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Open Cosmos



HM Government

Executive Summary



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.

Over the last decade, we have successfully attracted £3.3bn into the county.

51,000

Growth in job density in Oxfordshire 2011-2020*

*latest available ONS data (2020)

#1

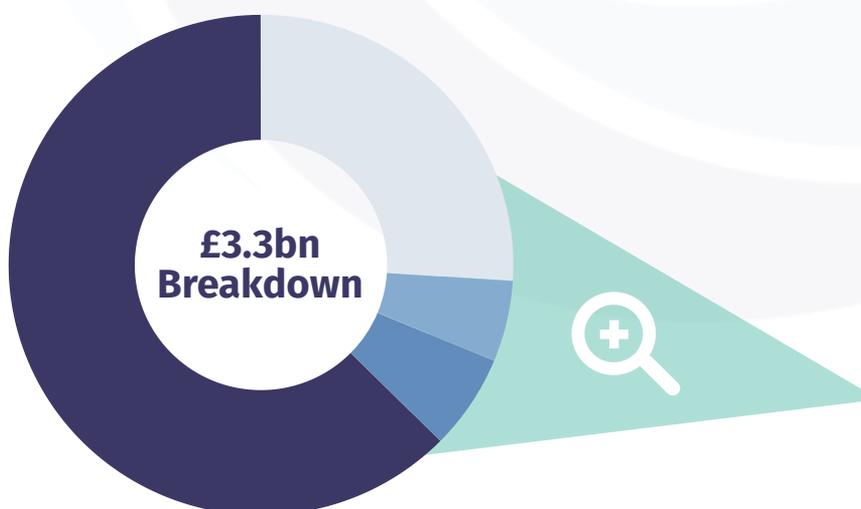
Concentration of science research facilities in Western Europe

Helped secure **£1bn**

of direct investment as part of...

Overseeing a **£3.3bn**

growth programme for Oxfordshire



Summary & Strategic Objectives



Our Local Industrial Strategy (LIS) launched in 2019 aimed at positioning Oxfordshire as a top three global innovation ecosystem by 2040. The LIS is one of three core strategies which will guide Oxfordshire's long-term development plans alongside the emerging Oxfordshire Plan 2050 and refreshed Oxfordshire Infrastructure Strategy. Together, these documents provide the framework for complementary strategies and investment priorities for Oxfordshire.

The UK Shared Prosperity Fund announced in Spring 2022 sets a renewed focus on the importance of place with SPF allocations awarded to lower tier authorities to develop investment plans across SPFs three priority areas of 'communities and place', 'supporting local business' and 'people and skills'.

We will continue to support Oxfordshire 'whole system' working to maximise modest SPF funds ensuring alignment with existing programmes and supporting delivery where practical.



In light of COVID-19, we worked with Oxfordshire partners to prepare an Economic Recovery Plan (ERP), which aims to mitigate the impacts of the pandemic on the county's economy and support businesses and local communities to rebuild jobs, infrastructure, investment and careers which have been disrupted.

The ERP comprises over 60 projects and is focussed on an initial 24-month horizon, seeking to accelerate planned investment and making better use of resources within the system which Oxfordshire partners can repurpose or redirect to tackle the economic challenges which have been created. The ERP complements the longer-term aspirations of the LIS.



Summary & Strategic Objectives



Our approach to supporting implementation of the ERP, LIS and other strategies will focus on:



Leadership

Influencing decision-making processes at all levels by representing the 'voice of business' from Oxfordshire.



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 Central Government to deliver the objectives of the LIS.



Facilitation

Working closely with partners and stakeholders, including local authorities, private and third sector organisations, universities, FE colleges and others through our sub-groups to implement our plans and strategies.

Strategic Objectives and Themes

We will focus delivery around our three thematic objectives:



1 Place-making

Provide the **quality environment** needed to **support growth** and build upon our exceptional quality of life, vibrant economy and the dynamic urban and rural communities.



2 Productivity

Deliver and attract **specialist and flexible skills** across all sectors, with full, inclusive **employment** and encourage **innovation-led growth**.



3 Connectivity

Allow people to **move** freely, **connect** easily and provide the **services, environment and facilities** needed by a dynamic, growing and dispersed economy.

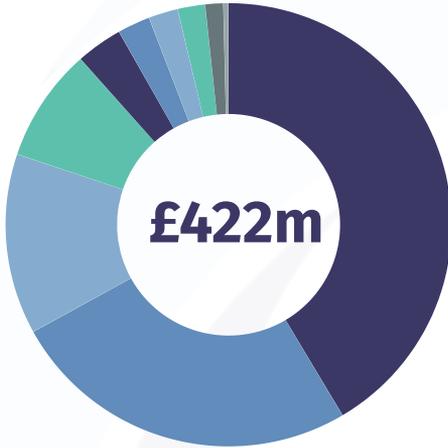


Strategic Objectives - Outputs



Our Major Funding Programmes (scroll over graphics to reveal detail)

Funding Allocations



Key Capital Spend vs Delivery Partner Funding (Cumulative)*



*Includes: LGF, GBF, GPF and City Deal



Local Growth Fund
£107.6m



Growing Places Fund
£9m



City Deal
£55.6m



Getting Building Fund
£8.4m



EU Funding
£14.2m



Enterprise Zone
£175m

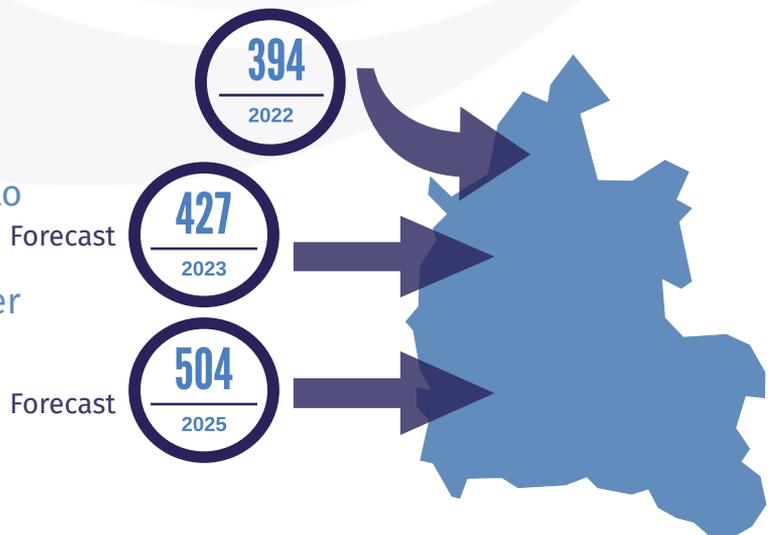


Other
£52.2m

Foreign Direct Investment Successes

Our inward investment service provides confidential and tailored assistance to help businesses from across the globe to **locate and grow** within Oxfordshire.

The figures to the right show the number of successful foreign direct investment projects into Oxfordshire since 2012 (cumulative).



Strategic Objectives - Outputs



Business Support & Skills

Businesses Supported (Cumulative)

Business Support Team

Medium and Intensive Support



Up To March 2022
7,000

Forecast To March 2023
7,800

Skills Team



Up To March 2022
15,336

Forecast To March 2023
16,601

Direct Jobs Created

Direct Jobs Created (Cumulative)



Direct jobs created through our programmes and services.

