

Oxfordshire's Economic Recovery Plan: The ERP Action Plan



Contents

Executive Summary	i
Purpose and Content.....	i
Design	i
Delivering the Plan	ii
Our Next Steps.....	iii
Making Contact	iv
ERP Action Plan on a Page	v
1 Introduction	1
Purpose.....	1
Context	1
The ERP Action Plan – Themes and Action Streams	2
The Investment Ask	3
Structure of this ERP Action Plan	4
Making Contact	4
2 Reskilling: People	6
Headline Messages.....	6
Key Challenges.....	6
Action Stream 1 - Existing Activities	7
Action Stream 2 - Response Measures.....	8
Action Stream 3 – Early Wins: Oxfordshire Investment Plan Actions	9
Action Stream 4 - Target proposals.....	10
Target Proposal 1: Improving labour supply within and across sectors.....	11
Target Proposal 2: Tackling Social Mobility and Economic Hardship.....	12
3 Resilient: Businesses	14
Headline Messages.....	14
Key Challenges.....	14
Action Stream 1 - Existing Activities	15
Action Stream 2 - Response Measures.....	16
Action Stream 3 – Early Wins: Oxfordshire Investment Plan Projects	18

Action Stream 4 - Target Proposals	19
Target Proposal 3: Business Support Booster	20
Target Proposal 4: ‘Supply Chain Matters’	21
4 <i>Reviving: Places</i>	24
Headline Messages.....	24
Key Challenges.....	24
Action Stream 1 - Existing Activities	25
Action Stream 2 - Response Measures.....	26
Action Stream 3 – Early Wins: Oxfordshire Investment Plan Projects	27
Action Stream 4 - Target proposals.....	27
Target Proposal 5: Town Centres’ Renewal	28
Target Proposal 6: Visitor Economy Renaissance	29
5 <i>Rebuilding: Connectivity</i>.....	31
Digital Investment	31
Adapting Oxfordshire’s Transport Network	32
A Key Additional Requirement	35
6 An ERP Action Plan for Oxfordshire.....	36
Governance	36
Moving To Delivery	37
. . . and the commitment needed now?	38
The ERP Action Plan on a Page	39

Appendices

- Appendix A** Full ERP Action Plan Activity List, including activity name, lead organisation, supporting partners, primary funding, and status at 15 February 2021
- Appendix B** Technical note outlining the methodology used to construct the ERP Action Plan

Executive Summary

Purpose and Content

This is the Action Plan for the Oxfordshire Economic Recovery Plan (the ERP Action Plan). It provides a comprehensive and co-ordinated County-level economic route map for recovery from the COVID-19 pandemic, and the damage impacted on Oxfordshire's *People, Places* and *Businesses*. It has a **near-term timeframe covering a period of 24 months, running from Spring 2021 through to Spring 2023.**

It provides a flexible framework for Oxfordshire partners to co-ordinate and target interventions and measures to support recovery at the most effective level, where it is most needed – be it County-wide, at district level or in specific wards. The Plan is complementary to existing investment plans, most notably the **Oxfordshire Local Industrial Strategy** and **The Oxfordshire Investment Plan**. It also acts as a basis for future proposals to Government under the *UK Shared Prosperity Fund*, the *Levelling-Up Fund*, innovation investment through the *UK R&D Roadmap* and funding in support of connectivity projects via DfT and DCMS.

The 'investment ask' of Oxfordshire partners for this Action Plan is £437m. Detail on the composition of this figure is given in Table 1.1, below.

Design

This ERP Action Plan is designed to tackle the key findings evidenced by the ERP Economic Baseline Assessment, undertaken in late 2020, and which provides a comprehensive assessment of the impact of COVID-19 on the Oxfordshire economy. The actions it proposes are set out across **three strategic themes**:

- **People** – relating to the jobs, skills, and mental/physical health of Oxfordshire's residents;
- **Businesses** – across the spectrum of our firms' sizes and their sectoral specialisms; and
- **Places** – reviving and reimagining Oxfordshire's city, towns, villages, and rural areas.

A key additional enabler across these themes is **Connectivity**, and ensuring we have the infrastructure to link our people, places and assets, both digitally and physically.

For each of the three themes, this Action Plan comprises **four 'action streams'** which, together, will provide our recovery response:

- **Action Stream 1: Existing Activities:** activities which are already underway, and which have potential for reorientation or realignment to support economic recovery
- **Action Stream 2: Response Measures:** activities which have been introduced since March 2020 in response to pandemic challenges
- **Action Stream 3: Oxfordshire Investment Plan 'early wins'** – well-developed activities relevant to the timescale of this ERP Action Plan, which have been developed for the *Oxfordshire Investment Plan*



- **Action Stream 4: Target Proposals:** new initiatives developed specifically for this Action Plan to meet the key priorities identified under the Economic Baseline Assessment, not covered by the above Action Streams. These Target Proposals cover the following areas:
 - Improving Labour Supply within and across Sectors;
 - Tackling Social Mobility and Economic Hardship;
 - Business Support Booster – enhancing business support in reach, quality, and specificity
 - Supply Chain Matters – supporting businesses to better manage their supply chains
 - Town Centre Renewal – reviving and repurposing our town centres; and
 - Visitor Economy Renaissance – preparing our Visitor Economy to bounce back.

Our 'ERP Action Plan on a Page' is presented at the end of this Executive Summary, detailing the key actions we will undertake for our *People*, *Business* and *Place* Themes.

The 'Investment Ask'

This ERP Action Plan takes in some 70 activities, with an aggregate project value of c. £1.4 billion¹. Against this total, c. £1 billion of allocated funding is in place, leaving an **'investment ask' of partners to progress this Action Plan of £437 million**. Table 1.1, below, sets out how this is split by action stream:

Table 1-1: The Oxfordshire ERP Action Plan – total, secured, and required funding values

Action Stream	Investment Ask (£m)
Action Stream 1: Existing Activities	345
Action Stream 2: Recovery Measures	-
Action Stream 3: Oxfordshire Investment Plan 'early wins'	51
Action Stream 4: Target Proposals (x6)	41
ERP Action Plan Total	437

Sources: OxLEP, Oxfordshire County Council, Oxfordshire Districts

Delivering the Plan

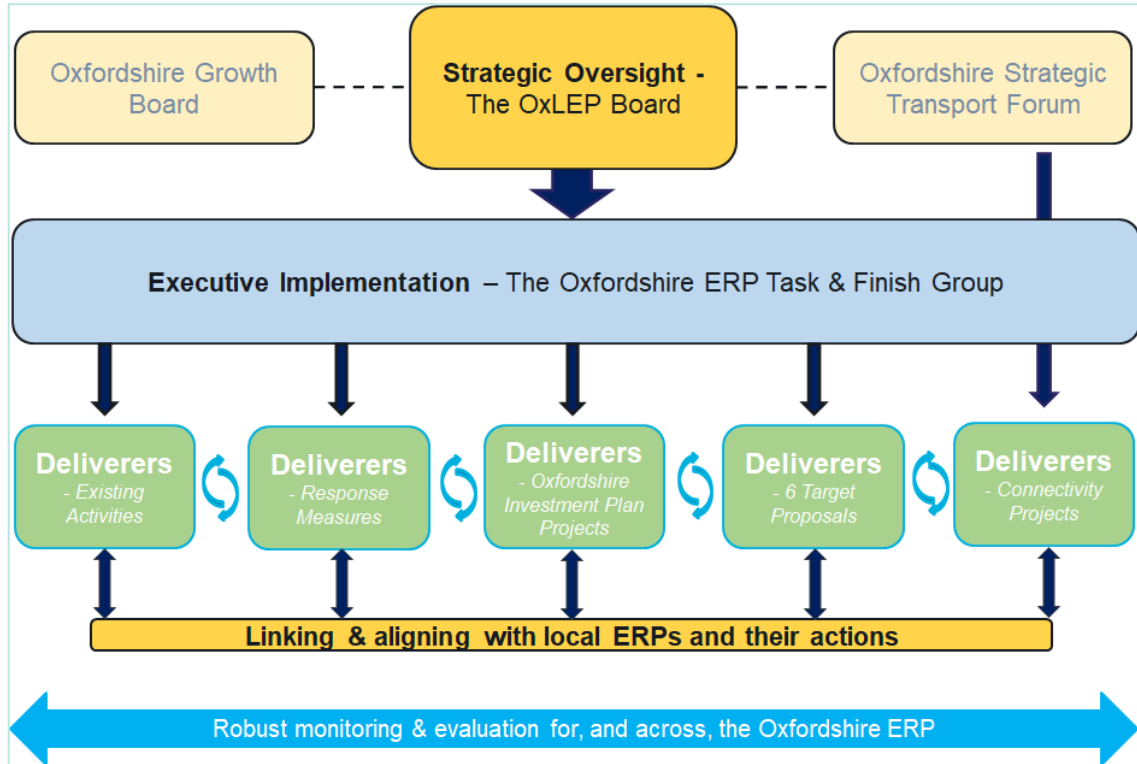
We want this to be a well-executed Action Plan, with tight overall strategic oversight, high-quality and proactive execution capability, and expert and effective deliverers who leverage their operational expertise to drive impactful actions on the ground. Recognising these requirements, the Plan will have a simple three-tier governance and oversight structure with responsibilities as follows:

- **Overall Strategic Oversight: to be provided by the OxLEP Board**, which will be accountable to the County's people, businesses and places for the impact of the ERP. There will be close strategic liaison and progress review with the Oxfordshire Growth Board (to maximise the coordination of impact across the economy), and the Oxfordshire Strategic Transport Forum (given its lead role in progressing the digital and physical connectivity activities under this Action Plan).

¹Of the secured funding, £614m is being channelled directly to businesses in the form of nationally provided loans from the British Business Bank. A further £162m is accounted for in the form of nationally-provided grants, being distributed through Oxfordshire's District Councils.

- **Executive Implementation: to fall to the existing ERP Task Group**, which will be accountable to the OxLEP Board for the ERP's implementation and progress; and
- **Action Delivery:** this will fall to expert project partners and task groups as they deliver the actions and initiatives within this Action Plan.

Figure 1-1: Oxfordshire's ERP Action Plan - governance structure



Source: OxLEP, 2021

At all stages, governance of this Oxfordshire ERP Action Plan will align and support the individual district-level ERPs which are being progressed by Councils - delivering synergy, sharing best practice, and understanding 'what works'.

Our Next Steps

Time is of the essence for this Action Plan, and so **we need collectively to move promptly and effectively on its delivery and implementation, maximising resources as efficiently as possible.** Underpinning this, we will be putting in place key monitoring, evaluation and gateway milestones to measure progress of the Plan and its impact, to ensure it remains fresh, targeted and effective. This includes:

- **Preparing a clear Delivery Timetable**, identifying the Plan's key stage-gates, milestones, and implementation dependencies, and committing to a refresh of this this on a four-monthly cycle;
- **Developing the Monitoring and Evaluation Framework** we will use collectively to track Action Plan progress and impact, securing appropriate resource for this to be a substantive and value-adding activity;
- **Agree the processes by which the ERP Economic Baseline Assessment will be refreshed**, and iterated back into this Action Plan, to ensure the latter remains relevant and appropriate.

- **Alongside this, we will engage with relevant Central Government Departments and Agencies** to identify where/how/when the resources to support proposals in this Action Plan can be secured and be progressed at pace to support Oxfordshire's, and the wider UK's, economic recovery.

This Action Plan is vital for the future of our people, businesses and places – everyone has a role to play in making it happen. Oxfordshire partners look forward to working fully and energetically with you in ensuring its success.

Making Contact

Further detail regarding the Oxfordshire ERP and its ongoing development are available from **Ahmed Goga, Director of Strategy, OxLEP, ahmed.goga@oxfordshirelep.com**

19 February 2021

ERP Action Plan on a Page

	 Reskilling: People	 Resilient: Businesses	 Reviving: Places
Key Challenges	<p>Low-income families, women, the young, & vulnerable groups hardest hit</p> <p>Those who cannot work from home have been affected more strongly</p>	<p>Businesses reliant on face-to-face/ in situ activities hardest hit</p> <p>Some sectors doing well (life sciences), others decimated (hospitality, visitor economy)</p>	<p>Visitor Economy & Town Centres hit very hard. Much reduced footfall & spend</p> <p>'15-minute community'</p> <p>Expanded & adapted connectivity required</p>
Activity Stream 1 <i>Existing Activities</i>	<p>Skills infrastructure & facilities from Level 3 up, in growth industries</p> <p>Workplace based flexible training</p>	<p>Growth Hub delivered core business support</p> <p>LGF funded R&D facility infrastructure</p>	<p>Place & Connectivity Infrastructure projects</p> <p>Spaces for Innovative businesses to grow</p>
Activity Stream 2 <i>Response Measures</i>	<p>Community focused IAG for people who have lost jobs</p> <p>Creating employment opportunities linking people to new developments</p>	<p>National level cashflow support initiatives – largely non-discretionary</p> <p>GBF & private sector funded R&D facility development</p>	<p>Digital connectivity improvements</p> <p>Redesigned transport logistics for Oxford City</p> <p>Town Centre Renaissance – Meanwhile Spaces</p>
Activity Stream 3 <i>Early Wins:</i> <i>Oxfordshire Investment Plan</i>	<p>Oxfordshire Social Contract – T-Level provision, social mobility, in work skills development</p> <p>Inclusive Economy Commission</p>	<p>Internationalisation Plan</p> <p>Creative & Cultural Industries Hub</p> <p>Visitor Economy investment</p>	<p>Five Large infrastructure projects</p> <p>Rail service & road congestion improvements</p> <p>New active travel routes</p>
Activity Stream 4 <i>New Target Proposals</i>	<p>Tackling Social Mobility and Economic Hardship</p> <p>Improving labour supply within and across sectors</p>	<p>Integrated Enhanced Growth Hub</p> <p>'Supply Chain Matters'</p>	<p>Reimagined Town Centres which are attractive, connected & inclusive</p> <p>The Recovery & Investment of the Visitor Economy</p>
 <p>Rebuilding: Connectivity - Sustainable, efficient & healthy transport & digital infrastructure</p>			

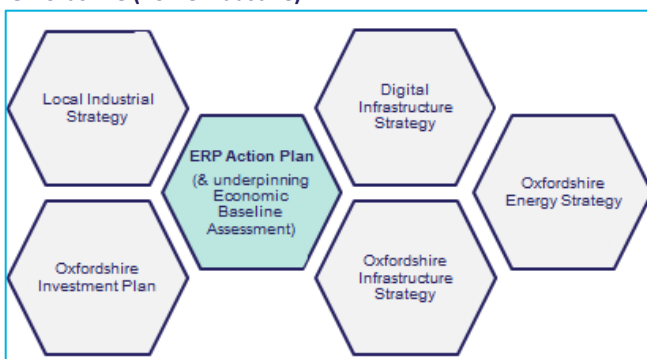
1 Introduction

Purpose

1.1 This is the **Action Plan** for the Oxfordshire Economic Recovery Plan (the ERP Action Plan). It provides a comprehensive and co-ordinated County-level economic route map for recovery from the COVID-19 pandemic, and the damage impacted on Oxfordshire's *People, Places and Businesses*. It has a near-term timeframe covering a period of 24 months, running from Spring 2021 through to Spring 2023. It is one of the family of documents driving the County's socio-economic development and growth, as summarised in Figure 1-1'

1.2 Critically, **this ERP Action Plan is a living document**, intended to be under constant review and reiterated regularly to ensure that action and activity remain relevant and aligned to changing economic needs. It provides a framework for Oxfordshire partners to co-ordinate and target interventions and measures to support recovery, and is complementary to existing investment plans, most notably the

Figure 1-1: Oxfordshire's ERP and the wider family of plans for Oxfordshire (non-exhaustive)



Oxfordshire Local Industrial Strategy and **The Oxfordshire Investment Plan**. It also acts as a basis for future proposals to Government under the *UK Shared Prosperity Fund*, the *Levelling-Up Fund*, innovation investment through the *UK R&D Roadmap* and funding in support of connectivity projects via DfT and DCMS.

