



[oxfordshirelep.com]

Oxfordshire LEP LTD Business Plan: 2019-21



HM Government



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1. Foreword

Our vision is:

“Oxfordshire as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence”

Over the last 3 years we have made considerable progress supporting and driving growth in Oxfordshire. Our success has been recognised through the funding that we have been awarded from central government and the credibility we have built with ministers, government departments and officials, local government partners and Oxfordshire’s businesses. This business plan sets out how we will build on our achievements and deliver our mission to strengthen the Oxfordshire economy. It sets out our key strategic ambitions covering a two-year period supported by an annual delivery plan which will see us take our Local Industrial Strategy from policy to delivery as the UK Shared Prosperity Fund goes live some time in 2021.

Whilst considerable work has been undertaken to develop a coherent growth Strategy for Oxfordshire and to secure funding to deliver against our objectives there is still much work to do. The alignment and joint working in Oxfordshire along with the emerging Ox-Cam Arc ambition provides an opportunity for us to strengthen our leadership role and to collaborate on a world stage with likeminded partners. The next two years will see our focus continue to be on maximising investment into Oxfordshire whilst supporting our businesses as we respond to the UK’s exit from Europe; working with partners to translate funding success into tangible outcomes and prosperity for our communities. We cannot do this alone – we rely on our stakeholders and partners to help deliver growth for Oxfordshire, with our role being to lead, collaborate, facilitate, co-ordinate and enable delivery.

This business plan sets out how we will build on this approach, strengthen partnerships across the county and strengthen our economy through the development and implementation of our Local Industrial Strategy.

Nigel Tipple

Chief Executive



Ahmed Goga, Nigel Tipple and Sebastian Johnson at the Houses of Parliament, September 2018

2. Role of the Company (OxLEP Ltd) - Introduction

There are 38 Local Enterprise Partnerships across England. They are business led partnerships between local authorities and local private sector businesses. They play a central role in determining local economic priorities and undertaking activities to drive economic growth and job creation, improve infrastructure and raise workforce skills within the local area. LEP boards are led by a business Chair and board members are local leaders of industry (including SMEs), educational institutions and the public sector.

As one of the 38 LEPs our responsibility is to support the County area of Oxfordshire, as at the 1st April 2019 the overlapping geography with the South East Midlands LEP (SEMLEP) was removed. We are formally constituted as a Company Limited by Guarantee (Not for Profit), responsible to Central Government for the delivery of grant and investment programmes.

Our Board is Business led, having 18 Non-executive directors of which 6 represent the 6 Local Authorities across the county, the remaining 12 Directors are Business, University or FE College nominations. Our work programme and delivery responsibilities include investment support into Infrastructure, Business Support, Skills and Apprenticeships, Inward Investment, Innovation and European Structural Investment Fund (ESIF) grant programmes.

This Business Plan sees us move into our second plan period since incorporation in March 2015, over this period we have made considerable progress in responding to Governments changing policy and operational environment. The Reviews of Local Enterprise Partnership (LEP) transparency (Mary Ney review), governance and operational assurance required by the Ministerial Review of LEPs and the publication of the 2019 Assurance Framework sets a new trajectory for the company. We have successfully responded to the policy and operational changes, we have restructured the organisation and now move forward with a clear remit to support delivery through and with our partners under our City Deal, Local Growth Fund and EU Programmes. In parallel we are developing an ambitious Local Industrial Strategy and associated Investment Prospectus. We also recognise our role as a partner in the Oxford-Cambridge Arc, a commitment which will see us driving growth in Oxfordshire and across the Arc with an ambition to support UK Plc growth and prosperity. We have already established robust and effective relationships between businesses, academia and the public sector, these arrangements provide the framework for effective programme delivery.

As a business led organisation, we are focused upon creating the conditions within which we support increased economic activity and improved productivity across our business community leading to opportunities for our communities to share in the increased prosperity. We work extensively with businesses, education providers, communities and government at local and national level to support programme delivery. Our Strategic Economic Plan refreshed in 2016 set the context for our 2018 Local Industrial Strategy response. Our shared ambition is to be one of the “top 3 Global Innovation ecosystems” a place where research development, business growth and community prosperity is realised.

This ambition can only be delivered by working in partnership with our Local Authority, Business, Academia, Education and Government partners over the next 20 Years. We continue to be involved in a broad spectrum of activity; ranging from business start-up, scale-up, Innovation, training and skills, through to supporting housing and infrastructure investment alongside our Business, Local Authority and University partners.

We have been tasked by Government with developing a clear Economic vision and convening partners to drive prosperity in their area. We have secured funding for, and delivery of, strategic investment priorities aligned locally to our Strategic Economic Plan themes of People (skills); Place (Housing, the Environment and Employment Space); Enterprise (Business and Innovation); and Connectivity (Road, Rail, Utilities, Telecoms and Broadband).

As we refine our Local Industrial Strategy (LIS) we recognise the importance of supporting the local economy and communities within it. The Development of our LIS focuses upon three thematic areas, Place-Making, Connectivity and Productivity, the first two led by our Local Planning and Transport Authorities, the third, Productivity being our responsibility. The Productivity theme includes the Business, Innovation and Skills themes under a single approach reinforcing our commitment to Oxfordshire's communities whether business, academia or our resident population. Over this Business Planning period we will focus on supporting the 3 themes with partners through the work of the Board and Growth Board, reflecting on the importance of each theme as part of an integrated approach to driving prosperity for our communities.

Our operational focus remains the area covering the Oxfordshire County boundary including all five districts authority areas. The previous overlapping geography shared with SEMLEP is to be removed and with effect from the 1st April 2019, aligning all of the Oxfordshire District authorities with our operational geography.

This second business planning period sees us move forward as a newly formed organisation, secondment and TUPE transfers completed and new staff recruited, we hit the ground running. We are developing an evidence-based Local Industrial Strategy "trailblazer" which builds upon our Strategic Economic Plan (SEP) for Oxfordshire published in Autumn 2016. The core of the original SEP strategy remains, but we have refined our focus to meet Governments Industrial Strategy ambitions and changing political landscape. Our Local Industrial Strategy, like the SEP sits above a series of operational strategies which focus upon creating the conditions to support growth in the economy and prosperity for our Businesses and communities. There is a compendium of supporting documents which are referenced below and which our sub-groups and partners work with us to deliver.

The diagram shows the relationships between the Local Industrial Strategy (LIS), SEP and its sister documents.

	Place-Making	Productivity	Connectivity
Strategic Environmental Economic Investment Plan	<ul style="list-style-type: none"> Enhancing the quality and resilience of urban areas. Improving the management of land to reduce flood risk, enhance water resources, and promote biodiversity 	<ul style="list-style-type: none"> Growing the green economy in Oxfordshire Engaging people in the environment and enabling more sustainable lifestyles 	<ul style="list-style-type: none"> Promoting and enabling access to the countryside Aligning with statutory agencies to encourage and secure investment
Creative, Cultural, Heritage and Tourism Investment Plan	<ul style="list-style-type: none"> Creative place-making, valuing and enhancing the quality of environment for business and communities alike 	<ul style="list-style-type: none"> Productive and engaging experiences Supporting Skills, talent development and business growth 	<ul style="list-style-type: none"> Creating the connections between communities, economic opportunity and Investors
Oxfordshire Innovation Strategy	<ul style="list-style-type: none"> Building innovation spaces for new and growing business 	<ul style="list-style-type: none"> Reinforcing the science and research base for innovation Attracting significant business and capital Embedding innovation in the ecosystem Innovation for social good 	<ul style="list-style-type: none"> Understanding the Ecosystem: Strengthening our Networks

		<ul style="list-style-type: none"> Nurturing talent and developing skills 	
Oxfordshire Skills Strategy	<ul style="list-style-type: none"> The strategy aims to support communities that retain and attract world-class talent. 	<ul style="list-style-type: none"> Championing the use of the Gatsby Benchmarks within Education. Upskilling and improving the chances of young people and adults marginalised or disadvantaged from work To increase the number of apprenticeship opportunities Engage and support SME's to identify and support their skills and workforce development needs. 	
Transformative Technologies - Science Innovation audit	<ul style="list-style-type: none"> Digital Health – supporting people and communities to live healthier and longer lives reducing the need for acute medical intervention in a hospital setting 	<ul style="list-style-type: none"> Space-led Data Applications creating opportunities to innovate within the sector and increasingly with applications in broader business settings Technologies underpinning Quantum Computing – exploring the potential of big data management and analysis 	<ul style="list-style-type: none"> Autonomous Vehicles – providing the future mobility solutions, focusing upon transport as a service, connecting communities and businesses
Oxfordshire Energy Strategy	<ul style="list-style-type: none"> Lead nationally and internationally to reduce countywide emissions by 50% compared with 2008 levels by 2030 and set a pathway to achieve zero carbon growth by 2050. We will realise the economic benefits of this low carbon transition by supporting: Projects that reduce energy demand and increase energy efficiency for domestic, industrial, commercial buildings and transport energy 	<ul style="list-style-type: none"> Ambitious and innovative clean generation projects across the county, both in urban and rural areas, and in growth locations; Enhance energy networking and partnership working to date to focus on the low carbon energy challenges and funding opportunities arising from the Industrial Strategy and Clean Growth Strategy. 	<ul style="list-style-type: none"> Secure a smart, modern, clean energy infrastructure – including increased electricity grid capacity - which supports our planned housing, industrial and commercial growth, and changing energy requirements;

