible inward investment to Oxfordshire	Launch a Digital Platform to promote Oxfordshire as a global innovation ecosystem	OxLEP	Building on early progress linked to a digital platform, promote key clusters to an international audience and build partnerships between Oxfordshire and other locations globally.	New activities / interventions needed to deliver the new SEP	Work has already been undertaken within OxLEP to start developing a digital platform that could be rolled out.	Initial funding secured		Identify future funding to expand the platform

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
	Develop a 'Green Finance Investment Prospectus'	OxLEP and Oxfordshire County Council	Create a portfolio of investable propositions within the green sector (e.g. housing retrofit, solar farms etc) and make this available to potential investors	New activities / interventions needed to deliver the new SEP	Oxfordshire County Council has recently organised a Green Finance conference, so there is momentum	Funding needed but not secured	No funding is currently identified – it needs to be sought.	Funding needs to be identified alongside partners. Potential to build this out from Place Narrative work that is being undertaken by County Council.
	Further develop Oxfordshire's Place Narrative	Oxfordshire County Council	Oxfordshire County Council is developing a Place Narrative for Oxfordshire. This includes engagement on what Oxfordshire means as a place for all stakeholders. Next steps are to develop a public facing document. This is being led by Oxfordshire County Council, but with the involvement of OxLEP, FOP, City and Districts.	Existing activities that should be rolled forward to deliver the new SEP	Current Place Narrative is nearing completion. There is a need for the actions from the document to be taken forward and funded.	Funded project	The Place Narrative has been funded, but there is no funding in place for the actions that will be recommended within the Narrative document.	Funding needs to be identified to deliver any actions identified in the Place Narrative.

B: Partnership responses

- 1.3** Alongside the direct interventions, there is a need to marshal the convening power of the 'Oxfordshire system'. The intention here is that partners work together to advance some key themes at the heart of the new SEP. In many cases, these should also define a wider research agenda for partners in Oxfordshire.

Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
			Project status	Comment	Funding	Comment	
Deliver Gigahubs & continue to make the case for outstanding digital connectivity (full fibre broadband)	Oxfordshire County Council	Delivery of Gigahubs project, and then ongoing work to ensure that Oxfordshire's digital infrastructure is world class	Existing activities that should be rolled forward to deliver the new SEP	Delivery of Gigahubs programme has commenced and will complete ahead of schedule by September 2024	Funding needed but not secured	Further funding needed to further roll out full fibre broadband to all communities in the future	Continue to deliver Gigahubs programme to September 2024. Lobby for further funding to continue roll-out of full fibre broadband
Advancing innovation in Oxfordshire, including by: <ul style="list-style-type: none"> • sustaining a dialogue with UKRI re: delivering wider impacts outside Oxfordshire • gathering and sharing evidence on productivity, innovation, remote working 	OxLEP	Continue and enhance dialogue with UKRI and other agencies to articulate and share activity happening within Oxfordshire. Work to gather more intelligence on productivity, innovation and remote working, to inform future policy making decisions locally and nationally.	New activities / interventions needed to deliver the new SEP		Funding needed but not secured	Funding needed to support officer time	Identify funding for officer time, and then start programme of activity

C: Wider contributions to delivering the SEP (see Annex A for details)

- 1.4** There are various linked projects/interventions and other strategies which although not the immediate focus of this Action Plan, align with or support the delivery of the SEP. These include wider actions relating to business support and innovation support (many of which are being progressed by the University of Oxford). There are also other strategies in Oxfordshire that are contributing to the delivery of the FOP vision and objectives, and are aligned with the first objective from the SEP, notably:

- **Oxfordshire Visitor Economy Vision and Destination Management Plan**
- **Oxfordshire Local Skills Improvement Plan.**

2. Widen access to current opportunities and equip people and places as jobs change over the next decade (Objective 2)

A: Priority Projects/Interventions

- 2.1** Priority projects/interventions are direct interventions led by one or more of the core SEP partners. Some are part-funded and/or operating on a limited/pilot basis already. Most are likely to require economic development funding in due course.
- 2.2** In relation to the second objective from the SEP, four groups of interventions are identified: **careers support, labour market inclusion, sector skills, and international workers.**