1.3 This ERP Action Plan is developed with a range of strategic partners and will continue to be collaborative, flexible and complementary in its implementation, enabling actions to be targeted where it is most needed – bit it County-wide, at district level or in specific wards.

Context

1.4 In July 2020, Oxfordshire convened a senior stakeholder Task Group led by OxLEP and comprising chief officers from Oxfordshire's six local authorities, senior representatives from the University of Oxford and Oxford Brookes University and the Oxfordshire Growth Board, to oversee the development of a County-wide COVID-19 Economic Recovery Plan (ERP).

1.5 Although only four-months into the global crisis, it was clear to the Task Group that COVID-19's impact would go well beyond the pandemic's devastating health impacts and create a ripple-effect into Oxfordshire's local and sub-regional economies.

1.6 Whilst central government provided immediate nationwide COVID-19 assistance through the Job Retention Scheme (JRS, commonly referred to as *Furlough*) and subsequent *Kick-start* programmes, Oxfordshire's partners were keen to identify what was required in the Oxfordshire context to support 'Recovery and Renewal' across the County, post-COVID-19.

1.7 Due to the immediate economic challenges created by the pandemic and the disruption caused to employment, trade, and supply chains in specific parts of the economy, the ERP will have a near term focus covering an immediate period of 24 months. It will look at the ways and means to maximise existing activities and introduce additional responses, to regain the pre-COVID-19 growth trajectory for the County and its places. The ERP's immediate purpose is to coordinate and galvanise a County-wide response. Should additional COVID-19 recovery support measures be introduced by government, then the Plan would also work to underpin subsequent Oxfordshire policies and funding submissions.

1.8 In preparing the ERP, two documents have been prepared:

- A preceding companion document, **the ERP Economic Baseline Assessment**, presents the socio-economic data and forecasts for Oxfordshire and its districts, pre-and post-COVID-19. As such, it provides the authoritative and independent assessment of how, and where, the pandemic has affected the economy, and what has been 'lost' to the County and its places as a consequence of the crisis; and
- This document, **the ERP Action Plan**, takes the evidence base and uses this as the foundation to develop a formal and proactive plan of economic recovery for Oxfordshire with a suite of proposals which are tune to Countywide, district and ward level delivery.

The ERP Action Plan – Themes and Action Streams . . .

1.9 This ERP Action Plan is designed to tackle the key findings evidenced by the ERP Economic Baseline Assessment; these findings are summarised in Figure 1-3, grouped by the **three themes** which frame the Baseline Assessment:

- **People** – relating to the jobs, skills and mental/physical health of Oxfordshire's residents;
- **Businesses** – the drivers of Oxfordshire's economy, from pre-starts and micro businesses to global science and technology firms; and
- **Places** – the physical infrastructure of Oxfordshire towns, villages and rural areas.

1.10 A key enabler across these three themes is **Connectivity**: the vital infrastructure required to link our people and assets digitally and physically.

1.11 This ERP Action Plan comprises four types of actions which, in concert, can provide the mix and reach of a stronger and resilient recovery response. These **Action Streams** are summarised in Figure 1-2, and expanded on below.

1.12 The ERP Action Plan's four Action Streams are as follows:

- **Action Stream 1 - Existing Activities:** comprises those activities and measures which are already underway, and which have potential for reorientation or realignment to support economic recovery. This very significant stream of extant activity includes important Infrastructure, business and skills support activities, largely funded by European Funds, Local Growth Fund (LGF) and/or by Oxfordshire public partners;

- Action Stream 2 - Response Measures:** comprising those activities which have been introduced since March 2020 in response to pandemic challenges. These include, for example, local projects in response to the Government's *Getting Building Fund* as well as national relief measures (such as the Furlough and business loan funds), and local measures via business rent/rate reliefs being channelled through City and District authorities. Drawing them formally into this ERP Action Plan provides the potential for greater leverage, coordination and accountability;

Figure 1-2: The ERP Action Plan – four action streams



Source: OxLEP, 2021

- Action Stream 3 – Early Wins:**
Oxfordshire Investment Plan: comprising activities, including projects providing business and skills support, which have been developed for the *Oxfordshire Investment Plan*. These 'early win' projects have short-term implementation horizons and can be accelerated to support economic recovery under this Action Plan; and
- Action Stream 4 - Target Proposals:** - these comprise new initiatives developed specifically for this Action Plan to meet the key priorities identified under the Economic Baseline Assessment and not covered by the three Action Streams, above. Six *Target Proposals* have been set out under this Stream:

 - Improving Labour Supply within and across Sectors;
 - Tackling Social Mobility and Economic Hardship;
 - Business Support Booster;
 - 'Supply Chain Matters';
 - Town Centre Renewal; and
 - Visitor Economy Renaissance.

The Investment Ask

- 1.13 This Action Plan encompasses approximately 70 projects worth a total of c. £1.4 billion worth of costed activities. Against this total, c. £1 billion of allocated money is secured and in place, **with a funding shortfall – the 'investment ask' of this Action Plan- of £437 million²** (Table 1-1).

² Of the secured funding, £614m of this has been directed straight to businesses in the form of national level loans from the British Business Bank . A further £162m has been allocated in the form of national level grants distributed through Oxfordshire's District Councils. Of the required additional funding, £351m is associated with Existing Activities improving digital and physical connectivity in Oxfordshire, £1m with response measures, £51m for well developed Oxfordshire Investment Plan projects, and a further £41m for six Target Proposals developed specifically for this ERP Action Plan.A breakdown of these funding sums is in the table below, split by the four Action Streams which together comprise this Action Plan.

Table 1-1: The Oxfordshire ERP Action Plan – total and allocated fundings, and the resulting 'investment asking values

Action Stream	Total Value of costed activities (£m)	Allocated Funds (£m)	Required Additional Funds (£m)
Action Stream 1: Existing Activities	413	68	345
Action Stream 2: Recovery Measures	935	935	-
Action Stream 3: Early Wins: Oxfordshire Investment Plan	51	0	51
Action Stream 4: Target Proposals	41	-	41
ERP Action Plan Total	1,439	1,003	437

Sources: OxLEP, Oxfordshire County Council, Oxfordshire Districts

- 1.14 The funding ask of £437 million will be met by approaches to, inter alia, the forthcoming *UK Shared Prosperity Fund*, the *Levelling-Up Fund*, the *UK R&D Roadmap*, and investment programmes to support connectivity programmes under the DfT and DCMS.

Structure of this ERP Action Plan

- 1.15 This ERP Action Plan is structured around the three economic themes (*People, Business and Place*) to ensure that activities directly address the challenges identified in the Economic Baseline Assessment. This ERP document, therefore, comprises the following five sections:
- **Reskilling: People** – outlining the key challenges in the People domain and the four activity streams which address these (Existing Activities, Response Measures, Oxfordshire Investment Plan Early Wins and Target proposals);
 - **Resilient: Businesses** – outlining the key challenges for businesses and the four activity streams which address these;
 - **Reviving: Places** – outlining the key challenges for Places and the four activity streams which address these;
 - **Rebuilding: Connectivity** – highlighting the key infrastructure activities and requirements for the County to adjust and adapt to COVID-19 impacts, and which are vital to the priorities set out under the ERP Action Plan;
 - **An ERP Action Plan for Oxfordshire** – summarising the ERP Action Plan in its entirety and presenting the 'plan on a page'

Making Contact

- 1.16 Further detail regarding the Oxfordshire ERP and its ongoing development are available from **Ahmed Goga, Director of Strategy, OxLEP, ahmed.goga@oxfordshirelep.com**.

Figure 1-3: Key takeaways from the ERP's Economic Baseline Assessment

Overall, Oxfordshire's economy has been hit less hard by the pandemic than the wider UK, due to its underlying strengths and sectoral mix. The County's economic recovery will outperform the UK average, resulting in a smaller relative shortfall in 'lost growth'.

But, COVID has nonetheless exposed key challenges . . .

. . . For People

- Low-income families, vulnerable groups, and the most deprived areas have been the hardest hit by COVID-19. Those who cannot work from home have been affected more strongly, and are most vulnerable
- Both young and old workers have been disproportionately affected by redundancies and job losses, leading to heightened levels of inequality. Those in the Visitor Economy (covering Tourism, Hospitality, Retail, Arts and Culture) have borne the brunt of impact
- The spatial impacts of COVID-19 have been uneven; Cherwell and the City Of Oxford have been more impacted than other places in the County
- Ten wards in Oxfordshire are in the most deprived 20% in England. These places are frequently home to key workers and BAME communities, both groups being disproportionately affected by COVID-19.

. . . For Businesses

- All businesses have been impacted to some degree by COVID-19, although the County's innovation ecosystem has continued to see areas of growth, particularly in Biomedical Sciences. Oxfordshire's recovery will depend on continuing to nurture its science and technology base to flourish, whilst supporting those key businesses most affected by the pandemic
- Sectors such as Retail, Tourism and Food are bearing the brunt of the impact. The scale of the damage means that the Visitor Economy is not expected to recover until 2024, and will need significant support
- Businesses reliant on face-to-face and in situ activities and those reliant on gatherings of workings have been the hardest hit, and remain the most vulnerable to future COVID-19 control measures
- Business support is crucial for both short-term cash flow and company stabilisation and survival and protecting jobs, and for safeguarding long-term innovation potential
- At the same time, Recovery should leverage Oxfordshire's key economic strengths. These include innovative science-/technology-based sectors such as Biomedical Science, Advanced Engineering, and clean tech and their supply chains, and ensuring support is available for enterprise starts/scaling up

. . . For Places

- Town Centres and their functions need to be reimagined. Retail, Hospitality and Tourism have all suffered disproportionately and not benefitted from 'UK staycation' spend, leading to a need to repurpose many buildings and areas of the County's towns and City
- As a result of restrictions and changing consumer behaviour, the '15-minute community' concept has resonated deeply across Oxfordshire. The County's dispersed and polycentric geography lends itself more easily to adaptive ways of working and the localisation of economies caused by restrictions on movement.
- Many parts of the property market have been negatively affected, although demand for the R&D floorspace has remained at record levels during the pandemic, amplifying Oxfordshire's historic supply constraints and the urgent need for demand to be met
- There is a strong requirement for expanded digital connectivity County-wide. The move to remote working for many businesses and people and shift to services online has reinforced the critical requirement for fast, reliable and market leading internet connections in all areas
- Connectivity to employment sites for our residents without private cars has been made more difficult by reduction in service provision for public transport. The County needs to address this immediate issue and provide sustainable and active modes accessible to all

2 Reskilling: People

Headline Messages

- **Almost 20 actions are proposed under the People Theme.** These include continuing the existing work of initiatives such as Activate Learning Care Suite and the Agri-Tech Skills Innovation Centre, through to the proposed Green Construction Skills Centre, and the fast tracking of the Oxfordshire Social Contract/Career Innovations Gateway and OxLife.
- Two new target proposals are recommended focusing on Supporting Social Mobility and Improving Labour Market Skills Passporting

- 2.1 This section focuses on the **People** theme and sets out the suite of measures which will be delivered under this Action Plan over the 24 month timeframe of the ERP, to meet the key challenges set out under the Baseline Assessment. Table 2-4 provides a consolidated summary of the suite of projects under this Action Stream.

Key Challenges

- 2.2 The pandemic has had a severe impact for many groups within the Oxfordshire labour market, which has seen unemployment rise from a historically low level in March 2020 and affected people in disproportionate ways in the economy, resulting in lost jobs and additional economic hardship as a result of COVID-19.
- 2.3 The ERP Economic Baseline highlighted that low-income families and vulnerable groups, particularly the young and old, have been hit hardest by job losses with those in the Visitor Economy (encompassing retail, hospitality, tourism, arts and cultural industries) being most affected. Providing pathways to secure employment is a vital part of the suite of projects under this theme. Equally, rebuilding skills and developing new competencies to access jobs being created in other sectors of the economy across Oxfordshire will be vital for local people to remain in sustainable employment moving forward, as the economy recovers.
- 2.4 Central to our plans under the *People* theme will be to maximise the investment made in Oxfordshire's skills and training infrastructure through the *Local Growth Fund*, combining this with measures recently announced by Government including, from April 2021, free training for adults over the age of 23 and without a full NVQ Level 3 (A-Level equivalent) qualification to access courses to build new skills competencies as part of the *Lifetime Skills Guarantee* (LSG)³.
- 2.5 The ERP Action Plan recognises that it is important to recover the economy through green practices. Enabling people and businesses to access the training and skills they need to deliver this is key and is demonstrated in the inclusion of Existing Activities and Response Measures that provide this.

³ <https://www.gov.uk/government/news/adults-to-gain-new-skills-on-400-free-courses>

2.6 In total, there are 17 projects under the *People* theme which contribute directly to the ERP Action Plan, plus two *Target proposals*.

Action Stream 1 - Existing Activities



2.7 Ten *Existing Activities* are either at implementation or stage or now operational. These projects are focused on providing training mainly at NVQ Levels 3 and 4 or equivalent, which is a priority for employers and of many residents who have either lost their jobs or been placed on furlough, as a result of COVID-19.

2.8 These projects build on Oxfordshire's strengths by providing STEM and digital skills training opportunities which prepare people for employment in sectors offering high value employment in secure, resilient, and futureproofed industries. Career pathways will be provided to access our strong industries, including Biotechnology, Energy Technology, and Engineering, alongside areas where employment demand and vacancies remains high, such as in Healthcare and Construction.

2.9 Through these interventions, we aim to fulfil the twin goals of:

- boosting those areas of the economy which are key Oxfordshire strengths, through creating a pipeline of skilled and qualified talent; and
- developing pathways for residents to access secure jobs and retrain to develop skills in in-demand industries.

2.10 Central to our success in supporting local communities will be to work with education and training providers and employers to ensure that opportunities are promoted effectively to those people who have been most hard hit economically as a result of COVID-19 and are made widely accessible. This will include ensuring that Oxfordshire partners work closely with other support services such as childcare and public transport and are developed in tandem with employability measures.

2.11 Table 2-1 sets out the range of skills and training provision which the ERP will leverage to ensure local communities can develop the skills they need to progress into sustainable employment.

