

OXFORDSHIRE CITY-REGION ENTERPRISE PARTNERSHIP
The Local Enterprise Partnership (LEP) for Oxfordshire

Draft Bid for an Oxfordshire City-Region Enterprise Partnership to the Secretaries of State

EXECUTIVE SUMMARY

- 1 This bid is made in response to the letter from the Secretaries of State for Business, Investment & Skills and for Communities & Local Government, dated 29 June 2010, inviting local government and business leaders to put forward proposals for local enterprise partnerships (LEPs).
- 2 Oxfordshire has one of the strongest economies in the South East which is itself the powerhouse of the national economy, contributing £18bn to the exchequer in 2008. Many elements of the economy are world class and globally competitive in areas such as high performance engineering, biotechnology and medical instruments. It also has the potential to achieve comparable strengths in new sectors including a range of green technologies. Maintaining this competitiveness and succeeding in new markets is central to the long term prosperity of the county.
- 3 We are proposing an Oxfordshire based LEP that will:
 - (a) Involve the county's most senior public, academic and private sector leaders in articulating a shared vision for the future of the county's economy;
 - (b) provide the framework in which a smaller public sector works differently with the private sector to realise its full potential for long term wealth creation;
 - (c) tackle barriers to business growth and innovation;
 - (d) focus on the development of key sectors that complement national priorities; and
 - (e) provide an effective interface with national programmes for economic development.
- 4 We set out our rationale for this being based on Oxfordshire – rather than a larger area - with evidence that Oxfordshire is a classic city region and has specific challenges and opportunities that are different from those of its neighbours and research from the LGA showing that Oxfordshire is a functional economic area in its own right. We have called it, for now, the Oxfordshire City-Region Enterprise Partnership, to emphasise the functional economic area that underpins it.
- 5 To maximise its impact and address the challenges set out in the Ministers' letter, the Oxfordshire City-Region Enterprise Partnership is asking government to devolve a number of responsibilities from central government, in relation to local place-based budgeting, the development and commissioning of a local skills strategy and for Oxfordshire to act as the local contact point for innovation, investment and business support.
- 6 In addition, we are proposing that some SEEDA-supported initiatives are retained and funded, such as the successful Oxfordshire Innovation & Growth Team and a local element of Business Link providing networking and local context for Government and international clients.
- 7 Ultimately, we believe that the overlapping economic and administrative geographies, combined with the strength and distinctiveness of what Oxfordshire has to offer, provide an unusually powerful basis for a viable Local Enterprise Partnership that will be able to be operational without undue delay. If we are successful in achieving our vision, the medium to long term outcomes will provide a step change in realising the full potential of Oxfordshire's contribution to the UK economy.

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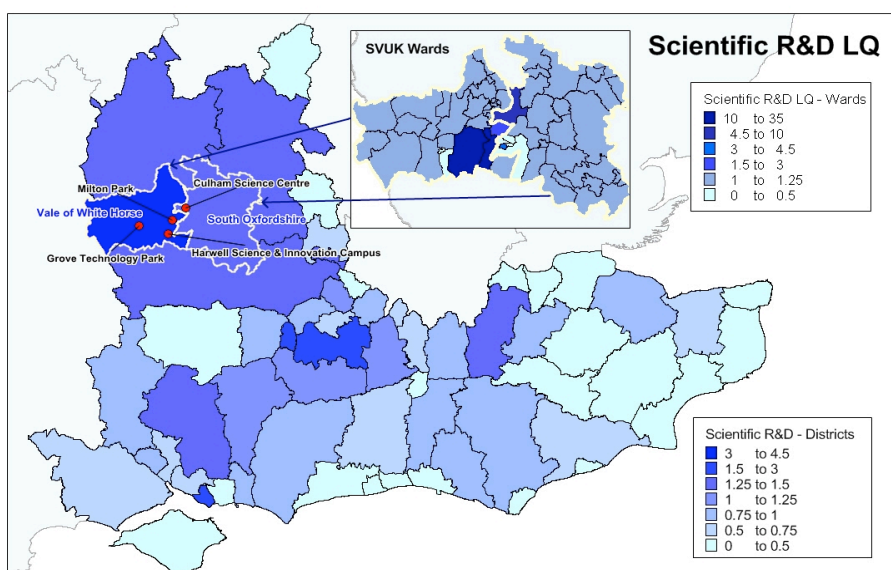
PROPOSAL FOR AN OXFORDSHIRE CITY-REGION ENTERPRISE PARTNERSHIP

- 8 This bid sets out an analysis of
- (a) the very particular strengths of Oxfordshire's economy;
 - (b) the challenges confronting the Oxfordshire economy and areas of potential change;
 - (c) aims: what the Oxfordshire City-Region Partnership expects to deliver;
 - (d) the case for an Oxfordshire City-Region Enterprise Partnership
 - (e) variable geometry – working across boundaries and permeability
 - (f) measuring the success of the Oxfordshire City-Region Enterprise Partnership
 - (g) improving how we work together
 - (h) what the Oxfordshire City-Region Enterprise Partnership needs from central government
 - (i) Annex 1: Proposed Structure of the Oxfordshire City-Region Enterprise Partnership
 - (j) Annex 2: LGA map evidencing Oxfordshire as a Functional Economic Area