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
Deliver careers advice and guidance to young people in Oxfordshire	Deliver CEC Services (including Oxfordshire Careers Hub)	OxLEP, local authority partners	Careers information, advice and guidance delivered to schools/colleges (including SEND) through Careers Hubs with inputs from enterprise advisers (business volunteers). This should link to CEPPs where appropriate	Existing activities that should be rolled forward to deliver the new SEP	Continue to deliver CEC services under current contract.	Funded project		Continue delivery of services, and work to identify long-term funding
Deliver Community Employment Procurement Plans (CEPPs) in the context	Develop a co-ordinated and consistent policy approach to securing Community	OxLEP - and the wider partnership with District Councils – building on the findings from the pilot	Work with all authorities to develop a more co-ordinated policy approach to Community Employment Procurement Plans across the area.	Existing activities that should be rolled forward to deliver the new SEP	Continue to support authorities in developing policy approaches to Community Employment	No funding requirement beyond officer time	N/A	Ensure continued prioritisation of CEPPs

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
of planned growth	Employment Procurement Plans across Oxfordshire	led by Oxford City Council			Procurement Plans.			
	Support the delivery of Community Employment Procurement Plans (CEPPs) in different parts of Oxfordshire	OxLEP	Link local communities to employment opportunities during the construction, development and operation of new developments; and also provide appropriate training, etc.	Existing activities that should be rolled forward to deliver the new SEP	Continue to support authorities and developers in developing and delivering CEPPs	Funding needed but not secured		This is an on-going commitment which will need resourcing
	Share priorities identified within CEPPs with skills and education providers	OxLEP, Oxford City Council and other local authority partners	Work with providers, developers and authorities to develop a co-ordinated programme of skills and education opportunities across all CEPPs at a county level, so that providers are able to deliver a more consistent programme of courses in light of activity in response. The intention should be to develop a co-ordinated programme of skills and education opportunities across all CEPPs	New activities / interventions needed to deliver the new SEP		Funding needed but not secured		Work with LEP Board Business and Skills Sub-Group to inform strategy and project delivery. Influence and support LSIP development working with Chamber and local partners
	Share best practice in developing and	OxLEP - and the wider partnership with	Share best practice in delivering CEPPs locally and nationally, working with partners to identify	New activities / interventions needed to deliver the new SEP		Funding needed but not secured	Resource needed to collect and process best practice for use in other areas.	Oxfordshire should be seen as a national 'trailblazer' in relation to CEPPs –

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
	delivering CEPPs	City/District Councils	impacts and lessons from recent CEPPs.					so ongoing progress is important
Invest in skills and workforce development in key sectors across Oxfordshire	Launch a Green Skills Programme (to respond to retrofit opportunity)	OxLEP	Launch a new programme to deliver courses related to green skills in Oxfordshire, including responding to opportunities around retrofit.	New activities / interventions needed to deliver the new SEP – aligned with DfE Skills Bootcamps being offered in Green Skills, and potential UKSPF district E39 funding	Some activity already being undertaken by Districts in relation to Green Skills, but potential for a combined programme.	Funding needed but not secured	Potential for pooling of UKSPF funds	Co-ordination with Oxfordshire stakeholders to reduce duplication of effort and clarity on priority actions.
	Launch a digital skills programme (for use by SMEs and individuals)	OxLEP	Launch a new skills programme that provides courses related to digital skills for the future, supporting the retraining of Oxfordshire's workforce so it is ready for the digitalisation and automation of its economy.	New activities / interventions needed to deliver the new SEP	Work with Board Business and Skills sub-Group and colleges/ providers to develop a co-ordinated response	Funding needed but not secured		
	Deliver skills bootcamps in priority sectors	OxLEP, local authority partners, Thames Valley Chambers of Commerce	Deliver skills bootcamps, providing sector-specific skills based on local employer demand, helping to provide a direct path to a job on completion. These should be linked to CEPPs where appropriate	Existing activities that should be rolled forward to deliver the new SEP			Funding in place	Funding in place via DfE Skills Bootcamps until April 2025, but further funding required to continue delivering beyond this time.

