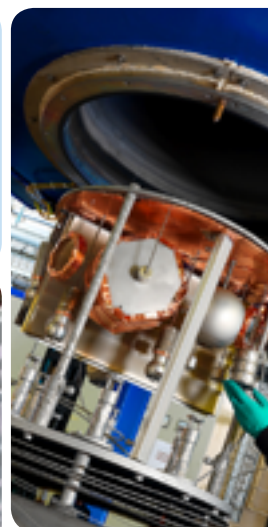


Oxfordshire Local Enterprise Partnership

Annual Report 2015 - 2016





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

Chief Executive's Foreword

I am always impressed with the range and quality of innovative businesses which operate within the county and which themselves contribute to the vibrancy of the places we live. I am delighted therefore to present our first annual report following incorporation in March 2015. Our focus remains squarely on creating the conditions within which our economy can grow, that our people have the skills they need to benefit from that growth, communities have access to quality housing and employment space, business can grow dynamically and connectivity is a reality whether by road, rail, public transport or digital.

Our approach has seen significant investment made into all four of our Strategic Economic Plan priority areas and these are beginning to have demonstrable impact. Through our strengthened engagement with the wider business community we better understand the pressures and constraints they face and through initiatives such as our Oxfordshire Business Support Programme, Investment and skills teams engagement we can tailor support packages to help meet their growth ambitions.

In the last 12 months we have moved into a delivery phase, where the funding secured in the last two years is being delivered on the ground. Oxfordshire is demonstrating its local, national and international impact in all we do and the priority through this next phase is to ensure our communities and businesses continue to benefit from these opportunities. That's why over the year we have redoubled our efforts to work with schools and colleges, to raise aspiration and indeed achievement. In partnership with the Business community our O2i Skills Team and the Careers Enterprise Company we have focused attention on supporting the links between Businesses and Schools to shape our future workforce.

It is fair to say that the progress made over the last 12 months, indeed the last 3 years would not have been possible without the continued commitment and dedication of the Board, our LA partners and particularly the Economy and Skills Team of the County Council who from April 2016 were seconded into the company. Thank you therefore to everyone who has contributed to Oxfordshire's success to date.

As we move into the 2016/17 operational year it is worth reflecting that only through strong leadership, collaborative working and shared goals can we continue to be the catalyst for a dynamic economic growth programme. The delivery task ahead is challenging but one that we relish and approach with confidence.



Nigel Tipple
Chief Executive

What is the Oxfordshire Local Enterprise Partnership?

Oxfordshire Local Enterprise Partnership (OxLEP) is a business led strategic body with members and stakeholders from the business community, further/higher education, local authorities, and other sectors. By working with these partners, OXLEP plays a central role in determining local economic priorities and undertakes activities to drive forward sustainable economic growth and create new jobs across the county.

OxLEP's Board members



Adrian Shooter,
Chair (stepped
down October 15)



Ian Wenman,
Deputy Chair



Nigel Tipple,
Chief Executive,
OxLEP



Jeremy Long,
Chair (joined
March 16)

Cllr Ian Hudspeth, Leader, Oxfordshire County Council

Cllr Matthew Barber, Leader, Vale of White Horse District Council

Bob Bradley, Executive Chairman, MD2MD (Chamber of Commerce)

Margaret Coles, Chairman, Federation of Small Businesses

Cllr John Cotton, Leader, South Oxfordshire District Council

Sally Dicketts, Chief Executive, Activate Learning

Alistair Fitt, Vice Chancellor, Oxford Brookes University

Andrew Harrison, CEO, Diamond Light Source (Science Vale Oxford UK)

Adrian Lockwood, Chief Executive, Integration Technology Ltd (Oxfordshire Skills Board)

Cllr Barry Norton, Leader, West Oxfordshire District Council

Cllr Bob Price, Leader, Oxford City Council

Phillip Shadbolt, Chairman & CEO, Zeta Specialist Lighting Ltd (Bicester Vision)

Richard Venables, Director, VSL & Partners (Oxford Strategic Partnership)

