#### People

		Stra	tegic Status				Operations		
Funding stream	Project title and lead officer	Outcome	Contribution to Growth Targets	Lead partner and role	Core Activity Outputs / Targets	2017-18 Targets Milestones	Achievements to End of Final Financial Year	Comments	RAG
CITY DEAL	Apprenticeship Programme 525 apprenticeships for young people (16-23) SARAH CULLIMORE	Drive better employability skills in young people	Increase the number of apprenticeships	Economy and Skills team. Oxfordshire Skills Board	Delivery of skills element of the City Deal including: Supporting making sense of apprenticeships for employers. Delivering 'apprenticeship' events aimed at young people and parents. Engagement with secondary schools to increase awareness of apprenticeships. Co-ordinating National Apprenticeship week activity Additional 525 apprenticeship starts aged 16-24	The City Deal funding ends in March 2017 but there will be ongoing monitoring of targets	City Deal programme has now come to an end and all funding has been drawn down with all actions agreed delivered. OA has supported or run 131 school events including apprenticeship careers events, talks in assemblies and workshops. Apprenticeship awards were rescheduled from March to 24 <sup>th</sup> April. From 17/18 operating plan	Latest full academic year Apprenticeship figures available are up until the end of July 2017 and are rounded to the nearest 10. There were 2,310 16-24-year-old Apprenticeship starts during the 2016/17 academic year (August 2016 – July 2017), compared with 2,590 during the same period the previous year (a decrease of 10.8%). All age apprenticeships have decreased by 6.7% over the same time period. A significant decrease has also been seen nationally resulting in claims that the levy has not had the intended consequence of encouraging employers to create more apprenticeship vacancies. The City Deal apprenticeship programme is therefore completed. Although Oxfordshire has performed well when compared with figures for the South East and England the additional apprenticeships have not been delivered as planned. This is due in part to the 2012/13 base year which saw an exceptional spike in new starts, which we believe is a consequence of the increase in University tuition charges moving to £9k and in part to do with the introduction of the levy as mentioned above.	

CITY DEAL	Skills Programme 150 more employers engaged with traineeships SARAH CULLIMORE	Up-skill identified cohorts	Tackling pockets of unemployment	Oxfordshire Skills Board Economy and Skills team	Develop a network of apprenticeship ambassadors to promote at events etc. Negotiate Traineeships targets in employment and skills plan Include Traineeships info on OA website 150 unemployed individuals engaged with traineeships	N/A	There are 23 current ambassadors have who have between them supported 49 events since April 16 as well as being featured on local radio, Oxford TV and in local press. Traineeship target included in Westgate ESP. Traineeship info is on the OA website. In excess of 220 unemployed individuals are engaged with traineeships. From 16/17 Operating Plan	The SFA is not able to provide employers data and information therefore an alternative target has been measured of unemployed individuals engaging with traineeships.	
CITY DEAL	Apprenticeship Programme 300 apprenticeship grants for employers (AGE) grants targeted at SME in the growth sector SARAH CULLIMORE	Drive better employability skills in young people	Increase the number of apprenticeships	Oxfordshire Skills Board Economy and Skills team	Delivery of City Deal skills action plan. 300 AGE grants targeted at SME in the growth sector	N/A	Eligibility rules for the AGE changed in January 2015. Info has been put onto the OA website. From 16/17 Operating Plan	670 AGE grants were awarded to Oxfordshire employers during 2014/15 academic year (Aug 2014 to July 2015) City Deal target has been met.	
CITY DEAL	Apprenticeship Programme 1850 more employers with a raised awareness of apprenticeships SARAH CULLIMORE	Drive better employability skills in young people	Increase the number of apprenticeships	Oxfordshire Skills Board Economy and Skills team	A range of activities aimed at promoting the benefits of apprenticeships to employers attending network events, follow up leads from website hits etc. 1850 more employers with a raised awareness of apprenticeships	1,850 more employers with an increased awareness of apprenticeships over the lifetime of the CD project (April 2014-March 2017) Delivery of events aimed at employers. Attendance at employer networking events to promote apprenticeships. Follow up leads from employers.	A total of 107 networking and employer events have been attended to promote apprenticeships over the 3 years of the project, including the delivery of 8 'making sense of Apprenticeships' events. 1,894 interactions with employers have been recorded since the project began. From 16/17 Operating Plan	City Deal target has been met.	