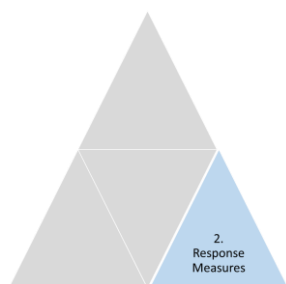
Table 2-1: Existing Activities driving Skills and Training provision in light of COVID-19

Activity name	Lead Organisation	Activity Status	Short description
Activate Learning Care Suite	Activate Learning	Operational	delivering support to address skills needs to improve adult social care and health – a key area of need in recovery, with clear skills shortages
Advanced Digital and Science Centre	The Henley College	Operational	Refurbishments at Henley College to promote STEAM progression, digital skills, engineering and collaboration skills – providing retraining opportunities in skills areas with high demand, particularly in digital
Advanced Engineering and Technology Skills Centre	Abingdon & Witney College	Operational	A skills centre that will address local, regional and national skills shortages in science, technology, engineering and maths. This centre focuses on skills that are in demand and in industries that have been more resilient to COVID-19
AgriTech Skills Innovation Centre	Abingdon & Witney College	Operational	delivering high tech skills needed to meet the sustainable agriculture, food production and precision farming agenda across Oxfordshire – key to recovering 'green' and providing opportunities for retraining

Activity name	Lead Organisation	Activity Status	Short description
City Centre Hospitality Training	Activate Learning	Implementation	A specialist teaching area for the hospitality sector in line with supporting the growth of the Visitor Economy in Oxford City and across the county. This will have an important role in providing training for a much changed hospitality sector post COVID-19, ensuring Oxfordshire has access to the most relevant training to succeed in the industry as it recovers
Construction Skills Academy	Abingdon & Witney College	Operational	Delivering training in a range of construction disciplines, which are accessible to County residents – giving pathways and retraining opportunities in an industry that was hit hard initially but is projected to rebound quickly
Oxford Centre for Technology and Innovation	Activate Learning	Operational	addressing skills shortages across engineering, electrical, design, and emerging technologies and delivering apprenticeship opportunities to younger residents
Skills Support for the Workplace	Activate Learning	Implementation	delivering training programmes enabling organisations to identify specific learning needs within their workforce and receive training in these areas. Course delivery will take place onsite at the organisation, within contracted work hours, so no travel or out-of-work hours are required
Skill Support for the Unemployed	Activate Learning	Operational	Supporting short, medium- and long-term unemployed individuals across Oxfordshire to access employability skills courses
Oxfordshire Advanced Skills Phase 3 Pilot	UKAEA	Implementation	The pilot phase for robotics, power engineering and space science apprenticeships from levels 4-7, which will be instrumental in providing new career pathways to residents at varying skill and qualification levels

Source: OxLEP Public Partners, 2021

Action Stream 2 - Response Measures



2.12 There are three *Response Measures* which are encompassed under the *People* theme. These are projects which have been developed in response to COVID-19, or as a result of funding competitions developed to accelerate recovery.

2.13 These projects will link as closely as possible to other areas within the *People* theme to ensure co-ordination, providing as full and accessible a portfolio of training opportunities to residents in Oxfordshire. They will also be cognisant of future economic trends and prioritise training in those areas which have the highest demand in the longer term, including in advanced engineering, low carbon, construction and other sectors as well as supporting wider improvement in digital skills within the workforce.

2.14 The ERP Action Plan recognises the importance of green recovery and enabling residents to access the skills required to drive this. The green Construction Skills Centre, in addition to the training facilities in the Existing Activities has a strong emphasis on delivering skills required for green development. The ERP Action Plan ensures these will be leveraged fully in the recovery of Oxfordshire's economy.

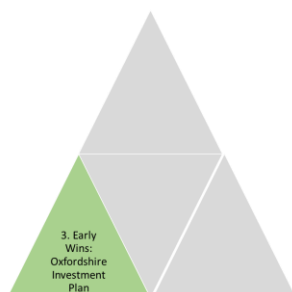
Table 2-2: Response Measures supporting Skills Development as a result of COVID-19

Activity name	Lead organisation	Activity Status	Short description
Community Employment Support Programme	Oxford City Council	Implementation	part of Oxford City's Economic Strategy, is a professional and volunteer network of Information Advice and Guidance for people who have lost their jobs as a result of COVID-19 and need to re-train and/or be supported into work – this will

Activity name	Lead organisation	Activity Status	Short description
			form a crucial role in directing residents to the training and support activities available to them
Community Employment Plan Delivery	OxLEP	Implementation	Building opportunities to create employment attached to new developments through linking local communities to employment opportunities during the construction, development and operation of new developments. This will ensure the benefits of developments as Oxfordshire recovers are captured to the full extent locally
Green Construction Skills Centre	Abingdon and Witney College	Implementation	a new facility envisaged to offer a variety of training programmes in green construction methods, targeted at those working in construction. This will boost the Oxfordshire construction industry through providing training in sustainable skills which additionally aid green development

Source: OxLEP Public Partners, 2021

Action Stream 3 – Early Wins: Oxfordshire Investment Plan Actions



2.15 The Oxfordshire Investment Plan is Oxfordshire's long term strategy for shaping the County's economy to 2040, and realising its vision to be a top three global innovation ecosystem. The Plan includes a suite of projects which have the potential to be brought forward and accelerated to address specific challenges brought by COVID-19.

2.16 Four projects have been identified under the *People* theme which specifically target support for young people and adults in the workforce in developing their skills, increasing their engagement with employers in understanding the employment opportunities available in the Oxfordshire economy and also developing new training pathways and qualifications.

2.17 Alongside this, Oxfordshire partners are committed to understanding the wider, deeply engrained challenges we face in building a genuinely inclusive economy in which all communities have a stake. Under this *People* theme we will take forward a dedicated commission on an inclusive economy which will work at pace to set out proposals which all partners can adopt.

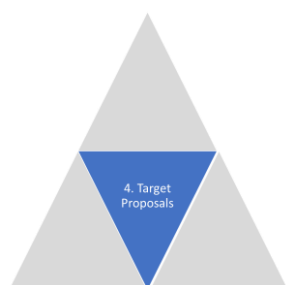
Table 2-3: Oxfordshire Investment Plan Projects supporting Skills development for COVID-19 recovery

Activity name	Primary Sponsor	Activity Status	Short description
Oxfordshire Social Contract, Careers Innovation Gateway (CIG)	OxLEP	Case/ Funding development	a transformative programme focused on driving social mobility and long-term career opportunities for young people across Oxfordshire including those in County's most deprived communities. This will really help to address the challenges facing many of the County's younger residents who have suffered hardship as a result of COVID-19. This will help residents to define and get access to opportunities at an early stage as they leave school.
Oxfordshire Social Contract, T-Level Programme	OxLEP	Case/ Funding development	Expansion of T-Level provision across the innovation ecosystem to offer a broader range of qualifications for young people covering Oxfordshire's key technology sectors. This will be particularly important in light of the LSG, meaning that training must be aligned with business needs to ensure those residents with increased access to training are able to gain employment opportunities from it

Activity name	Primary Sponsor	Activity Status	Short description
Oxfordshire Social Contract OxLIFE	OxLEP	Case/ Funding development	a comprehensive skills programme to support Oxfordshire's workforce to rebuild their skills capability and connect with opportunities in the future economy being created across the innovation ecosystem to support people to have longer and more flexible careers as demand for skills change. This is particularly important in light of COVID-19 in which many industries have had to transform.
Inclusive Economy Commission	Oxford City Council, OxLEP	Implementation	a dedicated commission set up to address challenges of low pay, housing, health, and educational inequality and food poverty, all of which have been exacerbated by COVID-19. The IEC will deliver initiatives to support recovery including encouraging local procurement and increasing the number of businesses signing up to the Oxford Living Wage.

Source: OxLEP Public Partners, 2021

Action Stream 4 - Target proposals



2.18 In addition to the suite of interventions set out under this theme, we have developed two *Target Proposals* which specifically address challenges identified in the ERP Economic Baseline Assessment.

2.19 Oxfordshire continues to see a longstanding labour shortage in some key sectors, notably the Health and Social Care system, which has been exacerbated by COVID-19. At the same time, sectors such as Wholesale/Retail and Accommodation/Food

Services have seen contractions but offer the potential for new employment in sectors such as Health and Social Care where transferable skills in catering, customer service and people facing services are needed. *Target Proposal 1* will aim to address this challenge.

- 2.20 Additionally, deprived areas in the County have been disproportionately hit by COVID-19 and the gap in opportunities for education, training and employment needs to be addressed. The *Lifetime Skills Guarantee* of free Level 3 Qualifications for adults is a big boost from a national level but more County-level activities are required to increase social mobility and ensure all residents have opportunities for employment and education. *Target Proposal 2* addresses this challenge by equipping our most vulnerable residents with digital skills and providing immediate assistance to support them through this difficult time.
- 2.21 These projects are outlined below, with full 'project fiches' presenting the fuller case for each activity provided in a separate document: *ERP Target Proposals*.

Target Proposal 1: Improving labour supply within and across sectors

Context:

- Oxford continues to see a longstanding labour shortage (as opposed to a skills shortage) in the health and social care system. In 2017 the main skills gaps by occupation were reported in elementary staff, administrative and clerical staff, managers and sales and customer service staff. The top occupations posted have consistently been for nurses often advertised for extended periods suggesting a labour shortage. There is continuing shortage of supply for caring personal service and health and social care occupations.
- Whilst demand for health and social care sectors continues to grow, many sectors are instead contracting. A third of advance redundancy notifications have been in Wholesale and retail trade and a third in accommodation and food services. Employment in these sectors continuing to be highly vulnerable to further control measures.

Objectives

- Create a more resilient skills and labour base
- Increase the scale and quality of labour supply in the health and social care sector
- Improve sector leadership and empower senior managers to better navigate through sectoral challenges
- Improve labour mobility and reduce barriers to entry for job seekers including across sectors to respond to shifts in demand

Inputs & Activities

- Total Project Cost: £550k (plus a further £25k for evaluation)
- **Mobility improvements for health and social care workers:** Building on work previously undergone as part of Oxfordshire's Social Contract in understanding challenges around Oxfordshire's rural areas and the social mobility as a result of this e.g. in accessing work experience. A programme will be developed that aligns to this thinking and work to improved mobility for young people. This will likely be through a Car Club, mopeds, or similar
- **Future leaders in health and social care skills programme:** The development and delivery of a training programme that addresses clear challenges at a senior management level and is centred around developing our future leaders in health and social care. The training programme will be based upon the three successful programmes ran in 2015-2018. Due to capacity and financial constraints for health and social care sector organisations locally, backfill support has been costed for partaking organisations so that interim support can be put into place during training. Training will utilise existing material where possible working in close partnership with the OACP, health Education England, the Department of Health and Social Care etc., including maximising apprenticeship opportunities where relevant. Delivery will likely be organised through the Skills for Business programme or the peer network through the Growth Hub

Outcomes

- Improved health outcomes for Oxfordshire residents
- Better leadership across the Health and Social Care sector
- Reduced numbers of hard-to-fill vacancies across the Health and Social Care sector

Target Proposal 2: Tackling Social Mobility and Economic Hardship

Context:

- Deprivation is relatively low across Oxfordshire, however, there are areas of persistent labour market deprivation. COVID-19 is likely to have amplified deprivation and education inequalities.
- Research from Good Food Oxford has shown that the National Living Wage and Universal Credit are both inadequate to meet the cost of living in Oxford, and there is evidence of food poverty (strongly aligning to deprivation). SOFEA is currently working in ten of the most deprived areas across Oxfordshire with a mobile food larder.
- Digital skills are in high demand and are increasing with more home working. Digital and broader skills advice has been delivered through light-touch disaggregated interventions for many years, but a more integrated and family-centred approach that is targeted to deprived communities has never been progressed.

Objectives

- Create a more resilient skills and labour base
- Build capacity to deliver affordable food to Oxfordshire's most deprived communities through an increase in SOFEA's food larders from 10 to 35 sites across Oxfordshire
- Improve social mobility and reduce food poverty through targeted skills interventions that work to address long-term employment
- Combat digital poverty through targeted skills and finance support that is integrated into existing outreach activities in Oxfordshire's most deprived communities

Inputs & Activities

- Total Project Cost: £2m (plus £50k for evaluation)
- **Digital Bursary:** Creation of a digital bursary to be provided to community members who can evidence need for digital devices and money for broadband
- Augment the existing service providing at food larders with:
 - **Mobile IT suite:** A mobile IT suite for digital access (with laptops, servers etc.)
 - **Digital skills training:** To be delivered through two key avenues:
 - **Informal basic digital literacy support:** Ad hoc digital support provided by inhouse employees (to be delivered by telephone in the short-to-medium term whilst social distancing is still in place)
 - **Pipeline of more formalised training:** A pipeline of further digital skills training opportunities signposted through inhouse employees and delivered through the Oxfordshire Learning Network (driven through the new White Paper). These opportunities will include apprenticeships where suitable/relevant. Exact nature of courses cannot be outlined at this point as courses are currently being developed to align to the White Paper.
- **Scale-up of Oxfordshire's Food Larder Provision:** Provide additional funding to support scale-up ambitions of the mobile food larder locations from 10 to 35 in Oxfordshire's most deprived locations and from 1,200 to 8,000 members

Outcomes

- Reduced levels of food poverty across Oxfordshire
- Improved digital skills and knowledge of the employment market
- Improved capacity and sustainability to deliver affordable food to Oxfordshire's most deprived communities

Table 2-4: Reskilling: People Activities

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
Action Stream 1: Existing Activities				
Activate Learning Care Suite	Activate Learning	OxLEP	Local Growth Fund	Operational
Advanced Digital and Science Centre	The Henley College	OxLEP	Local Growth Fund	Operational
Advanced Engineering and Technology Skills Centre	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
AgriTech Skills Innovation Centre	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
City Centre Hospitality Training	Activate Learning	OxLEP	Local Growth Fund	Implementation
Construction Skills Academy	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
Oxford Centre for Technology and Innovation	Activate Learning	OxLEP	Local Growth Fund	Operational
Skills Support for the Workplace	Activate Learning	OxLEP	European Social Fund	Implementation
Skills Support for the Unemployed	Activate Learning	Aspire Oxfordshire	European Social Fund	Operational
Oxfordshire Advanced Skills Phase 3 Pilot	UKAEA	OxLEP	Local Growth Fund	Implementation
Action Stream 2: Recovery Measures				
Community Employment Support Programme	Oxford City Council	Aspire Oxfordshire	Oxford City Council	Implementation
Community Employment Plan Delivery	OxLEP	Anchor Institutions	Oxford City Council	Implementation
Green Construction Skills Centre	Abingdon and Witney College	OxLEP	Getting Building Fund	Implementation
Action Stream 3: Early Wins: Oxfordshire Investment Plan				
Oxfordshire Social Contract, Careers Innovation Gateway (CIG)	OxLEP	Careers and Enterprise Company (CEC)	Oxfordshire Investment Plan	Case/ Funding development
Oxfordshire Social Contract, T-Level Programme	OxLEP	Education providers, Participating businesses	Oxfordshire Investment Plan	Case/ Funding development
Oxfordshire Social Contract OxLIFE	OxLEP	Education providers	Oxfordshire Investment Plan	Case/ Funding development
Inclusive Economy Commission	Oxford City Council, OxLEP	Anchor Institutions	Oxfordshire Investment Plan	Implementation
Activity Stream 4: Target Proposals				
Improving labour supply within and across sectors	OxLEP	Oxfordshire Care Providers (OACP)	OxLEP	Concept Dev
Tackling Social Mobility & Economic Hardship	OxLEP	SOFEA	OxLEP	Concept Dev

3 Resilient: Businesses

Headline Messages

- **20 actions are proposed under the Business Theme.** These include continuing the existing work of initiatives such as 'Skills Support for Business' and 'Innovation Support for Business', through to the delivery of discretionary grant support and rates relief delivered by District councils, and the fast-tracking of Oxfordshire's Internationalisation Plan and support for the Visitor Economy
- Two new Target Proposals are recommended, these focusing on providing a 'Business Support Booster' and a new Supply Chain resilience programme 'Supply Chain Matters'

3.1 This section focuses on the *Business* theme and sets out the suite of measures which will be delivered over the next 24 month timeframe of the ERP. Table 3-6 provides a consolidated summary of the suite of projects under this Action Stream.