Ian Walmsley, Pro Vice Chancellor, University of Oxford

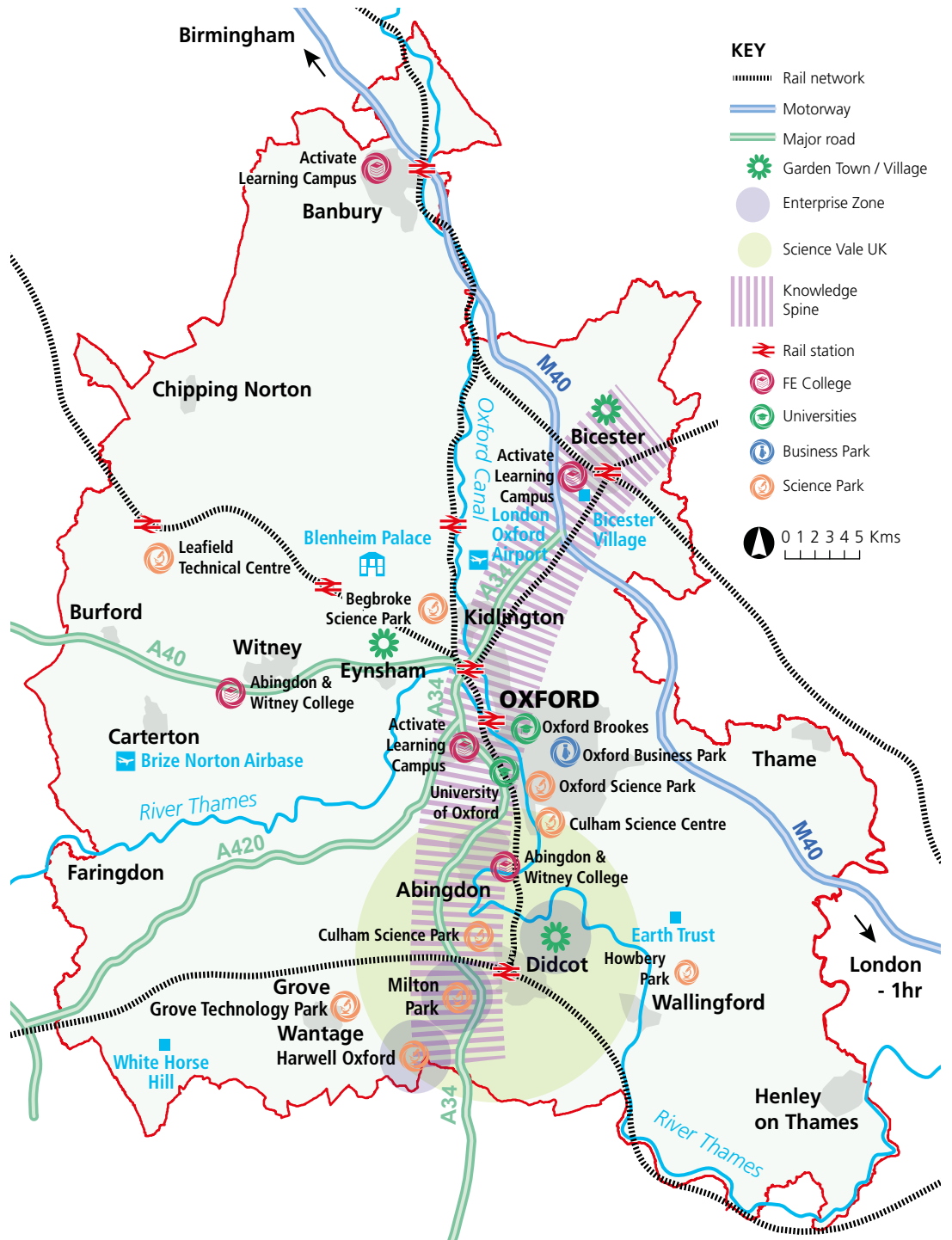
Cllr Barry Wood, Leader, Cherwell District Council

The OXLEP area

Oxfordshire is home to some of the UK's principal resources for high quality, knowledge-based, economic growth. These include, *inter alia*:

- the University of Oxford, which is among the top 5 in the world on every key indicator (both teaching and research), and according to every league table. Oxford University has had over 50 Nobel Prize winners, more than most countries, and total external research has increased every year for the last 10 years, reaching £523m in 2014/15
- Oxford Brookes University, which is among the best of the newer universities nationally and consistently ranks within the top 10 universities in the UK for income from intellectual property, reflecting the strong impact of its research
- a unique grouping of 'big science' and other research facilities, primarily in Science Vale in the south of Oxfordshire, including the Culham Centre for Fusion Energy and – at Harwell – the Science and Technology Facilities Council (STFC) Rutherford Appleton Laboratory; Diamond Light Source, the national synchrotron facility; the ISIS Pulsed Neutron Source; the Central Laser facility; the UK Space Gateway, including the Satellite Applications Catapult Centre; the European Space Agency; and the Medical Research Council's facilities
- some outstanding and fast-growing businesses with names that are increasingly recognised around the world, ranging from newer companies like Adaptimmune and Immunocore to more established ones like Sophos, Williams F1, Oxford Instruments and Blackwell and global brands such as BMW, Unipart and Oxford University Press
- the growth momentum linked to Science Vale Oxford, two Enterprise Zones (covering the Didcot, Harwell and Milton Park areas), two Garden Towns (Bicester and Didcot) and an increasing supply of specialist science and business parks and incubator space (for example, at Begbroke, Bicester Business Park, Harwell Science and innovation Campus, Milton Park, and Oxford Science Park)
- Improving access to long term risk capital, particularly due to the establishment during 2015 of two major new funds: Oxford Sciences Innovation, a joint venture between Oxford University and ISIS to invest £320m in science and technology based spin outs from Oxfordshire's research facilities; and the Woodford Patient Capital fund, which raised £890m at launch and which is based in Oxfordshire.
- an enviable location – which is close to both a booming world city (in terms of London) and a major global hub airport (Heathrow); and is an integral part of the UK's Golden Triangle (defined around Cambridge, London and Oxford).

Fig 1. Oxfordshire's Strategic Economic Assets



Oxfordshire's built and natural environment has played a major part in the county's economic and social development and it will continue to be a vital part of its future. Many of Oxfordshire's towns and villages are attractive and vibrant places in which to live, work and relax. The county's natural capital - including its land, soils, air, water, animals and plants - is distinctively rich and diverse. And its urban and rural heritage is outstanding. The county's residents, businesses and other organisations - wherever they are located - all benefit economically, socially and culturally from these assets.

Strategic influence, strategy development and governance

Since OxLEP was endorsed by government in 2011 it has been at the forefront of driving growth, collaboration and investment to further enhance Oxfordshire's economy. The key milestones of our journey from 2011 to 2015 are illustrated below.