Our Objectives

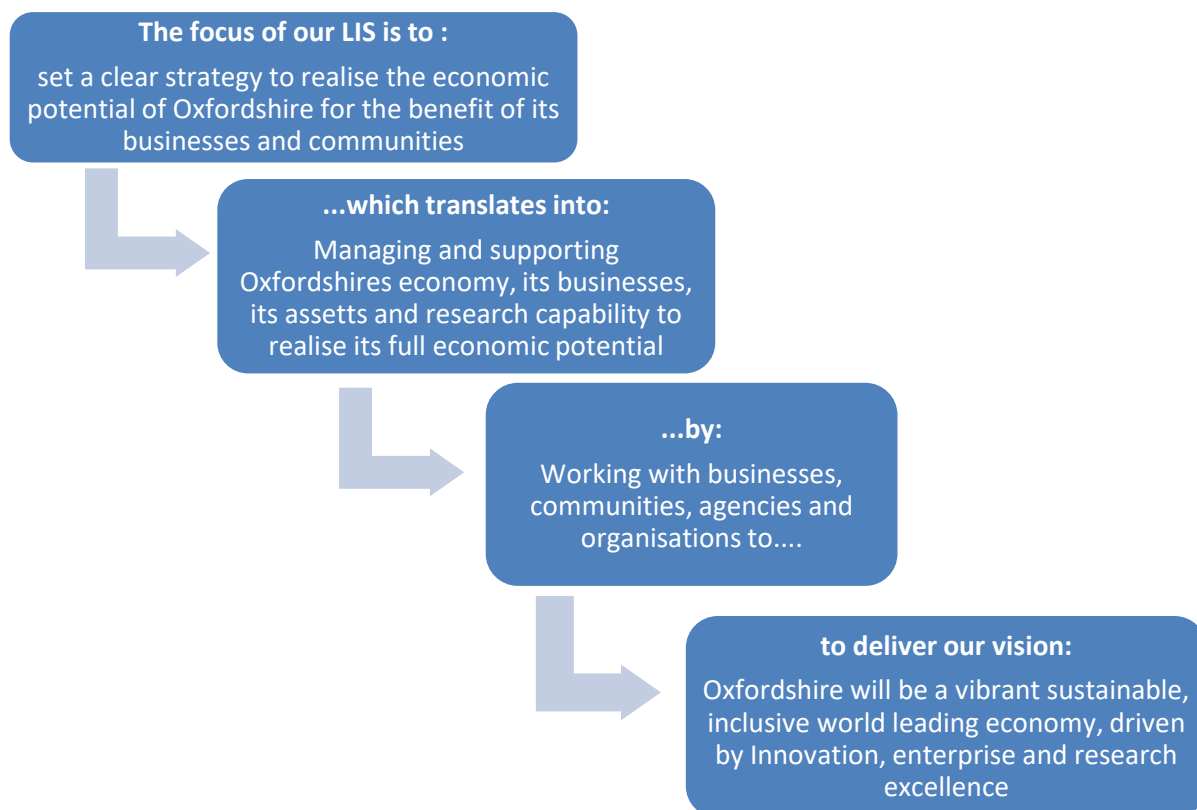
The delivery of the Local Industrial Strategy (LIS 2018), like the Strategic Economic Plan (2014-20) before it, is a shared responsibility across the wider LEP family. Our interventions alone will not be enough to drive transformational economic growth or prosperity for our communities and businesses. However, they form an important part of an inclusive strategy working with the private, public, University sectors and wider community, focused on integrated and sustainable growth.

We are already seeing significant business and employment growth across the County with over 50,000 net new jobs created between 2012 -2017, we see increased commitment and investment into our thematic priorities, allowing us to align resources, influencing government and deliver for our communities.

To advance the delivery of our Vision through the LIS – and to build on the progress we have already made in pursuit of the objectives set out in our SEP – we will now focus delivery around our 3 thematic objectives;

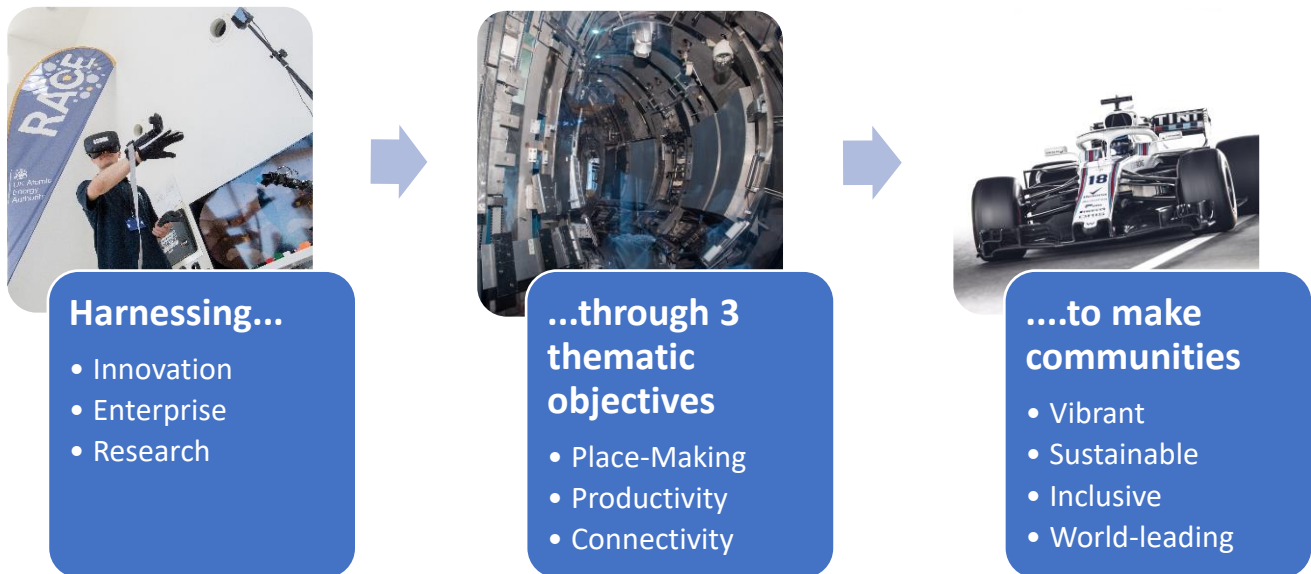
- Place-Making** Provide a quality environment and choice of homes needed to support growth and capitalise upon the exceptional quality of life, vibrant economy and the dynamic urban and rural communities of our county.
- Productivity** Deliver and attract specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive employment and fulfilling jobs. To encourage innovation led growth, underpinned by Oxfordshire’s strengths in University research and development, business collaboration and supply chain potential.
- Connectivity** Allow people to move freely, connect easily and provide the services, environment and facilities needed by a dynamic, growing and dispersed economy.

Strategy to Delivery – Our Approach



Critical to our continued growth is the need to nurture Oxfordshire’s successful economy and maximising its potential by focusing upon our “keystone assets and emerging technologies”, working also at scale across the Oxford-Cambridge Arc with partners to deliver common outcomes such as Skills/Apprenticeship

Levy and financial Instruments. The diagram below and narrative sets out the approach we have taken to date and which has seen significant success:



In detail we will support:

- **Innovation** - Our LIS, Innovation Strategy and recent Science Innovation Audit demonstrates our ambition and inquisitive appetite for progress that permeates Oxfordshire's Innovation ecosystem. It includes innovation driven by science and technology, particularly in life sciences, space technologies, digital sectors, automotive and motorsport. It also includes innovation in heritage, tourism and culture; and in the use of environmental assets. Throughout, the process of innovation is one of Oxfordshire's strengths which must be harnessed fully to deliver our Vision;
- **Enterprise** - Within the county, there are some 33,000 VAT registered SME's in the county helping to contribute £23bn GVA per annum in addition to some of the iconic businesses such as BMW at Cowley, Siemens Magnet Technology, Oxford Instruments and publishing houses like Oxford University Press (OUP) and Blackwell UK – through to micro businesses (noting that nearly 85% of enterprises employ fewer than 10 people). 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;
- **Research** - Oxfordshire is renowned for outstanding research and includes 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. By harnessing these three overarching drivers, we will ensure that by 2030, Oxfordshire's economy is rightly recognised to be:

- **Vibrant** - Oxfordshire will be a place where ambitious businesses and people thrive and where aspiring young people choose to build their careers and their lives, contributing to the prosperity of Oxfordshire's communities;
- **Sustainable** - Oxfordshire will be on a trajectory for growth that is sustainable environmentally (considering climate change, carbon emissions, heritage and patterns of resource use), responding to the Government's 25 Year Environment Plan and emerging Natural Capital Strategy for the Ox-Cam Arc, socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to reinvest);
- **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 – focusing upon prosperity and providing the support and tools for communities to engage in the positive economic growth;
- **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 Local Industrial Strategy and associated strategies and investment plans, along with existing and emerging local growth fund programmes, aim to support the delivery of these ambitions across a range of projects. Each promote and deliver innovation led growth for Oxfordshire and UK PLC. Leadership is however critical to delivery of the Vision and we can reinforce our position as “change agents” in the following ways:

- **Leadership** – influencing decision-making processes (at a National, cross Ox-Cam Arc and at a local levels) by supporting the “voice of business” alongside our representative organisations from an Oxfordshire perspective;
- **Delivery** – where there is no natural partner we will take on responsibility for directly delivering key activity;
- **Brokerage** – linking partners and projects with each other and helping access funds through National Government (such as City Deal, Growth Deal Funding ESIF and future UKSPF) to deliver the objectives of the Local Industrial Strategy and embed to ambition of the Strategic Economic Plan before it;
- **Facilitation** - working in partnership with a range of key partners and wider stakeholders, including the Local Authorities, those from the private sector, Universities and Colleges.

Economic Environment

Oxfordshire is globally renowned as a centre of science and innovation; our ambition is to be in the top three innovation ecosystems in the world. This ambition reflects the performance of our University sector; the University of Oxford, ranked in the Times Higher Education Global Rankings since 2016 as the world's best university, and Oxford Brookes University as one of best 'new universities' in the UK with 94% of research activity internationally recognised. It is also important to recognise that the UK five-year survival rate for businesses born in 2011 and still active in 2016 was 44.1%, Oxfordshire over the same period averaged 49.3%.