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
	Promote Apprenticeships, and maximise the impact of unused Apprenticeship Levy	OxLEP, local authority partners	Continue working to unlock unused Apprenticeship Levy funds to support the creation of new jobs and talent within the local business community. These should be linked to CEPPs where appropriate	Existing activities that should be rolled forward to deliver the new SEP	OxLEP Skills team already undertaking programme of activity	Funded until December 2024	N/A	
Increase social inclusion across Oxfordshire	Deliver Oxfordshire Social Contract activities	OxLEP, local authority partners	Ongoing delivery of Social Contract programme and look to identify funding to continue providing skills-related training to those furthest away from the labour market (including young people (aged 16-24 years), minority ethnic communities, and the over 50s). These should be linked to CEPPs where appropriate	Existing activities that should be rolled forward to deliver the new SEP		Funding in place	Funding in place until December 2024.	Continue to deliver Social Contract programme until December 2024 and work to identify long-term funding
	Promote the Oxfordshire Inclusive Economy Charter	Oxfordshire Inclusive Economy Partnership	Support the work of the OIEP, including the delivery of its latest Strategy, helping to address challenges of low pay, housing, health, and educational inequality and food poverty	Existing activities that should be rolled forward to deliver the new SEP	OIEP have recently developed a Strategy and Action Plan setting out its ambitions for the future	Funding needed but not secured	Further funding required to deliver OIEP's ambitions	There is some momentum behind the Charter and it will be important that this is sustained
	Deliver Universal Support Programme	Oxfordshire County Council	Delivery of supported employment programme for people with a disability or health condition.	New activities / interventions needed to deliver the new SEP			Funding in place	Government funded, with prospectus to be published in April 2024, with delivery

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
							to start by March 2025	importance of the programme in a tight labour market
Support skilled international workers in both foundational economy and knowledge intensive sectors	Raise awareness of the differences in support required by international workers and their families	OxLEP - and the wider partnership	Measures to build awareness of the importance of international workers across Oxfordshire, and to make them and their families feel welcome	New activities / interventions needed to deliver the new SEP		Funding needed but not secured		

B: Partnership responses

- 2.3** Alongside the direct interventions, there is a need to marshal the convening power of the ‘Oxfordshire system’. The intention here is that partners work together to advance some key themes at the heart of the new SEP. In many cases, these should also define a wider research agenda for partners in Oxfordshire.
- 2.4** There is one flagship venture in this context – linked to a partnership approach to **skills for the foundational economy**. Other key ventures mirror those identified above, although with the addition of a key strand linked to **future skills**.

Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next Steps
			Project status	Comment	Funding	Comment	
Refining the LSIP to link to SEP, and delivering key elements in partnership: <ul style="list-style-type: none"> • developing a task force focused on skills and workers for the foundational economy (linked to the LSIP) • continuing to promote the uptake of apprenticeships • aligning careers provision with AEB activity 	Thames Valley Chamber of Commerce	Work with the Thames Valley Chamber of Commerce to ensure that the themes/objectives identified within the SEP are reflected in the activities of the LSIP going forward.	New activities / interventions needed to deliver the new SEP		Funding needed but not secured	Officer time needed to work with Thames Valley Chamber of Commerce and make changes to LSIP as required	Ongoing progress is important given the criticality of the LSIP in relation to workforce skills
Developing an Oxfordshire future skills plan (longer term than LSIP)	OxLEP with Advanced Oxford and other business groups	Develop a long-term skills plan for Oxfordshire that looks beyond the horizon of the LSIP to identify long-term skills and labour market requirements and works to promote and disseminate this knowledge to employers and education institutions locally.	New activities / interventions needed to deliver the new SEP		Funding needed but not secured	Funding needed to develop long-term skills plan	
Developing a coordinated response to labour market (re)entry, including a new employment programme	JobCentre Plus, DWP, OIEP and others	Partnership-wide response to encourage greater economic activity - including in terms of how jobs are structured, etc.	New activities / interventions needed to deliver the new SEP		Funding needed but not secured		

Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next Steps
			Project status	Comment	Funding	Comment	
Working with employers to plan for an older workforce	OxLEP - working with employers	A programme to develop and test new ways of structuring work to allow the talents of older workers to be used fully, and to sustain economic activity into later life. Steps should also be taken to capture and codify learning	New activities / interventions needed to deliver the new SEP		Funding needed but not secured		
Explore options to increase co-ordination and impact linked to social value at a local level	OxLEP - and the wider partnership Including OIEP and Local Authority partners	Under the Social Value Act, all authorities already have commitments to social value within their procurement processes. Sharing best practice will be important. In addition, a more joined-up approach (across Oxfordshire) could help improve the impact of social value delivered locally.	New activities / interventions needed to deliver the new SEP. The pilot developed by Oxford City Council (Match my Project) is relevant.		Funding needed but not secured	Resource needed to co-ordinate this and identify a list of potential projects/interventions that need support.	

C: Wider contributions to delivering the SEP (see Annex A for details)

2.5 There are other strategies in Oxfordshire which align with or support the delivery of the SEP. Supporting strategies of key relevance to Objective 2 include:

- **Oxfordshire Local Skills Improvement Plan**

- **Oxfordshire Health and Well-Being Strategy.**

3. Secure resilient infrastructure for planned growth, consistent with Oxfordshire’s commitment to net zero carbon by 2050 (Objective 3)

A: Priority Projects/Interventions

- 3.1** Priority projects/interventions are direct interventions led by one or more of the core SEP partners. Some are part-funded and/or operating on a limited/pilot basis already. Most are likely to require economic development funding in due course.
- 3.2** There are fewer projects/interventions in this category under Objective 3 (conversely there are far more wider partnership responses – see below).

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
Develop funding and financing solutions that are effective for Oxfordshire	Explore the scope for a long-term investment fund for Oxfordshire (to advance key infrastructure, including in the context of nature financing)	FOP - Oxfordshire County Council, OxLEP, city/district councils	Research linked to the potential formation of an evergreen fund which could be used to underpin investment in critical infrastructure	New activities / interventions needed to deliver the new SEP		Funding needed but not secured		Scoping and feasibility work is needed – to align with the Green Investment Prospectus and also the CLES circular economy strategy (referenced above)
	Investigate the possibility of a regional bank for Oxfordshire	OxLEP working with wider partners	Research to investigate market failures and explore potential solutions, linked especially to access to finance for local businesses – including those in the foundational economy and those which might play a key role in delivering social value	New activities / interventions needed to deliver the new SEP		Funding needed but not secured		Scoping and feasibility work is needed

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
				Project status	Comment	Funding	Comment	
Recognise the importance of green infrastructure in achieving Oxfordshire's economic ambitions	Investigate the nature-related risks and dependencies of Oxfordshire-based supply chains	OxLEP working with LNP/FOP	Study to investigate surrounding risks and to develop appropriate approaches to mitigation, perhaps in the form of a toolkit that could be shared with businesses (through the Growth Hub?)	New activities / interventions needed to deliver the new SEP		Funding needed but not secured	Officer time needed, and some resource to fund an assessment	
Deliver transport, digital and energy developments that unlock economic opportunities	Provide economic intelligence and insight to support wider infrastructure delivery processes	OxLEP, Oxfordshire County Council – (via OXIS/Digital Strategy) and LA partners via local planning processes.	To make the case for future infrastructure investment, a clear strategic and economic case will need to be made. Having up-to-date economic intelligence will enable a stronger case to be made for new infrastructure investment in the County.	Existing activities that should be rolled forward to deliver the new SEP		Funding needed but not secured	Officer time needed to co-ordinate collection and gathering of economic evidence.	

B: Partnership responses

- 3.3** Alongside the direct interventions, there is a need to marshal the convening power of the 'Oxfordshire system'. The intention here is that partners work together to advance some key themes at the heart of the new SEP. In many cases, these should also define a wider research agenda for partners in Oxfordshire.

Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
			Project status	Comment	Funding	Comment	
Working with partners across Oxfordshire to help accelerate infrastructure delivery linked to strategic employment and housing sites	Oxfordshire County Council	Support the delivery of OXIS and LTP5 and infrastructure identified through Local Plans, to ensure Oxfordshire benefits from the infrastructure required to support sustainable growth. The OxIS Strategy aimed to provide an agreed template for planning and directing around £9billion of mainly central government investment to support Oxfordshire's growth to 2040 and beyond. Where relevant and appropriate, links to CEPPs should also be made.	Existing activities that should be rolled forward to deliver the new SEP		Funding needed but not secured		
Delivering the Oxfordshire Innovation Framework to support futureproofing of development and infrastructure	Oxfordshire County Council	Roll out of the Innovation Framework for development to strategic sites and major infrastructure development.	Existing activities that should be rolled forward to deliver the new SEP		Funding needed but not secured		
Updating the Oxfordshire Energy Strategy	FOP	Deliver an update of the Oxfordshire Energy Strategy, ensuring that it complements the ambitions of the SEP and that Oxfordshire responds to the net zero challenge.	New activities / interventions needed to deliver the new SEP	Existing Oxfordshire Energy Strategy has already been developed. An update will be required to reflect the changed policy landscape.	Funding needed but not secured	Ensure this work is aligned to Local Energy Planning work, PAZCO and ZCOP programme development	
Working with and through the PRP and the Supercluster (particularly in respect of infrastructure, but also more generally)	OxLEP	Work with the Oxford to Cambridge Pan-Regional Partnership to ensure that Oxfordshire's economic ambitions are reflected within the emerging strategic narrative including the PRP Investment Atlas .	Existing activities that should be rolled forward to deliver the new SEP		Funding in place	There is a need for officer time, etc., on an ongoing basis	

Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
			Project status	Comment	Funding	Comment	
Developing a Collaborative Net Zero delivery plan	OxLEP, Oxfordshire County Council working with City/District Councils	Work to identify collaborative actions that could be taken within the 'economic system' to facilitate the journey towards net zero carbon	New activities / interventions needed to deliver the new SEP		Funding needed but not secured	There is a need for officer time, etc.	

C: Wider contributions to delivering the SEP (see Annex A for details)

3.4 There are several linked projects/interventions and other strategies which although not the immediate focus of this Action Plan, align with or support the delivery of the SEP. These include wider actions related to infrastructures which are key to sustainable economic growth, including partner-led responses to net-zero carbon and the energy transition (including projects being undertaken by Oxfordshire County Council, the University of Oxford and Oxfordshire Local Nature Recovery Partnership. These sit alongside other strategies in Oxfordshire that are contributing to the delivery of the FOP vision and objectives. In particular:

- **transport-related strategies being brought forward by Oxfordshire County Council** (e.g. OXIS and LTCP5, Central Oxfordshire Travel Plan, Centre Oxfordshire Movement and Place framework, OxRail 2040 and Oxfordshire Bus Strategy)
- **PAZCO and associated implementation plans**
- **ZCOP delivery programme.**

4. Ensure that Oxfordshire's places are sustainable and inclusive and that local communities flourish (Objective 4)

A: Priority Projects/Interventions

- 4.1** Priority projects/interventions are direct interventions led by one or more of the core SEP partners. Some are part-funded and/or operating on a limited/pilot basis already. Most are likely to require economic development funding in due course.

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next Steps
				Project status	Comment	Funding	Comment	
Deliver a range of workspace, and use existing workspace effectively	Develop new approaches to affordable workspace provision and share best practice	Oxford City Council	Develop an Affordable Workspace Strategy for Oxford City and share best practice with neighbouring authorities. This could be linked to the work of the Global City Taskforce.	Existing activities that should be rolled forward to deliver the new SEP	Currently an Affordable Workspace Strategy is being commissioned by Oxford City Council. Learning from this will be shared with other authorities.	Funding in place	Funding for the Strategy is currently in place	Develop the Oxford City Affordable Workspace Strategy, and share learning from this
	Develop an integrated response to space and skills across the innovation ecosystem	Advanced Oxford and OxLEP	Complete an overall assessment of what is likely to be needed to support the innovation ecosystem over the next period – focusing on both skills and workspace, and the links between them. The evidence generated will provide an input into the evidence base for Local Plans, etc. This is likely to	New activities / interventions needed to deliver the new SEP		Funding needed but not secured		

