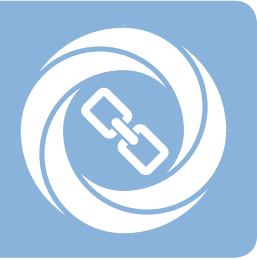
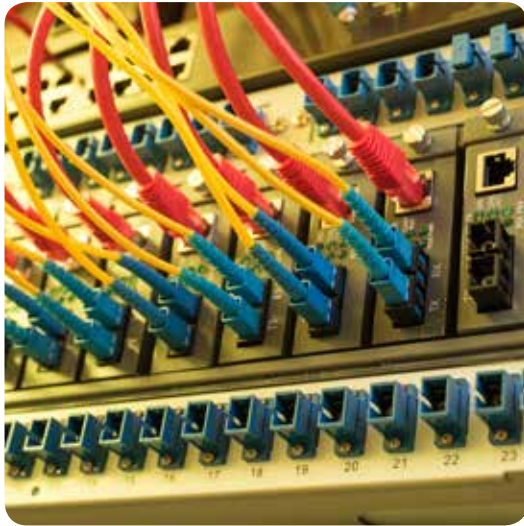


# Creating the Environment for Growth

## Oxfordshire Local Growth Fund 2016 – Snapshot



## Our ambition

The Vision of the SEP is that;

*By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence.*

## Our proposal

Our LGF proposal is shaped around the delivery of our vision that harnesses and maximises the scale of innovation, enterprise and research within the county. Further it builds on Oxfordshire's Growing Places Fund, City Deal, ESIF and Growth Deal programmes totaling over £212m that collectively leverage over £1.95bn of additional support for growth.

## Our programme

Our LGF programme is shaped around our four core themes of;



**People** – delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive, employment and fulfilling jobs.



**Place** – ensuring a strong link between jobs and housing growth, and providing both the quality environment and choice of homes needed to support “good” growth whilst capitalising upon the exceptional quality of life, vibrant economy and dynamic urban and rural communities of our county



**Enterprise** – with an emphasis on innovation-led growth, underpinned by the strength of our universities and other research establishments, business collaboration and supply chain potential; and also recognising the significant contribution made through social enterprises in Oxfordshire.



**Connectivity** – allowing people, goods and services to move more freely, connect more easily; and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

## Our economic performance

Oxfordshire has a globally significant and very successful economy that has grown rapidly over the past few years. It is one of the best-performing and most innovative areas in England and has unique assets that support growth in the national economy. At its centre, Oxford is a global brand, known the world over for its pre-eminent academic institutions and heritage. Overall we generate about £20.5bn (ONS 2014) annually, with OxLEP at the heart of the Thames Valley sub region, one of only three positive contributors to the Exchequer nationally.

Oxfordshire performs well on key metrics of productivity and it is consistently in the upper echelons of league tables relating to the performance of LEP areas:

- GVA per hour worked in Oxfordshire was an estimated £32.70 – compared to a UK average of £31.00 (2014 prices)
- GVA per filled job was estimated to be £51.2k; the UK average was £48.8k (2014 prices)
- we are the fastest growing economy of any LEP area since the recession, with over 20% GVA growth between 2009 and 2013 - more than double the growth rate of core city LEP areas such as Greater Manchester and Leeds City Region, and higher even than Greater London.
- we are the most innovative area in the country, second only to London for growth of fast growing businesses

With c.410,000 jobs in the area, 362,000 residents aged 16-64 are in employment (whether employed or self-employed) within c30,000 businesses which in turn generate in excess of £300m of business rate to the exchequer. Both activity and employment rates are higher than the regional average – and substantially higher than the national average. The rate of unemployment is very low at 0.6% (<2700 claimants) – in reality Oxfordshire is currently at full employment. The new £440m Land Securities Westgate retail led regeneration scheme opening in autumn 2017 creating over 3000 new jobs brings the tightness of our labour market into sharp focus.

Over 3100 housing completions were delivered in 14/15 – a 75% increase on 2012/13. This scale of growth is truly transformational, demonstrating local commitment to growth and signalling an “Open for Business” culture. Despite this significant growth in supply the county still has some of the most unaffordable locations nationally – and particularly in Oxford itself where the average housing cost to average salary ratio is the highest nationally outstripping even London.