Key Challenges

- 3.2 Every business in Oxfordshire has been impacted by COVID-19 in some way or another by disruption to cashflow, workforce/resource planning, reduced customer demand, delays within supply chains, and forced closures during lockdown periods. This has varied from sector to sector and has also depended on the underlying flexibility and resilience of firms and whether they have well structured finance and operational continuity plans in place which can adapt to immediate business shocks. Indeed, whilst much of the economy has been able to weather the worst of the pandemic, the Baseline Assessment has revealed some key underlying challenges associated within the economy with skills planning, technology adoption, investment in innovation and wider supply chain resilience and diversification.
- 3.3 As a general rule, businesses reliant on face-to-face and in-situ activities such as the Visitor Economy and those reliant on gatherings of workings, have been the hardest hit and remain the most vulnerable to future COVID-19 control measures. Firms within science, technology and innovation rich sectors of the economy have adapted to the disruption created by the pandemic and have seen opportunities for growth – largely through increased demand for products, services or accelerated R&D activity.
- 3.4 The ERP Action Plan incorporates activities which firstly, provide support to those businesses most in need, and secondly, provide facilities and spaces to catalyse innovation, which will drive high-value investment and employment opportunities in the longer-term. This includes supporting early stage businesses, struggling due to lower levels of investment in R&D and larger businesses in industries relying on face-to-face contact such as those in retail, tourism and leisure.
- 3.5 Support through the ERP Action Plan is provided for businesses in three ways:

- providing responsive, agile information, advice and guidance to businesses suffering from cashflow issues and requiring training to adapt their processes and skills to changed ways of working;
- providing appropriate space for innovative businesses in scientific and technological industries which are performing relatively well to catalyse growth and enable them to drive forward Oxfordshire's recovery; and
- ensuring that the support landscape is cohesive, easy to access and user friendly for businesses, focused on supporting them to increase resilience, reduce risk and develop skills that the business can build on and control going forward – Support that enables businesses to grow but does not build reliance on support.

Action Stream 1 - Existing Activities



3.6 Existing Activities under the *Business* theme are built around well-developed services and projects which are being delivered through OxLEP's Growth and Skills Hubs, respectively. They provide the core interface for businesses through which wider support services can be brokered and signposted, and will be critical to ensuring priorities under the ERP are delivered.

3.7 Dedicated support covering innovation advice, finance and scaling business operations will be refocused to ensure services are targeted at helping firms to adapt to the new post-pandemic trading environment and also provide support to review workforce and wider staffing investment needs.

3.8 In addition to projects delivered through OxLEP, there are four other initiatives which will be refocused to provide vital support to businesses including activity aimed at helping SMEs review their existing carbon footprint and introducing measures which will generate energy savings on operating costs. This is complemented by investment in facilities and services to scientific and technical businesses which will be crucial to driving Oxfordshire's economic recovery. These are detailed in full in Table 3-1, below.

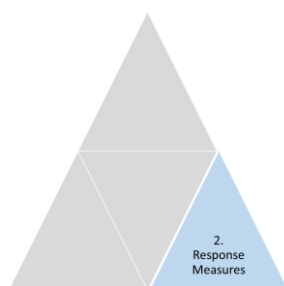
Table 3-1: Existing Activities supporting recovery of Business in Oxfordshire

Activity name	Lead organisation	Activity Status	Short description
ISfB – Innovation Support for Business	OxLEP	Operational	Offering tailored packages of support to meet the specific needs of enterprises. This includes one-to-one coaching and mentoring, workshops and grants for innovation projects. The activity will be important in facilitating links to specialist expertise, equipment and resources which are typically available only to larger companies
eScalate	OxLEP	Operational	Providing scale-up SMEs with revenue grants to enable them to access finance and revenue grants designed to assist SMEs to implement business process improvements or supply chain interventions and business development activities
Skills for Business	OxLEP	Operational	Supporting SMEs to identify skills gaps through creating a skills needs assessment and a training and development plan. This is a crucial service which will link business skills needs with skills services provided to residents
OxFutures Phase 2	Low Carbon Hub	Implementation	offering free energy audits to SMEs identifying energy saving opportunities to reduce energy bills and cut carbon emissions. This activity, delivered through the Low Carbon Hub provides another important service to enable businesses to identify and implement measures

Activity name	Lead organisation	Activity Status	Short description
			to reduce costs and increase their resilience, both key requirements for recovery
Centre for Applied Superconductivity	University of Oxford	Operational	A new centre of innovation to coordinate the interaction between key industry players including; Oxford University, cryogenics companies and end users (including SMEs), which will be critical to supporting innovation activities, particularly for SMEs in this challenging time
Earth Lab	Earth Trust	Implementation	a key crossover project between People and Business, focused on low carbon business enterprise and skills development in Oxfordshire. The project will provide education facilities as well as a space to support start-up and growing businesses
Oxford Brookes Enterprise Hub	Oxford Brookes University	Implementation	Refurbishment and re-equipping of offices and wet laboratories for use as an Enterprise Centre providing premises and advice for spinout and early stage companies as well as wider entrepreneurship support for individuals interested in starting up their own business.

Source: OxLEP Public Partners, 2021

Action Stream 2 - Response Measures



3.9 Response Measures in the *Business* theme are driven through three main components:

- **National level initiatives**, which are largely non-discretionary and apply across the country;
- **Local initiatives**, which are a mixture of business rate relief and discretionary grants administered through Oxfordshire's district councils; and
- **Getting Building Fund** projects developed locally by

Oxfordshire partners which are 'shovel ready' and designed to give immediate stimulus in targeted areas of the economy over the near term.

National Level Initiatives

- 3.10 These are short term support activities, launched by the Government to cushion the most critical aspects of the pandemic to firms, focusing on financial support and wage subsidy to preserve employment, where possible. Most of these measures were made available at the start of the pandemic and continue to be made available but are currently set to run to 31 March 2021, with the Chancellor expected to review arrangements at the Spring Budget.
- 3.11 While these activities provide a lifeline for businesses and much needed immediate support, they are largely targeted at short term support while the country is in lockdown or facing other travel/business restrictions. As part of this Action Plan, the ERP Task Group will work closely with the British Business Bank to determine the impact of the loans accessed by Oxfordshire businesses and the number of jobs safeguarded. These national level initiatives will need to be supplemented by more targeted support to deliver sustained economic recovery. Table 3-2 provides detail on these activities.

Table 3-2: National level initiatives supporting businesses in Oxfordshire

Activity name	Lead organisation	Activity Status	Short description
Bounce-Back Loan Scheme (BBLs)	British Business Bank	Operational	A six-year term loan from £2,000 up to 25% of a business' turnover, available to SMEs and micro businesses
Coronavirus Business Interruption Loan Schemes	British Business Bank	Operational	Up to £5m finance for businesses with a turnover of less than £45m per annum
Coronavirus Large Business Interruption Loan Scheme	British Business Bank	Operational	Up to £200m finance for businesses with a turnover above £45m per annum
Future Fund	British Business Bank	Operational	Support for innovative businesses who are unable to access other government support programmes because they are either pre-revenue or pre-profit and typically rely on equity investment

Locally Delivered Initiatives

- 3.12 Discretionary grants given to district councils are the most flexible tool as part of this recovery plan. In order for these grants to be used most effectively, work needs to be done to research how funds are being used by businesses, the sectors that they operate in, and its effectiveness in sustaining operations and jobs in the economy. Districts want to be able to maximise the impact of discretionary grants such as the Additional Restrictions Grant to support businesses looking to adjust their business model to changing behaviours as well as providing survival support.
- 3.13 A key, and early priority, under this Action Plan will be for the ERP Task Group to support Oxfordshire local authorities in conducting a comprehensive analysis and impact assessment on the use of discretionary grants, to help inform subsequent economic recovery policy measures and interventions. . Table 3-3 details the locally delivered initiatives.

Table 3-3: National level initiatives supporting businesses in Oxfordshire

Activity name	Lead organisation	Activity Status	Short description
Local Restrictions Support Grants	Oxon District Councils	Operational	Grants of up to £4,500 per six weeks for eligible businesses that have been required to close as a result of the latest lockdown
Lockdown one-off grants	Oxon District Councils	Operational	A one-off payment of up to £9,000 to eligible businesses that were required to close due to the national lockdown, or which cannot operate effectively remotely. This includes businesses from non-essential retail, leisure, personal care, sports facilities and hospitality sectors.
Additional Restrictions Grant	Oxon District Councils	Operational	Additional funding given to District Councils to provide discretionary grants of up to £2,000 per 28 days to businesses in Oxfordshire that have been severely impacted by the third national lockdown. The discretionary grants are available to businesses that have either had to close or have been severely impacted by the January 2021 lockdown
Rate Relief for businesses	Oxon District Councils	Operational	Business rent relief provided through the District Councils to eligible businesses which have been impacted by COVID-19

Source: UK Government, British Business Bank, 2020

Getting Building Fund (GBF) inspired activities

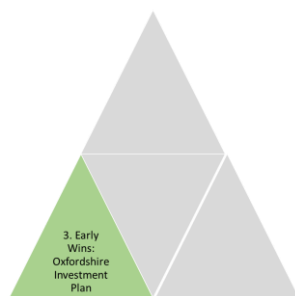
- 3.14 Oxfordshire has successfully secured £8.4m funding under the GBF to boost economic growth, and fuel local recovery and jobs as part of this ERP Action Plan. Seven projects are supported under the programme of which three are included under the *Business* theme and detailed in Table 3-4, below.
- 3.15 These projects will provide vital infrastructure and facilities to enable high value industries in Oxfordshire to continue to grow and help to drive the economy through the recovery phase as well as investment to support increased diversification in supply chains, technology adoption and transition to zero carbon operations. The projects will also provide important capacity in innovation and R&D and offer SMEs in these sectors with access to facilities, equipment and advisory services and increased collaboration.

Table 3-4: Response Measures supporting businesses in Oxfordshire

Activity name	Lead organisation	Activity Status	Short description
Business Investment Fund	OxLEP	Implementation	A fund to provide grants to capital projects that support net zero, R&D & productivity, exporting recovery & onshoring of supply chain activity
The Energy Systems Accelerator Pilot (TESA)	University of Oxford	Implementation	A pilot for the larger Energy Systems Accelerator that will underpin UK innovation in net zero carbon systems, ensuring the UK meets legal targets and achieves global leadership. The pilot will enable the accelerator to bring forward operation at a smaller scale to August 2021 to show how innovator space can work under COVID-19 affected conditions. This activity will be important to stimulate growth in zero carbon practices, which are increasingly important for economic development.
Clinical BioManufacturing Hub Enabling Works	University of Oxford	Implementation	This project is an enabling project of a bigger project which ultimately aims to expand the Clinical Bio-Manufacturing hub. The enabling works include: refurbishment of existing freezer and clean room plus, rebuilding storage facilities. The bigger project will include 3 additional clean rooms and refurbishment of existing space of which local SMEs will be given priority access to. This will be crucial in supporting innovative SMEs in a sector which has seen growth opportunities during COVID-19. Businesses in this space note the current lack of suitable facilities as a big limit on their growth prospects

Source: OxLEP Public Partners, 2021

Action Stream 3 – Early Wins: Oxfordshire Investment Plan Projects



3.16 The ERP includes a suite of projects identified under the Investment Plan, which have the potential to be brought forward and accelerated to address specific challenges brought by COVID-19.

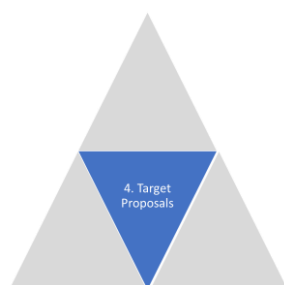
3.17 Three projects have been identified under the *Business* theme which specifically support sectors impacted heavily by COVID-19, and will boost the County's profile as we recover as an international business and innovation ecosystem. Table 3-5 sets out more details on each of the proposed projects

Table 3-5: Oxfordshire Investment Plan projects supporting businesses in Oxfordshire

Activity name	Lead organisation	Activity Status	Short description
The Oxfordshire Internationalisation Plan	OxLEP	Implementation	An integrated programme with the Department for International Trade to expand the Oxfordshire's global brand and attract trade and investment opportunities that support business growth, job creation, recovery and renewal and adapt to post-EU transition. . This will build on the success of the Oxford Vaccine and help to establish Oxfordshire as a leading centre for investment in R&D with transformational application
The Creative and Cultural Industries Hub	Oxford City Council	Implementation	Development of a purpose-built creative industries hub near the city centre of Oxford that will be a focal point for accelerating growth in start-ups in the sector in Oxfordshire. The Hub will support a wide range of ventures and multidisciplinary collaborations and provide needed support to drive recovery from the impact of COVID-19. 1-3 George Street, a co-working space and key phase of this project is scheduled to open in Autumn 2021.
The Recovery and Investment of the Visitor Economy (THRIVE)	OxLEP	Case/ Funding Development	A suite of deliverable projects to aid the economic recovery of the Visitor Economy. The four key areas of focus are supporting business recovery and survival; improving business competitiveness; strengthening the resilience and capacity of Oxfordshire's Destination Management Organisation (DMO); and providing leadership, support, and coordination to rebuild market share across international markets

Source: OxLEP Public Partners, 2021

Action Stream 4 - Target Proposals



3.18 In addition to the suite of interventions set out under this theme, we have developed two *Target Proposals* which specifically address challenges identified in the ERP Economic Baseline Assessment.

3.19 All businesses have been impacted by COVID-19 but the extent to which these impacts have been felt, vary drastically depending on the sectors and markets within which firms operate. There is an increased need to develop greater personalised business

support and which is agile to meet the diverse needs of SMEs, in particular, as well as entrepreneurs eager to develop new business ideas in light of the trading environment and opportunities created by the pandemic. *Target Proposal 3* addresses this challenge.

3.20 COVID-19 and BREXIT have caused significant disruption to supply chains in the UK. Generally businesses have been slow in implementing modern automation and data science technologies to drive more agile supply chain management and greater supply chain visibility. *Target Proposal 4* includes activities to greater understand supply chains in Oxfordshire and provide information and training to businesses to raise levels of understanding in the County's business base of the importance of strong and dependable supply chains.

3.21 These projects are outlined below, with full 'project fiches' presenting the fuller case for each activity provided in a separate document: *ERP Target Proposals*.