The very particular strengths of Oxfordshire's economy

- 9 Oxford University is rated as the best in Europe or the second best in the world, according to preference. Academic excellence is how most people envision Oxford but the county's offer is far wider:
- 10 Oxford Brookes University is rated as the best new university in the country;
- 11 Oxford itself was recently highlighted as one of eight 'buoyant cities' in the latest Centre for Cities report, regarded as "prime candidates for major expansion to support further economic and employment growth".
- 12 The Science Vale UK area has a concentration of specialised science and technology that is without parallel in the UK and is globally competitive. Its major centres include Harwell, Milton Park and Culham while, overall, the Science Vale area contains 13% of research and development employment in the South East and 4% England.

Figure 1: Location Quotient of Research and Development across the South East: an LQ of 1.0 is average; more than 1.0 shows higher concentrations of R&D



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Source: Science Vale UK, July 2010

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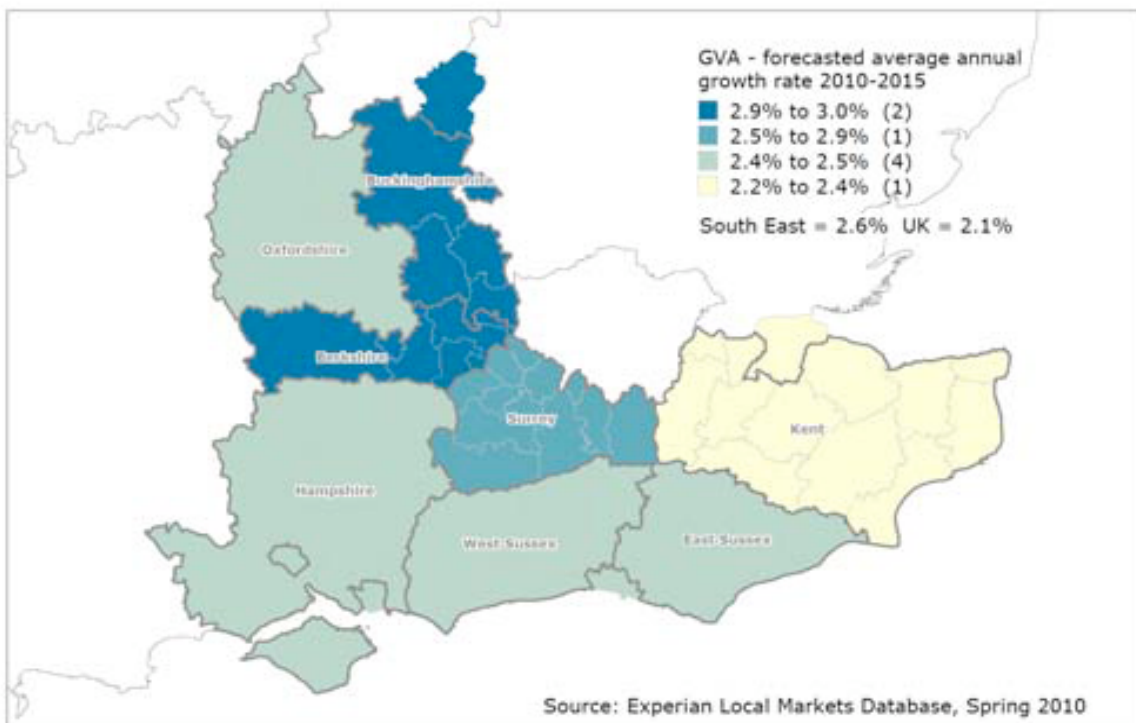
- 13 Harwell Science and Innovation Campus is being developed as a world-class centre for science, innovation and enterprise. Home to the Science and Technology Facilities Council, Rutherford Appleton Laboratory, Medical Research Council and European Space Agency Space Centre among others, Harwell has more than 4,500 people working in over 140 organisations comprising large-scale research councils, high technology companies and a range of rapidly growing start-ups.
- 14 Milton Park is one of Europe's largest multi-use business parks, hosting more than 160 companies which employ around 6,500 people in one of the UK's foremost science communities, with companies of all sizes and ambitions ranging from start-ups to world-class plcs with particular strengths in the bio-tech and ICT sectors.
- 15 Culham is home to the UK's fusion research programme, known as the Culham Centre for Fusion Energy (CCFE) and the world's largest fusion experimental facility, JET (Joint European Torus).
- 16 The technology transfer companies of Oxford University (ISIS innovation) is one of the UK's most prolific and best regarded technology transfer companies and of the Science and Technology Facilities Council in Harwell (known as CLIK).
- 17 Science parks at Milton Park, Begbroke and in Oxford that house a wide range of high-tech businesses and that have the capacity to house further growth in these sectors.
- 18 Global headquarters and/or principal R&D facilities for world-leading high technology companies such as Oxford Instruments, Siemens MR Magnet Technology, Infineum and Sharp.
- 19 A medical sector with one of the leading research hospitals in the UK offering patient care, teaching and world class research, allied with a strong healthcare technologies sector.
- 20 We also have a high concentration of vibrant SMEs, many of them highly innovative and representing spin-outs from the universities. These have great potential to grow and become successful businesses, competing globally in existing and emerging industries.
- 21 The heartland of the multi-billion pound 'Motorsport Valley', a business cluster with Oxford at its centre. With links to successful firms supplying the global industry throughout the UK, these companies dominate the design and manufacture of components used in the majority of the world's racing categories and develop the leading-edge technology used in Formula One that will eventually be absorbed into mainstream car technologies.
- 22 The BMW Mini is also manufactured in Oxford, exported globally and with the new pioneering electric Mini being tested in Oxford.
- 23 Oxfordshire has more publishers than London, including Oxford University Press which is the largest university publisher in the world.
- 24 The Bicester eco-town will provide a springboard for economic regeneration in Bicester and for the nurturing of a hi-tech, innovative green technology that has the potential to be world class, coupled with an effective working network of interested partners.
- 25 Defence Academy of the United Kingdom at Shrivenham, responsible for the military's post-graduate education and training and providing the MoD's primary link with UK universities and international military educational institutions.