#### Place

Funding	Sti	ategic Status		Operations					
stream Projec (& SEP theme) officer	ct and lead Outcome r	Contribution to Growth Targets	Lead partner and role	Core Activity Outputs / Targets	2017-18 Targets Milestones	Achievements to End of Final Financial Year	Comments	RAG	

GROWTH DEAL	Flood Risk management upstream (Northway and Marston Flood Alleviation Scheme) Helen Vaughan- Evans	To reduce the risk and impact caused by excessive flooding for 108 households, 2 commercial premises and transport connections in Northway and Marston, North East Oxford.	Oxford City Council	<ol> <li>Re-profile to new levels and falls to create a dual- purpose sports arena and emergency floodable area on the fields at Northway Community Centre.</li> <li>Re-profile an area between Court Place Farm recreation field and Peasmoor Brook on its eastern boundary to create a new wetland habitat. It will be used to store flash flood water during torrential rainfall.</li> <li>Construct new flow control structures to control water into and out of the two areas created. Including localised road and pavement level changes to direct flows away from public highways into the storage area.</li> <li>1.33% AEP protection to 91 residential and 2 commercial properties (insurance break</li> </ol>	June 2017.	<ul> <li>Core activity, outputs / targets 1, 2, 3 and 4 (see opposite column) have beer completed.</li> <li>The flood protection works have been completed. All three temporary flood storage areas are active. This means the risk of surface water flash flooding is significantly reduced for 110 homes in Northway an Marston.</li> <li>Wetland planting at Peasmoor Brook Storage Area and Court Place Farm Storage Area completed.</li> <li>Grass seeding at all 3 sites completed.</li> <li>Communication campaign celebrating the completion flood protection works well received in w/c 24<sup>th</sup> July.</li> <li>Construction hoarding at all sites came down at the end of August and a community opening event was held on 13<sup>th</sup> September.</li> <li>Final Tree Planting</li> <li>From 17/18 operating plan</li> </ul>

outputs / and 4 (see nn) have been ection works npleted. All ry flood are active. e risk of flash flooding reduced for Northway and	<ul> <li>Remaining works include:</li> <li>Over-seeding of grass, meadow and wildflower areas.</li> <li>Sand slitting of football pitch.</li> <li>To be completed in the appropriate horticultural season.</li> <li>These works will be completed by the end of May 2018.</li> </ul>	
ng at ok Storage t Place Farm completed. at all 3 sites	Please note: meadow flower and wildflower seeded areas will establish over an 18- month period.	
n campaign completion of n works well c 24 <sup>th</sup> July.		
oarding at all vn at the end a community was held on r.		
nting		
operating		

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CITY DEAL	Accelerate the delivery of 7500 homes across the county GROWTH BOARD PROGRAMME MANAGER	7500 homes agreed in the existing Local plans have delivery accelerated by 2018	Commit to deliver the housing necessary to underpin the SEP	Oxfordshire Growth Board	Accelerate the delivery of agreed housing sites across the county 7500 additional homes by 2018	Agree a final figure by 31 <sup>st</sup> December 2018	Outcome achieved – an additional 9k homes were accelerated and delivered by March 2018. From 18/19 Operating Plan
CITY DEAL	SHMA completed GROWTH BOARD PROGRAMME MANAGER	A county wide Strategic Housing Market assessment is completed and approved by the district planning authorities	Commit to deliver the necessary sites to meet the housing needs identified in the SHMA	Growth Board	Development and approval of a county wide SHMA according to Government guidance Document completed by April 2014	Complete SHMA Strategic Work Programme by Dec 2016	SHMA has been completed From 16/17 Operating Plan
CITY DEAL	Land holding uploaded onto e- pims GROWTH BOARD PROGRAMME MANAGER	All land holding in council ownership declared	Commit to deliver the necessary sites to meet the housing needs identified in the SHMA	Growth Board	Working with the Government Property Unit and to list their asset on e- PIMS All public held land uploaded onto database	N/A	Completed From 16/17 Operating Plan
CITY DEAL	Sharing expertise and accumulated experience to support project/programm e delivery across the county in a cost-effective and lean way. GROWTH BOARD PROGRAMME MANAGER	Simplified and robust county wide planning procedures that are easier for users to understand	Develop a simplified planning package	Growth Board	More effective joint working	N/A	Completed From 16/17 Operating Plan

