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OxLEP Delivery Plan

April 2019 to March 2020



HM Government



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1. Executive summary

Introducing our delivery plan:

This delivery plan acts as a synthesis of activity of the Oxfordshire Local Enterprise Partnership (OxLEP).

It helps to inform stakeholders what we do, what we have achieved and what we are going to do.

Role of OxLEP:

It is our role to champion Oxfordshire's economic potential, acting as a catalyst and convener to drive a dynamic, sustainable and growing economy.

We were formally launched by the then Business Minister, Mark Prisk MP, in March 2011 with the responsibility of championing and developing the Oxfordshire economy.

We have made considerable progress in strengthening the county's economy by establishing robust and effective relationships between businesses, academia and the public sector.

To date, we have secured over £600m of funding for Oxfordshire.



A county that has seen 50,000 new jobs created between 2011/12 and 2016/17



The number one concentration of science research facilities in Western Europe.



£600m: The largest fund for university spin outs in Europe via Oxford Sciences Innovation.

2. Summary and strategic objectives

Summary:

- 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 Government’s Industrial Strategy ambitions
- 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
- The delivery of our Local Industrial Strategy (LIS 2018), like the Strategic Economic Plan (2014-20) before it, is a shared responsibility across the wider Local Enterprise Partnership family.

Strategic objectives and themes:

We will now focus delivery around our three 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.

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.

We can reinforce our position as ‘change agents’ in the following ways:

- Leadership
- Delivery
- Brokerage
- Facilitation

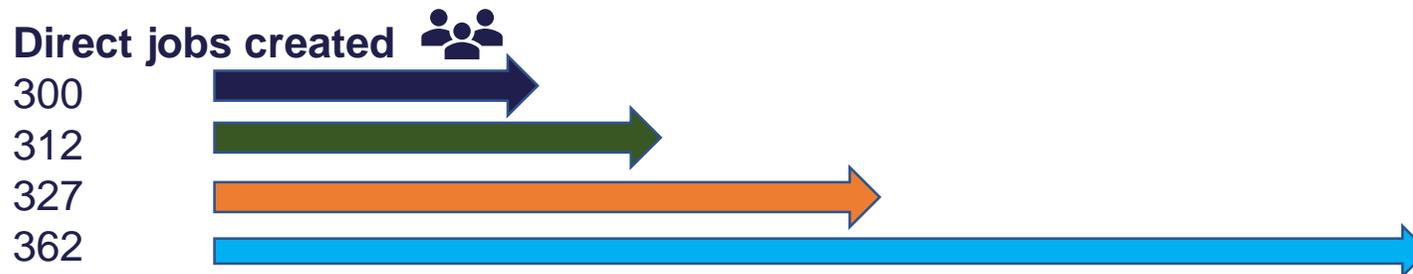
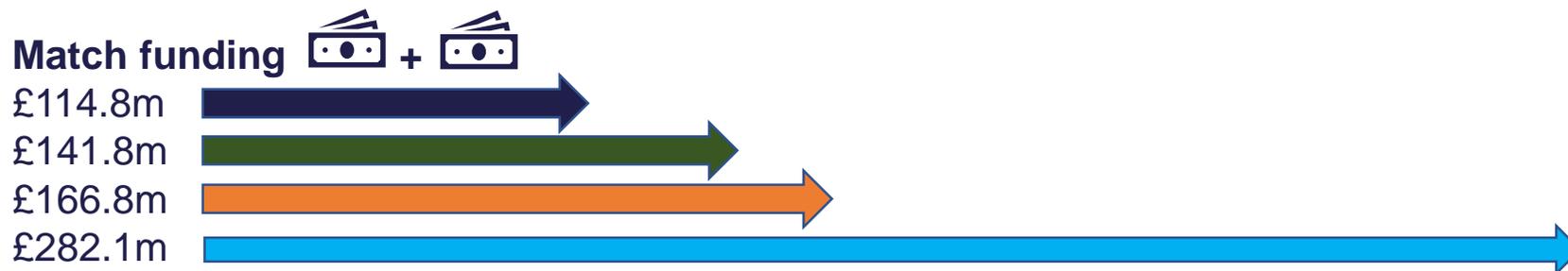
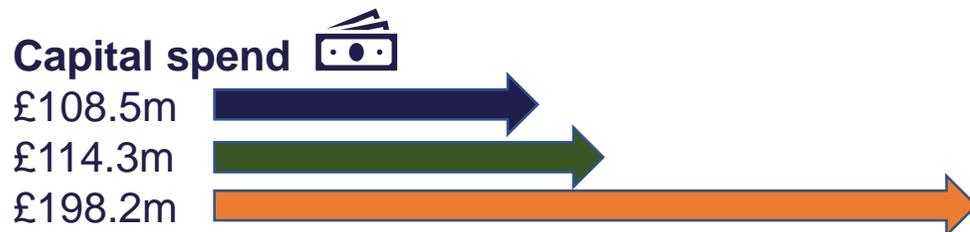
Building our
#IndustrialStrategy