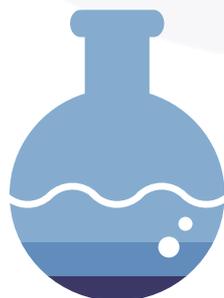
Planned Outcomes by March 2025 (all programmes)

11,000 Homes Supported/Accelerated



to boost growth in the county

New Learners 3,400



in courses leading to full qualification

£2,073m in Enabled Funding



additional investment as a result of capital funding

27,000 Indirect Jobs Supported



in supporting sectors such as supply chain

Getting Building Fund

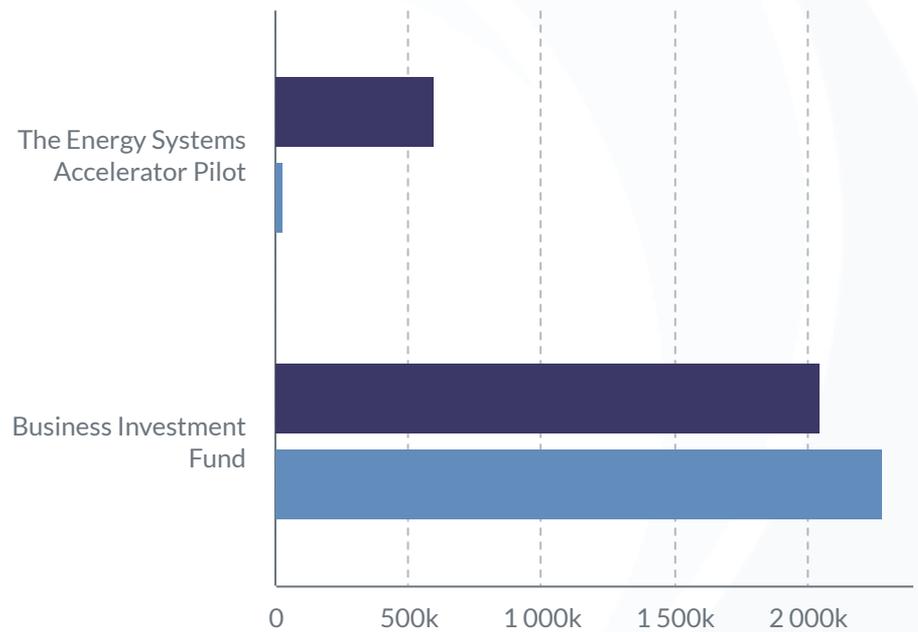


Through the Getting Building Fund (GBF) we have secured £8.4m, giving businesses and communities an all-important boost following the COVID-19 outbreak. The Getting Building Fund programme is supporting 6 projects around the county, which collectively, will lead to the creation of 472 new jobs and safeguard a further 324 jobs.

Projects Completed 2021/22

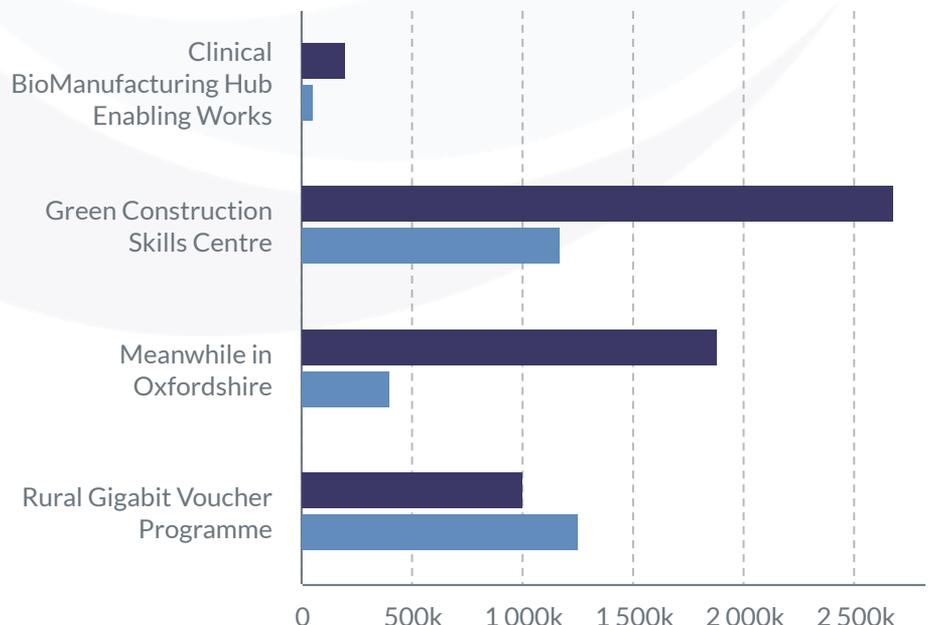
£2.645m

These projects are now fully completed and are on track or have exceeded their outcomes.



Projects Planned for Completion in 2022/23

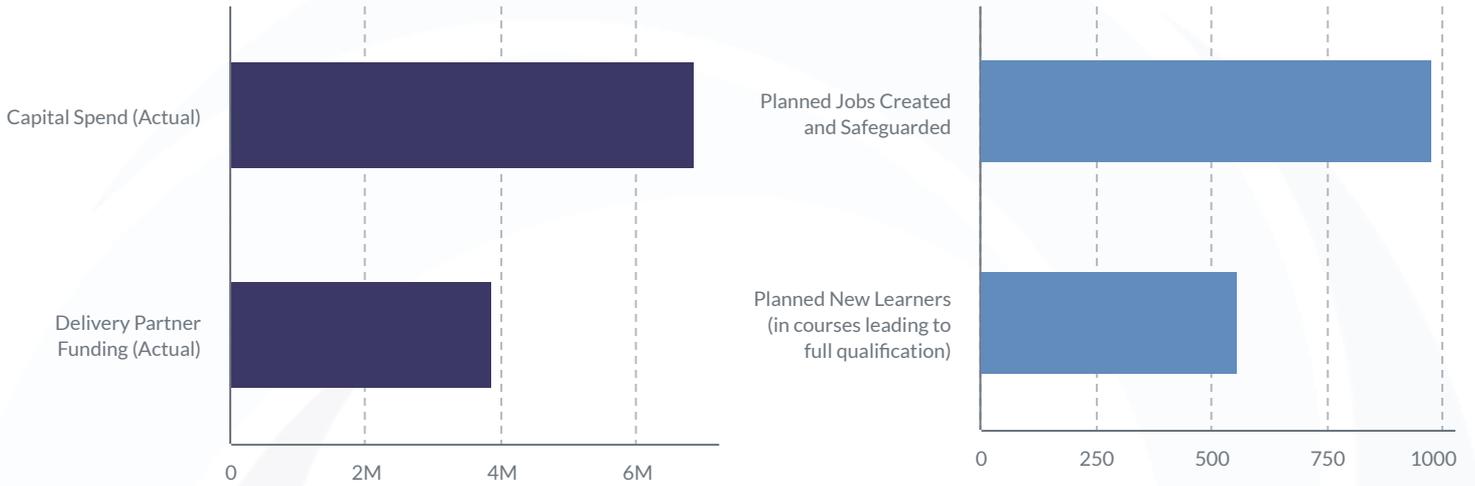
These projects are due to be completed and/or opened later this financial year.