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1	The figures for housing need generated by the SHMA underpin the Local Plans that are being taken forward, either as new plans or reviews in all 5 district councils. This Programme is now complete and a proposed apportionment has been agreed. These apportionments will now be taken forward for further examination in Local Plans	
	Completed	
	Completed- The growth board EOG discussed this in December 2014 and formed a view that the development of the Post SHMA Strategic Work Programme with a project team and Board was a good example of how we were developing this culture of joint working in Oxfordshire. It is not intended to any further work on this project	

#### Enterprise

	Strategic Status					Operations					
Funding stream	Project title and lead officer	Outcome	Contribution to Growth Targets	Lead partner and role	Core Activity Outputs / Targets	2017-18 Targets Milestones	Achievements to End of Final Financial Year	Comments	RAG		
GROWING PLACES FUND (ROUND 2)	Mayfield Press – improvements to premises (£30,000) Cameron Thomson	Improvements to factory premises	Facilitating jobs growth	Mayfield Press – project manager	A package of internal improvements to factory premises Works allowing company to grow and recruit additional staff	Loan repayments against schedule	Loan repayments are complete From 18/19 Operating Plan				

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CITY DEAL	The Begbroke Innovation Accelerator PHIL CLARE	Hub focused on advanced engineering sectors	Invest in an ambitious network of new innovation and incubation centres which will nurture small businesses:	University of Oxford	The Oxford University Begbroke Science Park (BSP) has pioneered the successful integration of academic and business communities to foster knowledge and technology transfer, economic growth, and academic advancement. The Accelerator project builds on this in the advanced engineering sectors of automotive, nuclear materials, advanced materials, robotics, nano- medicine, pharmaceuticals, motorsport and supercomputing. Through the co- location of business and technology it will enhance the successful transition of ideas across the valley of death into the market place and give support for companies with training, networking and mentoring activities.	The Begbroke Innovation Accelerator (which forms a new extension to the CIE – Centre for Innovation and Enterprise) continues to encourage smaller spin outs, start-ups and those in "proof of concept" stage, through the new laboratory spaces and the recently fitted out "shared laboratory space" for multiple tenants, pioneering a membership approach. We have welcomed 3 new businesses into the shared space. The whole building (CIE) continues to be at steady state occupancy of greater than 95%, (managing positive churn and allowing for movements in and out of the Accelerator), whilst attracting a waiting list of potential tenants and spin outs for future grow on space. We have also attracted some Industry partners to the University and into the Accelerator from International locations, encouraging inward investment into the region. We continue to utilise the meeting spaces within the Accelerator to host workshops and meetings for training, networking and research funding activities. We have developed a Barista Café lounge in the open shared meeting space which has further encouraged interaction across spin outs and businesses, including meeting pods to foster interactions.	The Begbroke Innovation Accelerator project (new extension to the CIE) is now over 24 months into operation following the formal opening which took place 17 <sup>th</sup> March 2017. The Innovation Accelerator extension to the existing Centre for Innovation and Enterprise (CIE) continues to welcome a number of new spin outs, some of whom are already increasing in size and success in subsequent funding rounds to the point of now requiring additional grow on and scale up space. The CIE is now more than double its original size. The 2200m2 extension brings the building up to a total of 4000m2. A number of spin outs and R&D companies that have benefitted from the Accelerator, have now successfully grown to take up space in other science and tech parks in the Oxfordshire region. The building is performing well, and all the spaces are currently let and occupied, with discussions over growth and churn spaces and a healthy waiting list of potential future tenants. The new Accelerator has recently been granted its BREEAM Excellent Certification. Existing CIE occupiers and new tenants take advantage of the multiple opportunities for interaction and some R&D businesses have grown into larger spaces on the Campus allowing new spin outs and R&D businesses to join the Accelerator. We continue to explore potential for grow on and scale up opportunities. <b>From 18/19 Operating Plan</b>		