7,200 new jobs per year have been created since 2011 exceeding all assumptions set out in our original plan and Strategic Housing Marketing Assessment; to put that in context over 29,000 new jobs have been created since 2011– thereby delivering over a third of our original SEP ambition of 85,600 new jobs (to 2031) in this short timeframe.

In the past two years 186 new and re/investors have chosen Oxfordshire safeguarding or creating at least c2,800 jobs – of which over 45% are ‘high value’.

Indicator	2013	2014	2015	Change
Jobs	399,000	410,000	TBC	↑
Economically Active	359,200	352,400	375,500	↑
Employees	80%	82%	83%	↑
Self Employed	16%	15%	14%	↓
Unemployed	4%	3%	3%	↓
Number of businesses	27,630	28,315	29,925	↑
Dwellings completed	1,782	2,177	3,124	↑
New/re-investors	18	62	106	↑

## Our ask

Our LGF ambition comprises 37 projects across our four themes of people, place, enterprise and connectivity. The entirety of our ask to deliver our collective ambition is c£382m which leverages c£1.4bn additional investment of which over £1bn is private sector investment aligned to growth. Of course we recognise the limitations of LGF funding and as such our programme can be deliverable incrementally over the life of the LGF programme.

In its entirety this investment will deliver and/or enable c15k houses growth through developing the infrastructure required to unlock development, support the transport infrastructure necessary for a 21st century knowledge rich, job creating economy as well as create over 8880 direct jobs and almost 10,000 indirect jobs.

## Assessment Criteria

OxLEP leads our Local Growth Fund steering group which was initiated to develop and oversee our LGF proposals. This multi stakeholder group comprises our theme leads as well as private sector, universities, local government and skills board. In addition to developing our proposals the steering groups role is to regularly check and challenge projects and project proposers to ensure all projects deliver strategic alignment and impact.

Following an open call projects were required to submit an expression of interest and business case which contained information about the cost, deliverability, status, value for money and risks. The assessment team reviews each project and supporting information scoring each across our criteria, and reports back into the steering group.

The group adopted the Early Assessment and Sifting Tool (EAST) prioritisation framework to assess a range of project types, reflecting the breadth of our ambition aligned to our themes. The framework enables OxLEP to prioritise projects on the basis of the strategic fit, deliverability, value for money, and impact and are linked to the four themes of our Strategic Economic Plan. These criteria have been developed with reference to recommended best practice in economic appraisal, including the principles of the HM Treasury Green Book and the HM Treasury Five Case Model. The framework provides a transparent process for assessing projects, and interrogating projected outputs, viability and deliverability.

## People – our ask £22.2m

In a challenging landscape of virtual full employment with over 29,000 new jobs created in the past four years as well as significant job creation ambition and pressures on the housing market, our ambition is to secure the skills base needed by local employers to support further innovation led growth, and the transfer of new ideas across our economy through a more aligned and responsive local skills infrastructure that supports Oxfordshire's economic growth needs.

Getting an improved balance between government funded provision and the needs of our employers is key. Given the 'tightness' of our labour market and the disproportionate costs of housing affecting much of the county, we simply cannot rely on labour migration to address our skills and labour challenges. We must ensure that we maximise the skills and training funding we receive in order to ensure that the skills infrastructure is better aligned to our core and projected growth sectors and that those currently in the education system possess the skills and attributes to succeed and to drive economic growth. An economy based on 'big science' and innovation has a unique set of skills and training requirements that the current national approach and SFA and EFA infrastructure is unable to support fully.

We currently face skills shortages and increasing demand for higher level skills to support the needs of the local economy. Our major employers, including large NHS teaching hospitals, Universities and research industries, and manufacturing industries including BMW, all need skilled local people and there are insufficient people flowing through into STEM occupations.

Our labour market information briefings regularly cite digital and ICT skills as core skills gaps reported by local employers, yet we are struggling to service that demand within the current skills infrastructure. As the largest rural economy in the south east, Oxfordshire is at the forefront of the convergence between the increasingly high tech demands of the food production, food science, and food security sectors; aligned to new and emerging satellite observation technologies and plant science innovations. Aligned to this, with over 26m visitors annually our visitor economy represents a significant growth opportunity.