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The challenges confronting the Oxfordshire economy and areas of potential change

- 26 The challenges facing Oxfordshire are distinctive and need to be addressed if it is to achieve its ambitions. While some are shared with many parts of the UK (demographic change, traffic congestion, housing availability and affordability, pockets of deprivation, pressures to reduce resource consumption and increasing global competition), others are particular to Oxfordshire.
- 27 Oxfordshire is not performing as well as it should. Our Gross Value Added per head is only average compared to comparable areas in the UK and internationally. The growth in our knowledge intensive economy is slower than our competitors.
- 28 There are skills shortages and particular concerns about young people aged 16-25 years who are not in education, employment or training
- 29 In the past, there has been a complacency and resistance to growth, a lack of intensive collaboration and not enough focus on developing the size of companies from small to medium and from medium to large.
- 30 Oxfordshire's economy is characterised by a large public sector, comprising local government, academic institutions, the health sector, the police and the military with a myriad of public and voluntary bodies. Most of these public sector organisations are large scale. Oxford City, at 46% of its workforce, has the highest proportion of any district in England in public administration, education and health sectors. Public sector spending cuts are going to lead to a significant reduction in the public sector economy which is likely to reduce its employment and GVA growth relative to its neighbours.

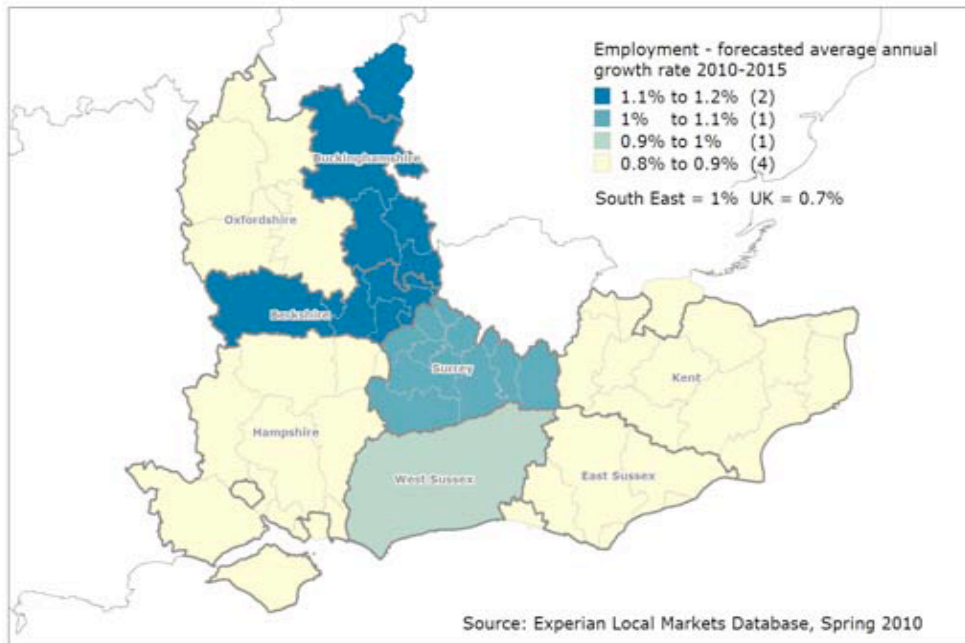
Figure 2: GVA forecasts by county 2010 to 2015



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Figure 3: Total employment, forecast for 2010-2015