Intervention Theme	Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next Steps
				Project status	Comment	Funding	Comment	
			involve mapping and gap analysis, potentially on an on-going basis.					
	Develop a network of innovation hubs across Oxfordshire	OxLEP and city/district councils	Work to deliver more innovation hubs across the county, so that these spaces are more accessible and affordable to entrepreneurs/SMEs.	New activities / interventions needed to deliver the new SEP		Funding needed but not secured		
	Facilitate sustainable travel to key employment locations, providing access to employment for individuals and access to workers for employers)	Oxfordshire County Council and district/city councils	Continue to deliver more sustainable travel options to Oxfordshire's key employment sites, including public transport and active travel options.	Existing activities that should be rolled forward to deliver the new SEP		Funding needed but not secured		

B: Partnership responses

- 4.2** Alongside the direct interventions, there is a need to marshal the convening power of the 'Oxfordshire system'. The intention here is that partners work together to advance some key themes at the heart of the new SEP. In many cases, these should also define a wider research agenda for partners in Oxfordshire.

Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
			Project status	Comment	Funding	Comment	
Developing and promoting local supply chain networks	Oxfordshire Inclusive Economy Partnership, Oxford City Council and others	Work to create more opportunities for local suppliers in some of Oxfordshire's key public sector purchasers, including the universities. This could build on existing ventures such as Match my Project, Social Value Toolkit, etc.	New activities / interventions needed to deliver the new SEP		Funding needed but not secured		
Ensuring approaches to employment land through Local Plans are aligned with the SEP	OxLEP, and city/district councils	Work with Oxfordshire's city and district councils to ensure that proposals for employment land within Local Plans reflects the ambitions set out in the SEP.	Existing activities that should be rolled forward to deliver the new SEP		No funding requirement	The requirement here is staff time	
Aligning use of Rural England Prosperity Fund and UKSPF with SEP objectives	OxLEP and city/district councils	On-going dialogue with city and district councils to try and generate synergies between local projects and the delivery of the SEP	New activities / interventions needed to deliver the new SEP		No funding requirement	N/A	
Supporting social entrepreneurship and building VCS capacity	Oxfordshire Social Enterprise Partnership (OSEP)	Continue supporting the work of OSEP and look to identify opportunities for funding that can deliver new programmes that support social entrepreneurship (similar to the eScalate programme which finished in April 2023).	Existing activities that should be rolled forward to deliver the new SEP		Funding needed but not secured	Funding needed to deliver OSEP's ambition	

Project / Activity	Lead	Brief description of activity	Project status		Current funding status		Next steps
			Project status	Comment	Funding	Comment	
Developing a community wealth building strategy for Oxfordshire	FOP, OIEP, Oxfordshire County Council, city and district councils	Develop a strategy that looks to increase community ownership of assets, which may include local amenities, but could also include local energy generation schemes or goods and services in the 'sharing' economy.	New activities / interventions needed to deliver the new SEP	Oxfordshire County Council to receive draft report in relation to this. (CLES Circular Economy Strategy)	Funding needed but not secured	Development of Strategy if funded, but there is no funding in place for the delivery of actions.	Develop the Strategy and/or build on the Circular Economy work. Thereafter look to identify funding for the actions identified
Developing an Oxfordshire-wide partnership circular economy strategy and action plan	FOP, OxLEP, Oxfordshire County Council	Support communities and businesses in adopting circular economy principles, looking to reduce inputs and waste by re-using goods as far as possible and recycling the residual. Work with public sector partners and businesses to encourage the adoption of these principles.	New activities / interventions needed to deliver the new SEP	Circular Economy Strategy set to be developed in the near future.	Funding needed but not secured	Development of Strategy if funded, but there is no funding in place for the delivery of actions.	Develop the Strategy (aligning with on-going work undertaken by CLES) and then look to identify funding for the actions identified

C: Wider contributions to delivering the SEP (see Annex A for details)