In parallel to our LGF submissions we also recognise the benefits of devolved SFA adult education budgets to bring forward a more integrated skills capital infrastructure with an offer that employers demand. With a well-established apprenticeship support infrastructure (Oxfordshire Apprenticeships) we are confident of developing a more integrated approach to managing growth in a full labour market economy through an aligned capital infrastructure, revenue support through devolved AEB and local support for apprenticeship growth which will be essential as the apprenticeship levy is introduced.



Our main employment and growth sectors are:

- Advanced manufacturing and automotive
- Space and satellite applications
- Life sciences and healthcare
- Creative and digital
- Construction
- Logistics
- Health and social care
- Visitor economy
- Land based and agri-tech

With three previous LGF skills capital schemes at varying stages of delivery, alongside a highly successful City deal funded apprenticeship programme our further education network has further identified an additional six schemes that will support a more responsive skills system moving forward aligned to our economic needs. Two\* of these proposals are linked to our recently concluded Area Review and ongoing merger negotiations between Abingdon and Witney College and Berkshire College of Agriculture. The schemes currently proposed are:

- Earth Trust Skills Centre Development
- ICT Satellite & Cyber Technology Centre
- Agritech Skills innovation Centre\*
- City Centre Conferencing & Hospitality Training
- Advanced Digital and Science Centre
- Land Based Enterprise and Technology Centre\*

Each of our proposals will increase the number of apprenticeships starts locally which are already well in advance of national and regional comparators and thus supporting the government's ambition to deliver 3 million additional apprenticeship starts over the life of this parliament.

## Place – our ask £31m

Sense of arrival and place are core components of a successful economy and underpin our position that as one of the country's key tourist destinations, with over 26 million visitors to the county per annum, contributing over £1.5bn to the local economy in 2013.

Oxfordshire's continued economic success and future growth potential is severely hampered by housing shortages, high demand for employment space and constrained capacity of the strategic and local transport networks. Significant investment in infrastructure is required to secure our economic potential and ensure that people can access housing they can afford close to where the economic potential is delivered.

The Oxfordshire authorities are committed to allocating land for development through their Local Plans with housing delivery across the County up 75% in the last two years. However, sustaining this level of increase will not be possible without greater investment in infrastructure and flexibilities to support delivery of the programme

of infrastructure investment, unlock land and ensure that local authorities have the levers and capacity to bring forward sites for development which forms the basis for our ongoing devolution discussions. Equally we recognise the growth opportunities and constraints in Oxford city itself which three interlinked proposals that support the development of Oxford and Oxford station as it grows to service both local and national demand, develops a sense of arrival which investors and the knowledge economy seek. Aligned to that, the City deal funded the Oxford Flood Alleviation Scheme which, once completed, will open up both the Osney Mead and Oxpens sites for both mixed use and energy supply developments thus creating a vibrant, welcoming new station aligned to one of the largest development sites currently available supported by locally sourced energy to help overcome the grid constraints we currently suffer.

Our ongoing devolution discussions bring forward a series of interventions we are confident will support our place shaping priorities and increased housing delivery, these include:

- An integrated approach to strategic planning for infrastructure, housing and employment that builds on Local Plans and existing joint working through the proposed Combined Authority Growth Board.
- A partnership with the HCA to develop and support a housing investment strategy and consolidated funding allocation address the county's housing priorities and enable delivery of the mix of housing needed to support economic growth, including a substantial proportion of starter homes.
- Development of a Land and Property Partnership Board to support the use, deployment and regeneration of public land and other major landholdings.
- Development of housing development companies with access to a revolving investment fund and supported by strengthened local authority CPO powers to unlock housing delivery.
- Locally set planning fees to increase and align resources needed to support the significant growth in strategic site delivery.

With two previous LGF funded place based flood alleviation schemes being developed we have identified a further four emerging projects that will further support investment in place shaping, public transport and realm improvements and sustainability locally, and help deliver Oxford City's growth ambition alongside Bicester's garden town and emerging NHS healthy town opportunities.

The schemes currently proposed are:

- Oxford City Station and Transport Interchange Development
- Osney Mead Innovation Quarter
- Bicester Garden Town Sustainable Transport
- Oxford West End Energy and Heat Network



## Enterprise – our ask £139m

The Oxford area is amongst the top five Technology Innovation Ecosystems in the world and home to an impressive knowledge intensive cluster with over 1,500 high tech companies, employing around 43,000 people – our ambition is to position the area as the top technology innovation ecosystem globally.