Table 1: Key milestones 2011 to 2015

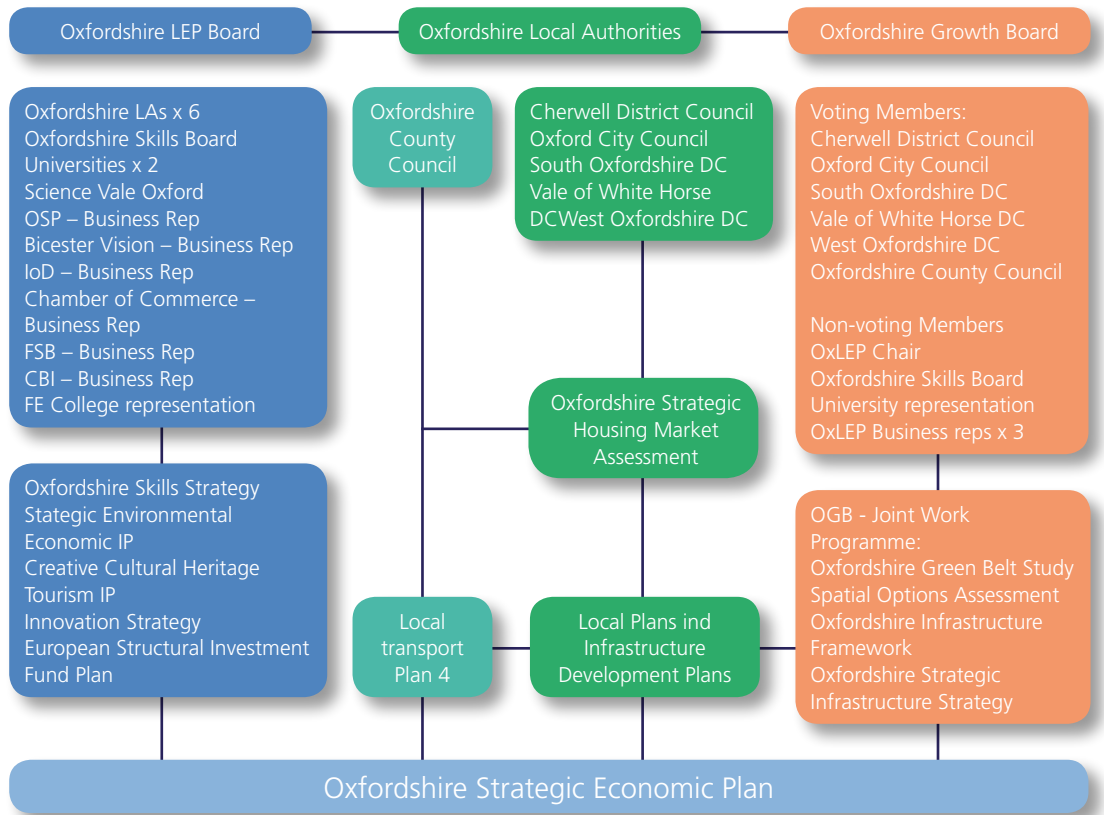
2011	2012	2013	2014	2015
<ul style="list-style-type: none"> • OxLEP formed • OxLEP board in place and governance processes approved • Skills Board set up 	<ul style="list-style-type: none"> • £9.1m Growing Places Fund launched • Initial growth plan developed • £10m Pinch Point funding awarded • Science Vale Enterprise Zone approved 	<ul style="list-style-type: none"> • CEO appointed • City Deal negotiations start • LGF 1 negotiations commence • OxLEP allocated £19.3m EU ESI Funds • £2m Business Support awarded 	<ul style="list-style-type: none"> • £55.6m City Deal agreed • 1st Strategic Economic Plan launched • £108.8m LGF deal agreed • ESI Fund Plan agreed 	<ul style="list-style-type: none"> • £9.9m Local Growth Fund agreed • OxLEP incorporated • 2nd Enterprise Zone awarded in Didcot • LGF 1 schemes move into delivery phase

Our Board has continued to grow and develop during the year and sustains strong relationships with Oxfordshire's local authorities and the Oxfordshire Growth Board as demonstrated below. The working arrangements have strengthened our collaborative approach and provide an integrated range of services and functions (statutory and non-statutory) to support sustainable economic growth. These services and functions dovetail to support the delivery of the Strategic Economic Plan for Oxfordshire, a widely-owned 'economic route map' for our county.

Diamond Light Source, Harwell



Fig 2: Relationship between the OxLEP and Oxfordshire Growth Boards



More information about the continued development of our Board is included in our Business Plan 2016/19.

Artists Impression - Didcot Garden Town



Strategic Economic Plan 2016

Our initial Strategic Economic Plan published in 2014 built on the narrative we developed as part of the City Deal – that the Oxfordshire economy has the greatest potential of any location in the UK to deliver world leading technology and business innovation, building on academic research. In January 2016 we decided to update our SEP so that it:

- reflects new evidence and insight that has become available over the last two years
- embraces a number of investment plans and strategies that have been completed (or are ongoing) within the county, relating (for example) to skills, innovation, culture & heritage and the environment
- acknowledges the changing wider context for Oxfordshire's economic well-being – and particularly, the far greater global economic uncertainty that is likely to define the next five years, including in relation to the outcome of the referendum on the UK's membership of the EU
- responds to substantial engagement from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents
- anticipates that the process of devolution will progress substantially over the months/years ahead.