Oxfordshire is a major economy and is one of only three net contributors to the UK exchequer. Comprising key employment sites and globally significant companies, the Oxfordshire economy is home:

- to approximately 33,000 VAT registered businesses providing over 433,000 jobs, defined by the concentration of knowledge intensive clusters and high-tech firms;
- which includes more than 1500 businesses within knowledge intensive clusters and high-tech firms, employing over 50,000 people alone; and
- generates, in total, approximately c£23bn Gross Value Added (GVA) to national output
- and, has the highest growth in "scale-up" business nationally

The Oxfordshire Economy has proven remarkably resilient and enjoyed over a decade of sustained economic growth at an average rate of 3.9% per annum since 2006. This is twice the rate of UK growth and outstrips performances for the rest of the South East of England.

Since 2011, over 50,000 private sector jobs have been created and with the economy approaching full employment levels. Presently the unemployment rate in the working age population for Oxfordshire is half the UK average.

We are a highly productive economy – on a per-head basis the output of our workers is in the top 20% of English regions. We are also leading the way in the UK for 'good growth' – Oxford is the highest-ranking city in the UK in PwC's 2018 Good Growth for Cities report, which measures the performance of cities against key economic and wellbeing indicators, such as employment, health, income and skills.

Oxfordshire has world leading strengths in high-tech industries and comprises some of the most exciting and innovative technology-based companies in the UK with global impact covering a range of sectors from creative industries, life sciences, computing, robotics and space technologies to nuclear, energy and high-performance manufacturing. These transformative technologies, and the innovation spurred by the convergence of technologies across industries, have the potential to drive economic growth at scale and will increasingly drive productivity across all sectors. Oxfordshire has seen business growth of 9% year on year in these markets and continue to thrive.

Businesses operating at the cutting edge of these technologies tend to be riskier but have the potential for accelerated growth, becoming ‘gazelles’ (businesses that grow by 20% for a period of four years consecutively) or ‘unicorns’ (businesses with a market value of over \$1bn). Oxfordshire is unique in the UK for its high concentration of such businesses and proven potential to create home grown start-ups which expand to become unicorn companies, such as Oxford Nanopore, and are pushing the region to the forefront of global innovation in technologies and industries of the future.

These strengths define Oxfordshire’s high-quality knowledge-based economy which has been built on our internationally renowned grouping of Universities and research institutions. Harwell Campus is home to the largest space cluster in Europe, alongside significant health, energy and medical research hubs whilst Culham Science Centre represents one of the most concentrated sites of innovation and research in the country for Fusion and Robotics.

Oxfordshire has significantly grown our offer to international business investors over recent years culminating in 98 foreign direct investment successes in 2017/18 – third only behind London and Scotland. has the highest intensity of university spin out companies in the Country. Oxford University continues to generate more spin-outs than any other University in the country – there are currently 149 active start-ups and spin outs from the University, with the ambition to accelerate this in coming years. Between 2014 and 2015 a total of 136 spin-out companies generated approximately £147m of GVA, supporting 2,421 jobs in the Oxfordshire economy.

Public and private investment into the business and innovation ecosystem has continued in recent years through the City Deal¹ programme and Local Growth Fund². resulting in four new innovation centres (Bio-Escalator at the Old Road Campus, the Begbroke Accelerator, Remote Applications in Challenging Environments at Culham and the Harwell Innovation Hub). In addition to this, in the past six months the region has also received further government investment which will strengthen Oxfordshire’s capability in world leading research and innovation in key sectors through:

- £100 million for the Rosalind Franklin research institute, to improve health through physical science innovation;
- £65 million for the Faraday Institution, charged with tackling the global energy and battery storage challenge;
- £99 million for a National Satellite Testing Facility at RAL in Harwell;
- £86 million for a National Fusion Technology Platform at Culham; and
- £68 million for the Space Applications Catapult at Harwell

The assets that sit across Oxfordshire, therefore, are of both national and global significance and are critical to the long-term economic success of the UK.

¹ [Oxford and Oxfordshire City Deal](#)

² Growth Deal(s) - [Oxfordshire's Local Growth Fund 1, 2 and 3](#)

Issues and Challenges

As with all LEPs, we operate in an ever-changing landscape of economic policy and external drivers – some of which are within our sphere of influence and control, others are not. Chief amongst these will be the national policy landscape and economic environment that emerges following the outcome of negotiations with the European Commission, as the UK leaves the EU.

This will have a significant bearing on how businesses will be able to plan, invest and secure new markets which, in turn, will impact on Oxfordshire's ability to sustain the levels of growth we have enjoyed across the economy in recent years and generate new employment opportunities for local people. The outcome of negotiations will also influence investment decisions in research and development across Oxfordshire's science base and the ability of Universities, research institutes and businesses in the region to maintain the highly networked collaborative arrangements in place with European partners, which are crucial to our world leading innovation ecosystem, as well as building new partnerships across the globe.

In terms of public finance, decisions on the format, focus and scale of the new UK Shared Prosperity Fund, which is expected to replace existing EU Structural Funds and previous Regional Growth Funds, will influence our ability to attract public funding into Oxfordshire and leverage private sector investment into key priority areas. These include investment in physical, digital and energy infrastructure across Oxfordshire as well as support for businesses to innovate, trade and grow whilst developing a workforce which can secure the new employment opportunities being created across the economy.

Financial and Commercial Drivers

Whilst we cannot predict the future it's likely the next three years will be characterised by a combination of potential funding opportunities such as the UK Shared Prosperity Fund and a focus on delivering out our Local Growth Fund (LGF) and ESIF programmes. We recognise the challenge reduced skills funding will bring to supporting workforce development, apprenticeships and capacity within the FE sector to train our future workforce. This challenge is exacerbated by the imbalance between Capital and Revenue programmes which constrain the provider network having the facilities and resources to effectively operate them. However, we remain confident that we can respond positively to opportunities, capitalise on our project pipeline and be strategically opportunistic when funding opportunities arise. Our main operational challenge remains LEP core funding which operates on a very short timescale, this along with the implications of irrecoverable VAT impacts on our sustainability. We will over the next two years develop a revised operating model which will identify and secure alternative revenue funding to complement, not replace our government core funding contribution. We also recognise the interdependence with the ESIF programme, particularly where core resources match ERDF/ESF delivery programmes.

We also need to review opportunities to build new partnerships where the strengths and expertise of different stakeholders can be consolidated into a collaborative delivery framework, particularly the Oxford-Cambridge Arc. Our direction of travel is to continue to strengthen collaborative working in the future, building on existing arrangements such as the Department for International Trade (DIT) Memorandum of Understanding (MOU) and integration of our Business [OxLEP Business](#) and Skills [OxLEP Skills](#) teams to create greater resilience and flexibility in delivery.

3. Governance – Board, Growth Board and Executive Team

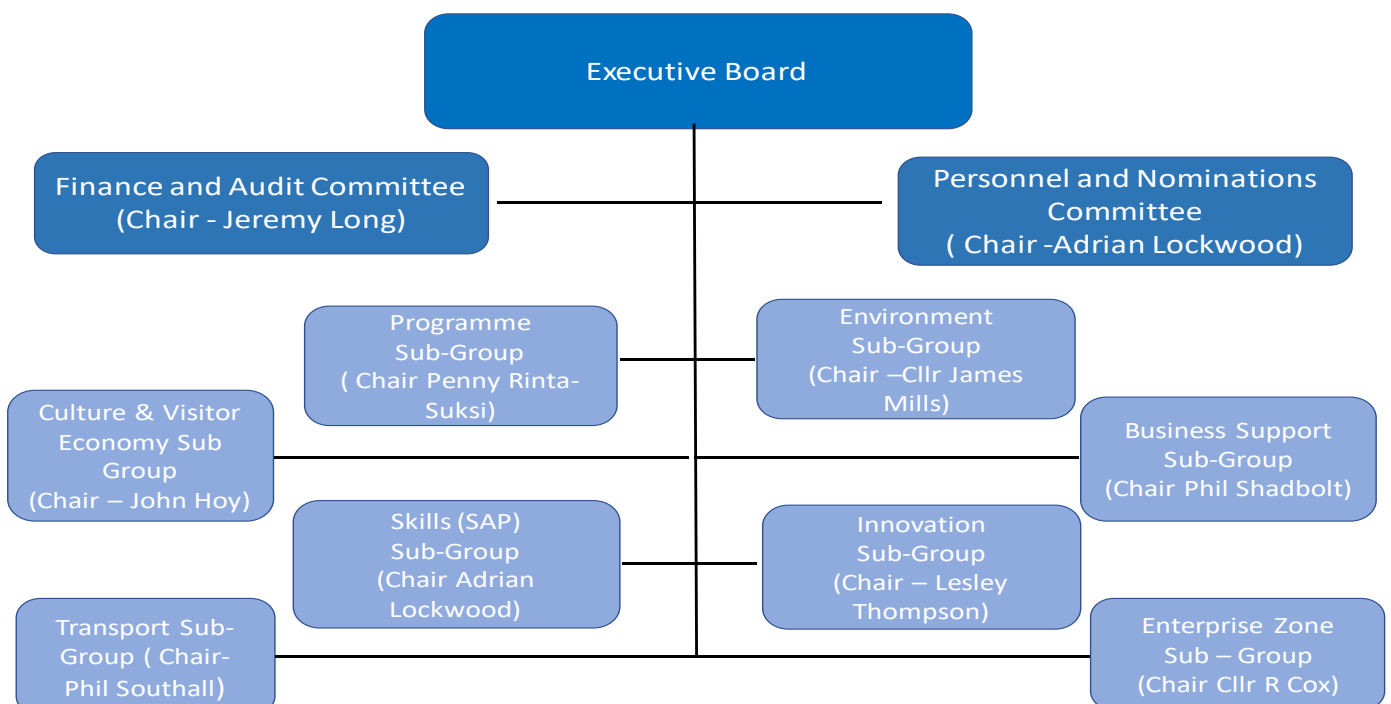
Our Board has continued to strengthen and develop since inception and sustains strong relationships with Oxfordshire's business community, local authorities, Universities and the Oxfordshire Growth Board as demonstrated below. The working arrangements have reinforced our collaborative approach and provide an integrated range of services and functions (statutory and non-statutory) to support sustainable economic growth and prosperity for our communities. These services and functions dovetail to support the ambitions of our Local Industrial Strategy which builds upon the successful Strategic Economic Plan for Oxfordshire, a widely-owned 'economic route map' for our county.