CITY DEAL	QUAD 1 (was the Harwell Innovation HUB) TIM BESTWICK	Hub: focused on open innovation	Invest in an ambitious network of new innovation and incubation centres which will nurture small businesses.	STFC	Start on site November 2016, practical completion October 2017 Project programme dates revised and agreed following agreement with BIS.	Target for Practical Completion in October 2017.	The build is complete, and occupiers are fitting out 5 SME occupiers are in place with a final 2 small offices under offer to a further 2 SME occupiers The formal opening is being planned for summer 2018 From 17/18 operating plan		
GROWING PLACES FUND (ROUND 1)	EZ Project Manager (£150,000) Anna Robinson	Coordinating the delivery of infrastructure and growth across the EZ	Will accelerate the availability of sites and premises making the EZ attractive to investors	Vale of White Horse District Council – contract holder	Appointment of project manager Targets to improve infrastructure enabling new investment	N/A	Substantial progress on a range of transport and broadband infrastructure projects. From 16/17 Operating Plan	Complete	
GROWING PLACES FUND (ROUND 3)	Reaction Engines Ltd (£140,000) Tom Scrope	Setting up a QA department for revolutionary jet/ rocket engine prototype	Supporting business growth in space sector at Harwell EZ	Reaction Engines Ltd	Acquiring specialist testing equipment Set up and staffing of QA department	The production output of our facility is anticipated, and will be budgeted, to rise. This may in turn precipitate additional hiring over and above what was committed. Reaction Engines has increased its workforce substantially both technically and in support roles and at Aug-16 the payroll amounts to 100 people (a 40% increase in the year). This is anticipated to rise by a further 20 – 30% through 2017. Whilst the milestones of the project have been hit, the remaining payments look secure with the next due in late March 2017.	In the FY 2016/17 the company secured a £20m investment from BAE Systems, in no small part due to our high-end manufacturing; it is not unfair to say that our recent quality control procedures, brought about by the LEP funding, helped contribute to attracting this investment. From 16/17 Operating Plan	Funding agreement completed Specialist testing equipment acquired 2 new QA personnel have been recruited Loan repaid in full early March 2017. For more details please see case study <u>http://www.oxfordshirelep.co</u> <u>m/sites/default/files/OxLEP%</u> <u>20Reaction%20Engines%20</u> <u>Article%20Master.pdf</u>	

CITY DEAL	Innovation Support for Business (ISfB) Simpler business support Investing in innovative businesses SARAH LONGMAN	Implement an Innovation Support Program which will strengthen the innovation network and provide direct support to innovation-based growth		LEP ISfB project team	Simpler business support LEP/OBS website Network Navigators: 9 part time people expert in a particular part of the innovation community, linking up together to welcome and guide/refer anyone seeking any form of business support Investing in innovative business Innovation investment vouchers Funding (proof of concept, growth, social enterprise) Business activation support	Targets remaining 214 jobs created by January 2017 22 jobs safeguarded by January 2017 Targets which have already been achieved ahead of schedule £4,016,082 private sector match by April 2016 150 businesses assisted by Jan 2017 962 businesses engaged by Jan 2017	As at the end of December 2016 234.5 jobs created against an overall target of 214 8 jobs safeguarded compared to an overall target of 22 £9,770,079 private sector match compared to the overall target of £4,016,082 297 businesses assisted compared to the overall target of 150 6881 businesses engaged compared to the overall target of 962 From 16/17 Operating Plan	The ISfB programme closed at the end of June 2015 with final claim completed in July 2016 and Accountants report completed in August 2016. The programme has been highly successful and has exceeded most targets.
CITY DEAL	The UKAEA Culham CATHERINE PRIDHAM	Advanced Manufacturing Hub: focused on remote handling technologies	Invest in an Advanced Manufacturing Hub in remote applications in challenging environments including innovation and the incubation of science and technological developments in that field	UKAEA	Start on site March 2015, completion scheduled for Jan 2016	Construction start 3/15 Construction completion 1/16 Official opening 5/16 Building usage 60 staff (>75% occupation) Develop concepts for Phase 2 building to provide enhanced facility for external user communities	Work commenced on site March 2015. Work completed on site 29th January 2016. 2817 sqm commercial floorspace has been constructed 40-50 businesses have been engaged The facility was opened by Jo Johnson MP, Minister of State for Universities and Science on 23rd May 2016. From 16/17 Operating Plan	