We continue to focus our activities around four Thematic Programme areas:



people

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.



enterprise

Encourage innovation led growth, underpinned by Oxfordshire's strengths in University research and development, business collaboration and supply chain potential.



place

Provide the 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.



connectivity

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

People

Objective: 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.

Oxfordshire's people are the county's principal resource in supporting the next phase of economic growth: they are versatile, adaptable, highly skilled and in great demand. Employers, however, are struggling to recruit the people they need with the skills that they require against a backdrop of close to full employment.

O2i "Opportunities to inspire"/Careers Enterprise company

In July 2015, O2i Opportunities to Inspire successfully bid to deliver the Careers and Enterprise Company's flagship programme the Enterprise Adviser Network in Oxfordshire. The programme began in September 2015 with the recruitment of an Enterprise Co-ordinator, with responsibility for the recruitment of Enterprise Advisers. Enterprise Advisers (EAs) are volunteers drawn from businesses who work directly with a school's leadership team to develop effective employer engagement plans.

Following the successful development of the O2i website, by the end March 2016, 26 Enterprise Advisers had been recruited and 19 schools had been engaged. This programme supports strategic priorities SP2 & SP4 in the Skills Strategy which begin to address the challenge to ensure our young people are better able to access top quality careers information and guidance that it aligned to our growth sectors, including increasing the number of apprenticeships.

Activate Learning - Technology Campus, Oxford




 Case Study

DIDCOT GIRLS' SCHOOL – "A Business Breakfast with a Twist"

Aims:

- To open up the school as a welcoming space to the local, Didcot business community.
- To engage students with local employers, and to provide a platform for students to build presenting and leadership skills while exhibiting to employers.

Didcot Girls' School's Enterprise Adviser invited his networks and the local business community to a networking event hosted inside DGS. The whole student body was set the task of developing a business idea in groups – a project they worked on with their tutor groups in school for weeks prior to the event. The winning team received business mentoring for their project, hosted by Didcot Railway Centre.

On the day itself, the students hosted the event and pitched their business ideas. One student who pitched her wish to find work experience in the aerospace engineering industry was approached by a young, female engineer working for a space systems organisation and received career mentoring and gained valuable insights and inspiration.

Oxfordshire Apprenticeships

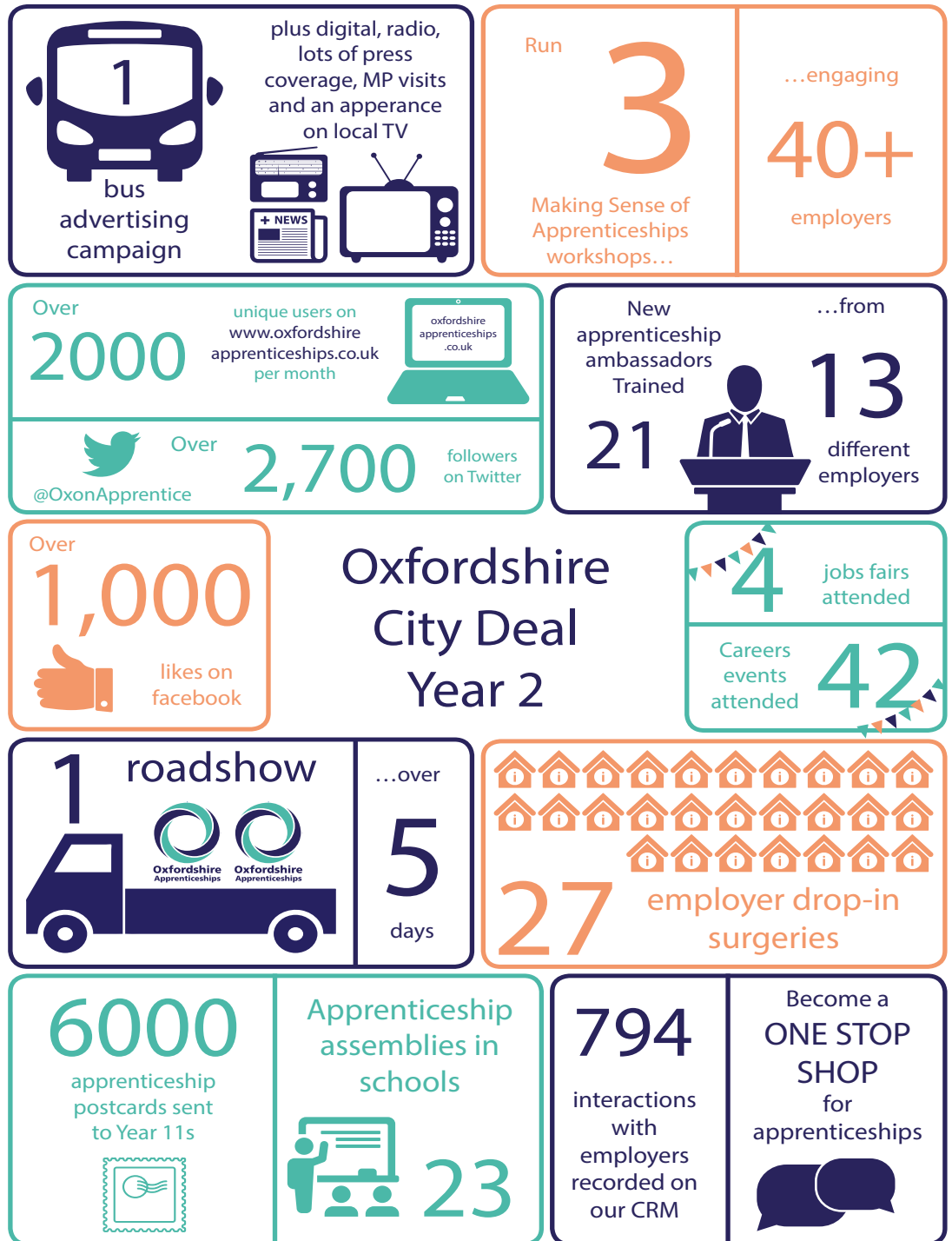
Our 'City Deal' provided renewed focus on the skills agenda and its vital role in supporting innovation led growth. Oxfordshire Apprenticeships led the development of a transformative package of measures agreed in January 2014 to deliver stronger collaborative working arrangements between the public, private and education sectors including increased apprenticeship opportunities for young people and grants for employers to support them to take on apprentices.