Target Proposal 3: Business Support Booster

Context

- All businesses have been impacted in some way by COVID-19. Business support is crucial for both short term cash flow and for safeguarding long-term innovation potential. The diverse but fragmented business support provided across Oxfordshire needs to be simplified to ensure all businesses know where to go to get the support to enable them to build more resilient businesses

Objectives

- Further develop the integrated Enhanced Growth Hub to deliver a clear and engaging business support landscape for Oxfordshire which offers personalised business support packages in person and remotely;
- Helping Pre-start and Early-stage businesses to accelerate through provision of One-to-Many and limited One-to-One support to pre-start/early stage businesses,
- Building resilience and growth into established businesses through targeted support enabling them to develop plans to return to growth and increase productivity; and
- Supporting Innovative Businesses to grow: enabling 'growth businesses' to prepare their leadership and organisation for scale-up.

Inputs & Activities

- Total Project Cost: £800k (plus £30k for evaluation)
- **Expand an integrated Enhanced Growth Hub (EHG)** from the 2020/21 pilot, engaging, triaging, and signposting 2,000 businesses per year and developing personalised support packages.
- **Increasing the awareness of businesses** to the range of support available to them through clear and targeted marketing. Focus will include expanding awareness in the Visitor Economy and Food and Beverages industries
- **Expand the OxLEP Start-Up Club** which has been in pilot phase since November 2020
- **Deliver a programme of Scale-up support**, including one to many masterclasses, one to one coaching and mentoring, and peer to peer support to help pre-Scale-ups develop their leadership, finance, and governance structures to scale
- **Extend support given through the Innovation Support for Business (ISfB)** programme, delivering Grants, 1:1 support, workshops, master classes and access to equipment, expertise and resources to innovative businesses
- **Establish formal Accelerator Programme** for established businesses delivering 1:1 support and skills workshops to established businesses to identify and address the barriers to increasing productivity, including use of digital technology

Outcomes

- Increased pool of businesses of 2,000 per year being provided personalised business support packages which will enable businesses to enhance their own capabilities to recover, become more resilient, and grow
- Businesses receiving personalised support packages will build capacity to enable them to enhance resilience, and growth without becoming reliant on support.
- Start-up survival rates increased, through accessible and personalised support packages provided through business plan development and then scale-up.
- Innovative businesses, developing high value products and are nurtured and opportunities for attracting investment in R&D are maximised
- A more collaborative innovation ecosystem, delivered through one to many masterclasses and peer network building activities

Target Proposal 4: 'Supply Chain Matters'

Context

- COVID-19 and BREXIT have caused significant disruption to supply chains in the UK. Cost-cutting and efficiency-generating activities such as 'Just in Time' (JIT) and 'Lean', alongside multi-tiering, have further left increasingly globalised supply chains susceptible to shocks. Critically, firms have been too slow in implementing modern automation and data science technologies to drive more agile supply chain management and greater supply chain visibility.

Objectives

- Improved awareness of the nature, operation, and dependencies in Oxfordshire's supply chain 'ecosystem';
- Raised understanding in the Oxfordshire business base of the importance of strong and dependable supply chains to business resilience and continuity, and the skills needed to manage supply chains;
- The provision of modest financial support to co-fund supply chain improvement projects using external specialists; and
- The need for an Oxfordshire-wide approach to addressing the COVID-19 highlighted weaknesses in the County's supply chain ecosystem.

Inputs & Activities

- Total Project Cost: £360k (plus £20k for evaluation)
- Strand 1: Three cycles of an eight-month Supply Chain Matters masterclass programme. Topics to include indicatively 'Structures and relationships with which to build//maintain long-term supply chains', 'The role of technology/AI in monitoring supply chain performance'; and 'How clustering can ensure strong, local, supply chains'; 'The role of funding in supply chain management, and managing funders' expectation'; and Using supply chains to drive Oxfordshire's Circular Economy
- Strand 2: A 10–12-month research study conducted by an Oxfordshire-based academic institution (selected competitively)
- Strand 3: The awarding of 40x £5k grants to appropriate Oxfordshire SMEs for resource in firm-relevant supply chain projects

Outcomes

- Improved awareness of the nature, operation, and dependencies in Oxfordshire's supply chain ecosystem, feeding through into faster, better, and smarter understanding of the supply chain component of Oxfordshire's economic system
- Raised level of understanding in the Oxfordshire business base of the importance of strong and dependable supply chains to their own business resilience and continuity, with greater strategic emphasis given to supply chain issues and skills in the business planning and operational activities of Oxfordshire firms. Strong demonstrable spillovers (e.g. around the role of AI and data science in supply chain management) building as a result
- Reduced market and other failure in the take-up and use by Oxfordshire firms of market-based specialists and experts in supply chain issues, feeding through into a stronger and more viable supply-side
- A more integrated, cohesive, and resilient understanding of how effective supply chain operation can benefit – directly and indirectly – the Oxfordshire economy.

Table 3-6: Resilient: Businesses Activities

Activity Name	Lead organisation	Partner organisations	Primary Funding	Activity Status
Activity Stream 1: Existing Activities				
ISfB – Innovation Support for Business	OxLEP	University of Oxford, Cherwell District Council, Oxford City Council and Oxford University Hospitals NHS Foundation Trust	European Regional Development Fund	Operational
eScalate	OxLEP	Oxfordshire Social Enterprise Partnership	European Regional Development Fund	Operational
Skills for Business	OxLEP	European Social Fund	European Social Fund	Operational
OxFutures Phase 2	Low Carbon Hub	Oxford City Council, the University of Oxford, Oxford Brookes University, Cherwell District Council and Bioregional	European Regional Development Fund	Implementation
Centre for Applied Superconductivity	University of Oxford	OxLEP	Local Growth Fund	Operational
Earth Lab	Earth Trust	OxLEP	Local Growth Fund	Implementation
Oxford Brookes Enterprise Hub	Oxford Brookes University	OxLEP	Local Growth Fund	Implementation
Activity Stream 2: Response Measures				
Bounce Back Loan Scheme (BBLS)	British Business Bank	HMT	UK Government	Operational
Coronavirus Business Interruption Loan Schemes	British Business Bank	HMT	UK Government	Operational
Coronavirus Large Business Interruption Loan Scheme	British Business Bank	HMT	UK Government	Operational
Future Fund	British Business Bank	HMT	UK Government	Operational
Local Restrictions Support Grants	Oxon District Councils .	MHCLG	UK Government	Operational
Lockdown one-off grants	Oxon District Councils	MHCLG	UK Government	Operational
Additional Restrictions Grant	Oxon District Councils	MHCLG	UK Government	Operational
Rate Relief for businesses	Oxon District Councils	MHCLG	UK Government	Operational
Business Investment Fund	OxLEP		Getting Building Fund	Implementation
The Energy Systems Accelerator Pilot (TESA)	University of Oxford	OxLEP	Getting Building Fund	Implementation

Activity Name	Lead organisation	Partner organisations	Primary Funding	Activity Status
Clinical BioManufacturing Hub	University of Oxford	OxLEP	Getting Building Fund	Implementation
Activity Stream 3: Early Wins: Oxfordshire Investment Plan				
The Oxfordshire Internationalisation Plan	OxLEP	Local Authorities, Universities and colleges, Research Institutions, Science and Business Parks, BROs, Private Sector, HMG – DIT & FCO	Oxfordshire Investment Plan	Implementation
The Creative and Cultural Industries Hub	Oxford City Council	OXLEP, University of Oxford, Oxford Brookes University, commercial operator (tbc), Oxfordshire County Council, others tbc	Local Growth Fund	Implementation
The Recovery and Investment of the Visitor Economy (THRIVE)	OxLEP	OXLEP, Oxfordshire Local Authorities, VisitEngland, VisitBritain other tbc	Oxfordshire Investment Plan	Case/Funding Development
Activity Stream 4: Target Proposals				
Business Support Booster	OxLEP	Local Authorities, Participating businesses	OxLEP	Concept Dev
Supply Chain Matters	OxLEP	Oxfordshire county Council, District Councils, Participating businesses	OxLEP	Concept Dev

4 Reviving: Places

Headline Messages

- **Nine actions have been identified to progress Place recovery.** These include the early/preparatory works around Oxford North, the planned initiative around new Delivery and Collection Solutions, the proposed Visitor Coach Arrivals project, and the new Rural Gigabyte Vouchers Scheme
- Two new target proposals are proposed, these focusing on Town Centre Renewal, and the Renaissance of the Visitor Economy

4.1 This section focuses on the *Places* theme. It sets out the suite of measures which will be delivered by Oxfordshire partners under this ERP Action Plan over the next 24 month timeframe. Table 4-3 provides a consolidated summary of the suite of projects under this Action Stream. Projects have a strong correlation and inter-dependency with proposals set out in the next Chapter – *Rebuilding: Connectivity* – which are focused on strategic infrastructure, digital access and public transport. As such, Oxfordshire partners will ensure that activities are shaped and delivered in close co-ordination to drive Place recovery.

Key Challenges

4.2 The Economic Baseline highlighted that COVID-19 has had a significant impact on place and how our towns and cities function. Communities have been required to, and have, become much more localised with the implementation of travel restrictions, working from home, and increased caution of residents.

4.3 The Economic Baseline Assessment sets out some stark choices which Oxfordshire partners will need to consider as we look to revive our places and how they operate. It poses further challenges in thinking through what our town centres and cities offer moving forward:

- the Visitor Economy, self-evidently place-based, has been disproportionately affected by COVID-19, and continues to be the most vulnerable to extensions of existing trading restrictions or further new public health measures, alongside international visitor travel choices driven by Government policy changes and protocols introduced by airlines;
- the role of city and town centres has changed as a result of COVID-19. Although we may see some graduation (in the long run) back to aspects of how local communities and UK and international visitors interact with these hubs for retail, social interaction and shared experiences, we can reasonably expect limitations to continue in the near term and many businesses will not return at all. As such, there is a requirement for places to fundamentally reimagine what these locations will look like, which visitor markets will be attracted and how the buildings and facilities will be utilised effectively to draw people back; and
- the strength and diversity of Oxfordshire's R&D, Science and Technology sectors have resulted in continued demand for labs and innovation spaces. These strengths will be key drivers of recovery; accommodating this demand, whilst mitigating the potential increase

in vacant property in/around city and town centres, will need to be considered as part of planning policy measures used by local authorities to stimulate footfall.

4.4 Activities in this theme of the ERP Action plan are clustered around seven *Response Measures* and two new *Target Proposals*.

4.5 Alongside these projects, individual district councils will develop local plans for specific market towns and city centres which will aim to boost footfall and visitors. The projects in the ERP will complement these measures alongside short term flexibilities councils look to introduce through planning and business rate changes.

Action Stream 1 - Existing Activities



4.6 Two key projects are being developed currently, which address the challenges of COVID-19 highlighted in the Economic Baseline. OCC-led works to unlock development sites in the north of Oxford will mean that the demand for additional R&D space can begin to be met and act as a focal point for recovery, driven by private sector investment. Equally, progression of the Wood Centre for Innovation will again provide R&D space for those high value businesses which are driving Oxfordshire's economy and currently are limited by space availability. Further details are set out in Table 4-1, below.

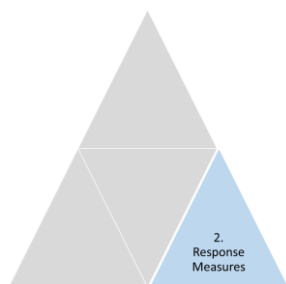
4.7 Further to the *Existing Activities* included in this ERP Action plan, there are development sites across the County, which need to be leveraged to ensure that the demand for floorspace is met. This includes significant opportunity for expansion of high value scientific activities beyond Oxford City to sites in and around our other towns such as Banbury, Bicester, Abingdon and Didcot, where land is available and housing costs are cheaper. For example, large footprint industrial buildings often speculatively constructed for logistics are easily adaptable for high-value R&D purposes.

Table 4-1: Existing Activities supporting recovery of Place in Oxfordshire

Activity name	Primary Sponsor	Activity Status	Short description
A40 Improvement Works	Oxfordshire County Council	Implementation	Important works to upgrade the A40 corridor improving vital transport and infrastructure to the north and west of Oxford which will enable the progression of new affordable housing, innovation facilities and better connectivity for local communities, including active travel, to future employment opportunities. These works can assist the ERP Action Plan by providing access to space for those innovative businesses and industries which are key to driving recovery, and can be a catalyst for investment into Oxfordshire's strong science and technology sectors
The Wood Centre for Innovation	The Oxford Trust	Implementation	20,000 sq. ft. flexible, COVID-19 secure workspace for start-up and early stage businesses specialising in science and technology. The site provides office space, R&D laboratories, technical workshop space, socially distanced co-working space and meeting facilities and the option for virtual offices. This will be an important asset for nurturing the County's start-up community under COVID-19 conditions

Source: OxLEP, 2021

Action Stream 2 - Response Measures



4.8 Five *Response Measures* are included in this Action Stream. These projects have been developed in response to COVID-19 or as a result of funding competitions developed to accelerate recovery and are set out in Table 4-2, below. Three of these projects are being implemented through the use of *Getting Building Fund* funding and contribute directly to providing vital infrastructure (physical and digital) to aid recovery.

4.9 Overall, these projects have a strong focus on the adaptation of Oxfordshire as a place to altered ways of working, changes in travel behaviours, and preparation of the County for re-engaging with visitors, (local, UK and international) once travel restrictions are lifted. The districts have a strong role in this, and particularly Meanwhile in Oxfordshire presents an opportunity for local exemplars of innovative uses of vacant units and spaces, which could be rolled out county-wide.

Table 4-2: Response Measures supporting recovery of Place in Oxfordshire

Activity name	Primary Sponsor	Activity Status	Short description
New Delivery and collection Solutions (Delivery and freight hubs)	Oxford City Council	Concept Dev	Reducing the impact of freight trips by large and/or polluting vehicles in Oxford's city centre, which will contribute to the sustainable economic recovery and development of Oxford. The external commission will gather sufficient intelligence and evidence in order to clearly diagnose the challenge and identify one or multiple viable solutions which support the overall vision. If successful, this approach can be implemented in town centres across the county
Meanwhile in Oxfordshire	Oxford City Council	Implementation	A multi-authority use collaboration which includes refurbishment work to bring vacant units back into a usable state and setting up an operator team to identify would-be occupiers will be crucial to repurposing Oxfordshire's town centres and ensuring that footfall is driven up, to catalyse the regrowth of town centre economies. The use of 'meanwhile spaces' must also be rolled out to our towns
Repurposed Physical/Digital signage	Oxfordshire County Council / District Councils	Concept Dev	Updating and repurposing of signage to encourage domestic tourism. Plans are at a conceptual stage at district level, but under the ERP Action Plan are to be expanded to ensure alignment across the County and encourage a county-level push to increase footfall in town centres as restrictions are lifted. Ideas in development include use of AR at tourist sights and digitally interactive signage
Rural Gigabit Voucher Programme	Oxfordshire County Council	Implementation	a key component of the accelerated Digital Investment Plan (more fully explained in Section 3), this is a voucher scheme that will enable between 400 and 600 additional rural premises to be connected with full fibre broadband. This is a key requirement for accelerating recovery, as COVID-19 has changed how businesses work. Remote working has become commonplace, meaning that fast, reliable internet needs to be provided universally
Visitor Coach Arrivals	Oxford City Council	Implementation	A two-stage project to tackle the issues created by visitor coaches, and the negative impacts on city centre businesses and residents. Phase one will involve creating additional temporary drop-off locations to ease the pressure on St Giles. Phase two, will reduce the number of city centre drop off locations, and replace them with edge of city facilities with alternative options developed to get passengers in using the city's public transport network.