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- 31 By contrast, the private sector includes many small enterprises, with a lower proportion of medium sized and large businesses than comparable areas. BMW and Unipart are probably the largest private sector employers, employing several thousand people in Oxfordshire but the vast majority of businesses employ less than 20 staff. Each scale of enterprise faces particular challenges to creating growth.
- 32 The very strength of the Oxfordshire economy and the quality of its environment creates both a complacency that the county's future prosperity can be taken for granted and a tension between those pushing for economic development and those concerned about the effects of growth on the environment. As a result, Oxfordshire has not been seen to be sufficiently welcoming to business and has failed either to nurture its existing businesses or to promote itself to new investors. These tensions are often played out in the arena of the planning system that is seen by many in business as a barrier and by others as failing to protect the environment.
- 33 Oxfordshire's existing strengths mean that it has the potential to succeed globally in the years to come. We need to do much more to generate new and growing businesses, to increase employment opportunities and to increase investment and exports fundamental to the UK's economic recovery.
- 34 The emergence of new markets: Issues such as climate change, resource shortages and broadband infrastructure, are creating new forms of demand for new products including, for example, better insulation, cheaper and cleaner energy and faster broadband in hard-to-reach communities. Oxfordshire has the capacity to pioneer the development of new markets in response to these changes by bringing together its range and intensity of science and technology, its success in spinning out innovative and high growth businesses and its ability to connect these to supply chains linked to world and market leaders. Making new markets and obtaining first-mover advantages in them will be vital to remaining competitive in the future.
- 35 With a smaller public sector with fewer resources making public-private sector partnerships work will require new ways of working. The Oxfordshire City-Region

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Enterprise Partnership will demonstrate a structure in which a smaller public sector can work differently but to greater effect to enable the private sector to achieve its full potential.

Aims: What the Oxfordshire City-Region LEP expects to deliver

- 36 Delivering a step change: The Oxfordshire City-Region Enterprise Partnership will provide a level of leadership from business, academic and local government partners not sufficiently mobilised in the past, to articulate the county's ambitions, raise awareness of what needs to be done to address its challenges, to overcome barriers and promote the county to the outside world.
- 37 Strategic Leadership – acting on the voice of business: Breaking down traditional barriers to growth and ensuring that the right support mechanisms are in place when they are needed.
- 38 Focus on key priorities: Using the Oxfordshire City-Region Enterprise Partnership to act as the catalyst for realising Oxfordshire's potential will require prioritisation of key issues rather than trying to do everything. Thus we aim to focus on the five key priorities below. Among these, some are national level responsibilities but our experience has shown they also need local articulation if they are to succeed:
- (a) Supporting innovation and growth including facilitating access to investment;
 - (b) Infrastructure investment;
 - (c) Addressing skills deficiencies;
 - (d) Business support provision;
 - (e) Tackling specific barriers to business growth, identified by business, by building on successful existing initiatives. See Annex 1, paragraph 7 for details.
- 39 Focusing on key sectors for global competitiveness: To make the greatest impact, we propose focusing initially on areas where we have existing strengths and where our analysis has shown that there is potential for growth and global competitiveness. These key sectors would be for discussion and confirmation at the first Oxfordshire City-Region Enterprise Partnership meetings but could be:
- (a) Low Carbon/Green Technology;
 - (b) Advanced Materials and Engineering; and
 - (c) Science and other High Tech where Oxfordshire are world leaders, such as health care, cryogenics, etc.
- 40 Other sectors, including retail, creative and cultural industries, tourism and the visitor economy, the military and the voluntary, community & faith sectors are all critical in terms of employment, providing as they do the bedrock of many SMEs and an essential part of what makes Oxfordshire such an attractive place to live and work. The strengths of Oxfordshire's military sector (for example the forthcoming expansion of Brize Norton), the variety of its creative and cultural industries and heritage offer (including Blenheim Palace and the concentration of historic buildings in Oxford) and the quality of its environment are all assets that make Oxfordshire such an attractive place to live and work and as such are vital to the county's future strength. The Oxfordshire City-Region Enterprise Partnership will keep these sectors under review but recognises the need to focus on the key drivers for innovation and wealth creation.