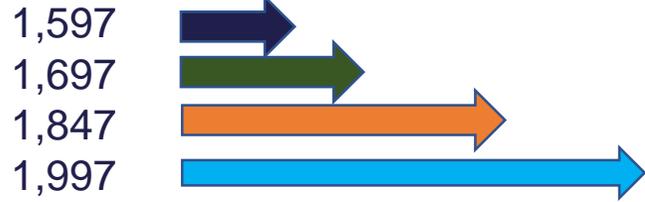
The Remote Applications in Challenging Environments (RACE) building at Culham Science Centre.

Please note: All infographics are indicative and not necessarily to scale.

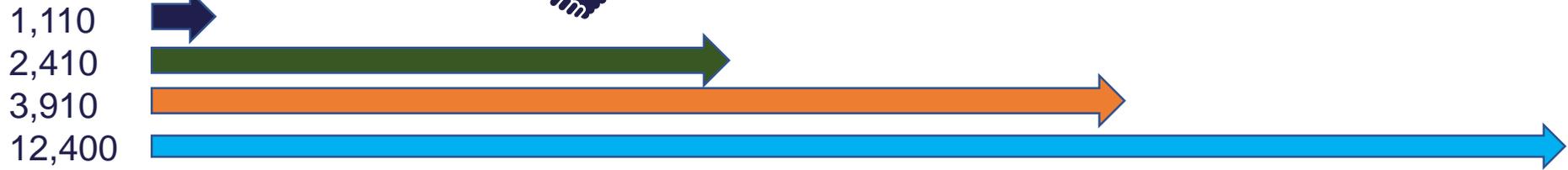
Outputs – strategic objectives:



Businesses supported (business support) – funding up to 2023



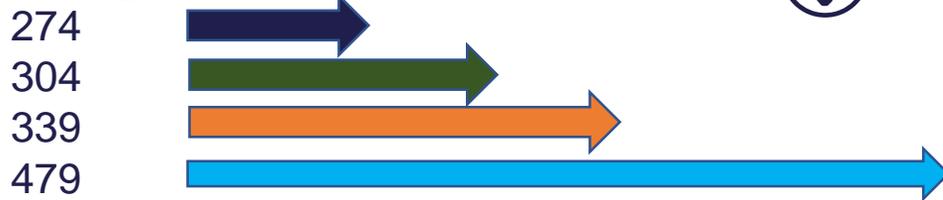
Businesses supported (skills)



Students supported (forecast to March 2021 and March 2025 both funding dependent)



Foreign direct investment successes



Outcomes – strategic objectives:

Actual – March 2019  Forecast to March 2020 
Forecast to March 2021  Forecast to March 2025 

Leverage 
£1,153m 
£1,823m 

Indirect jobs supported 
10,340 
28,144 

Housing supported 
500 
650 
1880 

New learners 
150 
367 
583 
1875 

3. Local Growth Fund

Projects planned for completion and/or official opening in 2019/20:

- Livestock Technology Centre (Skills)
- DISC (Innovation)
- CAV at Culham (Innovation)
- ProDrive (Innovation)
- Headington Phase 1 and Eastern Arc Improvement (Transport)
- City Centre transport improvements (Transport)
- Didcot Station MSCP (Transport)

Projects ongoing for 2019/20:

- Science Vale Cycle Network (Transport)
- Science Transit – Phase 2 (Transport)
- Oxford Flood Alleviation Scheme (Flood Alleviation)
- Oxford North (Mixed)
- Oxpens (Mixed)
- Oxford Plant Innovation Centre (Innovation)
- Osney Mead Innovation Quarter (Mixed)
- Plant Science (Innovation)
- Advanced Digital and Science Centre (Skills)
- Earth Trust Centre Development (Business Innovation Centre)
- Oxford City Station and Transport Interchange Development (Mixed)
- Hospitality Training Centre (Skills)

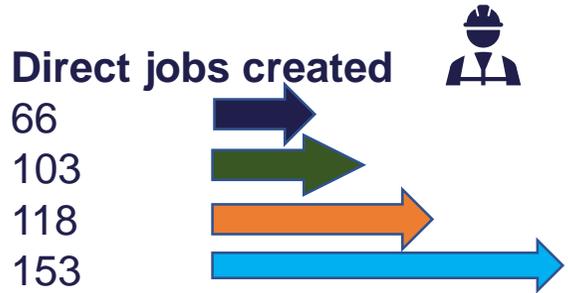
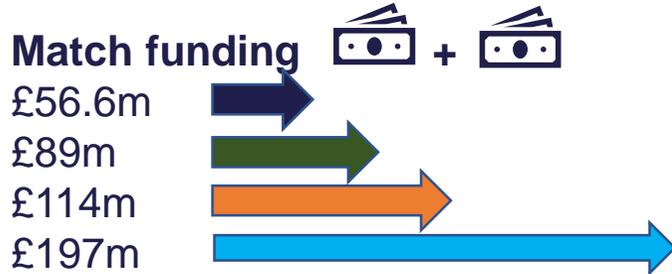


The official opening of Abingdon and Witney College's Livestock Technology Centre in May 2019 – we secured around £1m of funding for the project via the government's Local Growth Fund.

Local Growth Fund outputs:



Outputs – Local Growth Fund:



Outcomes – Local Growth Fund:

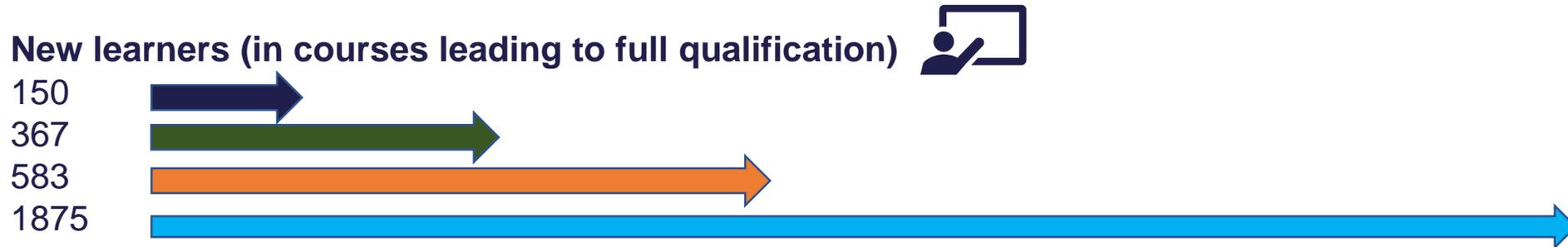
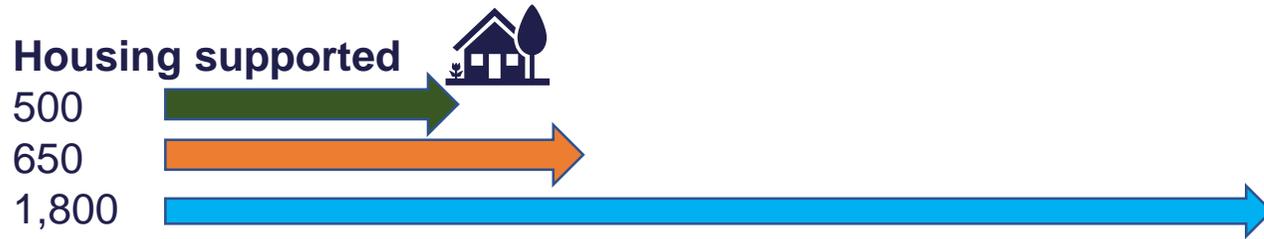
Actual – March 2019  Forecast to March 2020 
Forecast to March 2021  Forecast to March 2025 