The Board provides the strategic direction and oversight allowing the Executive Team the autonomy to be proactive and dynamic in its delivery of agreed ambitions - the Board will therefore continue to:

- Act strategically, and support delivery whilst challenging partners as a critical friend.
- Influence local and national government.
- Represent business interests at a regional/national level.
- Link partners and issues together.
- Challenge the status quo and silo working

The Board, Committee and Sub-Group structures reinforce our delivery focus, providing support, objective challenge, scrutiny and capacity to support the operational teams, each reporting through to Board on a regular basis. Through proactive work with the Board we will refresh the terms of reference for the groups, consider succession planning and potentially passport responsibility for Transport and Infrastructure, along with Environmental/Natural Capital leadership to the County council via the Growth Board governance. Both groups will transition over the 2019/20 financial year, however until that point, the groups remain embedded within our governance and oversight structure.

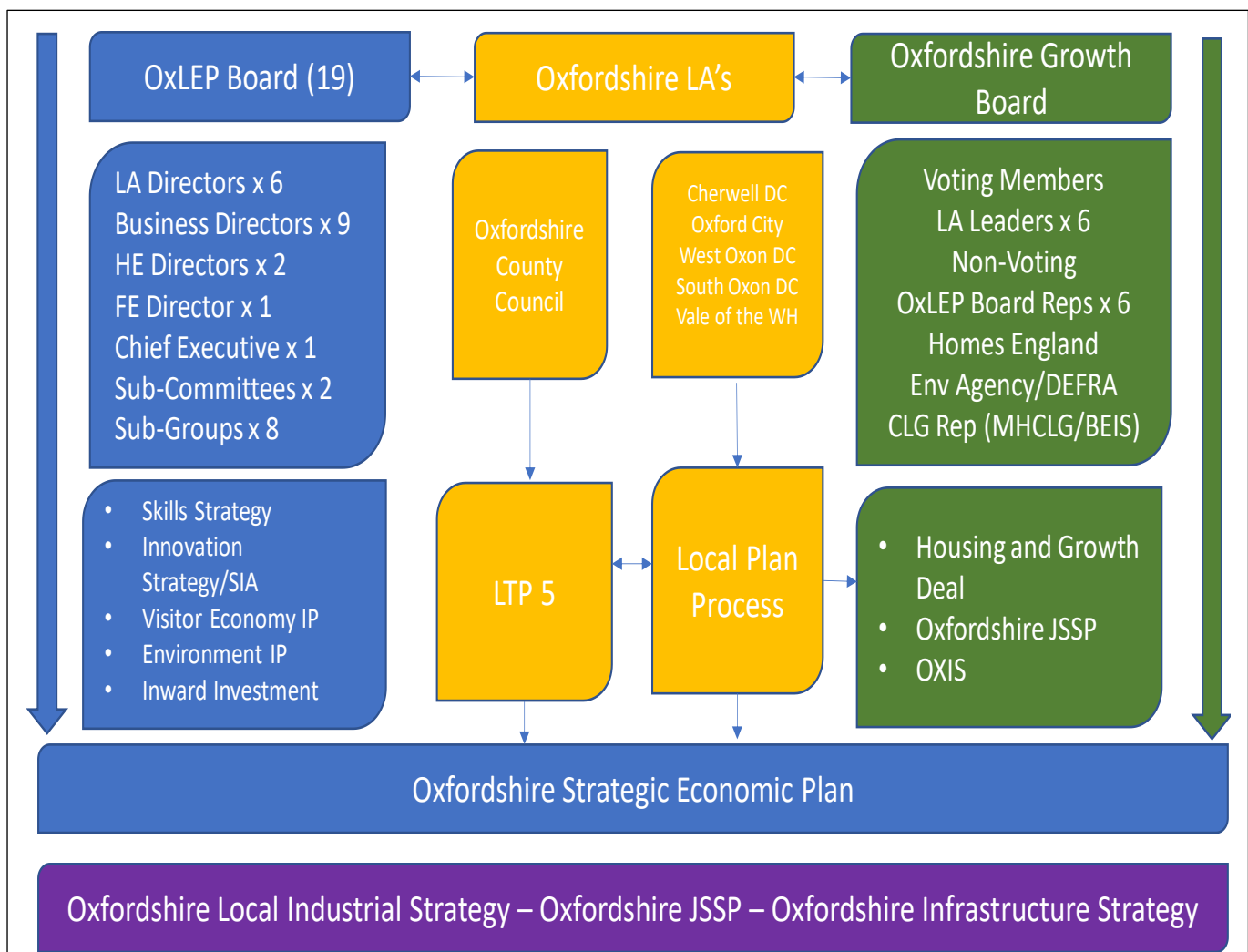
Board Governance Structure (with Sub-Groups)



Strategic and Operational Relationships

We have created a robust partnership that has established a strong and effective relationship between business, Government and our local authorities. This partnership of public, private, higher and further education has set a strong strategic approach building on our region's priorities for investment, infrastructure and business support. In addition to the board's responsibility for setting strategic priorities and direction for our economic growth we have a mature Growth Board which currently operates as a Statutory Joint Committee. The Growth Board is responsible for delivering several government funded projects through our Oxford and Oxfordshire City Deal, Local Growth Fund (Rounds 1-3) and Department for Transport retained scheme programmes. Their co-ordination and oversight to ensure Local Authority led projects deliver to time and budget alongside their wider programmes such as the Housing and Growth Deal, Housing Infrastructure Fund allocations and statutory functions associated with Infrastructure Planning (Local Transport Plan 5), the Oxfordshire Plan 2050 and Environmental management . Together we have a proven track record of delivery, reinforced by strong performance in recent years, we now manage and oversee an economic growth programme of over £2bn including government investment, private and other public sector match funding.

Operational Relationships and Reporting



The diagram above identifies three “connected” Strategies which are being developed to support the Counties growth over the period to 2050. The Oxfordshire Local Industrial strategy, responds to Governments Industrial Strategy Challenge and supports Oxfordshire’s economic ambitions under the theme of productivity, creating opportunities for our businesses and communities to share in the prosperity generated.

The Oxfordshire Joint Statutory Spatial Plan (JSSP) now called the Oxfordshire 2050 Plan considers the long-term development of the county and is led by our Local Authority Planning Teams, building upon the Local Plan process already underway.

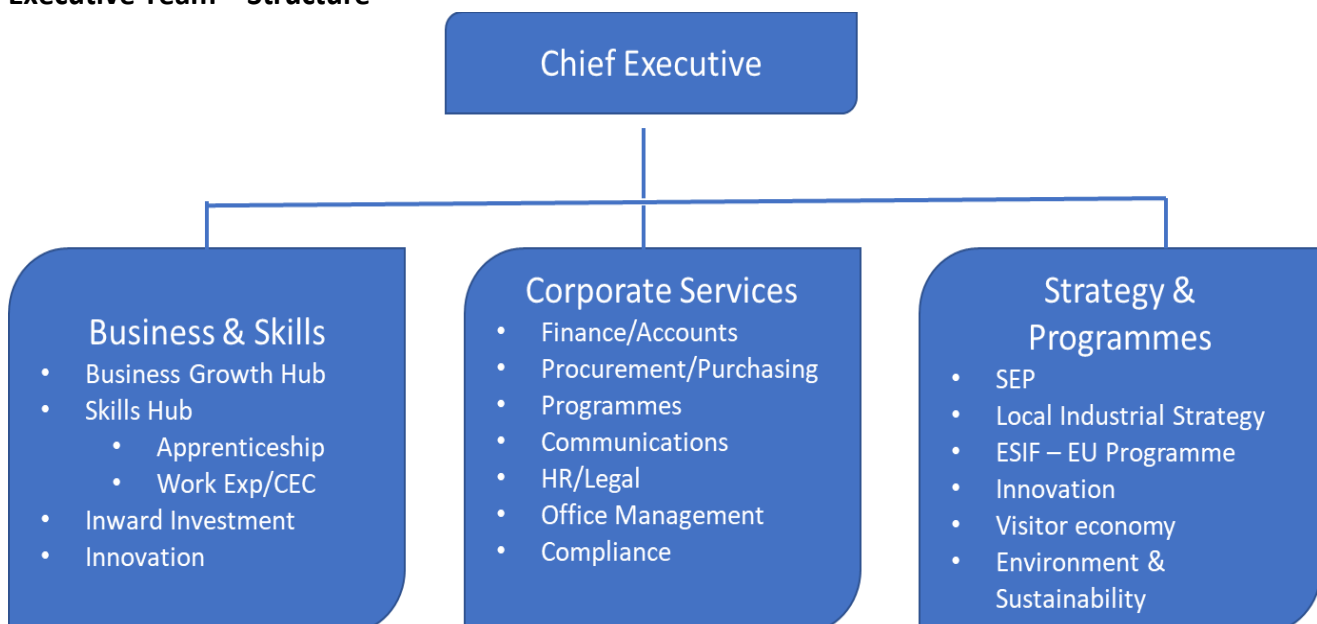
Finally, and by no means least, the Oxfordshire Infrastructure Strategy, led by the County Council, for the first time identifies our strategic infrastructure investment needs across the county, including road, rail, public transport, telecoms, Broadband, Utility, Health and Educational needs. In short, the three plans are aligned, delivery is being co-ordinated, we are making strong progress in making the case for increased investment to support our communities.