4.3 There are linked projects/interventions and other strategies which although not the immediate focus of this Action Plan, align with or support the delivery of the SEP. These include wider actions related to sustainable place-based economic growth. Key related strategies include:

- **Oxfordshire Local Nature Recovery Strategy**
- **Oxfordshire Food Strategy**
- **University of Oxford's Sustainability Strategy.**

Annex A: Wider contributions to delivering the SEP

Objective 1: Enable Oxfordshire's businesses to thrive, and encourage pervasive innovation

Linked projects/interventions

- A.1** Although not the immediate focus on the SEP Action Plan – and funded through other routes – there are many other projects/interventions which are aligned with the SEP and are important to achieving Objective 1. These include those listed below, which are divided into two groups: **business support** and **innovation support**.

Group	Activity	Lead	Brief description of activity
Business Support	Creative Destruction Lab	University of Oxford	SAID Business School programme developing new company business plans
Business Support	EnSpire	University of Oxford	Entrepreneurship programmes and support
Innovation Support	Deliver cluster strategies linked to the major campuses, particularly in low carbon sectors	Various - including Harwell Campus and Culham Science Centre	Activities to encourage sector growth - through networking, skills development, promotion, etc.
Innovation Support	Begbroke Science Park	University of Oxford	This includes Materials Characterisation Service, Agile (chemistry) Lab and Innovation Space
Innovation Support	Oxford Sciences Enterprises	University of Oxford	VC funding – including for Deep Tech, Health and Digital companies

Group	Activity	Lead	Brief description of activity
Innovation Support	Materials for the Transition	University of Oxford	New Centre for energy transition materials mining and extraction

Links to other strategies

A.2 Of particular relevance to Objective 1 are:

- **Oxfordshire Visitor Economy Vision and Destination Management Plan** – which emphasises the importance of supporting businesses in the visitor economy.
- **Oxfordshire Local Skills Improvement Plan** – which sets out skills priorities for key business sectors.

Objective 2: Widen access to current opportunities and equip people and places as jobs change over the next decade

Links to other strategies

A.3 Of particular relevance to Objective 2 are:

- **Oxfordshire Local Skills Improvement Plan** – which sets out skills priorities for key business sectors.
- **Oxfordshire Health and Well-Being Strategy** – recognising, in particular, the key links between work and health.

Objective 3: Secure resilient infrastructure for planned growth, consistent with Oxfordshire's commitment to net zero carbon by 2050

Linked projects/interventions

- A.4** There are many projects/interventions which are aligned with the SEP and are planned or underway across Oxfordshire. These include those listed below, which cover a range of infrastructures and are key to sustainable economic growth. Within this, there is a group of partner-led responses to net zero carbon and the energy transition.

Group	Name of activity	Lead organisation	Brief description of activity
Digital	Deliver improved digital infrastructure with full fibre broadband	Oxfordshire County Council	Delivery of Gigahubs project, and then ongoing work to ensure that Oxfordshire's digital infrastructure is world class - mobile connectivity and satellite as well as full fibre
Net Zero / Energy	Improve network of EV charging points	Oxfordshire County Council	Update EV Infrastructure Strategy and deliver the LEVI project (Local EV Infrastructure).
Net Zero / Energy	Systems approaches to advance the UK's transition to net zero	University of Oxford	Early stage, EoI in development but will build upon ESO, LEO and LEO-N
Net Zero / Energy	TESA	University of Oxford	New 800 person building, multi-disciplinary and multi-organisational, focussed on transitioning energy systems
Net Zero / Energy	Co2RE	University of Oxford	UK's national research and policy hub for Greenhouse Gas Removal (GGR)
Net Zero / Energy	Mini-TESA	University of Oxford	100-person Centre, multidisciplinary and multi-organisational, focussed on the energy systems transition: creating local jobs and holding brainstorming events