Leverage 
£3.27m 
£670m 

(The majority of the leverage is expected from three large projects and will deliver close to March 2025)

Indirect jobs created 
9544 

(The majority of indirect jobs are expected from three large projects and will deliver close to March 2025)



Monitoring and evaluation:

The Local Growth Fund programme will be evaluated in:

- 2019/20
- 2021/22
- 2025/26

We are working with other Local Enterprise Partnerships to achieve this in an efficient and consistent manner.



The Sheldonian Theatre, Oxford city centre

4. Other funding and growth programmes

City Deal:

Projects planned for completion and/or official opening in 2019/20

- BioEscalator (Innovation)

Projects ongoing for 2019/20

- Access to enterprise zone – Relief to Rowstock (previously called Featherbed Lane) (Transport)
- Access to enterprise zone – Harwell Campus (Transport)
- Improvements to Northern Gateway – Loop Farm Link Road (Transport)
- Hinksey Hill, Science transit – Phase 2 (Transport)



The University of Oxford's BioEscalator, situated on the Old Road Campus, Oxford. Another project benefitting from government funding (City Deal), secured by OxLEP.

Outputs – City Deal:

Actual – March 2019 
Forecast to March 2025 

Capital spend 
£55.6m 

Match funding  + 
£58.2m 
£90.5m 

Direct jobs created 
234.5 

Outcomes – City Deal:

Actual – March 2019 
Forecast to March 2025 

Leverage 
£1.38m 

Indirect jobs created 
10,340 
18,600 

Housing accelerated (homes) 
9,000 

Growth Hub (BEIS and ERDF funding)

The Growth Hub forms part of the 'OxLEP Business' function that covers business support, inward investment, scale-up and innovation.

This arrangement including OxLEP Skills provides a coherent and coordinated approach to business support across multiple entry points.

Currently, OxLEP delivers two ERDF programmes business support programmes with a total value of £7.2m. We have also recently been awarded £2.34m to support our ERDF eScalate programme based on access to finance and support for social enterprise. This programme will launch in autumn 2019.

We are also confident of securing an additional £1m ERDF funding to extend our Innovation Support for Business programme beyond its current December 2019 end date.

It is anticipated that by September we will have a programme of business support activities funded by ERDF through to 2023.



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The future for the OxLEP Growth Hub

Our commitment through the Growth Hub is to enhance the offer to enable it to deliver more support for breakthrough and cornerstone businesses:

- The Growth Hub remit will expand to deliver more targeted support and advice to different types of businesses. This will include targeted support and sector advice to increase market participation and accelerate scale-up; business model innovation support; access to skills development; support accessing finance; and a programme linking world-class researchers to companies
- Expanding the offer of the Growth Hub will make business support more easily accessible to people wanting to start or grow a business, providing businesses with the support and advice they need to move more rapidly through our business lifecycle