In 2015/16 Oxfordshire Apprenticeships led a number of Apprenticeship campaigns including the commissioning of nine external projects to deliver a suite of innovative activities that support growth in apprenticeship delivery.

During the year the team interacted with 794 employers, providing information to support the employment of Apprentices.

The announcement by Government on 15th August 2015 to introduce an apprenticeship levy for businesses with an annual salary cost of £3m and above (based on average salary costs locally this will impact firms with c100 employees and above – around 500 companies in total across OxLEP) may help increase the number of companies taking on apprentices The OA team reviewed this emerging policy and developed a series of activities that increased awareness of this new, mandatory levy.

Fig 3: Our progress in 2016



Oxfordshire Work Experience

Oxfordshire Work Experience supports schools, colleges and employers with work experience in Oxfordshire. The team continues to provide extensive support for schools/colleges and make it as easy as possible for employers to get involved. 30 schools currently participate in Oxfordshire and the team supported over 5000 student placements in the 2015/16 academic year.



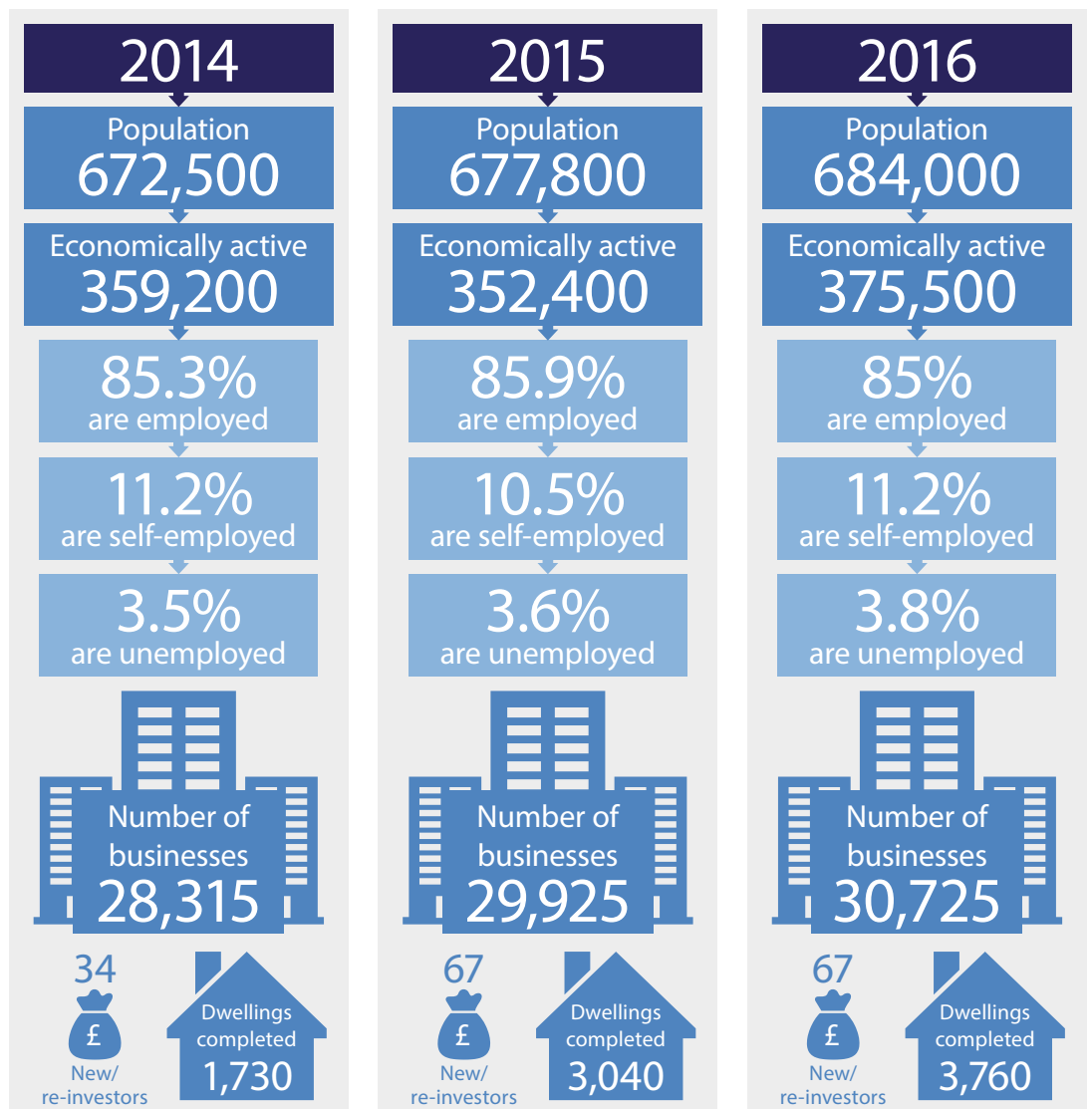
Place

Objective: Provide the 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.