Source: OxLEP Public Partners, 2021

Action Stream 3 – Early Wins: Oxfordshire Investment Plan Projects



4.10 There are five overarching infrastructure investment schemes which are in development under the *Oxfordshire Investment Plan* and will be delivered over an extended period, beyond the timeframe of this ERP Action Plan. This includes the following 'development bundles': Oxford City Science Area Sectors, including the West End Innovation District; Culham Science Park; Harwell Campus; Living Labs Testbed; and LO:GIC at Begbroke Science Park. Details of these key projects can be found within the Investment

Plan, via the OxLEP website at www.oxfordshirelep.com/lis.

Action Stream 4 - Target proposals



4.11 We have developed two *Target Proposals* which address the specific challenges for this theme identified in the ERP Economic Baseline Assessment, namely:

- the huge impact of COVID-19 on high streets across the country, accelerating trends that were already contributing to the demise of town centres before the pandemic. The Economic Baseline highlighted that Oxford City has been amongst the most impacted city centres in the country in terms of footfall and spend, whilst our towns are facing similar challenges as the function of their centres has changed. *Target Proposal 5* addresses these challenges; and

- the Tourism sector globally has been decimated by the COVID-19 pandemic, impacting national and local economies as well as individual businesses, jobs, means of travel, and wellbeing. Oxfordshire's Visitor Economy needs to be able to adapt and regenerate as we look towards recovery from the pandemic. *Target Proposal 6* addresses how to reinvigorate the Visitor Economy across the County once travel restrictions are eased and lifted.

4.12 These projects are outlined below, with full 'project fiches' presenting the fuller case for each activity provided in a separate document: *ERP Target Proposals*.

Target Proposal 5: Town Centres' Renewal

Context

- Oxfordshire comprises a variety of town and city centres. Alongside the major conurbation and city centre offering of Oxford, this includes a network of larger (i.e. Banbury, Abingdon, Bicester, Didcot) and smaller (i.e. Thame, Chipping Norton and Faringdon) towns with unique economic geographies, assets and histories. The recovery of town and city centres must therefore be locally tailored and locally led.
- Covid-19 has had a huge impact on high streets across the country, accelerating trends that were already contributing towards a need to reinvent many town centres before the pandemic. It has also generated an increase in popularity in the concept of the 15 minute neighbourhood, which provides workers with everything they need in terms of work, retail and leisure within a short distance from their home.

Objectives

- The overall vision is to reimagine town centres and create vibrant hubs of community and commercial interaction to drive forwards recovery. Our objectives are to facilitate and promote the creation of town centres which are:
 1. **Attractive and Viable** – high quality environments which people want to visit and are desirable locations for a mix of business, service provider, and community uses.
 2. **Connected and Sustainable** – readily accessible, from within local hinterlands and across the County, via a range of convenient and sustainable modes of transport.
 3. **Inclusive & Locally Led** – shaped by the local community to create places that are relevant and engaging for everybody to visit, enjoy and interact.

Inputs & Activities

- Total Project Cost: £35m (plus £400k for evaluation)

The following activities are proposed to deliver objectives that have been established for Town Centre renewal through a challenge fund model:

- Increasing the capacity of locally based leadership
- Leveraging strategic public and private sector property assets to diversify use mix and provide anchor developments to help catalyse wider investment
- Public realm improvements - creating dynamic public spaces that promote human interaction through high quality and innovative initiatives and delivery models;
- Innovative bus operating models - support transition towards more financially sustainable bus service provision, requiring collaborative working with operators.
- Active Travel Plans – alongside public transport improvements, roll out programme of cycle and pedestrian networks across all major settlements to ensure that local residents can access town centres via healthy, safe and sustainable means

Outcomes

- Enhanced local leadership capacity and partnership working – measured by community and partner engagement in decision making and evidence of partnership working/delivery (inc co-investment);
- Enhanced vibrancy & appeal to residents and visitor – measured by footfall, vacancy rates, satisfaction surveys;
- More diverse offer and shift away from retail – evidenced by change of land/premises and 'new' uses coming forward in strategic assets;
- Improved environmental quality – evidenced by public realm improvements e.g. digitisation, pedestrianisation, green space.
- Reduced carbon emissions – evidenced by reduced car usage and take up of active travel and bus services.

Target Proposal 6: Visitor Economy Renaissance

Context

- Oxfordshire has a thriving Visitor Economy which attracts 30 million visitors a year that generates £2.5 billion into the local economy and supports 42,000 jobs locally. Oxfordshire is home to globally recognised brands and businesses including Oxford, the Cotswolds, Blenheim Palace and Bicester shopping village
- However, the COVID-19 pandemic has decimated the tourism sector globally, with huge implications for national and local economies as well as individual businesses, jobs, means of travel, and wellbeing.
- The ability for the Visitor Economy to pivot to the impact from COVID-19 has been seriously hindered by a noted lack of digital skills throughout the sector. Outreach consultation activity to local Visitor Economy businesses in Oxfordshire found that over half of businesses needed support across social media, websites, maintaining customer content and managing online reputation.

Objectives

- To attract visitors and ensure that Oxfordshire's maintains its position as one of the UK's most desirable visitor destinations for both national and international visitors
- To build capability (with a focus on digital) in Oxfordshire's Visitor Economy businesses and ensure that they are able to remain competitive
- To ensure that Oxfordshire is a safe place to visit that is responding to changing health and social distancing requirements

Inputs & Activities

- Total Project Cost: £1.5m (plus £40k for evaluation)
- **Oxfordshire-wide marketing campaign:** The creation of a future funding pot that can be deployed for necessary marketing and communication campaigns when the economy opens up.
- **Rolling out a digital health check survey for businesses Oxfordshire-wide:** Responding to the evidence from West-Oxfordshire and activity driven by Cotswolds Tourism, capitalising on existing resources and thinking, to roll out the digital health check survey to businesses
- **Delivering Digital Training Programmes:** Informed by the findings from the Digital Health Check survey a series of training programmes will be designed and delivered by the Growth Hub and draw upon available grants and other business support activity where relevant/necessary
- **Rolling out of the 'Good to Go' accreditation:** Working alongside above digital activity, with additional capacity, Destination Management Organisations will work to expand this accreditation from to reach a greater proportion of Visitor Economy businesses
- **Providing capacity to Oxford Pass to onboard partners and raise profile:** Supporting the profile building and onboarding of partners to Oxford Pass across Oxfordshire. After this initial support, this will become self-sufficient with ticketing fees supporting the service on an ongoing basis
- **Improving physical infrastructure to better support Oxfordshire's destinations:** In order to best respond to the need for better social distancing requirements, improved waymarking is proposed that has digital components.

Outcomes

- Attracting a greater proportion of national and international visitor markets
- Improved digital capacity and skills for the Visitor Economy sector
- Improved visitor flow and social distancing at Oxfordshire's visitor destinations
- Expanding membership from 494 businesses (representing c. 10% of all of Oxfordshire's Visitor Economy businesses) to 2000 business (representing c. 40%)

Table 4-3: Reviving: Places Activities

Activity name	Lead Organisation	Partner Organisations	Primary Funding	Activity Status
Activity Stream 1: Existing Activities				
A40 Improvement Works	Oxfordshire County Council	OxLEP	Local Growth Fund	Implementation
The Wood Centre for Innovation	The Oxford Trust	OxLEP	Local Growth Fund	Implementation
Activity Stream 2: Response Measures				
New Delivery and collection Solutions (Delivery and freight hubs)	Oxford City Council	Oxfordshire County Council, Environment Agency, OxWED, Oxford University	TBC	Concept Dev
Meanwhile in Oxfordshire	Oxford City Council	OxLEP, Oxon District Councils	Getting Building Fund	Implementation
Repurposed Physical/Digital signage	Oxfordshire County Council / District Councils	Oxfordshire County Council	District Councils/County Council	Concept Dev
Rural Gigabit Voucher Programme	Oxfordshire County Council	OxLEP	Getting Building Fund	Implementation
Visitor Coach Arrivals	Oxford City Council		Oxford City Council	Implementation
Activity Stream 4: Target Proposals				
Town Centres' Renewal	OxLEP & District Councils	Local Authorities	TBC	Concept Dev
Visitor Economy Renaissance	OxLEP	District Councils, Oxfordshire County Council, Destination Management Organisations	TBC	Concept Dev

5 *Rebuilding: Connectivity*

- 5.1 Central to the overall delivery of the ERP is the critical importance of adaptive connectivity, which enables access to employment opportunities and services, business resilience, and wider well-being. Complementing the preceding *Places* chapter, this section of the ERP Action Plan sets out how **Connectivity** – physical and virtual - will support our recovery agenda and action plan.
- 5.2 The ERP Economic Baseline Assessment has highlighted three major challenges for Oxfordshire which are now more pronounced as a result of the COVID-19 pandemic and must be tackled to ensure sustainable outcomes, as the County emerges from recovery and into renewal:
- ensuring digital connectivity is maximised across the County to support the shift to increased remote working and employment, enable access to public services which are increasingly provided online and facilitate adaptation by businesses to meet changing consumer behaviour;
 - sustaining safe, reliable and affordable public transport which enables the most vulnerable and most affected residents in the County to gain access to employment, training and services;
 - preparing and adapting Oxfordshire's transport network for sustainable recovery in ways which will maximise the recovery and growth trajectory of key sectors that are heavily reliant on footfall and visitors; and
 - providing a low carbon resilient transport system which can support the transition to net zero economy and evolve to meet new demands for journeys made by cars, supporting the increasing move to EVs through increased charging infrastructure across the County. Oxfordshire is well placed to address this, with the Oxfordshire Energy Strategy and important local centres of innovation, including the emerging battery transport cluster in Cherwell, and Silverstone Technology Cluster.
- 5.3 With these challenges in mind, Oxfordshire partners will be implementing a range of digital and physical connectivity activities which will support economic recovery by addressing these challenges which underpin the wider priorities and ambitions set out under each theme of the ERP Action Plan.

Digital Investment



5.4 The ERP recognises that digital investment is fundamental to supports economic recovery across every sector of the economy, noting that every £1 invested in full fibre creates £8 in net GVA. To maximise this opportunity across the County, Oxfordshire partners, led by the County Council, will deliver seven strategic projects, as set out in Table 5-1.

Table 5-1: Digital Connectivity projects delivered for the ERP Action Plan

Activity	Lead Organisation
CONN1: Connect a further 1000 rural residential premises to full fibre between February 2021-June 2022 enabling these residents to work from home	Oxfordshire County Council
CONN2: Engage further with 38 communities to use voucher funding for delivery of full fibre to c 3500 premises by June 2022	Oxfordshire County Council
CONN3: Lead a procurement which will connect 200+ public sector buildings to full fibre by June 2023. This will include GP practices, schools, museums as well as our own estate	Oxfordshire County Council
CONN4: Connect a further c 2000 business and residential premises with full fibre connectivity by June 2023	Oxfordshire County Council
CONN5: Engage with commercial telecoms operators resulting in a commitment for 6,000 premises in Banbury to be connected to full fibre by 2024, with others expected to be announced in March/April 2021	Oxfordshire County Council
CONN6: Finalise a procurement strategy to get all premises in Oxford connected to gigabit broadband by 2025	Oxfordshire County Council
CONN7: Work with Government to finalise a procurement plan to connect c 90,000 premises with full fibre by 2025	Oxfordshire County Council
CONN7: Work with the Mobile Network Operators to facilitate rollout of 5G in Oxfordshire – this has helped secure 17x 5G masts being installed around Oxford, with Abingdon mooted for Autumn 2021	Oxfordshire County Council

Source: Oxfordshire County Council, 2021

Adapting Oxfordshire's Transport Network



5.5 As we address the challenges that COVID-19 has placed on the transport network, including in maintaining safe and efficient public transport and between the different modes available, it is important to adapt the network appropriately in line with changing patterns of behaviour, patronage and demand.

5.6 This ERP Action Plan sets out the following activities designed to adapt the network whilst, also preparing for gradual increases in demand which will be stimulated by a recovering economy.

TRAN 1: Connecting Oxford

- 5.7 Oxfordshire County Council and Oxford City Council will continue to develop *Connecting Oxford* as part of this ERP Action Plan. It will be focusing on the transformation of how people travel to and within Oxford, as part of OCC's plan to create a less congested, less polluted city and wider county, tackling issues that occur with the both the commute and during the day, in particularly the city's eastern arc⁴. The focus is on supporting reliable public transport services, supporting active travel and Zero emission and adapting to altered travel behaviours.

TRAN2 : Oxford City Zero Emission Zone

- 5.8 Oxfordshire County Council and Oxford City Council are proposing to create a zero emission zone (ZEZ) pilot in Oxford city centre, starting in August 2021. The ZEZ will be implemented through a road user charging scheme, with the aim of creating a cleaner, safer .
- 5.9 Following the formal consultation on the ZEZ pilot which concluded in January 2021, the County Council's Cabinet will make a decision on the progression of the Pilot in March 2021.

⁴ [Connecting Oxford](#)

On approval, this will contribute to creating a more desirable City Centre for visitors and encourage active travel.

TRAN3: E-Scooter trial

- 5.10 Oxford will be implementing an E-scooter trial which is expected to commence in mid-February 2021. The trial will draw on Oxford City's learning from the shared bike operations and OCC's engagement with other cities on best practice activity in order that that E-scooters can be introduced as a positive addition to Oxfordshire's mobility choices, and an alternative means of transport under the new post-pandemic environment.

TRAN4: Electric Bus City

- 5.11 The County Council has successfully secured for Oxford to become the UK's first all-electric bus city; it is currently progressing to phase 2 of the programme. Funding of up to £50m will support the city and its bus operators in transitioning the fleet to Zero Emission buses which will provide a transformative step in Oxfordshire's target to be carbon net zero by 2050 or sooner. The council is now preparing a business case for DfT approval prior to funding being released and will be working closely with operators and officials to develop a viable proposition for Oxford which addresses wider low carbon challenges and provides a safe and sustainable public transport mode for residents.

TRAN5: EV Infrastructure

- 5.12 Oxfordshire is leading the way in the delivery of EV infrastructure and a number of projects continue to establish new charging points across the county, which will be fundamental to the wider recovery of the County's economy and transition to net zero carbon. The City Council continues to deliver new charging points for City residents along with Taxis, including through projects such as the joint OCC and Oxford Direct Service initiative to develop a solution to enable connections to homes without dedicated parking. Two key aspects of delivery include:
- **Park & Charge⁵** – A collaborative Innovate UK project, delivering charge points across Oxfordshire's towns, using an innovative business model to utilise public owned car parks to provide services to visitors and residents alike, by 2022 the aim is to have approximately 250 new charge points across the County; and
 - **EV Infrastructure strategy** – to enable investment and ensure reliable sustainable infrastructure for EV charging, Oxfordshire will be one of the first Authorities to adopt an EV Infrastructure Strategy, the strategy is expected to be adopted by the County Council and District Councils in Spring 2021.