Our recently drafted Innovation Strategy sets out a road map to better understand, increase and make use of innovation in Oxfordshire for local, national and international benefit. The strategy is structured around ten key themes, each of which underpins innovation across all sectors. It focuses on developing Oxfordshire as a testbed for innovation to accelerate the adoption and accessibility of innovations across the ecosystem.

Disciplines such as healthcare, Smart City and low carbon have led the way in using Oxfordshire as a living laboratory, but continued success and growth will stem from our greater ability to engage with citizens, the research base, and entrepreneurs, as well as external partners and funding bodies within and outside the UK.

Underpinning Oxfordshire's strong economy and labour market is the area's very particular strengths in higher education and research. This is seen in the county's ability to lead on at least six, and capacity in all, of the 'eight great technologies' identified by government: big data, space, robotics, synthetic biology, regenerative medicine, advanced materials, agricultural technologies and energy storage. The assets and characteristics of the Oxfordshire high tech economy have been extensively described, notably in The Oxfordshire Innovation Engine report of 2013, and offer huge opportunities for business growth.

Our high-level over-arching strategy is to support and build economic growth by implementing measures which focus on the underpinning elements and processes required for innovation and which apply across all sectors and technologies. The convergence of technology and know-how, and the high diversity of businesses within Oxfordshire will allow for enhanced levels of innovation through cross-fertilisation and serendipity and result in a rich and connected matrix of opportunity. This applies to high-tech businesses developing new product innovations, as well as to traditional businesses and social enterprises applying business model innovations.

The government's Science and Innovation Audit Programme helped us better understand some of the key science and innovation resources and infrastructure available in Oxfordshire. While OxLEP's submission for the first wave of this initiative was unsuccessful, it served to highlight some of the key science and innovation resources in the county. Although the proposal focused on four specific areas: digital health, space-led data applications, autonomous vehicles and technologies underpinning quantum computing, there are wide range of other science and innovation areas that a larger scale audit programme would allow us to examine.



Our City Deal supported an investment package to deliver an ambitious network of new innovation and incubation centres to nurture new enterprises. Previous LGF funding further enhanced this by supporting the creation of the Oxfordshire Centre for Applied Superconductivity to further address local need. However one of our most pressing requirements remains the urgent need for more spaces, large and small, for innovative companies to start and grow that offer a variety of options and models to the sector. In particular, there is a shortage of innovation space in Oxford city centre.

We have 13 emerging 'Enterprise' projects that will support our innovation led growth ambitions and seek to build on governments City Deal investments to create the environment required for innovative businesses at all stages of evolution. Drawing on the strength of our academic excellence our schemes cover a range of enterprise activity to maximise the commercialisation of our research strengths and maximise high value job creation, both within and aligned to our two Enterprise Zones. The schemes currently proposed are:

- SMART Oxford: Culham City
- Secure Data Operations lab
- Oxford Centre for Plant Health and Resilience (OPHR)
- Disruptive Innovation for Space Centre
- Culham Innovation Gateway
- Clinical Bio-Manufacturing Facility
- Oxford Centre for Innovation & Interventional Technology
- Energy Systems Institute: Mobility Centre
- City Centre Enterprise Hub Delivery Initiative
- Oxford Brookes Enterprise Hub
- Three private sector led projects - commercially sensitive

## Connectivity – our ask £190m

Oxfordshire's continued economic success and future growth potential is severely constrained by the capacity of the strategic and local transport networks, lack of choice and high cost of housing, and high demand for employment space. Major local employers including BMW, the NHS and the Universities, as well as the growing high tech sector, identify housing and transport as the most significant barriers to growth and the recruitment and retention of technically and professionally qualified staff. The future success of the University of Oxford as a leading global research and innovation centre is challenged due to the cost and availability of housing.

Our local and strategic transport networks are operating at full capacity. Public transport provision does not currently match the pattern of development in the high-tech industries or the needs of the 46,000 people who commute into Oxford each day. Improvement and expansion of bus networks, rapid transit and rail investment is needed to address these barriers. The current road and rail connections do not support close physical connections between the key areas of Bicester, Oxford and Science Vale Oxford and this is important in reducing the distance between and across these investment locations and between the University of Oxford and high tech business clusters. The A34 is at capacity and suffers from severe journey time reliability problems which in turn cause major delays to users.