Getting Building Fund



GBF Outputs and Outcomes



Completed GBF Projects 2021/22

The Energy Systems Accelerator Pilot (Mini-TESA)

University of Oxford
Innovation

The Energy Systems Accelerator, known as Mini TESA, has brought together academic and industry researchers in a multi-disciplinary hub that focuses on the transition to low carbon energy solutions. The new co-working space, which can host up to 100 workstations, has seen the redevelopment of Holywell House in Osney Mead into a centre for ideas and collaboration. The Mini TESA will create 102 new jobs for the Oxfordshire economy and is a pilot for a full energy systems accelerator which will become a 10,000m2 international facility for up to 800 practitioners, stakeholders and academics to work and interact.



Image courtesy of John Cairns through the University of Oxford

Business Investment Fund

OxLEP Business
Business Support

Overseen by OxLEP Business, the Business Investment Fund has supported 38 scalable, small to medium-sized businesses with grants of between £25,000 and £100,000 for capital projects with the ability to deliver tangible outcomes aligned to driving economic recovery, growth and job creation. Project impacts by 2025 are set to include the creation of 220 jobs, the safeguarding of 230 jobs and investment targeted at areas facing the biggest economic challenges as a result of the pandemic, with tangible outcomes aligned to driving economic recovery, growth and job creation.



Local Growth Fund



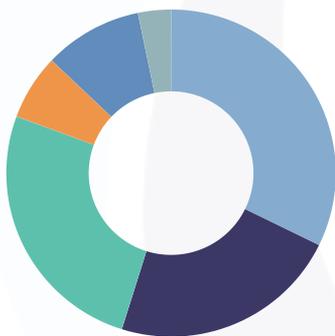
Through Local Growth Funds (LGF) 1, 2 & 3 we have secured £107.6m direct funding and £138.4m delivery partner funding - generating a further £693m enabled funding to support dynamic economic growth, allowing us to support multiple projects to benefit local people and businesses.

Projects Completed 2021/22

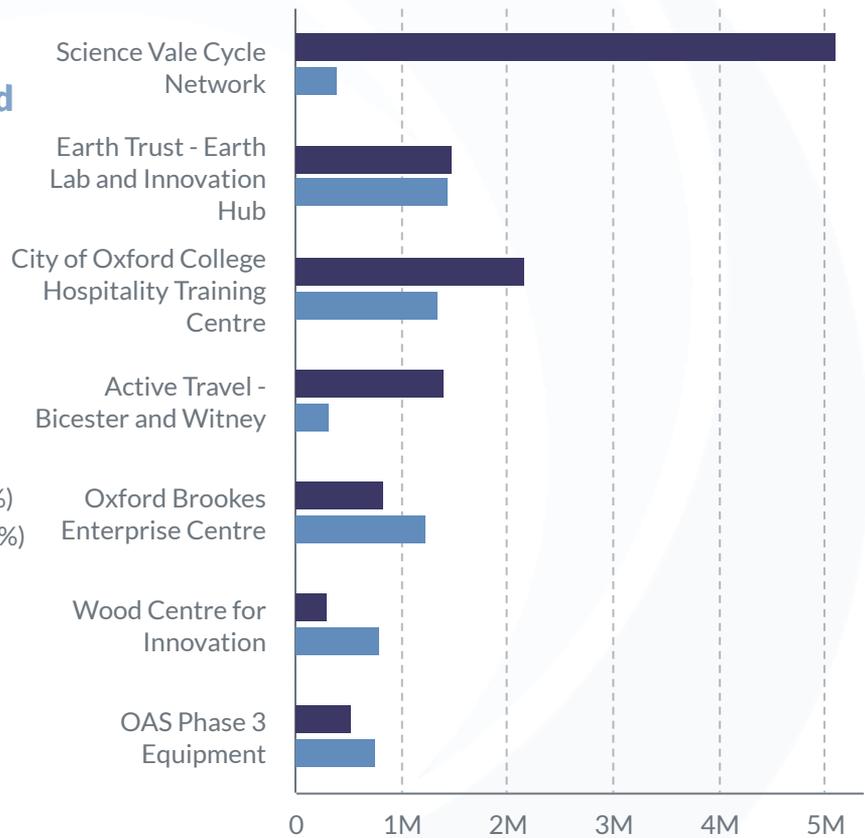
£11.832m

These projects are now **fully completed** and are on track or have exceeded their outcomes.

Sector Breakdown of whole LGF Programme

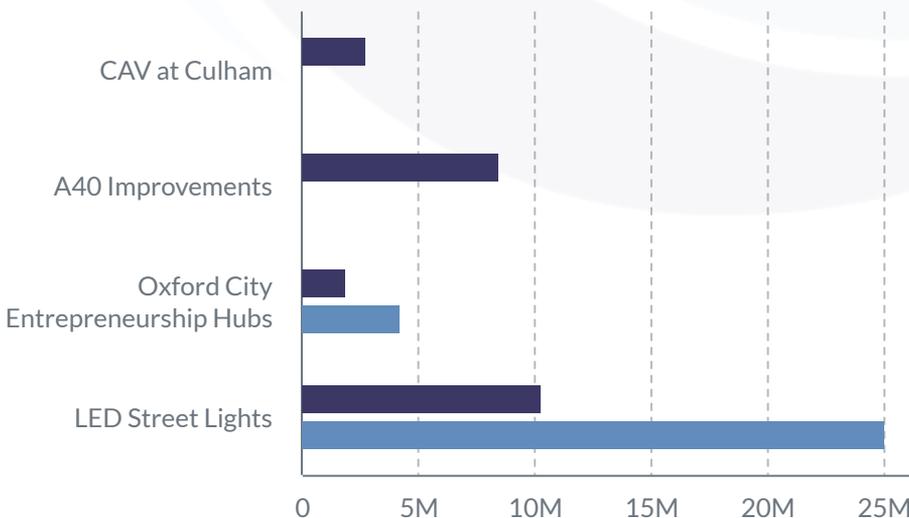


- Transport (32.26%)
- Innovation (22.58%)
- Skills (25.81%)
- Business (6.45%)
- Mixed (9.68%)
- Flood (3.23%)