Group	Name of activity	Lead organisation	Brief description of activity
Net Zero / Energy	ZERO Institute	University of Oxford	Accelerating the transition to a just and fair, zero-carbon energy system: New Profs, IP and education
Travel	Develop Area Travel Plans	Oxfordshire County Council	Develop further Area Travel Plans that will feed into Local Plan Infrastructure Delivery Plans and work with developers/private sector.
Wider infrastructure	Develop strategic approaches to water, flood risk, etc., informed by SEP priorities	Oxfordshire Local Nature Recovery Partnership	Strategic studies, etc., linked to the delivery of sustainable growth in Oxfordshire

Links to other strategies

A.5 Of particular relevance to Objective 3 are:

- **PAZCO Route Map and Action Plan** – which seeks to ensure that Oxfordshire becomes carbon neutral well ahead of 2050.
- **Oxfordshire Infrastructure Strategy (OXIS)** - which provides an agreed template for planning and directing around £9billion of mainly central government investment to support Oxfordshire’s growth to 2040 and beyond.
- **LTCP5** – which is focused on transport and connectivity
- **Central Oxfordshire Travel Plan (COTP)** – which includes developing proposals for a Zero Emission Zone for Oxford city centre; developing proposals for a set of strategic traffic filters for locations across Oxford; developing proposals for a Workplace Parking Levy; and developing proposals for further Controlled Parking Zones (CPZ) across the city; removing on-street public parking where necessary on corridors identified in the plan as either being active travel Primary Routes (Quickways) or situated on core bus routes
- **Central Oxfordshire Movement & Place framework** – which is being developed by Oxfordshire County Council

- **OxRail 2040** – which is under development and will cover rail development, new stations, de-carbonisation and climate resilience
- **Oxfordshire Bus Strategy** – which will build on the Bus Service Improvement Plan.

Objective 4: Ensure that Oxfordshire’s places are sustainable and inclusive and that local communities flourish

Linked projects/interventions

A.6 Projects which will support the delivery of Objective 4 are listed below. Some are focused on **business infrastructure**. Others are concerned with wider aspects of **sustainable place-based economic growth**.

Group	Name of activity	Lead organisation	Brief description of activity
Business infrastructure	Salt Cross Science Park	WODC, OCC, OxLEP, Developer	Bring forward Salt Cross Science Park. 40ha of business land, significant asset for Oxfordshire. Many workstreams including planning, enabling infrastructure, land ownership, delivery partners.
Business infrastructure	Carterton Technology Park	WODC, OxLEP	Long term project to identify and bring forward land for a technology hub to capitalise on the highly skilled workforce in the area and capture economic benefit of RAF Brize Norton
Business infrastructure	Elmfield Business Centre	WODC, Hexagon Business Centres, OxLEP	Lease of WODC's surplus Elmfield Office to Hexagon Business Centres for serviced office space, shared workspace and collaborations areas. Hoping will act as satellite hub for OxLEP business support
Funding	Explore mechanisms for increasing flow of private finance to nature	Oxfordshire Local Nature Partnership	Explore the possibility of developing nature markets within Oxfordshire, building upon the Oxfordshire Nature Finance Strategy, which provides a framework for leveraging private money to deliver nature recovery.

Group	Name of activity	Lead organisation	Brief description of activity
Strategy	Develop and implement an Oxfordshire strategy linked to retrofit	FOP, Oxfordshire County Council, city and district councils - plus construction sector	Development of clear priorities for retrofit across the county, with a prioritised action plan which should be developed in discussion with the construction sector
Sustainability	Green Economy Centre: Retrofit Markets	University of Oxford	Aiming to develop a thriving eco-system in retrofit markets
Sustainability	LEO-N	University of Oxford	Helping Oxfordshire families and businesses decarbonise homes and workplaces: LEO follow-on

Links to other strategies

A.7 Of particular relevance to Objective 4 are:

- **Oxfordshire's Local Nature Recovery Strategy** – this is under development and will support the future of Oxfordshire's nature, habitats and species
- **Oxfordshire Food Strategy** – priority areas include: to work with schools, caterers and children to better understand the challenges of school food; to strengthen short, transparent local food supply chains that improve resilience; and to support Community Wealth Building approaches to preventing food poverty, further building resilience locally
- **University of Oxford Sustainability Strategy** – which includes commitments to net zero carbon and biodiversity.