Oxfordshire benefits from a **high quality built and natural environment**, which has evolved and changed over centuries. A significant part of the built environment in Oxford, the market towns and villages are precious and should be conserved, but by no means is the entire built environment either attractive or fit for future purpose.

The overall priority for Oxfordshire’s ‘places’ is to plan simultaneously for both jobs and housing growth, putting in place the infrastructure required for both, whilst also protecting and where possible enhancing environmental quality and ensuring our communities are accessible and inclusive.

Fig 4: Our performance



The detailed priorities in relation to place can be summarised under four main headings:

- Place-making, including housing delivery and affordability (including implementation of the Creativity, Culture, Heritage & Tourism Investment Plan)
- Supporting the implementation of the Strategic Environmental Economic Investment Plan
- Support for the development plan system
- Dealing with infrastructure constraints

Support through the implementation of the Strategic Environmental and Economic Investment Plan will include:-

- Growing the green economy in Oxfordshire;
- Enhancing the quality and resilience of urban areas;
- Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity;
- Promoting and enabling access to the countryside;
- Engaging people in the environment and enabling more sustainable lifestyles.

Table 2: Our key achievements are:

Place Activity	Outcome
Commenced contracting and delivery our LGF schemes	Oxfordshire Flood Risk Management Scheme commenced design including Northway upstream storage.
Launch of the SEEIP in December 2015	Local and regional press and media interest. Investment Plan used to inform the SEP refresh
Tom Fleming Creative Consultancy commissioned to develop the CCHTIP	CCHTIP development on-going during 2015/16, launch event expected summer 2016
Supported the local planning authorities in the development of Local Plans	Input to the Local Plan process via The Growth Board and Officer working Group
Agreed Community Employment Plans on Westgate and Barton developments	Plans in place for both developments including local labour and apprenticeship agreements.



Enterprise

Objective: Encourage innovation led growth, underpinned by Oxfordshire's strengths in University research and development, business collaboration and supply chain potential.

Oxfordshire is remarkable for the range of business sectors and scientific disciplines in which there is real strength and depth.

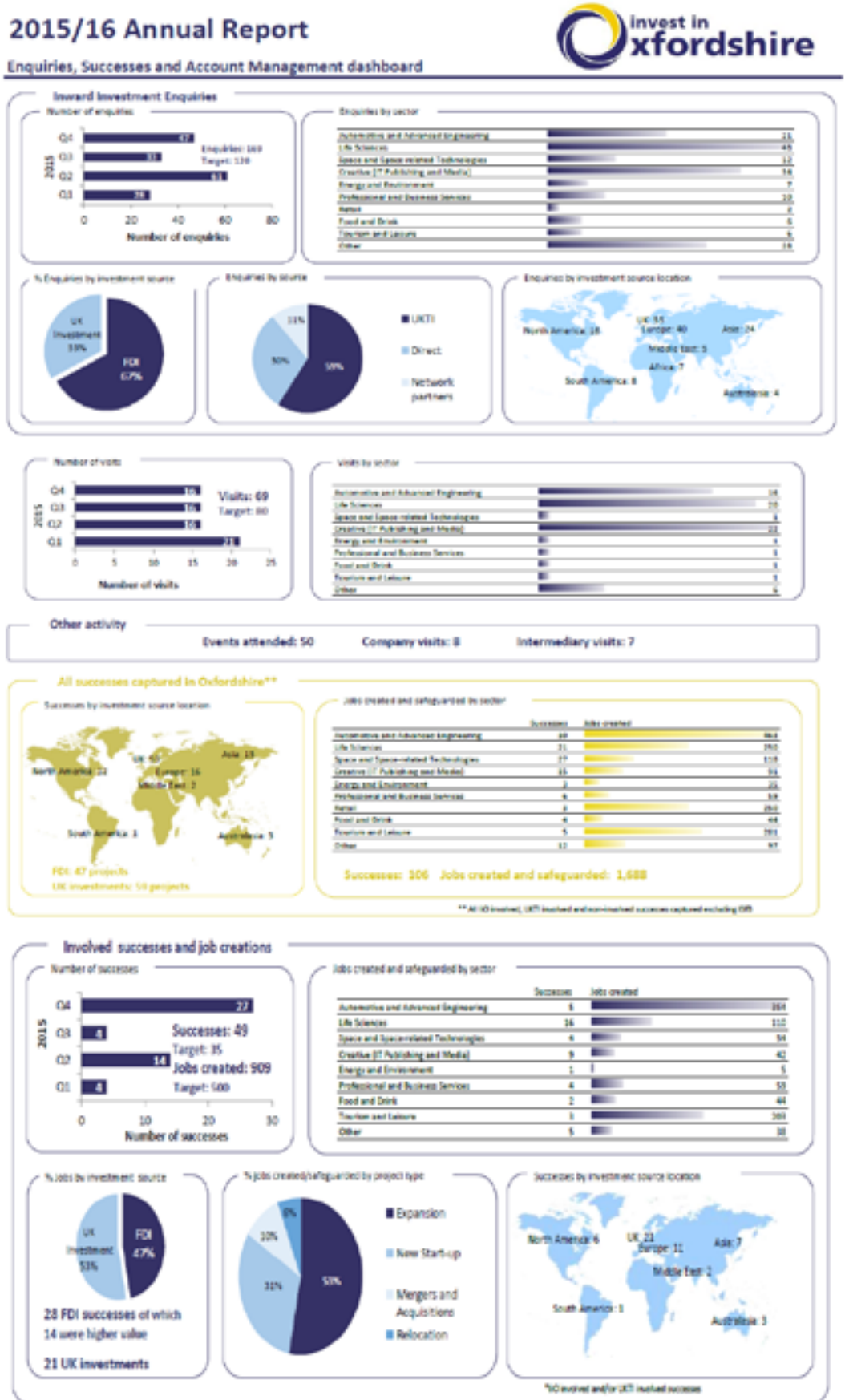
The county has some outstanding success stories in business formation and growth – particularly in science and technology-based sectors. It has globally significant strengths in five areas, all of which have huge growth potential: automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies (see below); and these have been a particular focus for inward investment. Oxfordshire also has an internationally renowned grouping of universities and research institutions which are increasingly focused on local commercialisation of their R&D, and on building links with Oxfordshire businesses