The case for an Oxfordshire City-Region Enterprise Partnership

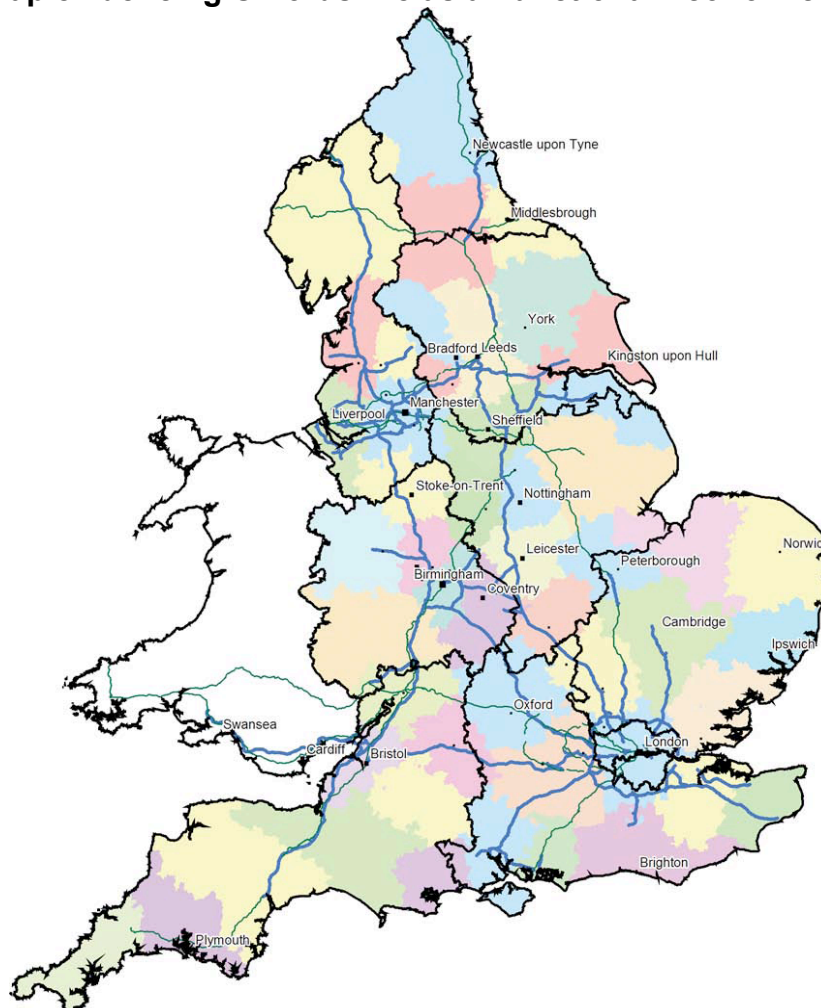
- 41 Purpose before geography and structure: Based on this analysis, the proposal considers the geography, functions and structures of the Local Enterprise Partnership necessary to ensure that its aims are effectively delivered. While the invitation letter from the two Secretaries of State suggests that Local Enterprise Partnerships will

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comprise groups of upper tier authorities, the case is made here for an Oxfordshire City-Region Enterprise Partnership designed to address the particular challenges and opportunities facing the county

- 42 Oxfordshire's particular opportunities and challenges: An Oxfordshire-based LEP enables us to address the particular opportunities and challenges that are critical to the county achieving its ambitions. This scale of geography is supported by recent evidence from Experian showing that Oxfordshire's prospects are quite distinct from those of its neighbours and therefore need solutions that are particular to its circumstances rather than adapted to the needs of other areas such as the Thames Valley. See Figures 2 and 3 above for details.
- 43 The Oxfordshire City-Region as a functional economic area: There is considerable evidence¹, based on a range of criteria, that Oxfordshire is a functional economic area in its own right. See Figure 4 below for the LGA's "best fit" map showing the administrative boundaries of Oxfordshire are the closest fit to such an area, based on travel to work patterns, economic performance, markets and infrastructure. It has the historic City of Oxford at its heart and a hinterland of strong market towns and villages around it. Several of those towns have significant populations and economies in their own right. In the south of the county is a distinctive area that is particularly strong in research that forms the 'Science Vale UK' and, in the north, there is a strong manufacturing presence in Banbury and Bicester.

Figure 4: LGA Map evidencing Oxfordshire as a Functional Economic Area



¹ LGA research: *prosperous communities II – vive la devolution!* February 2007, <http://www.lga.gov.uk/lga/aio/21918>

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- 44 Successful working relations on which to build: Existing working arrangements are already pushing beyond traditional boundaries to improve the framework for growth. The Oxfordshire City-Region Enterprise Partnership will build on these strengths with new ways of working and stronger leadership. The existing structures on which we are building include:
- (a) **The Oxfordshire Economic Partnership** has been strengthened in recent years and has played a key role in the establishment of a Destination Management Organisation for Oxford & Oxfordshire and the Oxfordshire Innovation and Growth Team that brings together key organisations involved in providing business support to innovative and high growth businesses. It has helped bring together organisations involved in skills, and developed the quality of the county's inward investment offer. Its Horizons and Futures events have engaged a wide range of businesses in thinking about issues facing the Oxfordshire economy and it has taken on the hosting of the business directory and Oxfordshire Business Enterprise that organises volunteers to provide mentoring to small businesses. Its Task Groups have mobilised a small army of business leaders in working on a range of issues including skills, business support, broadband, tourism and the green economy.
 - (b) **OxfordshireinBusiness** has brought together the business representative organisations operating in the county (FSB, IoD, the Oxfordshire Town Chambers Network, the Oxfordshire Chamber of Commerce and the CBI) to work collectively rather than in competition with each other.
 - (c) **Oxford Inspires** which, since its creation, has pulled together all parts of the creative and cultural industries sector and is in the process of integrating its activities with the Destination Management Organisation for Oxford & Oxfordshire in promoting the visitor economy.
 - (d) **Spatial Planning and Infrastructure Partnership's development of a Local Infrastructure Plan** – selected as a vanguard pilot for the 'single conversation' with the Homes and Communities Agency, Oxfordshire's Local Investment Agreement was one of the first in the country, used not only as a model for others in areas of two-tier local government but also as the basis for strategic allocation of infrastructure investment across the county. The capacity to do this came from the Spatial Planning and Infrastructure Partnership that has the potential to provide business with an effective interlocutor on issues related to planning, housing and transport issues.
 - (e) **Collaborative development of the Oxfordshire Economic Assessment** – conducted in a public-private sector collaboration ahead of the statutory duty and providing the first class evidence base informing this Local Enterprise Partnership proposal.
 - (f) **Networking with attitude** - up to 80 different business events and groups across the county are all involved in bringing together the people needed for business success. The events range from a variety of breakfast, lunch and dinner meetings, to several business awards, the annual meeting of a 1,000 innovators, investors and entrepreneurs at Venturefest, investment networks and the largest university enterprise club in the world (Oxford University's 'Oxford Entrepreneurs').
- 45 The fact that we can build on these existing structures and strengths means that we can avoid duplication and implement the LEP sooner rather than later and that the administrative and governance overheads will be considerably reduced. This will avoid