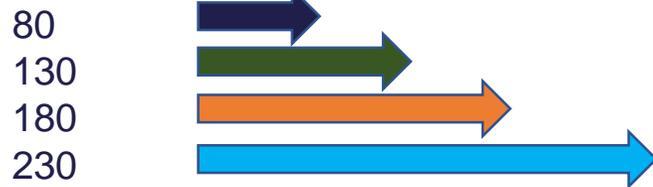
We will establish a world-class scale-up programme to support innovative breakthrough businesses to move more quickly through the business lifecycle to grow, to scale and commercialise innovation and technology:

- We will draw on successful global models to set-up a dedicated world-class scale-up programme that supports innovators to transition from the ideation phase to access funding and begin to prototype and commercialise technology and innovation. This will also provide critical leadership and management training, linking in with the skills agenda
- Providing this support will enable businesses to move more rapidly through the business lifecycle, reaching the prototyping and commercialising stage more quickly to capture value from innovation and ideation

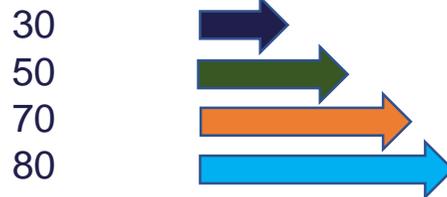
Outputs and outcomes – Businesses:

Actual – March 2019  Forecast to March 2020 
Forecast to March 2021  Forecast to March 2025 

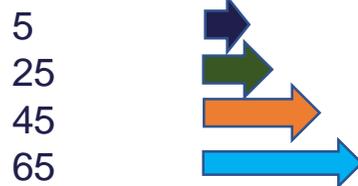
Businesses receiving 12 hours support (funded through to 2023)



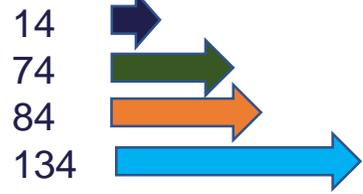
Business receiving financial support through grants



Businesses launching a new product to market



Indirect jobs created



Skills team

Introduction

The Oxfordshire Local Industrial Strategy (LIS) sets out a bold and ambitious 20-year vision for transformative growth across the region and the UK, and a highly skilled workforce is fundamental to us achieving this ambition:

Development of an agile and responsive skills education system which meets the needs of Oxfordshire's businesses and innovation ecosystem is vital. This will enable Oxfordshire to compete on the global stage, providing local communities with the skills required to access opportunities and to succeed.

Oxfordshire Skills Board (OSB) is a private sector led partnership and a sub group of the Local Enterprise Partnership that has responsibility for strategic skills development.

It has also assumed the responsibilities of a Skills Advisory Panel (SAP) alongside its broader range of priorities. The Skills Board will be analysing Oxfordshire's skills and labour market profile as part of our Skills Advisory Panel objectives. This work will report in Autumn 2019.

In response to the LIS, the Skills Board will refresh its skills priorities and develop a Skills Priority Statement setting out refreshed skills priorities to drive economic growth and improve social mobility over the short to mid-term.

The emerging *Oxford-Cambridge Arc* and the recent announcement of the **‘Government ambition and joint declaration between Government and local partners’** in the Chancellor’s 2019 spring statement enables us the opportunity to explore skills interventions at Arc-level where appropriate under the guiding principal of *‘Arc policy development delivered locally’*.

Oxfordshire has one the most highly-skilled populations in the UK – however, we have a shortage of school leavers with the skill sets the innovation ecosystem needs and an insufficient apprenticeship offer.

We have an ageing population, wide income disparities and need to do more to ensure growth is inclusive, creating opportunities for people to reskill, upskill, and continue to contribute to the economy.