# Connectivity

Strategic Status	Operations
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Funding stream	Project and lead officer	Outcome	Contribution to Growth Targets	Lead partner and role	Core Activity Outputs / Targets	2017-18 Targets Milestones	Achievements to End of Final Financial Year	Comments	RAG
GROWING PLACES FUND (ROUND 2)	Didcot Science Bridge (£100,000) Aron Wisdom	Feasibility work for new access bridge to serve Didcot Power station site	Will enable redevelopment and make the site more attractive for investors and employers	Oxfordshire County Council – Highway Authority	Design and cost study Report stating preferred option/s with identifying cost estimates, program and risks.	Submit the Housing Infrastructure Fund Business Case to MHCLG to secure delivery funding.	Design and cost review has been undertaken as a result of further design work associated with electrification. This has resulted in a higher bridge and longer span. Liaising with RWE regarding impact of new bridge and associated link road. The work is being fed into the HIF business case to submit this financial year. From 18/19 operating plan	The Growing Places Fund has now been spent.	
GROWING PLACES FUND (ROUND 2)	Enterprise Zone Sustainable Transport Project - cycle ways (£461,500) Aron Wisdom	To build a new cycle route improving accessibility to the SVUK EZ	Will make the site more attractive to investors and their employees	Oxfordshire County Council – programme manager	Planning design and construction of cycle routes Delivery of project to time and budget. Planned completion March 2016	Project close down	Project now complete From 17/18 operating plan	Small amount of funding remains. OCC in discussions with Harwell Campus, HarBUG and Harwell Parish Council to deliver further cycle / pedestrian improvements to aid crossing the A417. Additional funding will be required which OCC is currently exploring. Any scheme will need to be designed holistically with a traffic calming scheme through Harwell Village as part of a GWP obligation.	

GROWING PLACES FUND (ROUND1)	Super Connected Cities – Wireless Hotspots Sebastian Johnson	£20,000 revenue funding to support the bid £5 million secured Funding to improve broadband connectivity in Oxford Capital funding of £300k and 25k of revenue funding for the delivery of wireless hotspots in key visitor sites in the city, as part of the Super Connected Oxford project.	Super Connected Oxford project will improve broadband and wireless connectivity across the city and lead to a more competitive and connected city with particular benefits to the visitor economy. A more connected city and smart city is a key message for growth and inward investment	Oxford City Council	To use these funds alongside Government funds to improve broadband and wireless connectivity in Oxford. As a consequence of LEP support, Government has allocated just over £0.5m towards wireless hotspots project Delivery of free wireless hotspots in 40 free to enter public buildings (including galleries, museums, visitor information Centre) by March 2015 \ May 2015	N/A	<ul> <li>Wireless Hotspots Project completed on schedule and within budget.</li> <li>Good local press coverage of the launch (article here - http://tinyurl.com/OxMusWiFi).</li> <li>40 buildings now providing free wireless hotspots.</li> <li>£181,701 GPF (capital) used to deliver wireless hotspots in museums and galleries.</li> <li>Alongside the LEP GPF funding of £511,290 from BDUK was used to deliver the Wireless Hotspots Project</li> <li>From 16/17 Operating Plan</li> </ul>	Funding agreement completed Proposal for GPF underspend on wireless hotspots project (£118,299) to be diverted to the Better Broadband for Oxfordshire Project to support cabinet upgrades in Oxford agreed. Oxford City Council has committed £49,701 alongside the GPF money.	
GROWING PLACES FUND (ROUND 1)	Harwell – employment access – feasibility only (£51,660) Jason Stafford	To prepare a feasibility study for a new road link improving accessibility within Harwell business park	Will lead to improvement in jobs in the knowledge economy by making the site more attractive to investors	Harwell Science and Innovation Campus GP Ltd – lead developer	To prepare a feasibility study The feasibility study will define costs and programme and examine project risks	N/A	Feasibility study completed From 16/17 Operating Plan	Funding agreement completed	
GROWING PLACES FUND (ROUND 1)	Harwell – employment access (£1,448,340) Jason Stafford	To build a new road link improving accessibility within Harwell Campus	Will lead to improvement in jobs in the knowledge economy by making the site more attractive to investors	Harwell Science and Innovation Campus GP Ltd – lead developer	Planning, design and construction of new 250 m internal road link Contributing towards the SVUK area growth targets of over 16,000 jobs over the next 15 years	N/A	N/A From 16/17 Operating Plan	Funding agreement completed Works completed, and road opened on 11 September 2015	