Executive Team - Capacity to deliver

Acting as a catalyst for growth the executive team has a strong track record of delivery, providing leadership and vision across our multiple stakeholder groups and partners. The recent changes to our operational structure and appointment of a strong Corporate Management Team has reinforced our resilience and capacity to support delivery across the programmes.

As the company has developed its programme delivery responsibility our structure has changed to respond to the demands placed upon it. As such we now have 3 departments each with a Directorate structure, budget and staff allocation. The Chief Executives Office sits within Corporate services for administrative purposes. Detailed below are the departmental responsibilities for each of the Business & Skills, Strategy & Programmes and Corporate Services.

Executive Team – Structure



Our Oxfordshire Investment Programmes

City Deal (2014-21)

City Deal fund provided for the first time an ability to seek funding across our priority themes and to leverage private and other public sector investment to create Innovation Centres, support skills and training initiatives as well as investment into strategic infrastructure. The funding and the delivery programme therefore allow us to support the county's economy through a £55.5m programme, creating 18,000 jobs, accelerating Housing delivery and supporting innovation, skills and training outcomes.

Growing Places Fund (2012 – 2021)

From a national fund of £500m, we received £9m of capital and revenue funding to help support business growth and infrastructure investment into Oxfordshire. The Growing Places Fund has been designed to accelerate developments that may have stalled because of a restricted financial climate, to enable the creation of new jobs and homes.

Local Growth Funds 1, 2 and 3 (2015 – 2021)

Through the Local Growth Funds 1 and 2 (LGF1 and LGF2), we have secured £118.4m to support dynamic economic growth. This substantial investment from Government brings forward at least £100m of additional investment from local partners and the private sector - by 2021, programmes will create at least 6,000 jobs and allow 4,000 homes to be built.

Our LGF3 Programme secured £24.16m focused on developing the skills to meet the needs of local employers, building on Oxfordshire's strengths in research and development and opening-up new commercial development opportunities.

European funding (2014-2020)

We continue to secure allocations of European funding for Oxfordshire, supporting a variety of key economic areas, from rural development to small business growth. This includes an allocation of around €22.8m (approximately £16.6m) of European Structural and Investment Funds (ESIF) for the period 2014 to 2020. The Strategy was refreshed in 2018 and can be found by following the link - [Oxfordshire ESIF Strategy 2018](#)

The Oxfordshire European Structural and Investment Funds Strategy (Oxfordshire ESIF) sets out overarching strategic priorities for the county. The allocation is made-up of two main funds:

- The European Regional Development Fund (ERDF) – to support innovation and business support
- The European Social Fund (ESF) - to support social inclusion and skills development

We were also allocated €3,448,507 million (approximately £2.5m) European Agricultural Fund for Rural Development which focuses on rural tourism, food production and small business development.

Enterprise Zones (2013-2038 and 2015-2040)

Oxfordshire benefits from the allocation of two Zones which total some 220 sq. Hectares, the details of which can be found by following the link [Science Vale Enterprise Zones](#), both of which are in the South and Vale District areas of the County. Through a combination of fiscal/tax incentives, simplified planning and the retention of Business rate uplift we can drive investment into these locations as part of a wider Inward

Investment programme. These zones are anticipated to generate circa £250m of investment to support infrastructure and facilities over their 25-year lifespan.

Investment Programme Secured to Date 2012- 2021

Source	Grant/ Investment £,000	Public/Private Match Funding £,000	Total investment £,000	Expected Outputs and Outcomes*
Growing Places Fund (2012)	9,050	7,380	16,430	Delivered a programme of 10 projects including 2 Broadband Programmes, 5 Infrastructure Investments and 3 loans to business enabling growth.
City Deal (January 2014)	55,560	1,216,000	1,271,560	4 Innovation Centres built, 18,600 (FTE) jobs, 7,500 homes accelerated by 2021, Pilot Business Growth Hub and Work Experience/Apprenticeship programme delivery -525 Apprentice Places, 350 Work Experience opportunities, 250 employers engaging with schools.
Local Growth Fund 1 (January 2015)	108,560 (+35,000 retained scheme)	96,540	240,100	Delivery of a programme of 10 prioritised Infrastructure and employment space investments supporting 6,000 (FTE) jobs, 4,000 homes, by 2025
Local Growth Fund 2 (January 2015)	9,900	593,540	603,440	A delivery Programme of 3 projects including Infrastructure investment and Activate Care Suite supporting 2,300 (FTE) jobs, 795 homes, by 2025
Local Growth Fund 3 (December 2016)	24,160	153,076	177,236	Delivery of a programme of 11 projects including 5 employment/training facilities totalling 54,000 sq.ft supporting and 6 infrastructure investments Supporting 3,800 (FTE) jobs, 400 homes, by 2025
Enterprise Zone 1 Business Rates		136,000, (Retained Business Rates – 2013 2038)	136,000	92 Hectares of land, Jobs created 8,400, Businesses attracted 200 Businesses supported, 1250 Employment space 2.4m sq. ft
Enterprise Zone 2 Business Rates		119,000, (Retained Business Rates – 2015 2040)	119,000	102 Hectares of Land 8,500 (FTE) Jobs, 3.25m sq.ft. Employment Space
Pinch Point Funding (10,000	19,500	29,500	Milton Interchange and Chiltern Slips constructed

2015)				
European Structural Investment Fund	19,100	19,100	39,000	919 businesses supported 1,000 people helped into training and work
Total Forecast Investment	271,730	2,360,536	2,632,266	

*The outputs are directly supported by the investment (buildings, roads and infrastructure) the outcomes, such as jobs or homes are enabled from outputs. E.G. The development of an Innovation Centre or Office space is an output, this in turn supports X No.businesses and Y No. jobs - these are counted as indirect outcomes.

Accountable Body Arrangements

Oxfordshire County Council is our Accountable Body, responsible for receiving grant funding both capital and revenue on our behalf. These funds are then deployed, primarily through delivery partners or at a project level via individual project sponsors on our behalf by the Accountable Body where these relate to Section 31 (Local government Act 2003) provisions. These programmes include all funding that comes from Central Government through Growing Places Fund (GPF), City Deal and Local Growth Fund programmes. The relationship is governed through an agreed Memorandum of Understanding (MOU) and our Assurance Framework.

For funds related to the Enterprise Zone 1 and 2, these are collected and administered by our Accountable Body Vale of White Horse District Council who act as collection agency for business rates and deploy/transfer these funds under the direction of our Board. This relationship is governed by an MOU which sets out the obligations and responsibilities of each party.

Assurance Framework

Our assurance framework sets out our approach to meeting Government's Transparency and Governance requirements including our approach to programme and project delivery/risk mitigation across our growth programmes. The Assurance Framework is used by the Board, Executive Team, Accountable Body and partners to identify, monitor and evaluate our operation, transparency and approach to managing programme delivery.

Our Board provides robust programme governance, overseeing the delivery, via our Board Committees and Programme Sub-Group of our £2bn+ investment programme. We work collaboratively with our local authority, government and operational stakeholder delivery partners through:

- Operating Plan (Delivery Plan) and programme management oversight
- Growth Board oversight providing democratic accountability
- Assurance Framework – agreed and operational
- Strong Accountable Body MOU/s with both the County Council (as our accountable body) and South and Vale Council (with responsibility for management of Enterprise Zone business rate income)
- Operational capacity supported through directly employed staff and partner collaboration

Our assurance framework :

- Ensures governance is in place to support delivery of our grant funded activity, business support, skills, Innovation and Investment programmes.
- Defines how the Company (OxLEP Ltd) and Growth Board structures relate to decision making;
- Provides assurances to stakeholders that effective programme and project management tools are being used to improve decision making;
- Ensures risks are regularly monitored and reviewed to ensure the mitigation is effective;
- Ensures resources are appropriate which will allow the Company to carry out its obligations effectively
- Ensures that all Directors and partners are informed of all decisions and updates accordingly

Staffing Overview

Over the course of the 2017/18 financial year the core team continued to be made up of employed and seconded staff from our Accountable Body Oxfordshire County Council and other joint working arrangements with Oxford City, South Oxfordshire and the University of Oxford. At the start of the 2018/19 year, following changes to the County Council operational structure, the secondment arrangement at the time resulted in a TUPE situation arising in respect of “service transfer”. This exercise concluded in March 2019 at which point staff were either transferred, redeployed or in exceptional cases were made redundant by agreement. Those transferring did so on protected terms and are now embedded within the company structure, vacancies arising are being filled through open market recruitment. We anticipate the remaining recruitment exercise will complete in Q1 of the 2019/20 financial year.

The Corporate Leadership Team and extended Management Team meets regularly to ensure effective operational performance across the teams. The diagram below identifies the numbers of staff working within each team currently and an estimate of the numbers likely to be employed during the 2019/20 year. From April 2019 the core team now totals 33 FTE staff inclusive of CEO and three Directors. Overall staff numbers are defined as FTE across the 3 service areas.

	Business and skills Team				
Year	Skills Team	Business Team*	Investment Team (excludes EZ)	Programmes and Strategy*	Corporate Services ³ *
2018/19	12 (+3 Vacancies)	7 (+2 vacancies)	3	3 (+2 vacancies)	8
2019/20	15**	9 **	3	5	9
2020/21	15**	9**	3	5	9

*Includes Director/CEO in the numbers

**Staffing numbers may change (+/-) due to external funding programme end dates and temporary contractors supporting delivery

³ The Corporate Services heading includes the Chief Executive's Office and Corporate Services Function which includes: Communications team, Programme Management, Finance, HR, Administration and Office Management

The scale of responsibility and accountability for programme delivery has increased substantially over the past 24 months as City Deal, GPF, LGF, ESIF and other mainstream funding programmes have been directed through LEPs. In our case our program through to 2021 now totals more than £2bn inclusive of match funding commitments. As such the team's responsibilities cover Strategy development through to delivery with individual areas of responsibility defined below.