Projects Planned for Completion in 2022/23

£23.41m



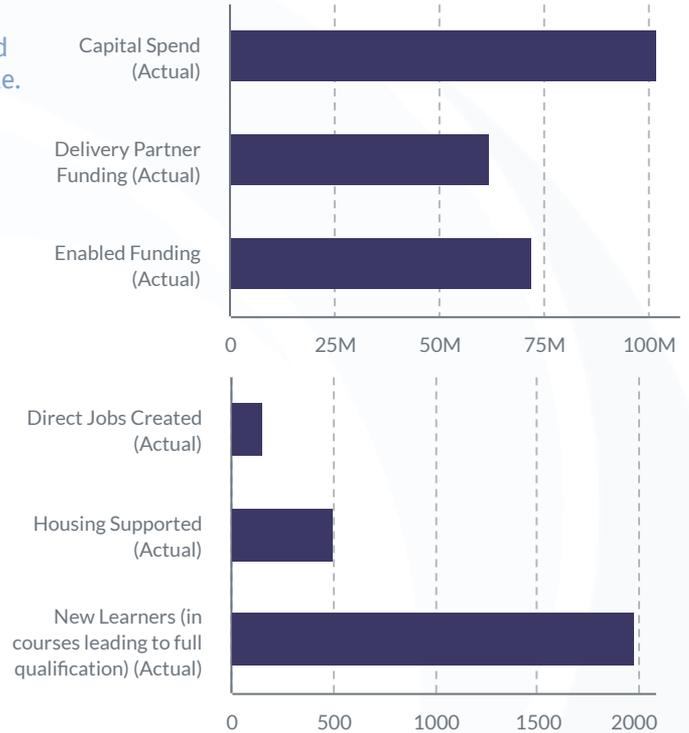
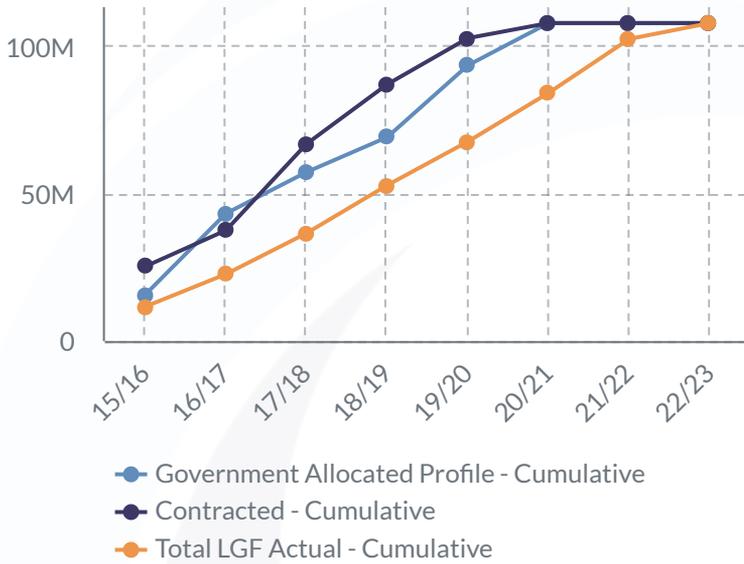
These projects are due to be completed and/or opened later this financial year.

Local Growth Fund



LGF Outputs and Outcomes

This graph shows the LGF actual spend to date plus projected spend of future years against the Government Allocated Profile.



LGF Forecasts for 2025



Indirect Jobs Supported
8,017



New Learners
2,837



Housing Supported
1,806



Enabled Funding
£693m

Completed LGF Projects 2021/22

Science Vale Cycle Network

[Oxfordshire County Council](#)
Transport

A sustainable transport scheme delivering cycle and pedestrian routes to Milton Park, Harwell Campus and Culham Science Centre, increasing connectivity between Science Vale, residential areas, and the newly improved Didcot station by bike.

The cycle routes are set to increase green connectivity to the Science Vale, reduce congestion on roads and make the area a more attractive place to live and work, supporting future growth.



Local Growth Fund



Completed LGF Projects 2021/22 (continued)

Earth Lab and Innovation Hub

Earth Trust

Business and Skills Rural Innovation Centres

Funding has enabled Earth Trust – an environmental learning charity that champions accessible natural green spaces for all – to build Earth Lab – a new, environmentally friendly education centre – and develop an existing barn into an Innovation Hub.

The completed Earth Lab showcases a host of eco-friendly materials and features, with the flexible classroom space doubling Earth Trust's capacity to engage young people and provide opportunities for bringing environmental science to life throughout the curriculum.



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City of Oxford College Hospitality Training Centre

Activate Learning Skills

The completion of this state-of-the-art Hospitality Training Centre sees the provision of a specialist teaching area with 'realistic' working environments for the hospitality sector, in-line with supporting the growth of the visitor economy in Oxfordshire.

This is set to have a major impact on both the hospitality and visitor economy sectors, as well as boosting tourism spend.



.....

Active Travel – Bicester and Witney

Oxfordshire County Council
Transport

A series of new cycling and walking measures implemented in Bicester and Witney to boost healthier and greener forms of connectivity in two of the county's major towns.

Measures put into place include improved connectivity into Bicester town centre – supported by off-road pedestrian and cycle facilities and reduced traffic speeds in Bicester – along with an active travel corridor in Witney implemented to follow the most commonly-used cycle route through Witney and connections onward to the main Witney-to-Oxford cycle route via the A40.

Outcomes are set to include promotion of active travel, improved air quality and improved health for local communities.



Local Growth Fund



Completed LGF Projects 2021/22 (continued)

Oxford Brookes Enterprise Centre

Oxford Brookes University
Innovation

The new Oxford Brookes Enterprise Centre will give companies access to lab spaces, experts and professional networks, with a specific focus on health and life sciences and the digital technologies sector.

The centre will provide premises for spinout and early stage companies with laboratory space, co-working space, meeting rooms and a multi-purpose enterprise space.

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Wood Centre for Innovation

The Oxford Trust
Innovation

The Oxford Trust's development of these class II laboratory facilities seeks to respond to the significant demand that has been seen in the last couple of years from science and tech start-ups and SMEs for lab space in Oxford's world-leading life sciences cluster, centered in Headington.

After the initial completion of phase 1 of the lab development, the facility went on to secure funding for the commencement of a second phase and completion of its conversion of the dedicated high-spec laboratory facilities.

.....



OAS Phase 3 Equipment

UKAEA
Skills

Oxfordshire Advanced Skills' (OAS) scheme will help provide equipment for the lab space at the centre in Culham and create a facility whose ongoing curriculum will be driven by industry experts.

The scheme aims to train 240 higher and degree apprentices, upskill 800 people through short courses, as well as 750 through e-learning, all during a four-year period.



Local Growth Fund



Projects Completed Up To March 2022 *(see the OxLEP website for more information)*

Centre for Applied Superconductivity

[University of Oxford](#)
Innovation

Upstream Flood Storage at Northway and Marston

[Oxford City Council](#)
Flood Alleviation

The Advanced Skills Centre

[Abingdon and Witney College](#)
Skills

Care Skills Training Centre

[Activate Learning](#)
Skills

Didcot Station Car Park Extension

[Great Western Railway](#)
Transport

Oxpens Enabling Works

[Oxford City Council](#)
Place

Headington Phase 1 and Eastern Arc Improvements

[Oxfordshire County Council](#)
Transport

Construction Skills Academy

[Abingdon and Witney College](#)
Skills

Oxford City Public Transport Improvements

[Oxfordshire County Council](#)
Transport

Disruptive Innovation for Space Centre

[Satellite Applications Catapult](#)
Innovation

Oxford Centre for Technology and Innovation

[Activate Learning](#)
Skills

Earth Lab and Innovation Hub

[Earth Trust](#)
Skills and Business Support

Science Vale Cycle Network Improvements

[Oxfordshire County Council](#)
Transport

Advanced Digital & Science Centre

[Henley College](#)
Skills

Local Growth Fund



Projects Completed Up To March 2022 *(see the OxLEP website for more information)*