To support the delivery of the LIS and to create opportunities too, the Skills team currently offer the following services:

- Work experience placements
- Raising awareness of Apprenticeships
- ESF '*Skills for Business*'
- Careers and Enterprise Company 'Enterprise Advisor network' and potential 'Careers Hub'
- CEP support and management
- Labour Market Intelligence reports

Outputs and outcomes – Skills:

Actual – March 2019  Forecast to March 2020 
Forecast to March 2021  Forecast to March 2025 

SMEs supported through the ESF Skills for Business programme

33 
90 

Schools supported in 'Encounters with employers and employees' experiences of the workplaces' (Gatsby Benchmarks 5 and 6)

44 
83 

Businesses supported in offering work experience placements (health and safety visits)

850 
1700 
2700 
8200 

Internationalisation

OxLEP has been working with DIT on the development of an Internationalisation delivery plan that proposes actions and projects that will promote Oxfordshire and support inward investment, export and capital investment success.

This work has spun out of the 'productivity' strand of the Housing and Growth Deal and the development of an Internationalisation delivery plan links directly to the Oxfordshire Local Industrial Strategy ambitions under the pillar: ***'A globally connected and competitive innovation economy'***.

The draft International delivery plan is being reviewed by the OxLEP Business Support Sub Group in May 2019 and will be presented to the OxLEP Board for adoption later in 2019.

OxLEP leads work across the county in supporting inward investment and we work closely with DIT and partners to support Foreign Direct Investment (FDI). In addition, we have been working with DIT on international trade and export support projects and capital investment projects.

As part of the international trade/export support, OxLEP has committed £120,000 of ERDF PA3 allocation to the DIT International Trade project ‘South Export Grant Scheme’, commencing in April 2020.

The £120,000 has been matched by DIT and will provide the following outputs:

	More Developed	Transition	Total
Total Spend	£240,000	-	£240,000
ERDF	£120,000	-	£120,000

Output	More Developed	Transition	Total
ER/C/O/01 Number of enterprises receiving support,	22	-	22
ER/C/O/02 Number of enterprises receiving grants,	22	-	22
ER/C/O/06 Private investment matching public support to enterprises (grants),	123,742	-	123,742
ER/C/O/08 Employment increase in supported enterprises	7	-	7

We will work with DIT to support this programme and will receive monitoring reports from DIT which we will share in this Delivery Plan.

Enterprise Zones

Science Vale is home to two Enterprise Zones amounting to a total of 216 hectares achieved through two successful Oxfordshire bids into the Government's first round (2012) and second round (2016) Enterprise Zone programmes.

Science Vale Oxford (EZ1) comprises a single site of 93 ha on the Harwell Campus and nine separate development sites at Milton Park amounting to 21 ha (originally 28 ha*).

The **Didcot Growth Accelerator (EZ2)** consists of seven brown and green field sites ringing the Didcot power stations site and a green field site at the A34 Milton Interchange. The Didcot Growth Accelerator totals 102 hectares of developable land including the extensions.

**From April 2016, a further six sites within Milton Park became designated as Enterprise zone extensions. These sites replaced seven hectares removed from Science Vale Oxford deemed to be undevelopable due to the presence of a scheduled ancient monument.*

All the sites are in fragmented private ownership ranging from individuals to well-established commercial property developers with institutional investment backing.

We are carrying out a comprehensive review of forecast business rates and outcomes of our Enterprise Zones which will be completed during 2019/20.

5. Strategic activity

Summary:

We continue to build our understanding of the Oxfordshire economy through extensive engagement with the business community including:

- An account management programme alongside the Department for International Trade of our key companies, delivered in partnership with local councils through the Oxfordshire Growth Hub
- C Suite sessions with Advanced Oxford, which represents high tech businesses; collaboration with business representative organisations including the CBI, FSB, Chamber and IOD through our Business Support Advisory Sub-Group
- Engaging c3,500 businesses through our Work Experience and Careers & Enterprise Company delivery programmes, allowing us to better understand their growth opportunities and challenges
- Ongoing engagement with the Scaleup Institute, reinforcing our understanding of the specific requirements of high growth and potential scale up businesses.

In addition to this, we work with world leading experts at our two Universities, Catapult centres and research institutions such as the Science & Technology Facilities Council, Faraday Institute and UK Atomic Energy Authority, to understand emerging technological trends, facilitate engagement and collaboration with the private sector. Encouraging innovation and improving business performance across our economy.