Significant investment in infrastructure is needed by 2031 to secure our economic potential. This will require more than short term fixes; radical solutions are required to transform infrastructure in Oxfordshire for its people and growing economy over the next twenty years and beyond.

Infrastructure investment in Oxfordshire has increased substantially through Local Growth Fund and City Deal arrangements with funding of over £200m secured to deliver £1bn of infrastructure development. However, even with this increased investment, and assuming Government commits to delivering large rail and motorway investment, we still have a massive deficit of well over £4bn in committed funding to meet our major infrastructure needs.

Our Strategic Housing Market Assessment (SHMA) identifies that over 100,000 homes are needed by 2031 to meet our trend based economic and demographic growth and to ensure that people are able to live in affordable homes close to where the economic potential will be delivered. Failure to deliver these homes will continue to stifle growth and put increased pressure on a fragile infrastructure base that needs investment. Without investment in infrastructure and other measures to drive delivery, at current rates we will risk missing our housing targets by 40%.

City Deal and previous LGF funding have supported a package of measures to improve our transport infrastructure. However we are mindful there is more investment required to bring forward the transport infrastructure necessary to support our vibrant and rapidly growing economy.

We have 14 emerging 'Connectivity' projects that will support enhanced connectivity between communities, local centres and employment sites as well as provide better linkages across and between our four themes. Enhanced connectivity will further support our ambitions to deliver our Enterprise Zones ambitions alongside Bicester and Didcot Garden Towns which between them bring forward in excess of 28,000 new homes and over 41,000 new jobs.

The schemes currently proposed are:

- Didcot Parkway Station Package A&B
- Didcot Science Bridge & A4130 Capacity Improvements
- Access to Culham Science Centre - Phase 1
- Eastern Arc Phase 2 - Access to Cowley
- Seacourt P&R Improvements
- Bicester Charbridge Lane Railway Crossing
- Connections to Oxford Station
- Culham Railway Station
- Didcot Northern Perimeter Road Stage 3
- Lodge Hill Interchange P&R and Freight Park Phases 1 & 2
- Science Transit Shuttle
- Bicester SE Perimeter Road
- Improving Access to Carterton
- Hanborough station enhancements

Working collaboratively with SEMLEP, we are keen to maximise transport investment into Cherwell which spans both LEP geographies to ensure we have the transport infrastructure in place that enables and supports Bicester’s significant housing growth ambition aligned to the Bicester Garden and healthy town agendas. These projects form part of Oxfordshire’s overall ambition, with LGF funding sought through SEMLEP LGF submission.

## National infrastructure commission

We are keen to continue engagement with the emerging National Infrastructure Commission and support its brief to transform the way we plan and deliver major infrastructure nationally. We are particularly keen on further developing the case for the Oxford-Cambridge growth corridor (the east-west axis that supports the ‘golden triangle’ of Oxford-Cambridge-London) which aligns well with east-west rail solution already underway. As such the five LEPs within the Oxford-Cambridge growth corridor are developing a collaborative response to the NIC’s current consultation.

## Local transport majors

The following schemes are being put forward for development funding through the DfT’s LLMS fund.

### **A40 Witney to Eynsham Dulling**

The scheme will involve the conversion of the single carriageway section of the A40 between Witney and Eynsham into a 3.3km 2-lane dual carriageway. The improvement is a major part of the long term strategy for the A40 in LTP4 and builds on the A40 Science Transit Phase 2 scheme included in the agreed Growth Deal.

### **Science Bridge, Didcot**

Science Bridge and A4130 capacity improvements involves widening of the A4130 leading to a new road bridge (Science Bridge) over the Great Western mainline railway in the vicinity of Didcot Power Station. It is essential infrastructure to accommodate the projected level of housing and jobs growth within the area and prevent economic stagnation due to insufficient highway capacity.

### **Access to Culham**

Access to Culham Science Centre – Phase 2 is a new road link between Culham and Didcot which includes a new bridge across the Thames. A new Thames crossing is an element of the package of transport measures to facilitate housing and employment expansion in the Science Vale area around Didcot and the neighbouring towns.

### **Oxford Station Masterplan**

The City Council and County Council are working as part of the tri-partite partnership with Network Rail to deliver the Oxford Station Masterplan. Whilst phase I is being submitted in LGF Round 3 – decking the car park to free up space for initial development - the partners will also put forward a larger second phase for transport scheme development funding, under the DfT Local Majors Scheme. Oxford Station works will deliver major national, regional and local benefits as well as further

catalysing the regeneration plans around Oxford Station and the city's adjacent West End where circa 1,100 homes and 215,000 sq.m of commercial space is planned.