Livestock Technology Centre

[Abingdon and Witney College](#)
Skills

The Wood Centre for Innovation

[The Oxford Trust](#)
Innovation

Oxford Centre for Plant Science Innovation

[University of Oxford](#)
Innovation

Kennington Bridge Enabling Works

[Oxfordshire County Council](#)
Transport

Powertrain Technology Centre

[Prodrive](#)
Innovation

Highways Renewals

[Oxfordshire County Council](#)
Transport

Hospitality Training Centre

[Activate Learning](#)
Skills

Milton Interchange

[Oxfordshire County Council](#)
Transport

Active Travel

[Oxfordshire County Council](#)
Transport

Cuttleslowe Roundabout

[Oxfordshire County Council](#)
Transport

Osney Mead Innovation Area

[The University of Oxford](#)
Innovation

OAS Phase 3 Equipment

[UKAEA](#)
Skills

Enterprise Centre

[Oxford Brookes University](#)
Innovation

LGF Projects
Complete

27

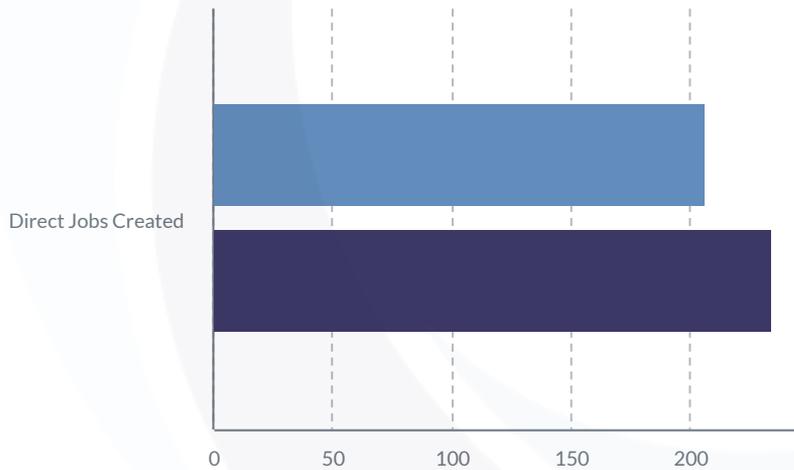
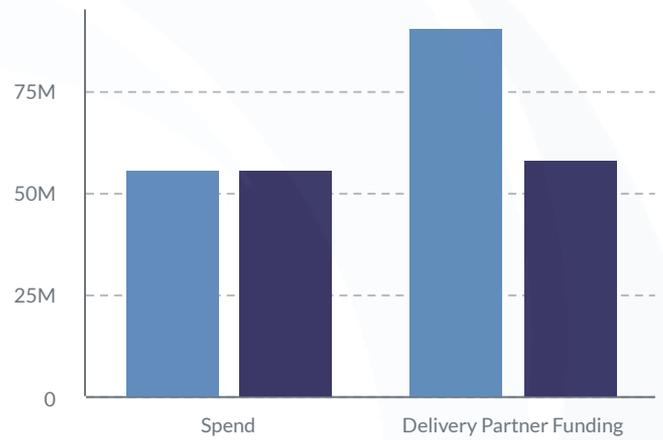
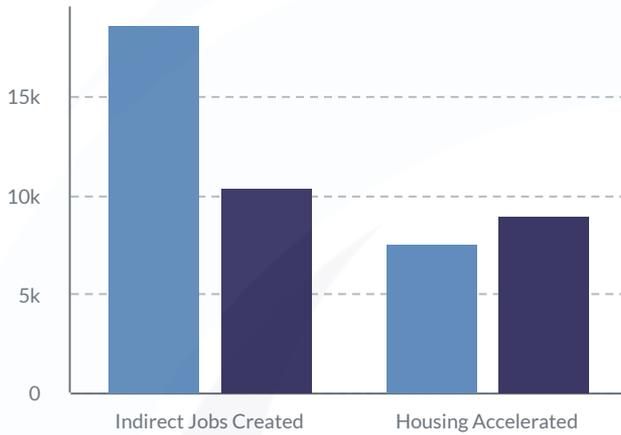


City Deal



City Deal ensures we can support the county's economy through a £55.6m Government-funded programme. With additional investment from local partners and the private sector, this created a total planned package of £1,296m for Oxfordshire, which we are exceeding.

City Deal Outputs & Outcomes



**Enabled Funding
Delivered To
Date
£1,380m**



City Deal



Projects Completed Up To March 2022 *(see the OxLEP website for more information)*

Remote Applications in Challenging Environments (RACE)

[UKAEA](#)
Innovation

Begbroke Innovation Accelerator

[University of Oxford](#)
Innovation

Milton Interchange

[Oxfordshire County Council](#)
Transport

Oxford Northern Gateway

[Oxfordshire County Council](#)
Transport

Innovation Support for Business (ISfB) 1

[OxLEP](#)
Business

Access to the Enterprise Zone

[Oxfordshire County Council](#)
Transport

Apprenticeships Programme

[Oxfordshire County Council](#)
Skills

Quad One Innovation Centre

[STFC](#)
Innovation

Oxford Science Transit Phase 1

[Oxfordshire County Council](#)
Transport

Chilton Slips

[Oxfordshire County Council](#)
Transport

BioEscalator

[University of Oxford](#)
Innovation

Projects Ongoing for 2022/23

Access to Enterprise Zone - Relief to Rowstock

[Oxfordshire County Council](#)
Transport

Kennington Bridge

[Oxfordshire County Council](#)
Transport

Oxford Station / Botley Road Bridge

[Network Rail](#)
Transport



Growth Hub



The Growth Hub remains a core service, forming part of the 'OxLEP Business' function that covers business support, inward investment, scale up and innovation.

The Growth Hub provides a coherent and coordinated approach to business support across multiple entry points.

Currently we deliver two ERDF business support programmes with a total value of **£9.4m**, which will run through to December 2022.

The programmes focus on:

- **Innovation**
- **Scale Up and Growth**
- **Access to Finance**
- **Social Enterprise**

We have continued to provide support through both schemes, flexing where required, for example allowing extension for grant claims.

In parallel, we have continued to flex the business support resource to help meet the demands of Oxfordshire businesses during the COVID-19 pandemic and subsequently during period of recovery and growth.

During 2021/22 we have:

- Further developed the enhanced support offered through the Growth Hub including mentoring and NED for a day
- Awarded 38 grants totalling £2.097 million, through the **Business Resilience Grant Fund** – enabling the **creation of 45** and **safeguarding 215 jobs**.
- Delivered the **National Peer Networks programme** - supporting 152 businesses via 14 cohorts, delivering 120 Action Learning set sessions and 180 1:1's.
- Delivered a series of start up activities including webinars and a bootcamp
- Delivered a series of Foundation to Growth and Peer Networks including Women in Business.