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the danger involved in a larger geography that requires the creation of exactly the sort of unwieldy and expensive structures that inhibited growth and led to the abolition of regional structures.

Variable Geometry - Working across boundaries and permeability

- 46 Whatever boundaries are drawn around a LEP, it is clear that, for many businesses, local administrative boundaries are irrelevant and it will be necessary to work across them. The economy of the Oxfordshire City-Region includes parts of clusters and supply chains that stretch well beyond the county – some to neighbouring areas, others to partners based in all parts of the world. Improving how the LEP engages with these areas will be part of its objectives. Sector-based working groups of the LEP will look along the length of supply chains in developing policies to support businesses in the county.
- 47 It is recognised that there will need to be permeability of our LEP at the edges, where members of the LEP or the Oxfordshire City-Region Enterprise Partnership itself may wish to cooperate with neighbouring LEPs on specific business-sector initiatives. Local authority members will actively facilitate businesses needs for cross boundary working beyond the limits of the Oxfordshire City-Region Enterprise Partnership.

Measuring the success of the Oxfordshire City-Region Enterprise Partnership

- 48 Outcomes: Oxfordshire is not growing as fast as its neighbours in terms of gross value added per head, business volume and employment. It therefore follows that these need to provide the basis by which the success of the Oxfordshire City-Region Enterprise Partnership will be judged. Nevertheless the measurement of these outcomes is not straight forward (measures of Gross Value Added, for example, are both complex and slow – the data is only available two years after the event) so it will be necessary to monitor a range of data to provide more timely feedback on performance. Metrics will cover:
- (a) Improved Skills: the skills of the workforce and of students entering the workforce need to be improved but so also do the soft skills (such as behaviours, attitudes and motivation) necessary to release their full potential.
 - (b) Increased business stock: the numbers of new businesses, particularly in high growth, high tech businesses, their survival and growth and their success in becoming medium- sized and large businesses.
 - (c) Increased inward investment: capturing information about the investment of new businesses coming to Oxfordshire and the investment of existing foreign-owned businesses. While central government has claimed this to be a role for Whitehall, we are conscious of the need to compete with other regions within the United Kingdom and globally and we believe Oxfordshire must develop its own capacity to compete for inward investment on the basis that others are unlikely to do it for us.
 - (d) Wider Next Generation Access (NGA) Broadband coverage: there are existing maps of the expected coverage of superfast and NGA broadband. Measuring Oxfordshire's coverage against this base line will provide a way of assessing the Oxfordshire City-Region Enterprise Partnership's contribution.
 - (e) New markets developed: capturing case studies that demonstrate success and share learning about the processes and successes in creating new markets that can realise the potential that Oxfordshire has to offer.

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Improving how we work together

- 49 To deliver this proposition, discussions have been held with the two universities at vice-chancellor level; with the five district councils at leader level, with the Further Education sector at principal level; with Oxfordshire businesses of all sizes at senior management level and with the full range of bodies representing the business sector in Oxfordshire.
- 50 At an early stage, senior business people who had expressed interest have been engaged in the drafting of the bid and have fed in as it has developed. This has helped to develop a sense of ownership of the bid by the business sector, local government and the Oxfordshire academic sector. The bid has the support of the academic institutions, businesses and business representative organisations and local government listed at the end of the document **[to be inserted before submission]**.
- 51 Out of this process and in addition to the particular objectives around wealth creation, some important principles to improve how we work together have emerged:
- (a) The Oxfordshire City-Region Enterprise Partnership has to work for all of its stakeholders in business, local authorities, academia and other sectors;
 - (b) Business representation has to reflect different sectors and sizes of business because they face different issues; and
 - (c) The Oxfordshire City-Region Enterprise Partnership must add value by building on what exists and bringing disparate initiatives together while also facilitating and enabling the work of others rather than trying to do everything itself.

What the Oxfordshire City-Region Enterprise Partnership needs from government.