Invest in Oxfordshire is OxLEP's inward investment service, providing confidential and tailored assistance to grow and bring businesses to Oxfordshire. The team supports existing companies to grow in the area and helps potential investors, both from other parts of the UK and overseas, to make informed decisions about locating to the county. The team partners UKTI (now the Dept for International Trade), the Government's national inward investment arm to drive growth into Oxfordshire.

RAL Space – Vacuum Test Chamber



Fig 5: Our progress in 2016




 Case Study

Prodrive

Prodrive is a world leading motorsport and technology business operating in the motorsport, automotive, aerospace, defence and marine sectors and is headquartered in Banbury. The company's advanced technology division, which originated from its motorsports engineering expertise, now also serves the road automotive market in addition to defence, aerospace and marine industries. From the company's laboratory, Prodrive is developing the next generation of power electronics for electric and electric hybrid vehicles, including an efficient high voltage multiport DC-DC converter.

Working together with the Cherwell District Council, the Invest Team assisted Prodrive to expand and relocate to new larger premises in Banbury in April 2015. Their new, modern, purpose built facility is prominently located on the M40 and has 110,000 sq. ft. of manufacturing space. This expansion has safeguarded 290 local jobs and we have also assisted the company to make an LGF funding application for further local expansion.

Prodrive HQ, Banbury



© Oxfordshire County Council

Oxfordshire Business Support (OBS) is the Growth Hub for Oxfordshire provided through the Oxfordshire Local Enterprise Partnership (OxLEP) and supports the vision to support economic growth up to 2031 as outlined in the Strategic Economic Plan.

Its aim is to simplify the business support landscape and help individuals and businesses to easily connect to the plethora of business support that is often available - but not easily located. It has access to a network of area and sector specialists,

business advisors/ mentors who advise on the latest support available and offers a range of workshops and courses designed to support business growth.

Oxfordshire Innovation Support for Business (ISfB) Programme

The £2m Innovation Support for Business Programme (ISfB), which is part of Oxfordshire Business Support, was funded through the Lancaster University's Regional Growth Funded Wave 2 Growth Hub programme. The programme formally ended in 15/16, having achieved, or in most cases exceeded its targets.

Case Study

Imago

“We were fortunate to recently use the Oxfordshire Innovation Support Voucher scheme for some valuable and business critical training. The scheme is very straightforward to use and has a wide range of training providers. Our specific needs were in the area of social media and presentation skills. We are a relatively small company and would have been unable to proceed with the training had we not been granted access to this fabulous scheme!

We have received 2 full days of training using a terrific local provider. Our Sales people are now skilled up and whilst we cannot put a tangible figure on the benefit to our business, this training has without question, enabled our staff to have the skills needed to improve our sales pipeline as a result.”

Cultivate Oxfordshire, ISfB recipient 2015



© Cultivate Oxfordshire Ltd

Fig 6: Our year at a glance





Connectivity

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

Despite being well connected in terms of proximity to the national transport infrastructure, roads within Oxfordshire and the major routes beyond the county such as the M40, A34 and A40, all suffer from congestion. Oxfordshire County Council’s Congestion Report (2014/15) shows a steady increase in average journey times across Oxford city and an increase in congestion across the county. This is partly the result of high housing costs in the county forcing people to commute long distances to work.

Improvements to broadband have allowed more people to work from home and get connected, but challenges persist with historical under investment in infrastructure, coupled with a growth in population which are not sustainable.