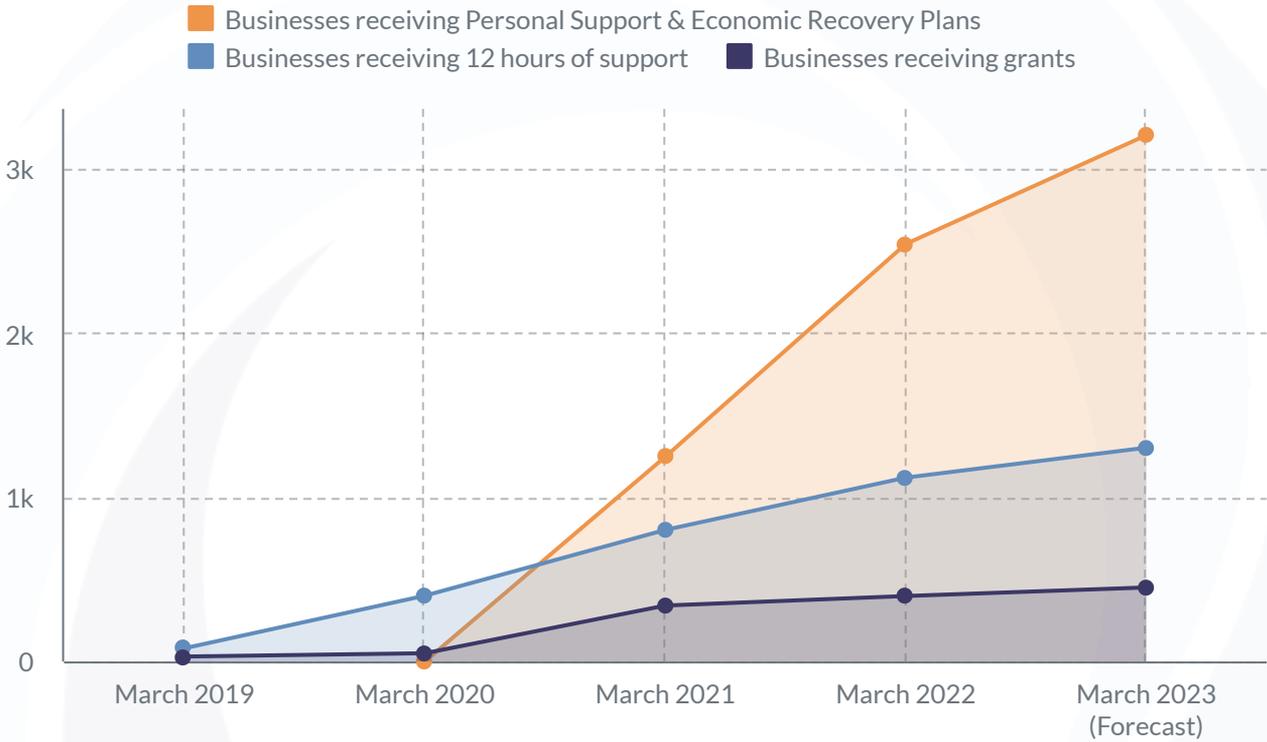


Growth Hub



Outcomes Achieved to March 2022

Business Support (Cumulative)



1118 Businesses Receiving 12 Hours of Support



60 New Products Launched to Market



7,000 Businesses Supported



398 Grants Paid



450 Jobs Created



1,197 Jobs Safeguarded



Growth Hub



Enhanced Growth Hub Key Activity 2021/22



Businesses/Individuals Supported
1,500+



Grants Managed/Awarded
£2.5m+



Jobs Created
150



Jobs Safeguarded
310



Businesses Received 1:1 Support
300



Businesses Triaged
1,294



Peer Networks Cohorts
18



Webinars Delivered
100+



Start Up Club Bootcamp Attendees
34



Referrals to Other Local/National Programmes
1132

Future Plans for our Growth Hub

Our commitment is to continue to enhance our offer, enabling us to deliver a variety of support at every stage of Oxfordshire businesses' journeys - from pre-start onwards.

We also continue to provide support through existing ERDF programmes through to September 2022 with the hope that both programmes will actually continue offering support through to April 2023, as well as delivering a range of services including:

- Local Peer network support including Women in Business events
- Delivery of the Cherwell Business Investment Fund (£450k)
- Working with Local Authority partners to deliver a coordinated UK SPF programme of activity.
- Delivery of a £1.6 million Visitor Scheme which will include digital diagnostic, wrap around support, £500k grant scheme and a series of PR and Marketing campaigns.
- Further roundtable events bringing together Oxfordshire Business support providers
- Delivery of an Apprenticeship Bursary Scheme (£200k) Social Contract programme
- Further enhanced online Business Support Tool (triage tool) offering including:
 - Personalised Support & Economic Recovery Plans (PSERP)
 - Start Up Club
 - 1:1 business support
 - Webinars including Net Zero, Neurodiversity, B Corp
 - Foundations to Growth programme
 - NED for a Day
 - Further enhance our Investment ready activity



Skills Team



Skills underpin economic prosperity and are a key priority under the Housing and Growth Deal and LIS, which set out a bold and ambitious 20-year vision for transformative growth across the region and UK.

Prioritisation of skills within our Economic Recovery Plan (ERP) will drive forward work to help ensure that the needs of our economy are met now and in the future – through skills training, access to re-skilling and creating opportunities for those most impacted by COVID-19. From a national perspective the we are working with two strategic white papers: DfE’s Skills for Jobs: Lifelong Learning for Opportunity and Growth and the long awaited ‘Levelling Up’ proposal.

The Skills for Jobs: Lifelong Learning for Opportunity and Growth white paper sets out reforms to Post-16 technical education and training aimed at supporting people to develop the skills needed to secure employment and improve national productivity and ‘Levelling Up’ White is a document that sets out how the Government will spread opportunity more equally across the UK.

Oxfordshire Skills Board (OSB) provides strategic direction for skills in Oxfordshire and assumes responsibility for the Department for Education’s (DfE) Skills Advisory Panel (SAP). As part of our SAP obligations, OSB developed a refreshed [Local Skills Report and Plan](#) (March 2022), providing a comprehensive overview of the local skills and labour market - highlighting challenges and opportunities. It is used to be comparable with other LEP areas, which will enable Central Government to more broadly understand the needs and priorities of local areas, along with the national picture.

The DfE’s ambition is that the Local Skills Report and Plan, together with Labour Market Data provided by LEP’s, will inform Employer Representative Bodies (ERB’s) when creating their Local Skills Improvement Plans (LSIPs). It is expected that by summer 2023, most of the country will have an LSIP developed and approved by the Secretary of State.

Information on the UK Shared Prosperity Fund (UKSPF) has recently been released. The People and Skills investment is not available until 2024/25.

In 2022, the Skills Team is offering the following services/programmes (directly and through procurement):

- Business support to unlock/access the Apprenticeship Levy
- Oxfordshire Apprenticeships Grant
- All CEC networked schools/colleges in the Careers Hub (2022/23 academic year)
- Promoting Apprenticeships and vocational career pathways
- Support for those impacted by the pandemic and furthest from the labour market
- Digital IT equipment and training for those impacted by digital deprivation/digital literacy
- Community Employment Plans (CEPs) support and management

Skills Team



COVID-19

The Covid-19 pandemic has had a significant impact on the employment, skills and training of some of Oxfordshire's most vulnerable groups. From Summer 2022, we will be launching the Social Contract programme. We will be providing support to large businesses helping them to unlock their Apprenticeship Levy in order to help SME's fund Apprenticeship training. We will also be offering a Oxfordshire Apprenticeships Grant to businesses taking on a new Apprentice. This could cover initial travel costs, childcare or IT equipment for a new starter.

Outcomes Achieved to March 2022

27 Schools/Colleges Supported to Meet Gatsby Benchmarks 5 & 6



30 new Apprenticeship Ambassadors



23 Secondary Schools Supported to Meet All 8 Gatsby Benchmarks



15,336 Business Supported



Forecasts to March 2025

200 Engagements with Apprenticeship Levy Employers



384 Additional Apprenticeship Starts and 198 Additional Apprenticeship Completions



Internationalisation



Our internationalisation work to secure foreign direct and capital investment into Oxfordshire and support companies to trade internationally continues to be an important, high-profile activity despite the global economic slowdown linked to COVID-19 and challenges on trade related to the end of EU transition.