Business Team

Our Business Team covers the company's inward investment, innovation and business support (Growth Hub) functions, sitting alongside the 'Skills Team' offer a fully integrated programme of support to businesses.

The team delivers the Growth Hub providing businesses with real and meaningful support at the varying stages of their evolution - whether they are an early stage start up, an established business, or a high growth potential scale up.

The Growth Hub is at the heart of our business support facing activities. Our capacity to offer a broader range of business support has grown significantly over the last 3 years with the Growth Hub managing two European Regional Development Fund (ERDF) projects with a combined value of £7.2 million pounds through our Elevate and Innovation Support for Business (ISfB). The two current programmes offer:

- An inhouse telephone triage service
- Face to face support delivered by our inhouse team
- 1:1 support through five network navigators, innovation advisor, external business advisors and ISfB delivery partners
- Coaching and mentoring
- Workshops, seminars and networking activities
- Business support/development grants up to the value of £50k
- Website providing access to latest business news/updates
- Access to equipment, expertise and resources

Future opportunities

In addition to delivering our existing programmes we are anticipating approval of two further ERDF opportunities which could potentially extend our business support offer to 2022 with a total value across the various ERDF programmes of more than £10 million. The additional programmes will focus on Social Enterprise and Access to Finance/Scale Up support and will include grants, workshops and 1:1 support as described above. In parallel we will continue to deliver the core BEIS funded Growth Hub offer as part of the national Growth Hub network.

Leveraging the opportunity of the Local Industrial Strategy (LIS) and Oxfordshire Innovation Strategy (OIS) we anticipate continued strategic engagement with government to accelerate delivery of our business support priorities of;

- developing an enhanced Growth Hub offer to deliver more support for breakthrough and cornerstone businesses. Moving forward we seek to deliver more targeted support and advice to different types of businesses including targeted support and sector advice to increase market participation and accelerate scale-up; business model innovation support; access to skills development; support accessing the myriad of finance options available; and a programme linking world-class researchers to innovative companies. Expanding our offer will make business support more easily accessible to those wanting to start or grow a business, providing businesses with the support and advice required to move more rapidly through the business lifecycle
- establishing a world-class scale up programme to support innovative breakthrough businesses to move more quickly through the business lifecycle to grow to scale and commercialise innovation and technology. We will draw on successful global models to set up a dedicated world-class scale-up programme that supports innovators to transition from ideation to access funding and to prototyping and commercialisation of technology and innovation.

Inward Investment and Internationalisation

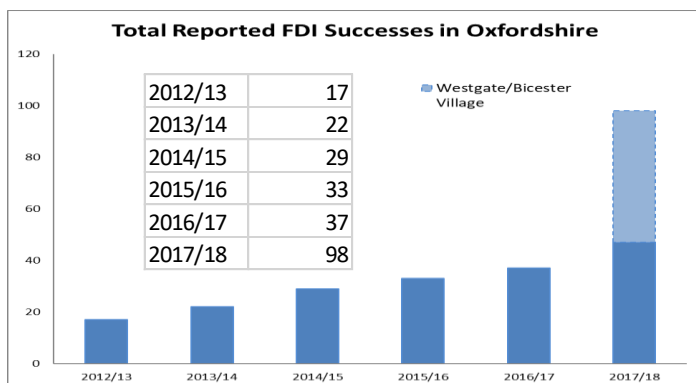
Our team provides confidential, tailored assistance to support international businesses seeking to relocate to Oxfordshire defined as Foreign Direct Investment (FDI).

Working closely with the Department for International Trade (DIT), the Government's inward investment function, our investment team are the official partner for driving investment into Oxfordshire. We are of course conscious that many organisations will approach us outside of that mechanism and therefore we work closely with the commercial property and professional services community locally to ensure we can offer support to as many investors as possible.

Foreign Direct Investment

Foreign Direct Investment into Oxfordshire has grown steadily over recent years cumulating in Oxfordshire being one of the top performing LEPs for FDI in 17/18. Whilst the 17/18 'spike' was heavily influenced by Westgate Oxford and Bicester Village investments the underlying trend remains positive as illustrated in the chart below.

FDI successes in Oxfordshire 2012 to 2018



Key sectors for both enquiries and successes have included Health and Life Sciences and Space and Satellite - the fastest growing sector as illustrated by the growth of the Space Cluster at Harwell over the last five years. Other well-established sectors include Creative and Digital, Automotive and Advanced Engineering, Retail and Food/Drink. Investments are coming from across the world with largest numbers originating from Europe, North America and Asia.

Internationalisation

Internationalisation with a focus on increased inward investment, international trade and capital investment is a key element of Oxfordshire's wider focus on increased productivity alongside business support, skills and land availability.

This productivity strand is part of the Housing and Growth Deal signed with Government in 2018. A key strand to the OIS is internationalisation and brand development and promotion of our global assets and world class innovation eco-system. This forms the long-term strategy under which we are developing an Internationalisation Delivery Plan.

We work with the Department for International Trade (DIT) to develop a joint delivery plan recognising the scale of opportunity in Oxfordshire and the scale of opportunity with Oxfordshire at western end of the Oxford to Cambridge Arc.

This delivery plan focusses on actions, projects and initiatives that can be undertaken as immediate steps over the course of the next two years and over the longer term. It identifies the actions required of national (DIT and other Government Departments) and local partners (OxLEP, universities, local authorities, research centres, business parks, support organisations).

As part of the delivery plan we will be working with our partners across the Oxford to Cambridge Arc (SEMLEP, BTV LEP and Cambridgeshire and Peterborough MCA) to develop a delivery plan for the Arc building on successes of projects piloted and delivered as part of the Oxfordshire delivery plan.

The prize for UK plc is increased FDI, international trade and capital investment in one of the fastest growing economies in the UK and with it the creation of new jobs, safeguarding existing jobs and an increase in GVA and tax revenues to HMG. Oxfordshire is punching above its weight but below its potential in securing sustained levels of high-value FDI, export and capital investment success - the delivery plan identifies how we can maximise opportunity to meet our potential in the short term over the next two years and will be continually reviewed and updated to roll forward into future years building on success, lessons learnt and new and emerging opportunities.

Skills Team

The Skills Team brings employer and education together by raising awareness of an increasingly complex labour market and the skills required to understand and navigate it, including long term training.

We support skills development across three main areas of activity:

- Co-investing in a network of Enterprise Advisors to establish greater links between education providers and businesses in Oxfordshire. The programme - which is co-funded with [The Careers and Enterprise Company](#) . Our advisors use their business experience and networks to help develop and implement an effective career strategy that puts opportunities with local employers at the heart of a young person's education.
- The Gatsby Benchmark is the gold standard for Career delivery within education. Gatsby Benchmark 6: Experience of workplaces recognises that work experience is a key example of supporting this benchmark. We work with employers to ensure work experience placements are held within a safe environment. Young people learn employability skills and gain important insights into their career interests and values which help with future decision making.
- Skills policy development; supporting the Oxfordshire Skills Board in its strategic ambition to create a more responsive and aligned skills eco-system. Working across the provider network and government, the team supports new policy development and maximises investment into the skills landscape
- Increasing the number and awareness of apprenticeships are key to our economic success, and we work with both education and employers to raise the profile of Apprenticeships. This is supported through a network of trained Apprentice Ambassadors, the annual Oxfordshire Apprenticeship Awards and 'CareersFest2' which will focus on employers who provide both Apprenticeships and Work Experience opportunities
- We have been successful in obtaining ESF funding to create a 'Skills Hub' and will be supporting SME's to identify their skills and training needs whilst working with them across the provider network to identify top quality provision.

We will actively support employers who want to engage with education, by providing opportunities that meets their interests and availability. Future Careers Fest events will be revised to ensure that attending young people are able to have quality conversations with employers about possible career paths, and the skills that they need to be successful within the workplace. We will also work with those who are furthest from the workforce, to ensure that their needs are met in an appropriate way and to achieve maximum impact.

Moving forward the aim is to strengthen the position of the Skills Team as stakeholder managers between schools/colleges and businesses who have the experience and expertise to create beneficial relationships and outcomes for stakeholders.

We will support the Skills Sub-Group (Board) as it assumes responsibility for Skills Advisory Panel (SAP) functions that will provide a clear understanding of our labour market and skill landscape that will help influence future provision and investment.

Strategy

The strategy team is responsible for OxLEP's strategic approach to the development of the Oxfordshire economy and response to emerging public policy initiatives. It leads on our strategic external relationships with government, executive agencies and senior stakeholders at national and regional level, working with the Board, subgroups and partners in building strong channels of communication and engagement to advance the ambitions set out in the Strategic Economic Plan for Oxfordshire and its sister plans and strategies. The strategy team is also responsible for the Oxfordshire European Structural Investment Fund Plan and its implementation, working with the Managing Authorities.

A core focus during this business plan cycle will include leading on the development of Oxfordshire's Local Industrial Strategy and negotiations with HMG; further development of the emerging Oxford-Cambridge Arc, working closely with our two neighbouring LEPS, the Cambridge and Peterborough Combined Authority (CPCA), Universities, Local Authorities and the business community. We will also support the Oxfordshire Growth Board and constituent Local Authorities to deliver the Oxfordshire Housing & Growth Deal and work closely with them to develop our response to the new UK Shared Prosperity Fund when announced.