OCC as transport authority are also putting forward the following scheme for LLMS funding through SEMLEP's LGF opportunity:

### **Bicester London Road Level Crossing Highway Solution**

With the increase in barrier down times at the London Road Level Crossing following the introduction of Oxford-London Marylebone and Oxford-Milton Keynes-Bedford rail services an options appraisal identified that the only viable solution to the traffic impact and disruption is a tunnel under the railway line with provision for motorised vehicles, cyclists and pedestrians.

## **Capacity to deliver**

OxLEP has created a robust partnership that has established a strong and effective relationship between business, Government and our local authorities. This partnership of public, private, higher and further education has set a strong strategic approach building on our region's priorities for investment, infrastructure and business support. In addition to the OxLEP board which sets the strategic priorities and direction for our economic growth we have a mature Growth Board which currently operates as a Statutory Joint Committee to provide SEP/City deal/LGF governance and to oversee the delivery of statutory functions of transport (LTP), planning and economic development in context of SEP and city deal.

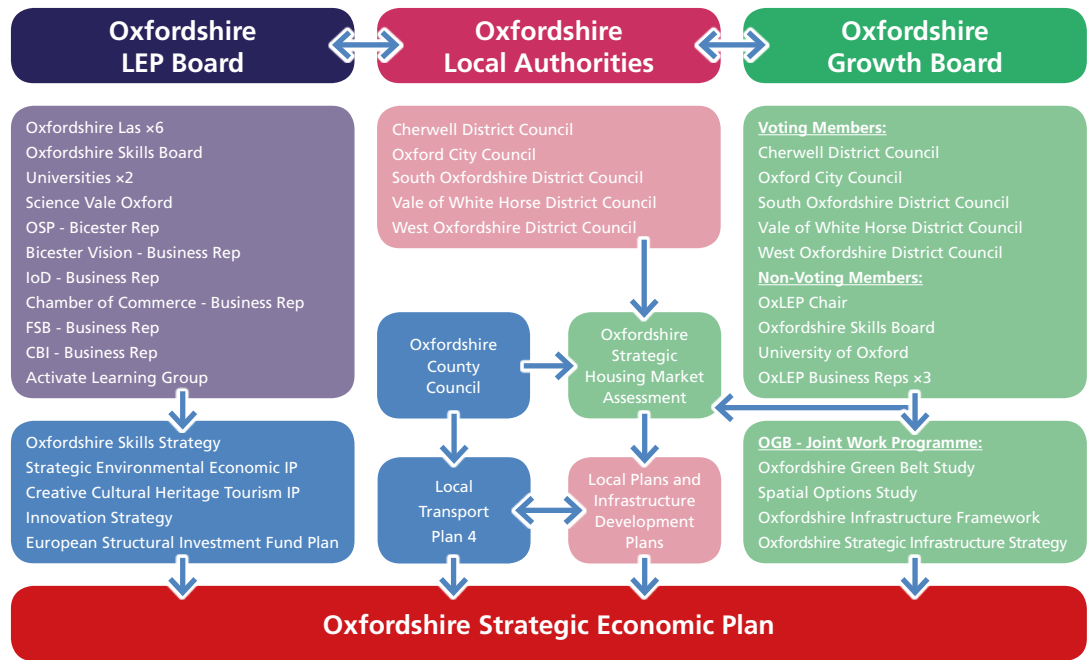
We have a proven track record of delivery in recent years with OxLEP now managing a growth programme of almost £1bn. Of the 24 LGF and City Deal funded programmes we are currently delivering all are on track with two projects complete.

In delivering the refreshed SEP, OxLEP will work through clear governance and management arrangements, building on the substantial progress that has been made in recent years, working closely with our key partners and stakeholders to deliver our SEP ambitions. The key relationships – and their links to wider strategic processes – are summarised in the graphic below.

This shows that (currently):

- Our five district councils – as the local planning authorities – will continue to have responsibility for preparing and delivering Local Plans
- Oxfordshire County Council, as the strategic transport authority, will continue to have particular responsibility for key elements of the transport infrastructure
- All six local authorities (as voting members) – together with OxLEP and various other non-voting members – will continue to comprise the Oxfordshire Growth Board with a focus on the collaborative delivery.