Our Internationalisation Plan has set the priorities and targets for our work to secure international investment into Oxfordshire and support companies to trade successfully internationally and we work alongside the Department for International Trade (DIT) and local partners to deliver this successfully.

Our internationalisation work is a key pillar of the LIS, featured as one of 20 investment-ready projects in our LIS Investment Plan, and Oxfordshire Economic Recovery Plan.

Resource has been targeted at developing new and updated sector propositions in Energy, Robotics and AI and working with DIT to develop High Potential Opportunities (HPO) focussed on investment into Fusion Energy in Oxfordshire and Connected Autonomous Mobility in Oxfordshire and the West Midlands.

Both HPOs have been launched and we are already seeing significant investment into Fusion with the announcement by General Fusion from Canada who will be building their demonstrator at Culham.

Uniquely, the fusion energy HPO is also promoting international trade opportunities based on know-how and supply chains both in Oxfordshire and elsewhere in the UK – illustrating the UK wide reach of supply chains for innovation based businesses in Oxfordshire and how Oxfordshire plays a vital part in levelling up the UK.

We lead work across the county in supporting inward investment, working closely with DIT and local partners to support foreign direct investment (FDI).

Oxfordshire is a partner in DITs Internationalisation Fund, launched in late 2020, and companies have been benefitting from the fund to support growth in exports. The Oxfordshire fund has now been fully allocated and we have made a request to Government for any underspend elsewhere in the UK to be used to support Oxfordshire companies.



Enterprise Zone



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



Science Vale Oxford (EZ1) comprises a single site of 93 hectares on the Harwell Campus and 9 separate development sites at Milton Park amounting to 21 hectares (originally 28 hectares*).

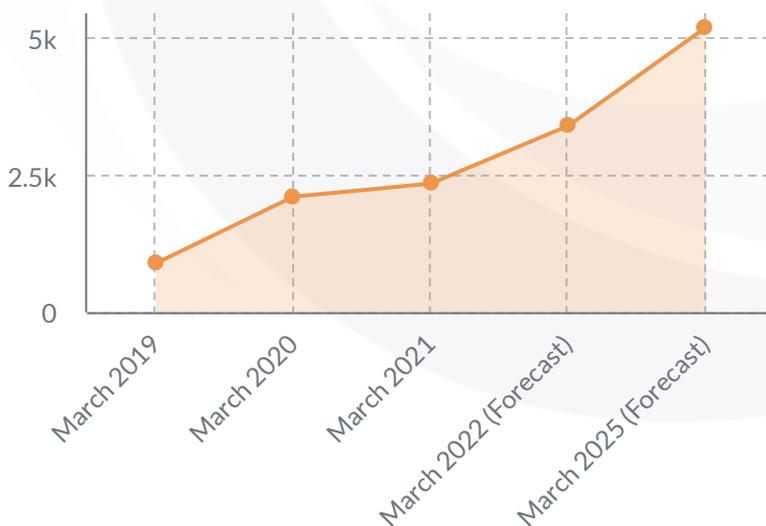
**From April 2016 a further 6 sites within Milton Park became designated as EZ extensions. These sites replaced 7 hectares removed from Science Vale Oxford deemed to be undevelopable due to the presence of a scheduled ancient monument.*

The Didcot Growth Accelerator (EZ2) consists of 7 brown-&-greenfield sites ringing the Didcot power station site and a greenfield site at the A34 Milton Interchange. The Didcot Growth Accelerator totals 102 hectares of developable land including the extensions.



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

Jobs Secured (Cumulative)



Commercial Floorspace Completed (square metres) (Cumulative)



The EZ Sub Group has been meeting quarterly and reporting into the OxLEP Board. An updated Memorandum of Understanding (MoU) has been agreed for EZ1 and a draft MoU is being developed for agreement for EZ2.

Strategic Activity



Extensive engagement across the private sector has continued to build our understanding and enhance our performance tracking of the Oxfordshire economy - which has been crucial in forming our understanding of the economic impact of COVID-19. This engagement will continue during 2022/23 to ensure our interventions remain fresh, agile and effective.

Key building blocks include:

- **Insight sessions** with business leaders across key thematic areas including town centre renaissance, skills and training, supply chain development and clean growth helped to shape the Oxfordshire Economic Recovery Plan (ERP).
- An **account management programme** (alongside DIT) of our key companies, delivered in partnership with local councils through our Growth Hub.
- **C Suite sessions** (co-ordinated with Advanced Oxford, Oxford University Innovation and Oxford Sciences Innovation) to support innovators and entrepreneurs across Oxfordshire's world leading innovation ecosystem to continue the growth and development of University spin outs and high-tech businesses.
- **Analysis and development** of the innovation ecosystem to support its long-term resilience and growth, under the leadership of our Board. This will draw on the insights of senior business, science and academic leaders to track investment in R&D and commercialisation activities; improve the use of IP by businesses; and increase the international profile of Oxfordshire as a global innovation hub in line with the vision set out under the LIS.
- **A joint programme** of promotion, studies and engagement with Experience Oxfordshire and Cotswolds Tourism to showcase the county's vital visitor economy to domestic and international markets and engagement with DCMS, Visit Britain/England and conference/tour operators. This continues to be a vital part of our work under the ERP to rebuild the sector following the impact of COVID-19.
- **A programme of activities** under the leadership of our Culture & Visitor Economy Sub-Group to promote Oxfordshire's pioneering creative industries with industry groups including Creative England, Creative Industries Federation, Arts Council England, Oxford Technology & Media Network and the Arts & Culture Group to help rebuild its vibrancy and leadership in economic recovery of places and communities across the county.
- **Collaboration with business representative organisations**, including the CBI, FSB and Chamber, through our Business Support Sub-Group.

Strategic Activity



We work with world leading experts at our two universities, Catapult centres and research institutions to understand emerging technological trends and facilitate engagement and collaboration with the private sector to innovate and improve business performance across our economy.

This will be vital as we look to accelerate investment in R&D and translational activity into commercial products/services and create new jobs, as part of supporting the UK's economic recovery and progress to a net zero carbon neutral society.

The LIS Investment Plan is a crucial component, translating the ambitions set out in the LIS into a comprehensive programme of delivery. It consists of at least 20 investible propositions developed to business case readiness, alongside a further 20 proposals at outline stage with the potential to be accelerated to business case level, where opportunities arise. The aggregate value of the Investment Plan, initially to 2030, exceeds £4.3bn.

The Investment Plan was launched in September 2020 and formed part of Oxfordshire's submission to the Government's Comprehensive Spending Review. It will form part of ongoing dialogue with departments and policy officials during this operating year. Extensive work is underway with officials in Whitehall in bringing forward key components of major projects - including the flagship West End Global Innovation District in central Oxford, the expansion of the International Space Cluster at Harwell Campus and a new Energy Systems Accelerator which will pioneer new technologies and approaches to clean growth. We will look to accelerate these and other vital projects under the Investment Plan and ERP in 2022/23 as the funding landscape becomes clearer.