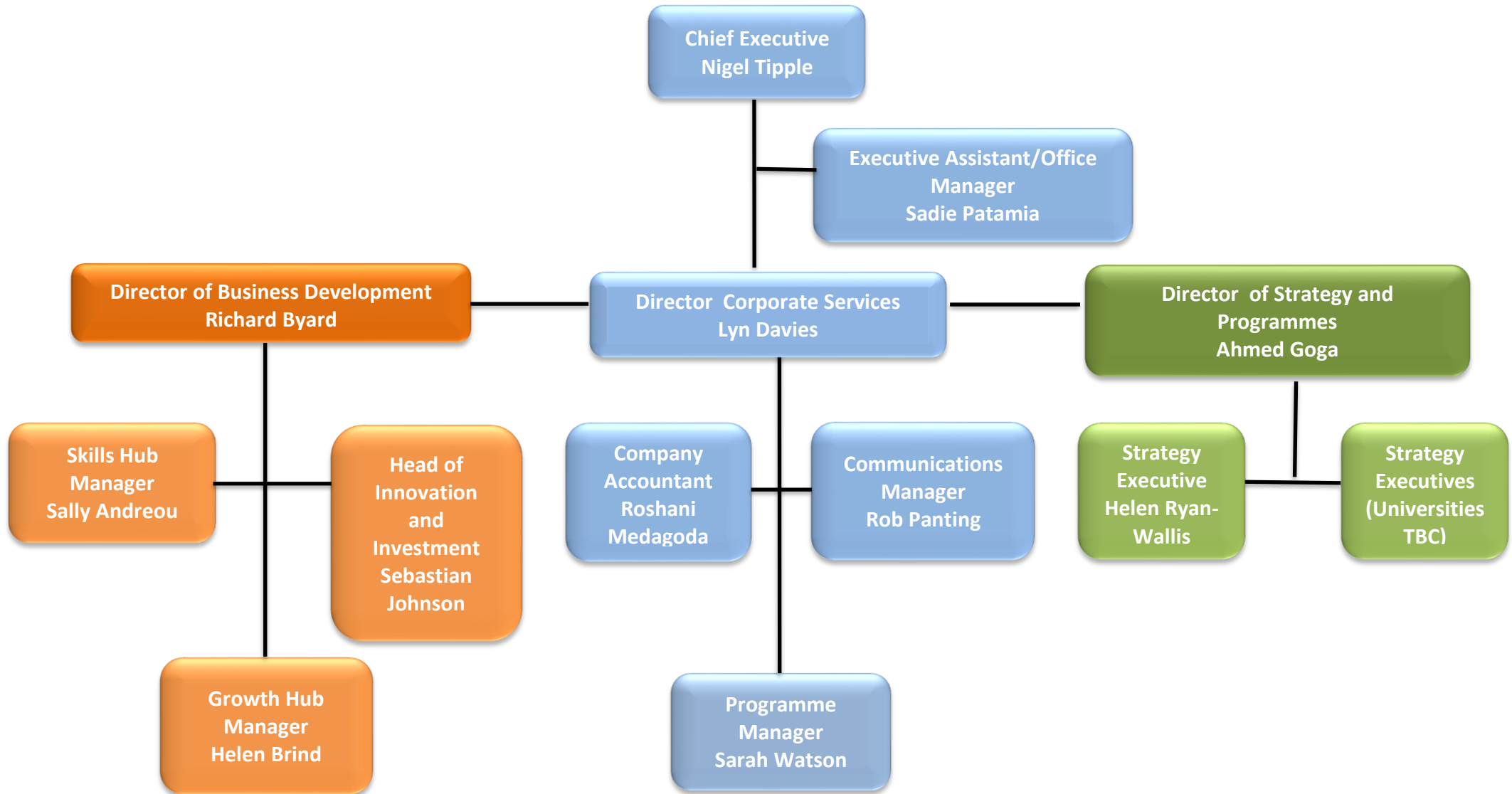
Corporate Services

The Corporate Services team is responsible for the smooth running of the Company and back office, ensuring that all operational, financial and regulatory functions are discharged effectively and in a timely manner. Reporting direct to the CEO, the Director of Corporate Services is responsible for Finance, HR, Legal, Admin, Procurement, Programme Management, Evaluation and Compliance. In addition, the team is responsible for all internal and external Communications functions, ensuring the visibility and transparency of the work of the company is managed effectively.

Supporting the in-house team, we have appointed external communications and marketing specialists, focused on raising the profile of the county and our work on a national and international stage. We appointed Tala, a local company, on a two-year contract with specific responsibility for supporting the development of a refreshed communications strategy, running digital and social media campaigns, and PR to promote Oxfordshire, its businesses and the County's four transformative technologies across all relevant media including TV and radio, the trade sector press and national media outlets.

Programmes – Our programme management resource includes in house and external specialist support leading a set of work programmes that significantly contribute to the implementation of our Strategic Economic Plan and increasingly the LIS as this moves from strategy to implementation. This includes the Oxfordshire's Growing Places Fund, City Deal and Growth Deal programmes. They also feed into the European Structural and Investment Fund (ESIF) Programme activity. Working with a wide range of partners the team proactively monitor and report overall programme and project progress, following up with actions as appropriate.

Executive Team Structure 2019



4. Finances

This section identifies the projected income and expenditure over the next 2 years. The operational Income and expenditure forecasts reflect the agreed income , grant and government core funding secured along with the identification of restricted project funding held in reserves against future years planned expenditure. We continue to explore other sources of sustainable funding and continue to benefit from substantial “in kind” contributions from the private sector business representatives serving as Non- executive Directors.

Forecast Operating Budget

Income	2019/20	2020/21	Expenditure	2019/20	2020/21
Core Income	600,000	500,000	Staff Costs	1,650,516	1,665,806
Grant Income	303,000	303,000	Office Overheads	200,050	232,764
Other Income*	750,000	792,000	Other Professional Fees (Inc. Licences)	159,045	140,135
Work Exp Income	130,000	130,000	Irrecoverable VAT	45,000	42,000
Restricted Project Reserves	538,875	526,301	Communications programmes	159,264	150,595
Income/Interest	114,000	87,000	Project Expenditure	222,000	107,000
Total Income	2,435,875	2,338,301	Total Exp	2,435,875	2,338,301

*Other income includes Enterprise Zone Business Rate, Careers Enterprise Company and Skills Advisory Panel contributions to operating costs

Forecast Capital Investment Programme (By financial Year)

Capital Programme	2012/19 * £,000	2019/20 £,000	2020/21 £,000	2021/22 £,000
GPF	5,468	872**	-	-
City Deal	55,600			
LGF1	29,971	19,389	43,818	-
LGF2	3,920	1,000	4,940	-
LGF 3	10,411	1,896	11,853	-
Pinch Point/LTB	21,953	575	503	396
Total Grant Expenditure	127,323	23,732	61,114	396

Private/Public Match	2012/19 * £,000	2019/20 £,000	2020/21 £,000	2021/22 £,000
GPF	-	-	-	-
City Deal	42,500	24,000	24,000	-
LGF 1	43,199	21,719	36,200	-
LGF 2		56,400	76,400	78,000
LGF3		-	-	-
Pinch Point/LTB	-	-	-	-
Total Match Expenditure	85,699	102,119	136,600	78,000

* Denotes aggregated investment from 04/2012 – 03/2019

** To be allocated in 2019/20

5. Company Risk Register

To ensure that risk is managed appropriately the likelihood of certain events happening and the severity of the impact they will have on the Organisation is considered. Risks have been evaluated in terms of their severity, i.e. if they occur the probable impact of the risk on the Company, and the likelihood of that risk occurring.

Mitigation strategies have been considered and built into the operational conduct of the company that will reduce significantly the likelihood of these risks occurring. Risks associated with programme and project delivery are attached to individual projects or the overall delivery plan and are reported separately alongside the delivery plan.

The following key risks have been identified, rated on a scale of 1-5 and mitigations determined. These risks will be managed at Board meetings once a quarter, and any new risks identified added to the register. The person responsible for the risks identified will escalate any significant change impacting on the company through the CEO, Finance and Audit Committee or Board.

The Risk Register has been produced by applying the standard assessment of likelihood and impact of each risk to give an overall score. The scores (multiply likelihood by impact) are grouped under Operational, Financial and Corporate before being ranked by “risk” score in the following categories:

- Scores 20 – 25 – High Risk (red)
- Scores 10 – 20 – Moderate Risk (amber)
- Scores 1 – 9 – Low Risk (green)

	Risk	Likelihood (1-5)	Impact (1-5)	Rating Total	Mitigation		Responsible
					Existing Actions	Additional Actions	
Operational Risks							
OR1	Loss of private sector Directors.	2	5	10	Actively recruiting new private sector board members.	Demonstrate value of the company and raise its profile.	CEO / Chair
OR2	Ability to retain key staff, skills and expertise to deliver.	3	4	12	Staff training and development. Explore staff rewards/retention scheme.	Proposed changes to structure provide clarity and focus for the team.	CEO / Senior Management Team
OR3	Lack of clarity / team working and collaboration with local authority officers.	2	3	6	Regular meeting and dialogue with Local Authority teams.	Clear agreements setting our LA expectations. Liaison via LA CEO's Group.	CEO/Senior Management Team
OR4	Impact of Brexit on EU Investment.	3	5	15	Maintain active dialogue with MHCLG/BEIS Officials.	Driving programme delivery and national calls process through Area ESIF Committee.	CEO/Senior Management Team/MHCLG
OR5	Lack of staff buy-in to business plan, and company focus.	2	4	8	Internal communications and staff meetings / consultations.	Organisational changes proposed. Senior Management Team strengthening. Office relocation to allow all staff to be integrated in same location.	CEO/CMT/SMT
OR6	Brexit and EU Withdrawal No-Deal/Deal	5	5	25	Maintain active dialogue with officials, engage MP's and BRO's in lobbying for a Deal based withdrawal	Weekly briefings with Officials. Work with government Ministerial/Senior sponsor to communicate impact. Engagement via LEP Network.	Board/CEO/Senior Management Team
OR7	Insufficient Organisational Capacity and skills in key areas to support delivery.	3	5	15	Succession Planning. Support from partner organisations (particularly LA's/University)	Developing a network of 'Associates' that can be brought in for short term support. Building upon joint appointments with Universities/STFC/AHSN.	CEO / Senior Management Team
OR8	No shared vision and set of objectives across Board.	2	5	10	Developing new business plan, socialisation of the Local Industrial Strategy and ongoing Board consultation.	Regular Benefits Analysis and Strategic Review of priorities. Sub-Group refresh.	CEO / Chair/Board/Team
OR9	Local Government Reform -	3	5	15	Working with LA's to understand the future scope for reform.	Strengthening of the Growth Board working relationships and capacity.	CEO/Board/Growth Board