As part of the commitment agreed with Government under the Housing & Growth Deal, Oxfordshire is a trailblazer “wave one” area with a commitment to develop a Local Industrial Strategy (LIS) by March 2019. We submitted our technical draft strategy document by December 2018, we have progressed negotiations with the Cities and Local Growth Unit (CLG) in early 2019 and aim to sign off the negotiation and further discussion and aim to have the final LIS signed off by Government, our Board and the Oxfordshire Growth Board by July 2019.

Moving forward, we will prepare an investment prospectus which will be shared with national and international investors, including the public and private sectors, setting out how we intend to take forward the programme ambitions set out in the LIS.

Partnership working:

The Oxfordshire Growth Board is a Joint Statutory Committee responsible for the delivery of the Housing and Growth Deal, Joint Planning and delivery of the Local Authority programmes under the City Deal and LGF Programmes.

We have a strong and imbedded working relationship with the Growth Board, this is demonstrated through our engagement and joint membership. The Board has 12 founding members of which 6 are Local Authority Leaders and 6 non-voting Business Director representatives drawn from our LEP Board supplemented by Homes England and Statutory Agencies such as the Environment Agency.

Through the Board, we have worked with local authorities on the development of an Infrastructure Strategy to guide major investments for road, rail and utilities to 2030. Currently, we are working with local councils to prepare a new Joint Statutory Spatial Plan which will determine growth, housing and planning matters across Oxfordshire to 2050. The evidence base prepared under the LIS will be part of a suite of key documents which will underpin proposals. Senior representatives of each council are also member of LIS Steering Group, which is overseeing the development of the strategy.

Transparency

As a Local Enterprise Partnership it is vital that we have strong engagement with business, academia, public-sector representatives and the wider community spanning all areas of our work – this is particularly the case when we engage key stakeholders on our major strategies.

We are an ‘asset-rich’ County – working in partnership with stakeholders – we can communicate and indeed, act as a conduit to promote the scale of ambition and potential that exists within Oxfordshire.

This approach is clearly defined within our Communications Strategy: ‘We act as an informed and independent advocate for the county and those driving innovation and business growth’.

To ensure the themes within our Local Industrial Strategy (LIS) and Strategic Economic Plan (SEP) continue to resonate and reach key audiences our communications activity includes:

Events:

During 2018, we engaged c.250 individuals from across Oxfordshire, including SMEs, corporates and public-sector bodies, at four 'Q&A' events, each of which focused on one of our SEP priority areas of: People, Place, Enterprise and Connectivity.

We recruit panellists from high-profile Oxfordshire organisations to support engagement, and these have included: Abbot Diabetes, MEPC, HSBC, Oxford University, Enterprise Nation and Oxford University Innovation.

A review film of our July Q&A event can be [found here](#):

B2B relationship building:

- We act as a key partner or sponsor to several of the business networking groups within the county, in particular B4, who have over 500 businesses listed as members across multiple sectors.
- We are leading on the creation of a science and innovation ‘communications group’, made-up of 15 PR professionals representing many of the key strategic assets in Oxfordshire (including Harwell Campus, Milton Park and Culham Science Centre). This forum allows us to cascade key messaging on our strategic priorities.

Media relations:

- Building strong relationships with key local and regional media outlets to secure coverage. Allowing us to communicate successes, in particular the implementation of government-funded programmes/ projects supporting economic growth across Oxfordshire, such as LGF.

Digital communications – including blogs, vlogs and social media:

- Taking a proactive approach to our digital communications, creating regular original blog/vlog content – subject matter focused on key, strategic areas, in particular, our SEP and Oxfordshire’s Science and Innovation Audit.

In addition, given that Oxfordshire has been earmarked by Central Government as a county that can drive dynamic economic growth for the UK economy, particularly in the context of a post-Brexit economy, we have ensured our communications strategy fully reflects this.

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