TRAN6: Active Travel Tranche 2 Programme

- 5.13 c£5m of funding, drawn from competitive bids, Local Growth Fund and S106 contributions will enable investment in a programme of active travel projects to invest in Cycling and Walking schemes and enhancing safety and quality, particularly important in the observed localisation impacts of COVID-19 and supporting wider well-being within local communities.
- 5.14 The programme includes:

⁵ <https://parkandchargeoxfordshire.co.uk/>

- Oxford City: Improved cycle paths, Low Traffic Neighbourhoods, traffic filters (closing main roads to through traffic, except for buses, access and exempt users) and point closures (closing quieter street except for cyclists); and
- Cherwell and West Oxfordshire (Bicester and Witney): Improved / segregated cycle paths, traffic filters and wider pavements

5.15 Project timelines propose completion of the Cherwell and West Oxfordshire schemes by Spring 2021 and consultation commencing for most Oxford City schemes in May 2021, with planned delivery scheduled for the summer of 2021

TRAN7: 'Community Activation'

5.16 In addition to delivering a number of infrastructure changes, the County Council will also support a number of complementary measures including a community cycling activator role, the use of a *Cycling and Walking Activation App*, piloting of a number of school streets schemes and extending access to the *Wheels for All* programme enabling people with disabilities to try a wide range of adaptive bikes.

TRAN8: Future Mobility

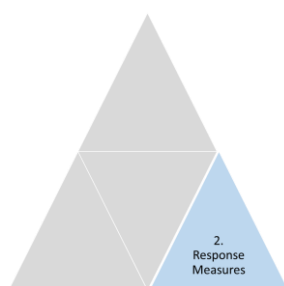
5.17 The challenges of COVID-19 have highlighted the requirement to bring forward future mobility solutions, particularly with the importance of social distancing and delivery of items to vulnerable people. This ERP Action Plan will encompass a series of exciting and innovative measures developed to test and tackle areas where new solutions can be introduced at pace.

5.18 Oxfordshire has built up a reputation for supporting innovation in the mobility sector, this was driven by adopting a policy to utilise Oxfordshire as a living lab for mobility in the Local Transport Plan; *Oxfordshire Ihub*⁶ is a partner in many of these collaborative projects, As part of a package of measures to address connectivity challenges created by the COVID-19 pandemic, the County Council will continue to support our place as leaders in Connected Autonomous vehicles (CAV) with continued on-road trials, along with *Multi CAV* which will see public transport trials for CAV led by First Group. Additionally, it will also support delivering Unmanned Aerial Vehicle projects, developing standards and regulations as well as trial flights delivering medicines to protected or remote care homes.

5.19 In 2021, OCC will also deliver the 2nd phase of the *GovTech Catalyst* project, which will fund two companies up to £500k each to deliver a proof of concept solution for the future of network management. Alongside this, a new *SBRI* project will also look at whole journey accessibility modelling that will aim to make bespoke journey details for individuals with accessibility needs, and increase patronage of public transport services.

⁶ https://issuu.com/occihub/docs/occ_ihub_2020_q4

A Key Additional Requirement



ADD1: Bus Renewal

5.20 COVID-19 has had a dramatic impact on bus services across Oxfordshire, placing operators at severe financial risk and the permanent loss of vital routes which connect families to employment, essential services and wider communities.

5.21 A new Bus Board has been created to focus on opportunities for the bus services. As highlighted in the Economic Baseline, Oxfordshire has high levels of bus use and maintaining, and then growing this, will be important to ensuring Oxfordshire's transport system fits the changing requirements of its residents. Support from DfT to continue the work to look at how new services and funding can be delivered that meet changing customer demand will help unlock investment from the private sector and support from Local Government.

- 5.22 Continued investment in Active Travel is also required to further boost the connectivity priorities of the ERP Action Plan. Funding to support the *Active Travel Tranche Programme 2* is an important start but many other towns across the County would benefit from more investment to implement further initiatives, which could make our town centres more appealing places to visit through creating new, safe routes for active travel modes of transport.
- 5.23 Increase in revenue funding for new projects and de-risking investment in "Innovation" would be a key boost for connectivity improvements, in light of COVID-19 challenges. Government funding is traditionally capital led, and while this is still important and new infrastructure is clearly needed, increasingly disruptive business models in mobility come from customer centric revenue driven models
- 5.24 More funding is needed that supports this sector in the UK, with Local Government a potential client but lacking revenue to risk initial investment/purchase of these new services. Increased revenue would also support development of dynamic data led "Place" management to make more efficient use of the infrastructure we have, rather than focus solely on new infrastructure to provide new capacity. There is clearly the opportunity to spend less (Capital) but spend (Revenue) wisely to still deliver benefits to communities and also potentially support new sector growth in the UK.
- 5.25 A key task for Oxfordshire partners will be to look at how these challenges can be tackled as part of the wider recovery from COVID-19.

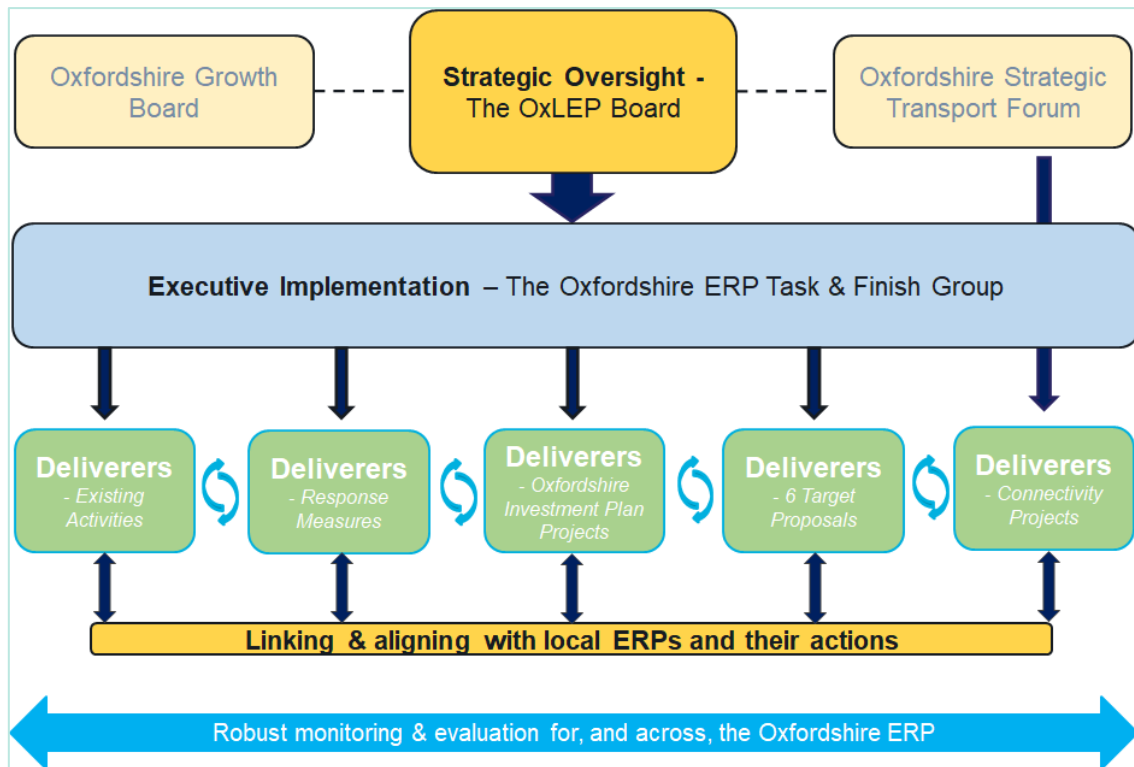
6 An ERP Action Plan for Oxfordshire

- 6.1 Based on evidence, consultation, and foresight, **this ERP Action Plan for Oxfordshire sets out those actions which will be undertaken over the next 24 months** to address the impact of COVID-19 on our economy and the legacy it has for the County. **We are proposing an integrated ERP Action Plan for existing, proposed, and new activities - over 50 projects in total - to address these challenges for our People, Places, and Businesses.** To these economic development actions, which will be progressed by Oxfordshire partners, **we will additionally progress 17 digital, transport, and wider connectivity projects**, under the leadership of the County Council and the Oxfordshire Strategic Transport Forum.
- 6.2 This Action Plan encompasses approximately 70 projects worth a total of c. £1.4 billion worth of costed activities. Against this total, c. £1 billion of allocated money is secured and in place, **with a funding shortfall – the ‘investment ask’ of this Action Plan- of £437 million** (Table 1-1).
- 6.3 A summary of our ERP Action Plan – our *‘Plan on a Page’* – is overleaf. This is our starting point, recognising that this Plan will remain a live document and will require Oxfordshire partners to be vigilant in our listening, sharp in our monitoring and tracking, and agile in responding as and when evidence change is needed.

Governance

- 6.4 We want this to be a well-executed Action Plan, with tight overall strategic oversight, high-quality and proactive execution capability, and expert and effective deliverers who leverage their operational expertise to drive impactful actions on the ground. Recognising these requirements, the Plan will have a simple three-tier governance and oversight structure with responsibilities as follows:
- **Overall Strategic Oversight: to be provided by the OxLEP Board**, which will be accountable to the County's people, businesses and places for the impact of the ERP. In oversight, there will be close strategic liaison and progress review with the Oxfordshire Growth Board (to maximise the coordination of impact across the economy), and the Oxfordshire Strategic Transport Forum (given its lead role in progressing the digital and physical connectivity activities under this Action Plan).
 - **Executive Implementation: to fall to the existing ERP Task Group**, which will be accountable to the OxLEP Board for the ERP's implementation and progress; and
 - **Action Delivery:** this will fall to expert project partners and task groups as they deliver the actions and initiatives within this Action Plan.

Figure 6-1: Oxfordshire's ERP Action Plan - governance structure



Source: OxLEP, 2021

- 6.5 At all stages, governance of this Oxfordshire ERP Action Plan will align and support the individual district-level ERPs which are being progressed by Councils. Delivering synergy, sharing best practice, and understanding 'what works' will be key intents of this alignment.
- 6.6 **High performance monitoring and evaluation will be a hallmark of this ERP Action Plan and its delivery;** across the socio-economic spectrum, COVID 19 has reinforced the need for public sector intervention to target the right beneficiaries, in the right way, at the right time. Accordingly, a driving focus on targeting the most appropriate beneficiaries for support, and then optimising intervention delivered to them, will be a defining characteristic of our governance of this Action Plan.

Moving To Delivery . . .

- 6.7 Time is of the essence for this Action Plan, and so **we need collectively to move promptly and effectively on its delivery and implementation, maximising resources as efficiently as possible.** Underpinning this, we will be putting in place key monitoring, evaluation and gateway milestones to measure progress of the Plan and its impact, to ensure it remains fresh, targeted and effective. This includes:
 - **Preparing a clear Delivery Timetable**, identifying the Plan's key stage-gates, milestones, and implementation dependencies, and committing to a refresh of this this on a four-monthly cycle;
 - **Developing the Monitoring and Evaluation Framework** we will use collectively to track Action Plan progress and impact, securing appropriate resource for this to be a substantive and value-adding activity;

- **Agree the processes by which the ERP Economic Baseline Assessment will be refreshed,** and iterated back into this Action Plan, to ensure the latter remains relevant and appropriate.
- **Alongside this, we will engage with relevant Central Government Departments and Agencies** to identify where/how/when the unfunded proposals in this Action Plan can capture resource, and be progressed at pace to support Oxfordshire's, and the wider UK's, economic recovery.

. . . and the commitment needed now?

- 6.8 Few of us could have imagined in March 2020 the dramatic and far-reaching changes which our lives, our businesses and human interactions would have been subjected to the COVID-19 Pandemic. Today nearly 12 months forward, that reality is clear, as are the challenges and responsibilities we face in adjusting to a fundamentally new paradigm – as individuals, as society, and as public and private sector partner.
- 6.9 Now, **other partners need to come alongside the Task Group to provide their own inputs, support, resources, and expertise.** Whatever the scope and scale of part you can play, we hope you will feel able to play it – for the benefit of our County and its businesses, people, and places and future generations
- 6.10 This Action Plan is vital for the future of our people, businesses and places – everyone has a role to play in making it happen. Oxfordshire partners look forward to working fully and energetically with you in ensuring its success.

The ERP Action Plan on a Page

	 Reskilling: People	 Resilient: Businesses	 Reviving: Places
Key Challenges	<p>Low-income families, women, the young, & vulnerable groups hardest hit</p> <p>Those who cannot work from home have been affected more strongly</p>	<p>Businesses reliant on face-to-face/ in situ activities hardest hit</p> <p>Some sectors doing well (life sciences), others decimated (hospitality, visitor economy)</p>	<p>Visitor Economy & Town Centres hit very hard. Much reduced footfall & spend</p> <p>'15-minute community'</p> <p>Expanded & adapted connectivity required</p>
Activity Stream 1 <i>Existing Activities</i>	<p>Skills infrastructure & facilities from Level 3 up, in growth industries</p> <p>Workplace based flexible training</p>	<p>Growth Hub delivered core business support</p> <p>LGF funded R&D facility infrastructure</p>	<p>Place & Connectivity Infrastructure projects</p> <p>Spaces for Innovative businesses to grow</p>
Activity Stream 2 <i>Response Measures</i>	<p>Community focused IAG for people who have lost jobs</p> <p>Creating employment opportunities linking people to new developments</p>	<p>National level cashflow support initiatives – largely non-discretionary</p> <p>GBF & private sector funded R&D facility development</p>	<p>Digital connectivity improvements</p> <p>Redesigned transport logistics for Oxford City</p> <p>Town Centre Renaissance – Meanwhile Spaces</p>
Activity Stream 3 <i>Early Wins:</i> <i>Oxfordshire Investment Plan</i>	<p>Oxfordshire Social Contract – T-Level provision, social mobility, in work skills development</p> <p>Inclusive Economy Commission</p>	<p>Internationalisation Plan</p> <p>Creative & Cultural Industries Hub</p> <p>Visitor Economy investment</p>	<p>Five Large infrastructure projects</p> <p>Rail service & road congestion improvements</p> <p>New active travel routes</p>
Activity Stream 4 <i>New Target Proposals</i>	<p>Tackling Social Mobility and Economic Hardship</p> <p>Improving labour supply within and across sectors</p>	<p>Integrated Enhanced Growth Hub</p> <p>'Supply Chain Matters'</p>	<p>Reimagined Town Centres which are attractive, connected & inclusive</p> <p>The Recovery & Investment of the Visitor Economy</p>
 <p>Rebuilding: Connectivity - Sustainable, efficient & healthy transport & digital infrastructure</p>			