OR10	Ox-Cam Arc – Potential for investment to be directed to the Arc not Oxfordshire.	2	4	8	Maintain an active leadership role in the development of the Arc governance, themes, programmes and delivery. Exploit joint funding/bidding opportunities which add value in Oxfordshire. Continued co-ordinated communications work with Arc partners	Active engagement in Leaders/Chairs Group Supporting thematic groups Working with MHCLG/BEIS on operational capacity to support delivery. Developing programmes which are focused on local need.	CEO/Chair/Board/ CMT/Coms Mgr.
Financial Risks							
FR1	Financial Probity / risk of fraud.	1	5	5	Robust Committee oversight and County Council Accountable body responsibility. Annual independent Internal Controls Audit. This is in addition to the Annual Statutory Audit.	Financial Expert join the Board / Pro bono financial advice.	Board/Finance and Audit Committee
FR2	Legal Challenge.	2	4	8	Robust commissioning and procurement processes.	Clear legal agreements in place for funds awarded including programme funds.	Board/Finance and Audit Committee
FR3	Impact of Exchange Rate Fluctuation on EU Program.	4	4	16	Maintaining strong dialogue with EU programme and Accountable Body.	Managing allocations in Euros to avoid over commitment.	CEO/EU Programme Lead/ Audit and Finance Committee
Corporate Risks							
CR1	Loss of Central Government Core Funding.	2	5	10	MHCLG/BEIS have confirmed core funding through to March 2020. It is unclear whether they will extend funding at this stage. Agreeing Management fees for future LGF/UKSPF or other programmes in support of deliver.	Explore contributions from other sources and increase shared appointments. More aggressive fee and income generation strategy. Exploring further EZ/Pooled Business Rate retention.	Board/CEO / Senior Management Team
CR2	Failure to earn enough commercial income through service delivery.	2	5	10	Income generation has not been a priority in the past but will need to be considered in the future.	Development of an income generation strategy for the next 3 years that reduces the dependence on public sector support.	CEO / Senior Management Team
CR3	Delays to the EU Funding Programme.	3	5	15	Engagement with Local Area Sub Committee and CLG.	Plan cash flow to prepare for a delay in projects starting.	CEO/Senior Management Team

CR4	Loss of reputation through lack of delivery on key high-profile projects.	2	5	10	Communications and engagement activities. Appointment of Tala Ltd to focus on national profile.	Improving lobbying and engagement activities. Build up House of commons, MIPIM and Trade events. Maintaining focus on delivery. Enhanced Programme development and proactive communications strategy.	CEO / CMT/Senior Management Team/Tala Ltd.
Programme Delivery							
PD1	Loss of key staff and impact on programme management continuity.	3	5	15	Exploring outsourced support to increase resilience. Engaging additional team members in the oversight. Exploit joint funding/bidding opportunities with partner organisations.	Strengthening the role of the Programme Sub-Group oversight/delegation Budget agreed for supporting resilience. To work with CLG/MHCLG/BEIS to increase operational capacity funding.	CEO/Dir CS/PSG Chair/Programme Mgr.
PD2	External impact on project/programme delivery.	2	5	10	Regular project review, engagement with lead partners and regular reporting. Project evaluation commissioning	Commissioning additional capacity to assist with proactive monitoring of conditions and delivery Strengthening the role of the Programme Sub-Group oversight/delegation	CEO/Dir CS/Programme Mgr.
PD3	Changes to government reporting requirements.	2	4	8	Regular engagement with LEP Network/Area Lead/departments.	Developing closer working relationships with LEP colleagues/best practice review and learning.	Programme Mgr/Dir CS
PD4	Action arising from Work Experience Health and Safety assessment	1	3	3	Staff use the Health and Safety "Star" System for all employer visits. Validating all employer's liability insurance. Ensure all staff training is up to date.	Chartered NEBOSH accreditation as appropriate for staff. Sharing best practice and staff "buddying" when on visits.	Director BD/SHM

6. Work Programme

Operational Priorities for the 2019/20 and 2020/21 financial years. The following tables highlight the areas of the Local Industrial Strategy (LIS) that we will focus upon over the current plan period, the detailed Strategy and supporting information can be found on our web site at [Oxfordshire LIS 2018](#) . The Strategy and supporting documents, including a detailed evidence base and future state (opportunities) analysis underpins each Pillar or area of activity to be supported under the productivity theme.

Productivity

Priority to 2021: Oxfordshire Industrial Strategy - Led by Strategy and Programmes Team
<i>Ongoing development of the strategy, including development of the Investment Prospectus, and preparation of OxLEP's response to the UK shared Prosperity Fund</i>
Pillar 1: A globally connected and competitive innovation Economy
Pillar 2: A powerhouse for commercialising Transformative Technologies
Pillar 3: A living Laboratory solving the UK's Grand Challenges See below
Pillar 4: A skills System creating opportunities at every stage of life

Related Sub Groups: Skills, Business Support, Innovation, and Enterprise Zone

Place Making

Priority to 2021: Implementation of the Oxfordshire Housing & Growth Deal – Led by Oxfordshire Local Authorities
<i>Implementation of Infrastructure Investment Programme for Housing Growth</i> <ul style="list-style-type: none">• working with Oxfordshire's local authorities through the Growth Board to ensure the accelerated delivery of high-quality affordable housing, as set out under the terms of the Oxfordshire Housing & Growth Deal, through the implementation of critical infrastructure schemes to unlock key sites across the County to meet rising demand for new homes for local communities, and to attract and retain a skilled workforce to sustain the Oxfordshire economy• ensuring that housing development is designed and built to a high quality and standard through the promotion of sustainable construction techniques and processes and the use of low carbon, energy efficient materials through joint partnerships, strategic dialogue and collaboration between local authorities, developers, house builders and the construction sector including Constructing Excellence, Universities and Building

<p>Research Excellence</p> <p><i>Oxfordshire Plan 2050 – Joint Statutory Spatial Plan</i></p> <ul style="list-style-type: none"> working closely with Oxfordshire’s local authorities in the preparation of the Joint Statutory Spatial Plan to guide long term strategic growth decisions across Oxfordshire to 2050, ensuring the active engagement and contribution of Oxfordshire’s business community to consultation periods and full alignment and integration of plan policies with the ambitions of the Oxfordshire Local Industrial Strategy to establish Oxfordshire as a world leading global innovation ecosystem
<p><i>Living Labs</i></p> <ul style="list-style-type: none"> convene the public and private sectors, Universities and investors to take forward the ambitions to establish a series of Living Labs across Oxfordshire, centred on bringing together world-leading science and technology clusters across the ecosystem, business innovation and planned housing growth across Garden Towns and Villages and other major new settlements in creating the platform for developing innovation in place making, at scale. This will include facilitated agreements between planning authorities, developers, investors and public service providers on the design and operating principles of a ‘Living Lab’ and the ethical management and use of data generated by communities across settlements.
<p><i>Supporting implementation of the SEEIP and Clean Growth Ambitions</i></p> <ul style="list-style-type: none"> implementation of the Oxfordshire Energy Strategy including working with BEIS, South East Regional Energy Hub, Distribution Supply / Network Operators, Oxfordshire local authorities, Low Carbon Hub and stakeholders in the development of business cases for new investment into smart grid technology, new local energy solutions and low carbon infrastructure to support transport modal shift across the County Identifying and promoting sustainable construction practices Promotion of business support opportunities for the Low Carbon Economy
<p><i>Supporting implementation of the CCHTIP</i></p> <p>We will implement the Creativity, cultural , Heritage, Tourism Investment Plan working with stakeholders and partners Exploring central Government Challenge funds, ESIF, Heritage Lottery, Arts council and Private Sector</p> <p>This will include</p> <ul style="list-style-type: none"> The development of a world class Business Visitor & Events (BVE) offer in Oxfordshire Fostering innovation to promote Oxfordshire, increase visitor spend and enhance the visitor experience Harnessing and developing our creative industries sector

Related Sub Groups: Culture and Visitor Economy and Environment and Sustainability

Connectivity

Priority to 2021: Oxfordshire Infrastructure Strategy – Led by Oxfordshire Growth Board
<p><i>Improvements to physical connectivity in Oxfordshire</i></p> <ul style="list-style-type: none">• Oxfordshire Infrastructure Strategy (OXIS) – Infrastructure Fund• Digital Investment Plan• Oxfordshire Rail Study• 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
<p><i>Improvements to virtual connectivity with Oxfordshire</i></p> <ul style="list-style-type: none">• 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
<p><i>Improvements to connectivity in a regional context</i></p> <ul style="list-style-type: none">• supporting the work of the Ox-Cam Arc partners and National Infrastructure Commission in relation to east-west connectivity.• working with partners in 'England's Economic Heartland'³ to develop strategies to improve the capacity of transport corridors across Oxfordshire and into surrounding areas, including towards Cambridge and to London and Heathrow.

Related Sub Group: Transport

7. Operating Plan (Delivery Plan)

The operating plan attached at Annexe 1 provides details of the operational programme for the year April 2019 – March 2021. In line with the requirements of the Assurance Framework Guidance 2019, this plan will be updated to reflect the Delivery Plan template during the Q1 reporting period. The Board receive quarterly project tracker reporting with final outturn figures reconciled a quarter period in arrears. We continue to liaise with the Growth Board Executive to ensure we can align where possible the reporting and data collection requirements alongside Government Department returns.

The projects are reported to Finance and Audit Committee and Executive Board under a RAG status coded as follows:



Projects requiring action



Projects requiring monitoring



Projects on track – noted



Completed Project