Figure 6: Oxfordshire LEP, Growth Board and Local Authority Relationships and Responsibilities



Our local authority partners are all committed to delivery of our growth ambitions and have ensured the appropriate resources are in place support the timely delivery of our programmes even when other departments are facing staffing and budget reductions. An example of their commitment includes the county council who recently seconded its entire economic development team and function into OxLEP to provide additional support to deliver an integrated approach to skills, education business links, inward investment and economic development strategy functions; equally the joint OxLEP/ Oxford University post we have developed further evidences stakeholder commitment to a collaborative and integrated approach to growth.

## Stronger reformed governance

Various options are currently being developed for potential local government reform in Oxfordshire with the County, City and Districts Councils recognising the need to reform the existing local government infrastructure based on the creation of either a single new unitary authority for Oxfordshire or the emergence of three or four new unitary authorities for the area. Consultants have been engaged to identify the optimum local government solution which will be presented to government in the summer for appraisal and further negotiation.

OxLEP has been at the heart of this emerging debate which has been discussed at length at recent board meetings. We are also brokering private sector briefing sessions where both options will be debated alongside our major employers.

Pragmatically post emergence of a new local government infrastructure responsibility for delivery across our core themes may be constructed as set out below:

- People - skills training/apprenticeships/education business links – LEP lead supported by the Skills Board
- Place - delivery of housing and employment space – any emerging Combined Authority(CA)/Unitary lead – Local Plan/s
- Enterprise -business support/economic development/Inward Investment/EU Funding – LEP lead supported by Board sub-groups/ESIF Area Committee
- Connectivity - infrastructure/broadband/telecoms/utilities - CA/Unitary lead – Local Plans/LTP/Strategic Infrastructure Strategy

### **Private sector at the heart of our proposals**

The private sector has been at the heart of our recent growth proposals, our current LGF proposal and our emerging devolution proposals. With an extremely strong private sector driving a diverse knowledge rich economy that in turn provides and supports supply chain opportunities for our SMEs, OxLEP has excellent links into our business community and academia.

To augment this we are leading the creation of a strong ‘business voice group’ to advocate and lobby the Oxfordshire offer to government and (with credibility) to the business community the advantages of re/location here and to develop robust localised business intelligence which will help inform our plans. Driven by Invest in Oxfordshire (OxLEP’s inward investment service) we are working with government agencies ( e.g. UKTI and Export Finance teams) and local authority economic development resources to develop an enhanced Oxfordshire account management system built around a shared customer relationship management system and protocol thus maximising business intelligence whilst driving efficiency.

Operationally OxLEP has strong linkages with our private sector who engage with and support our various services to business. For example over 3500 business annually support our Oxfordshire Work Experience programme, over 1800 have engaged with our Oxfordshire Apprenticeship service and our Enterprise Advisor programme is flourishing.

## **Devolution**

Alongside LGF we continue to develop a compelling set of proposals for a devolution deal for Oxfordshire. The six Oxfordshire councils, Clinical Commissioning Group and LEP have developed a range of innovative ideas that, if implemented, will enhance Oxfordshire’s already strong position as a key driver of growth within the national economy.

Unlike some others, our devolution deal is not about propping up an ailing economy. Far from it. Oxfordshire is globally significant, and already a significant contributor to national wealth. We know that with the right enablers we can deliver even more. Again unlike some others, this deal is not about us offering to build more homes and create more jobs in return for government money. We have already signed up to both with a commitment to provide 100,000 new homes and 85,000 new jobs by 2031 which our LGF proposals will help support. What concerns us is our ability to provide the necessary infrastructure to support this unprecedented rate of growth and equip our workforce, particularly young people, with the skills to thrive in this environment.

Alongside our proposals to improve infrastructure, skills and business support is another to integrate social and health care in Oxfordshire. This is truly innovative, breaking new ground in terms of providing a joined up approach for customers that will make their lives simpler, deliver efficiency savings and improve accountability.

We recognise that a devolution deal will require us to look at our governance arrangements and therefore the governance review currently underway is timely and will help augment leadership and democratic accountability. In carrying out the review we are committed to simplifying processes, building in transparency and reducing bureaucracy.

# Our Priorities



## 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.



## 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.



## enterprise

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.