A Annex: Full listing of proposed ERP Action Plan Spring 2021-Spring 2023

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
Reskilling: People				
Action Stream 1: Existing Activities				
Activate Learning Care Suite	Activate Learning	OxLEP	Local Growth Fund	Operational
Advanced Digital and Science Centre	The Henley College	OxLEP	Local Growth Fund	Operational
Advanced Engineering and Technology Skills Centre	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
AgriTech Skills Innovation Centre	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
City Centre Hospitality Training	Activate Learning	OxLEP	Local Growth Fund	Implementation
Construction Skills Academy	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
Oxford Centre for Technology and Innovation	Activate Learning	OxLEP	Local Growth Fund	Operational
Skills Support for the Workplace	Activate Learning	OxLEP	European Social Fund	Implementation
Skills Support for the Unemployed	Activate Learning	Aspire Oxfordshire	European Social Fund	Operational
Oxfordshire Advanced Skills Phase 3 Pilot	UKAEA	OxLEP	Local Growth Fund	Implementation
Action Stream 2: Recovery Measures				
Community Employment Support Programme	Oxford City Council	Aspire Oxfordshire	Oxford City Council	Implementation
Community Employment Plan Delivery	OxLEP	Anchor Institutions	Oxford City Council	Implementation
Green Construction Skills Centre	Abingdon and Witney College	OxLEP	Getting Building Fund	Implementation
Action Stream 3: Early Wins: Oxfordshire Investment Plan				

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
Oxfordshire Social Contract, Careers Innovation Gateway (CIG)	OxLEP	Careers and Enterprise Company (CEC)	Oxfordshire Investment Plan	Case/ Funding development
Oxfordshire Social Contract, T-Level Programme	OxLEP	Education providers, Participating businesses	Oxfordshire Investment Plan	Case/ Funding development
Oxfordshire Social Contract OxLIFE	OxLEP	Education providers	Oxfordshire Investment Plan	Case/ Funding development
Inclusive Economy Commission	Oxford City Council, OxLEP	Anchor Institutions	Oxfordshire Investment Plan	Implementation
Activity Stream 4: Target Proposals				
Improving labour supply within and across sectors	OxLEP	Oxfordshire Care Providers (OACP)	OxLEP	Concept Dev
Tackling Social Mobility & Economic Hardship	OxLEP	SOFEA	OxLEP	Concept Dev
Resilient: Businesses				
Activity Stream 1: Existing Activities				
ISfB – Innovation Support for Business	OxLEP	University of Oxford, Cherwell District Council, Oxford City Council and Oxford University Hospitals NHS Foundation Trust	European Regional Development Fund	Operational
eScalate	OxLEP	Oxfordshire Social Enterprise Partnership	European Regional Development Fund	Operational
Skills for Business	OxLEP	European Social Fund	European Social Fund	Operational
OxFutures Phase 2	Low Carbon Hub	Oxford City Council, the University of Oxford, Oxford Brookes University, Cherwell District Council and Bioregional	European Regional Development Fund	Implementation
Centre for Applied Superconductivity	University of Oxford	OxLEP	Local Growth Fund	Operational
Earth Lab	Earth Trust	OxLEP	Local Growth Fund	Implementation
Oxford Brookes Enterprise Hub	Oxford Brookes University	OxLEP	Local Growth Fund	Implementation
Activity Stream 2: Response Measures				
Bounce Back Loan Scheme (BBLS)	British Business Bank	HMT	UK Government	Operational
Coronavirus Business Interruption Loan Schemes	British Business Bank	HMT	UK Government	Operational
Coronavirus Large Business Interruption Loan Scheme	British Business Bank	HMT	UK Government	Operational
Future Fund	British Business Bank	HMT	UK Government	Operational
Local Restrictions Support Grants	Oxon District Councils	MHCLG	UK Government	Operational
Lockdown one-off grants	Oxon District Councils	MHCLG	UK Government	Operational
Additional Restrictions Grant	Oxon District Councils	MHCLG	UK Government	Operational

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
Rate Relief for businesses	Oxon District Councils	MHCLG	UK Government	Operational
Business Investment Fund	OxLEP		Getting Building Fund	Implementation
The Energy Systems Accelerator Pilot (TESA)	University of Oxford	OxLEP	Getting Building Fund	Implementation
Clinical BioManufacturing Hub	University of Oxford	OxLEP	Getting Building Fund	Implementation
Activity Stream 3: Oxfordshire Investment Plan Projects				
The Oxfordshire Internationalisation Plan	OxLEP	Local Authorities, Universities and colleges, Research Institutions, Science and Business Parks, BROs, Private Sector, HMG – DIT & FCO	Oxfordshire Investment Plan	Implementation
The Creative and Cultural Industries Hub	Oxford City Council	OxLEP, University of Oxford, Oxford Brookes University, commercial operator (tbc), Oxfordshire County Council, others tbc	Local Growth Fund	Implementation
The Recovery and Investment of the Visitor Economy (THRIVE)	OxLEP	OxLEP, Oxfordshire Local Authorities, VisitEngland, VisitBritain other tbc	Oxfordshire Investment Plan	Case/Funding Development
Activity Stream 4: Target Proposals				
Business Support Booster	OxLEP	Local Authorities, Participating businesses	OxLEP	Concept Dev
Supply Chain Matters	OxLEP	Oxfordshire county Council, Local Authorities, Participating businesses	OxLEP	Concept Dev
ReBuilding: Places				
Activity Stream 1: Existing Activities				
A40 Improvement Works	Oxfordshire County Council	OxLEP	Local Growth Fund	Implementation
The Wood Centre for Innovation	The Oxford Trust	OxLEP	Local Growth Fund	Implementation
Activity Stream 2: Response Measures				
New Delivery and collection Solutions (Delivery and freight hubs)	Oxford City Council	Oxfordshire County Council, Environment Agency, OxWED, Oxford University	TBC	Concept Dev
Meanwhile in Oxfordshire	Oxford City Council	OxLEP, Oxon District Councils	Getting Building Fund	Implementation
Repurposed Physical/Digital signage	Oxfordshire County Council / District Councils	Oxfordshire County Council	District Councils/County Council	Concept Dev
Rural Gigabit Voucher Programme	Oxfordshire County Council	OxLEP	Getting Building Fund	Implementation
Visitor Coach Arrivals	Oxford City Council		Oxford City Council	Implementation
Activity Stream 4: Target Proposals				

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
Town Centres' Renewal	OxLEP & District Councils	Local Authorities	TBC	Concept Dev
Visitor Economy Renaissance	OxLEP	Local Authorities, Oxfordshire County Council, Destination Management Organisations	TBC	Concept Dev
ReBuilding: Connectivity				
CONN1: Connect a further 1000 rural residential premises to full fibre between February 2021-June 2022	Oxfordshire County Council	Local Authorities, private suppliers	Oxfordshire County Council	Implementation
CONN2: Engage further with 38 communities to use voucher funding for delivery of full fibre to c 3500 premises by June 2022	Oxfordshire County Council	Local Authorities	Oxfordshire County Council	Implementation
CONN3: Lead a procurement which will connect 200+ public sector buildings to full fibre by June 2023	Oxfordshire County Council	Local Authorities, private suppliers	Oxfordshire County Council	Case/Funding Development
CONN4: Connect a further c 2000 business and residential premises with full fibre connectivity by June 2023	Oxfordshire County Council	Local Authorities, private suppliers	Oxfordshire County Council	Case/Funding Development
CONN5: Engage with commercial telecoms operators resulting in a commitment for 6,000 premises in Banbury to be connected to full fibre by 2024	Oxfordshire County Council	Local Authorities, commercial telecoms operators	Oxfordshire County Council	Case/Funding Development
CONN6: Finalise a procurement strategy to get all premises in Oxford connected to gigabit broadband by 2025	Oxfordshire County Council	Local Authorities, private suppliers	Oxfordshire County Council	Case/Funding Development
CONN7: Work with Government to finalise a procurement plan to connect c 90,000 premises with full fibre by 2025	Oxfordshire County Council	Local Authorities, commercial telecoms operators	Oxfordshire County Council	Case/Funding Development
CONN7: Work with the Mobile Network Operators to facilitate rollout of 5G in Oxfordshire	Oxfordshire County Council	Local Authorities, commercial telecoms operators	Oxfordshire County Council	Case/Funding Development
TRAN 1: Connecting Oxford	Oxfordshire County Council	Oxford City Council, bus operators	Oxfordshire County Council	Case/Funding Development
TRAN2 : Oxford City Zero Emission Zone	Oxford City Council	Oxfordshire County Council	Oxford City Council	Case/Funding Development
TRAN3: E-Scooter trial	Oxford City Council	Private operator	Oxford City Council	Case/Funding Development
TRAN4: Electric Bus City	Oxford City Council	Oxfordshire County Council, Bus operators	Department for Transport	Case/Funding Development
TRAN5: EV Infrastructure	Oxford City Council	Oxfordshire County Council	Oxford City Council	Implementation
TRAN6: Active Travel Tranche 2 Programme	Oxfordshire County Council	Local Authorities	Department for Transport	Implementation
TRAN7: 'Community Activation'	Oxfordshire County Council	Local Authorities	Oxfordshire County Council	Case/Funding Development

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
TRANS: Future Mobility	Oxfordshire County Council	Local Authorities, private delivery partners	Oxfordshire County Council	Case/Funding Development
ADD1: Bus Renewal	Oxfordshire County Council	Local Authorities, Bus operators	TBC	Concept Dev

B Annex B: Technical Note to the ERP Action Plan

B.1 In compiling this ERP Action Plan, we have worked closely with Oxfordshire partners across local authorities, Destination Management Organisations, Universities, business leaders and others to ensure the appropriate interventions are included and that these, collectively, comprise a cohesive suite of activities which directly address the challenges highlighted in the Economic Baseline Assessment report, completed in December 2020.

B.2 Two strands of work built on the Economic Baseline to develop this ERP Action Plan:

- **ERP Activity Selection:** comprising the identification of *Existing Activities*, *Response Measures*, and *Oxfordshire Investment Plan* projects for potential inclusion in the ERP Action Plan; and
- **Target Proposal Development:** comprising the development of six Target Proposals specifically aimed at addressing the five challenge areas identified in the Economic Baseline Assessment that require further action.

ERP Activity Selection

B.3 The ERP Action Plan includes four activity streams, as outlined in Section 1: *Existing Activities*, *Response Measures*, *Oxfordshire Investment Plan projects* and *Target Proposals*. The first three of these streams comprise activities that are currently underway or in development.

To select the most appropriate projects for inclusion in the ERP Action Plan, an extensive activity-mapping exercise was undertaken by the ERP Task Group, working with public delivery partners to collect information on Existing Activities, Response Measures, and Oxfordshire Investment Plan projects. The information gathered included:

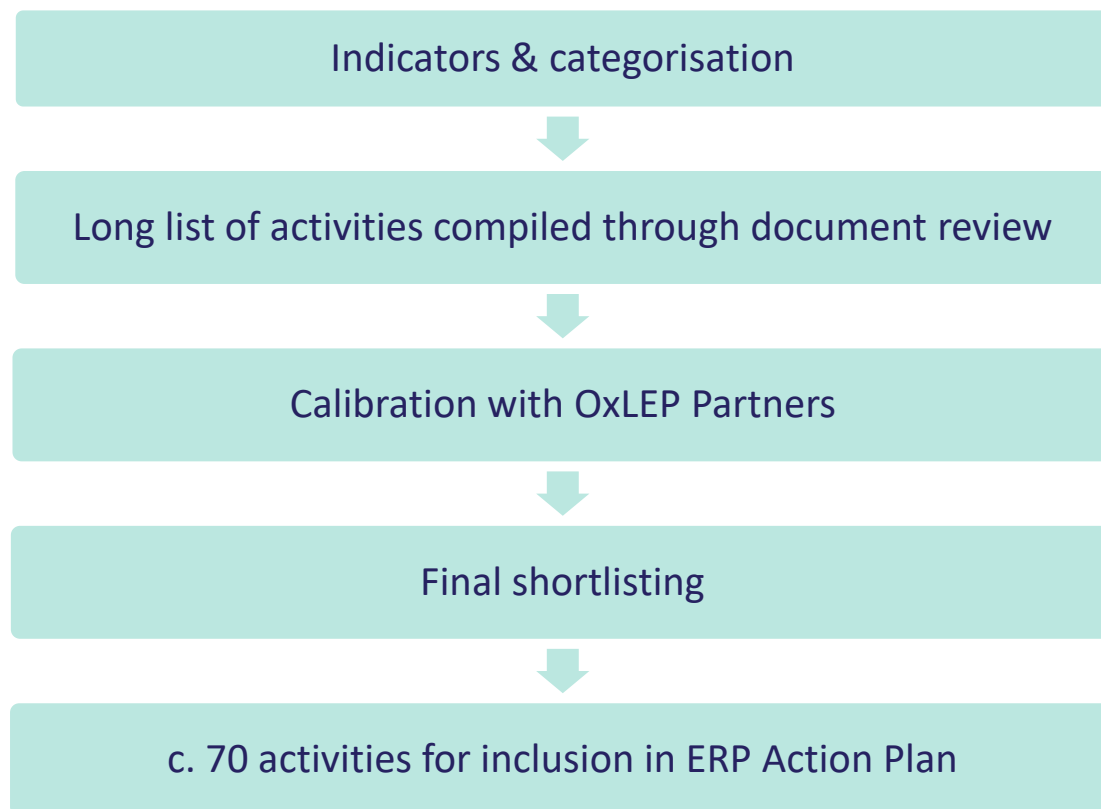
- Activity name;
- Activity description;
- Activity status (conceptual, business case development, implementation, operational);
- Lead organisation;
- Partner organisations; and
- Primary funding source

B.4 This information was used to categorise and triage activities for inclusion in the ERP Action Plan. On initial triage by the ERP Task Group, a long list of activities was produced and shared with public delivery partners (including the Growth Hub, Skills Hub, Oxfordshire County Council, and the District Councils) for calibration.

B.5 After collating responses from partners to the long list of activities, the Task Group then undertook shortlisting, where those projects with the most alignment with addressing the challenges identified in the Economic Baseline Assessment were selected for

inclusion in the ERP. A key criteria for inclusion was the ability of the activity to deliver recovery benefits over the next 24 months. This selection process is outlined in the Figure below:

Figure 6-2: Selection process for Existing Activities, Response Measures and Oxfordshire Investment Plan projects for the ERP Action Plan



Target Proposal Development

- B.6 On identification of Existing Activities, Response Measures and Oxfordshire Investment Plan projects for inclusion in the ERP Action Plan, it was clear that six challenge areas required further activities to be developed to ensure that all of the challenges in the Economic Baseline Assessment were addressed.
- B.7 These six areas included Skills and Inclusivity Development in the *People* theme, enhanced Business Support and Supply Chain activity in the *Businesses* theme, and Town Centre and Visitor Economy renewal in the *Places* theme.
- B.8 Once these challenge areas were identified, the ERP Task Group and partners assigned Lead Actors to develop Target Proposal responses, working with OxLEP and independent economic development consultants through a series of workshop sessions.
- B.9 Each Lead Actor developed one or more Target Proposal 'Fiches', in which the Context (challenges), Rationale, Objectives, Risks, Inputs, Activities, Outputs, Outcomes and Delivery Considerations were developed. These are not full business cases, but have been developed so that all of the components of a full business case have been considered, enabling these Target Proposals to be mobilised quickly.
- B.10 Each Target Proposal fiche is presented in full in a separate document: *ERP Action Plan – Target Proposals*, together with information on who the Target Proposals will be led by.