- 52 Local Enterprise Partnerships are very new and the details of how they will work are still evolving. In this context, Oxfordshire has considered what it needs from government for our Oxfordshire City-Region Enterprise Partnership to succeed.
- 53 Realising the potential of place-based budgeting. We believe strongly that many decisions are best taken at a local level and that our national economic performance has been held back by an over-centralised state. Given the tightening of public expenditure over the medium term, we believe significant savings are possible through place-based budgeting which devolves funding to local democratically accountable bodies while retaining a line of accountability to Parliament for funds it has voted to that locality. This could and should apply to funding for affordable housing and local transport schemes.
- 54 Skills funding and responsibilities. Government has decided to create a national organisation responsible for procuring and funding skills provision. Given the centrality of skills to the Oxfordshire City-Region Enterprise Partnership, it will be important for it to articulate its skills priorities in the form of an *annual statement of need* to feed into the work of that new organisation as they move through commissioning and procurement from education providers. The statement would provide the vehicle to articulate local need, support provider planning and inform learners of the economic prospects relating to the training opportunities available.
- 55 It will be important to establish good linkage between Oxfordshire and national initiatives such as the innovation and investment roles of the Technology Strategy Board and Business Link that have been reserved to central government.
- 56 Pump priming funding: The allocation of relatively small budgets to the Oxfordshire City-Region Enterprise Partnership to support its priorities will be essential in the

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areas of providing support to innovative and high growth businesses and for the commissioning and procurement of training for those most disadvantaged or those who are least attractive to the provider market. Funding would be based on outcomes rather than outputs. The cost effectiveness of the current Oxfordshire Innovation and Growth Team which helped local businesses raise £26 million of investment in the last four months illustrates just how much can be achieved in Oxfordshire but we do need to preserve the basic infrastructure to keep this working.

Proposed structure of the Oxfordshire City-Region Enterprise Partnership

57 It is proposed to have three levels of engagement for local government, the local economy and academic partners. See Annex 1 for our initial governance arrangements but, in summary, these are:

- (a) Oxfordshire City-Region Forum: meeting as a ‘supervisory board’ of ‘shareholders’ that engages and holds the City-Region Board to account. The forum will help articulate the opportunities, ambitions and challenges facing Oxfordshire in a way that drives improvements among those responsible for its delivery, engages Oxfordshire residents in debate about the challenges they face and promotes the county to the wider world. The size of this forum/supervisory board is not fixed but it is imperative that its members include the senior business, academic and local government leaders who have not all been sufficiently involved as corporate citizens of Oxfordshire to-date. This is a key part of the added value that the LEP will deliver.
- (b) Oxfordshire City-Region Board: an executive board, accountable to the Forum and responsible for delivery of various areas of work. The size will be limited to keep it effective but will contain representative of different parts of the private, academic and public sectors. The board will fulfil a role equivalent to the directors of a private sector business.
- (c) Oxfordshire City-Region Special Purpose Vehicles: Sector Groups, Area Strategy Groups, the public sector Spatial Planning & Infrastructure Group and Delivery Groups as necessary where particular areas of work are undertaken and where businesses are involved because of their very direct relevance in shaping the strategic direction of the county.

Expressions of support

58 This Bid has the support of:

Sector	Signatory	Organisation
Academic		
Private		
Public		

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ANNEX 1: GOVERNANCE

This Annex is put forward in response to interest around governance from a number of partners and to promote a debate about possible outcomes. This is not the most critical area for a LEP but it is one that can consume energy and time before real issues are addressed. The purpose in putting forward some proposals is not to seek to establish a structure "in stone" but to identify areas that require debate and resolution. We hope to refine these arrangements as proposals become reality and there are a number of open questions posed throughout the annex. As per the Executive Summary, we will take a 'try it; fix it' approach.

Proposed structure of the Oxfordshire City-Region Enterprise Partnership

1 It is proposed to have three levels of engagement for local government, the local economy and academic partners. These are:

- (a) Oxfordshire City-Region Forum (or Supervisory Board): We would expect that the Forum acts as the reviewing body of the Oxfordshire City-Region Enterprise Partnership, essentially acting as "shareholders" of a supervisory or non-executive board providing guidance, review and accountability oversight of the executive Oxfordshire City-Region Board.

The Forum will normally meet three times per annum for no more than two hours per meeting. The added value of the Oxfordshire City-Region Enterprise Partnership compared with previous structures will depend on these leaders being involved in the Forum, in person, rather than by a delegate. This is a big ask but it is at the core of the Oxfordshire City-Region Enterprise Partnership's success.

We have an open view on the size of this Forum. It can be as big as the list of people wishing to join it who satisfy some basic membership criteria to be agreed by the sponsoring members. We anticipate decisions should be taken by consensus and believe that resort to the voting rules would demonstrate a failure of the partnership. .

- (b) Oxfordshire City-Region Board: This Executive Board will be accountable to the Forum and be responsible for managing the Groups proposed below. It will need to be large enough to represent the diversity of local government, academic institutions and the business community but small enough to be effective. For the business community it will need to be inclusive of large, medium and small businesses; of different sectors and of different geographies. We would suggest it should be limited to 12-14 members (see below) and with the chairman of the Forum to be the chairman of the Board. In essence, the Board represents the "directors" of this body. Further suggestions for the Board are set out below (see paragraphs 2-6 below).