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GROWING PLACES FUND (ROUND 1)	Milton Park Employment Access Link – Feasibility (£105,014) Back Hill Lane tunnel and new junction and link road to the south of the A4130	To prepare a feasibility study for both schemes so that access improvements can be made	Will lead to improvement in jobs in the knowledge economy by making the site more attractive to investors	MEPC Milton Park GP Ltd	To prepare a feasibility study The feasibility study will define costs and programme and examine project risks	N/A	Feasibility report completed i relation to the A4130 junction From 16/17 Operating Plan
GROWING PLACES FUND (ROUND 1)	SVUK EZ Broadband – feasibility only (£132,000) Craig Bower	To prepare a feasibility study to provide super-fast broadband to the SVUK EZ	Will lead to improvement in jobs by making the EZ more attractive to investors	Oxfordshire County Council – programme manager	Preparation of a feasibility study The feasibility study will define costs and programme and examine project risks	N/A	Feasibility study completed From 16/17 Operating Plan
GROWING PLACES FUND (ROUND 2)	Enterprise Zone Sustainable Transport Project - cycle ways – feasibility stage (£26,000) Samantha Tharme	Feasibility work for a new cycle route improving accessibility to the SVUK EZ	Will make the site more attractive to investors and their employees	Oxfordshire County Council – programme manager	To prepare a feasibility study Feasibility study to define costs and programme and examine project risks	N/A	Feasibility study completed From 16/17 Operating Plan
LOCAL AUTHORITY PINCH POINT FUNDING/ GROWING PLACES FUND (ROUND 2)	Chilton Slips Scheme – A34 interchange (£200,000) Hugo Terry	Improvements to the A34 junction at Chilton to improve capacity	Will lead to improvement in jobs by making the area more attractive to investors	Oxfordshire County Council	To develop a feasibility study for the Chilton Slips transport scheme Delivery of project to time and budget Planned completion August 2016	Complete Construction. 2 September 2016	Works complete, opened 10 November. From 16/17 Operating Plan
LOCAL AUTHORITY PINCH POINT FUNDING/ GROWING PLACES FUND (ROUND 2)	Milton Interchange- (£1,600,000) Hugo Terry	£1.6 million to fund improvements to the A34 junction at Milton Park to improve capacity	Will lead to improvement in jobs by making the area more attractive to investors	Oxfordshire County Council	To enhance road improvements Delivery of project to time and budget Planned completion April 2016.	Complete Construction. 4 May 2016	Complete. From 16/17 Operating Plan

rt completed in A4130 junction. Operating	Funding agreement completed (see comments below)	
y completed	A variant proposal is now being worked up through the Better Broadband programme	
y completed	Funding agreement completed	
e, opened 10 Operating	Project spend was under budget.	
Operating		

CITY DEAL	Access to enterprise zone – Hagbourne Hill Hugo Terry	Improve access to enterprise zone to make site more attractive to potential investors	Will lead to improvement in jobs in the knowledge economy by making the site more attractive to investors	Oxfordshire County Council	Hagbourne Hill: Works to increase capacity	Hagbourne Hill: Construction complete 23/8/16	Hagbourne Hill: Complete       From 16/17 Operating       Plan
CITY DEAL	Access to enterprise zone – Harwell Link Road Hugo Terry	Improve access to enterprise zone to make site more attractive to potential investors	Will lead to improvement in jobs in the knowledge economy by making the site more attractive to investors	Oxfordshire County Council	Harwell Link Road: Finalising land acquisition and design in preparation for construction.	Harwell Link Road: Construction Completion due - 01/03/2018	Harwell Link Road: Works complete, and road open.From 17/18 Operating Plan
CITY DEAL	Improvements to Northern Gateway Hugo Terry	To relieve congestion and deliver growth to a key growth area	Will lead to improvement in jobs in the knowledge economy by making the site more attractive to investors	Oxfordshire County Council	<b>Cutteslowe and</b> <b>Wolvercote:</b> Increasing capacity at roundabouts on A40.	Cutteslowe and Wolvercote: Construction Complete: 14 November 2016	Cutteslowe and Wolvercote: Works complete and final road safety audit complete.From 16/17 Operating Plan
CITY DEAL	Hinksey Hill- Science transit Hugo Terry	First stage of improvements to transport links across the knowledge spine	Will lead to improvement in jobs in the knowledge economy by making the site more attractive to investors	Oxfordshire County Council	Phase 1, Hinksey Hill complete and working well	Phase 1, Hinksey Hill complete and working well	Phase 1, Hinksey Hill       complete       From 17/18 Operating       Plan