Table 3: Our key achievements are:

Activity	Outcome
Commenced and delivered City Deal/Pinch Point schemes	<ul style="list-style-type: none"> • Hinksey Hill Roundabout – completed • Kennington Roundabout – completed • Hinksey Hill North/South Improvements – commenced • Access to Harwell Link Phase 1 –commenced • Hagbourne Hill – commenced • Featherbed Lane – commenced • Milton Interchange – commenced • Chiltern Slips North/South – commenced
Commenced contracting and delivery our LGF schemes	<ul style="list-style-type: none"> • Oxfordshire flood Risk management Scheme – commenced • Headington Phase 1 and Eastern Arc – commenced • Science Vale Cycling Improvements - commenced • Didcot Station Car Park Expansion – commenced • Oxpen’s Redevelopment - commenced

Oxford Bus Company - Connected Public Transport



Summary of projects

Table 4: OxLEP Investment Programme 2015 -2020

	People	Place	Enterprise	Connectivity
City Deal £55.6m government grant + £1,216m supporting investment	£1.5m for the Experience for Work - Apprenticeship programme leveraging £24m employer contribution. £0.45m to support Apprenticeship grants.	Accelerate delivery of 7,500 new homes by 2018.	Innovation Support for Business (ISfB) £7m. Invest in 4 new Innovation/ incubation Centres £67.5m at Begbroke, Culham, Harwell and the Churchill Campus Oxford.	£97.1m Investment in Oxford Science Transit, Northern Gateway Infrastructure and Access to our Enterprise Zone.
LGF 1 £108.56m government grant + £96.54m supporting investment	£7.9m for the Oxford Centre for Technology & Innovation & £5.9m for the Advanced Engineering Skills Centre	£90.4m for the Oxford flood risk /Northway Management Scheme.	£6.5m for a new Centre for Applied Superconductivity. £0.95m to support Business Growth through the OBS Programme	£40m for the Oxford science Transit Ph 2 Programme. £23m in the Didcot Station Car Park Expansion. £4.9m Science Vale Cycle Network.
LGF 2 £9.84m government grant + £593.54m supporting investment	£0.58m into the Activate Care Suite - Training Facility		£452m investment in the Northern Gateway Innovation Area. £150m into the Oxpens Business District including Infrastructure.	£12.5m into the Headington Ph 1 & Eastern Arc project.
Growing Places Fund £9.05m grant + £7.38m supporting investment.		£150,000 to support an Enterprise Zone Project Manager	£320,000 to help small businesses grow	£7.7m for a range of transport access and superfast broadband projects
European Structural Investment Fund €22.7m	€9.4m for life- long learning, workforce skills and social inclusion activities	€3.4m for rural.	€9.9 for business support activities, innovation, social enterprise and access to finance.	N/A
Pinch Point Funding £10m government grant + £11.52 supporting investment				Milton Interchange £10,625m and Chiltern Slips £10,883m

Looking forward to 2016/17

2016 – 2017 will no doubt be a busy year for us as we press on with delivering our existing growth programme, whilst maximising additional investment opportunities into the area. We will also be negotiating our Local Growth Fund 3 submission with government having submitted an ambitious £382m programme across 37 projects which could leverage in an additional c£1.4bn from partners.

Post EU referendum, and with the Chancellors recent announcement on the future of the current 2014-2020 European Structural Investment Funds programme we will endeavour to contract as much of our €22.7m ESIF programme as is possible before the Autumn Statement deadline, and ensure that any residual funds not able to meet the deadline will be used to support Oxfordshire residents and businesses once more clarity emerges.

We will implement the strategic priorities agreed in our Strategic Environment Economic Investment Plan; The Creative, Cultural, Heritage and Tourism Investment Plan, and the Innovation and Skills Strategies.

Board governance will be further strengthened by recruiting new board members and by the inclusion of a range of associated 'sub-groups' covering our main priority areas that will ensure our focus on delivery is maintained.

Building on the public consultation exercise as part of the refresh of our Strategic Economic Plan, we will continue to engage with businesses, organisations and residents to make sure that we work together for the benefit of Oxfordshire.

Above all, we will maintain a strategic overview, helping to prioritise investment decisions and maximising the opportunities presented to us, founded on strong and robust evidence.

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

Artist impression of Frideswide Square, Oxford



Financials

Income and Expenditure for 2015/16 – Financial Position Year ending 31st March 2016.

OxLEP Ltd receives grant funding to support its day-to-day core activity from government and Income from specific capital/revenue projects as well as management fees applied to programme delivery. The Company (incorporated in March 2015) is supported by Oxfordshire County Council as Accountable body and is responsible for managing the major capital Investment programmes on our behalf.

The financial information below was presented to, and approved by, our Finance and Audit Committee on the 26th July 2016 and the main Board on the 5th September 2016. The accounts represent our first year of incorporated operation and therefore show our core operating costs only.

Table 5: Income and Expenditure Account – Year ended March 2016

Income	(£)
Government Grant	500,000
Restricted Grant Income	112,850
Total Income	612,850

Expenditure	(£)
Staff Related Costs	316,612
Contracted Services	169,561
Office/admin Costs	53,550
Consultancy/Legal & Professional Services	73,127
Total Expenditure	612,850

Hardide Coatings Ltd - Components loaded for coating



Our Priorities



people

Delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, filling skills gaps, and seeking to ensure full, inclusive, employment and fulfilling jobs;



place

Ensuring a strong link between jobs and housing growth, and providing a quality environment that supports and sustains growth; and offering the choice of business premises and homes (including more homes that are genuinely affordable) needed to support sustainable growth whilst capitalising on and valuing our exceptional quality of life, vibrant economy and urban and rural communities;



enterprise

Emphasising innovation-led growth, underpinned by the strength of Oxfordshire's research, business collaboration and supply chain potential; recognising and reinforcing the significant contribution made by all sectors, in all parts of Oxfordshire and all types of business;



connectivity

Enabling people, goods and services to move more freely, connect more easily; improving broadband and mobile coverage and capacity; and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.