It is anticipated that the Chairman and Vice Chairmen of the Executive Board would be part of the Supervisory Forum, however it is an open question as to whether other members of the Executive would also be members of the Forum without compromising the respective supervisory and executive roles of the two bodies. One possibility is that the business representative organisations are on both bodies in recognition of the wide membership that they represent.

- (c) Oxfordshire City-Region Sector Groups, Area Strategy Groups, the public sector Spatial Planning & Infrastructure Group and Delivery Groups: These are where much of the work is done and where participants "roll up their shirt

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sleeves” and give of their time to improve our economic offer. We suggest that four types of these Groups should operate beneath the Board:

- Sector Groups: focussing on sectors where Oxfordshire has an existing competitive edge on which to build:
 - (i) Low Carbon/Green Technology
 - (ii) Advanced Materials and Engineering
 - (iii) Science and other High Tech
- Area Groups: that mobilise stakeholders in a particular are based on:
 - (i) In and around the City of Oxford
 - (ii) Science Vale UK
 - (iii) Northern Oxfordshire: Bicester Vision and Banbury
- Spatial Planning and Infrastructure Partnership (SPIP):

A member-led body, sponsored by the County Council and comprising county and district councillors with Homes and Communities Agency and Department for Transport representatives attending. Its role is, and will remain, to aggregate the Local Development Frameworks of the five Oxfordshire District Councils and to plan for the resulting infrastructure requirements across the county. This is likely to be increasingly important as the coalition government’s planning reforms are implemented.
- Delivery Groups:

Distinct individual groups, both existing and future as appropriate and including, for example, the Destination Management Organisation for Oxford & Oxfordshire and the Oxfordshire Innovation & Growth Team.

The Oxfordshire City-Region Board: Structures, Membership and Functions

- 2 The function of the Oxfordshire City-Region Board is to provide strategic leadership on a joint basis between the business and public sectors. It should ‘own’ the shared vision for the Oxfordshire City-Region and should be the Executive which ensures progress in delivering that vision.
- 3 The Board will adopt a ‘try-it; fix-it’ approach, responding to changes in circumstances quickly to ensure opportunities for wealth creation are realised wherever possible.
- 4 To provide effective leadership, the Board will be limited in number – ideally no more than 14 members, perhaps as follows:
 - 1 x Chairman (from the private sector)
 - 1 x County Council
 - 2 x District Council
 - 2 x Higher Education sector (University of Oxford and Oxford Brookes)
 - 1 x Further Education sector
 - 2 x Business Representative Organisations (potentially one representing small business interests, the other larger companies)
 - 5 x Other private sector covering priority sectors including innovation and growth

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- 5 Standing orders for the Board will provide for:
- (a) To meet at least every two months; all meetings to be held in public with papers circulated 7 working days in advance and available via a website; minutes to be publicly available within 10 working days of the meeting taking place;
 - (b) Decisions to be made on a consensual basis with the business Chairman to have a casting vote if necessary.
 - (c) The business Chairman to be supported by 3 Vice-Chairman (one each from the private sector, public sector and academia) – the role of the Vice-Chairmen being to support the Chairman and, with the Chairman, to provide a basis for responding rapidly in exceptional circumstances;
 - (d) Individuals nominated to serve on the Board for a 2-year period; eligible to serve more than one term on the Board. 50% of the Board will be up for election each year, meaning that there will always be new input while providing for some continuity;
 - (e) The Board to have the ability to invite experts and/or other partners to address meetings where they would bring added value to the debate;
 - (f) The Board to have the ability to establish ‘task and finish’ delivery groups to examine specific issues with a view to making recommendations to the Board and to ‘commission’ work from any of the delivery groups;
 - (g) The Board to have the ability to challenge the public sector where it is seen as impeding the growth of the private sector.

Funding and operational capacity of the Oxfordshire City-Region Enterprise Partnership

- 6 The Oxfordshire City-Region Enterprise Partnership will be supported by a small secretariat that will facilitate the partnership meetings while encouraging its members to engage with and contribute to particular activities. The Oxfordshire City-Region Enterprise Partnership will minimise its own operational role in favour of supporting and promoting that of its members. Funding for particular programmes will be sought from external sources such as the Regional Growth Fund and European sources in line with the aims of the Oxfordshire City-Region Enterprise Partnership.
- 7 Examples of the existing and planned initiatives that illustrate the capacity of partnership members to provide a collective operational capacity include:
- (a) OxfordshireinBusiness that brings together all the business representative organisations operating in Oxfordshire
 - (b) TBAC and Oxfordshire Business Enterprise (OBE), providing business mentoring to start ups;
 - (c) Fredericks Oxfordshire providing loan funding to businesses that can't access bank funding;
 - (d) ProOxford that brings together the county's professional service organisations;
 - (e) Oxfordshire business directory that provides a publicly available directory of the county's businesses;
 - (f) Oxfordshire Town Chambers Network that links all the very local businesses together effectively;
 - (g) Venturefest that brings together innovators, investors and entrepreneurs to facilitate the development of new high tech businesses.