And, we will continue to support the development of the Ox-Cam Pan Regional Partnership working closely with partners to engage Government in moving forward the commitments made by Ministers to grow the Arc as a dynamic economic corridor.

The Arc Economic Prospectus was launched in Autumn 2020, this forms the basis for a number of working groups, developing work programmes in support of the ambitions set out in this plan. One in particular the Arc Internationalisation Plan is well advanced and will be launched in 2022/23. We will continue to work with partners to progress proposals set out under that document.

Image courtesy of the Clinical Biomanufacturing Facility, The University of Oxford



Strategic Activity



The Future Oxfordshire Partnership (FOP) is a statutory committee responsible for the delivery of the Housing and Growth Deal and, with constituent Local Planning Authorities, the development of the Oxfordshire Plan 2050; a joint Statutory spatial plan for the county.

OxLEP's Business Director representatives are non-voting members of the FOP, which also brings together the six local authority leaders and representatives from health, Homes England and Statutory Agencies such as the Environment Agency.

During 2022/23, we will work with local authorities and other partners to refresh the Oxfordshire Infrastructure Strategy, which will guide major investments for road, rail and utilities to 2050. The Local Transport and connectivity Plan (LTCP) will also add additional focus to the importance of supporting connectivity in its widest sense, seeking to connect communities with employment and leisure locations through a multi-modal approach, recognising the importance of Blue and Green Infrastructure.

This work will complement that being undertaken to prepare Oxfordshire Plan 2050, which will determine growth, housing and planning matters across the county for the next 30 years. A new strategic vision has been adopted as part of this process and there will be a detailed consultation exercise during late autumn/spring 2022/23 on spatial options and allocations. The evidence base prepared under the LIS, Investment Plan and ERP will form a suite of key documents underpinning proposals and ensuring full alignment of Oxfordshire's economic, spatial and infrastructure priorities.



Communications and Engagement



Transparency and promotion of our impact as a Local Enterprise Partnership remains vital. We strive to ensure we have strong engagement with business, academia and public sector representatives across all areas of work.

Outlined below is our approach and achievements that demonstrate how we aim to provide a successful communications function at OxLEP.

Updated communications and engagement strategy:

Since the last delivery plan was published, we have created a new communications and engagement strategy for OxLEP, which will run through until March 2024. The strategy aims to create a clear framework around what priorities and key areas we will communicate to identified stakeholders and audiences.

The ‘business landscape’ has changed significantly following the COVID-19 outbreak in March 2020 – with this in mind, it is vital that our communications strategy recognises the need to deliver effective communications that embraces the channels that our identified stakeholders interact most effectively with.

In addition, the strategy aims to identify any areas in which our organisation can be more efficient in its delivery to better reach those audiences. This strategy aims to direct a culture within our communications function that embraces all varieties of communications, delivered with our core objectives at the centre.

In terms of classification of activity, this will be built around the following five core strands:

- ***Economic recovery***
- ***Sustainability***
- ***Innovation***
- ***Opportunities***
- ***Effectiveness***

In addition, as one of 37 local enterprise partnerships operating in England, it is important that communications activity supports the remit of OxLEP set by our funders which is broadly built upon the principles of:

- Supporting the development of an economy that benefits Oxfordshire businesses and Oxfordshire communities.
- Supporting the development of an economy that delivers for the wider UK economy, both nationally and internationally.

To support the delivery of this strategy, an overarching aim has been created for it, sat alongside a vision that we have for the Oxfordshire economy, as well as our own mission as an organisation. The aim of this strategy is: ***‘To position OxLEP as a considered, trusted and forward-thinking organisation that both promotes and supports the Oxfordshire economy and its ongoing potential.’***

Communications and Engagement



Outlined below are a number of ways and methods we have employed to support the delivery of the communications and engagement strategy:

Key initiatives:

Listed below are a number of key initiatives and engagement events aimed at reaching targeted audiences and highlighting our role across key priorities:

Oxfordshire Apprenticeship Awards 2022 – May 2022
<https://www.oxfordshirelep.com/oaawards2022>

OxLEP annual event 2021 – December 2021
<https://www.youtube.com/watch?v=-BruL4f6GBs>

OxLEP's official COP26 event: 'The Billion Tonne Drop' – November 2021
<https://www.youtube.com/watch?v=Cr4ynEu2iec&t=2584s>

OxLEP's official COP26 event, 'scene setting' film: 'The Billion Tonne Drop – How Oxfordshire leads the global charge to address the climate emergency' – November 2021
<https://www.youtube.com/watch?v=xywWIGzGwYo&t=39s>

OxLEP Business 'Marketplace' event – November 2021:
<https://www.youtube.com/watch?v=UBOsyklhkP8&t=33s>

OxLEP presents: 'The Oxfordshire Plan 2050: Why the business voice needs to be heard' – October 2021:
<https://www.youtube.com/watch?v=GZRDK8bMVf4&t=3455s>

'New to OxLEP Business' webinar – June 2021:
<https://www.youtube.com/watch?v=0WmvClMh-iQ>

'New to OxLEP Business' webinar – April 2021:
<https://www.youtube.com/watch?v=qoIQkctG3-M&t=2255s>

Media relations:

Having a positive and mutually-beneficial relationship with our local and regional media counterparts is key in ensuring we can communicate to our key audiences. We also aim to build better relationships with online content creators too who can help to amplify our messages to digital audiences.

Stakeholder relations:

In addition, ensuring that we work collaboratively with key stakeholder groups and businesses – particularly via their own communications teams – is a priority. We have fruitful relationships with all the major science and business parks, universities and business networking groups, all of which help to amplify our messaging.



Individuals
Registered to
Attend
4,750



Online Events/
Webinars
Delivered
155

Communications and Engagement



A continued focus on digital communications:

At the time of writing this update, our social media following continues to grow, supported by a content-driven approach, with our latest statistics across our main social media channels being:

Social Media Account	Twitter Followers	LinkedIn Followers
OxLEP	6,923	2,876
OxLEP Business	3,706	1,400
OxLEP Skills	1,785	749
Oxfordshire Apprenticeships	4,461	0
Total	16,875	5,025

More generally, our approach to digital communications takes on the following approach:

- Following on from the pandemic, we continue to place a significant emphasis on using digital channels to communicate our role and function as a LEP. In particular, our support offer to Oxfordshire businesses, the impact we have made – and continue to make – with businesses and communities in the county, highlighting the investment we have secured for Oxfordshire and its impact, as well as the key strengths of the Oxfordshire economy.
- We continue to evolve the delivery of information for digital audiences in much more ‘consumable’ methods – this includes investing in software that allows us to deliver ‘in-house’, more consumable digital content including via; animations, video content and infographics.
- We have also created a specific digital strategy role with the organisation, solely focused on attracting new audiences and online users through our digital platforms, creating an optimised and positive experience for users, as well as maintaining their engagement on an ongoing basis.
- We continue to grow our social media audiences through content-driven, organic means and through targeted paid campaigns, aimed at specifically engaging our key audiences

Events:

We continue to evolve our event provision and – post-pandemic – we have aimed to create an events programme that combines in-person and digital event opportunities. Our transition to a remote business – led through digital engagement events – continues to be successful.



4,750
 People
 registering
 for 155 events



Collective
 Social Media
 Followers
21,900



New Followers
 over the last
 year
4,900



Pieces of
 Media
 Coverage
75