GRAVEN HILL GARDEN VILLAGE, BICESTER
EMPLOYMENT STRATEGY REPORT

CONTENTS

INTRODUCTION AND RESUME

Cherwell District Council on 8th August 2014 granted a Conditional Outline Planning Consent (Application No. 11/01494/OUT) for the Redevelopment of the Former MOD Site at Site C, Ploughley Road and Site D & E, Ambrosden Road at MOD Bicester Upper Arncott, Oxfordshire, now commonly referred to as the Graven Hill Village.

Condition 43 of the Outline Planning Consent requires that an employment strategy for the site is to be carried out, submitted to and approved in writing by the Local Planning Authority, Cherwell District Council.

This report has therefore been prepared in accordance with the Planning Authority's requirements addressing those specific conditions under Condition 43 'Employment' and having particular regard to points (i) – (v) (page 10 of 21) of the Outline Planning Consent.

Application No : 11/01494/OUT

Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

NOTICE OF DECISION

TOWN AND COUNTRY PLANNING ACT 1990 (AS AMENDED)

Name and Address of Agent/Applicant :
Secretary Of State For Defence
c/o Defence Infrastructure Organisation
Ms Ellen O'Grady
St George's House
Kingston Road
Sutton Coldfield
Birmingham B75 7RL

Date Registered : 3rd October 2011

Proposal : Outline - Redevelopment of former MOD sites including demolition of existing buildings, development of 1900 homes; local centre to include a 2 form entry primary school (class D1), a community hall of 660sqm, five local shops or facilities to include A1, A2, A3, A5 and D1 uses totalling up to 1358sqm, up to 1000sqm gross A1 uses, a pub/restaurant/hotel (class A4/A3/C1) up to 1000sqm and parking areas; employment floorspace comprising up to B1(a) 2160sqm, B1(b) 2400sqm, B1(c) and B2 20520sqm and B8 uses up to 66960sqm; creation of public open space and associated highway improvement works, sustainable urban drainage systems, biodiversity improvements, public transport improvements and services infrastructure. Erection of a 70400sqm fulfilment centre on 'C' site and associated on site access improvement works, hardstanding, parking and circulation areas

Location : Site C Ploughley Road & Site D & E Ambrosden Road MOD Bicester Upper Arncott Oxfordshire

Parish(es) : Arncott

OUTLINE PERMISSION FOR DEVELOPMENT SUBJECT TO CONDITIONS

The Cherwell District Council, as Local Planning Authority, hereby **GRANTS** outline planning permission for the development described in the above-mentioned application, the accompanying plans and drawings and any clarifying or amending information **SUBJECT TO THE CONDITIONS SET OUT IN THE ATTACHED SCHEDULE.**

The reason for the imposition of each of the conditions is also set out in the schedule.

Cherwell District Council
Bodicote House
Bodicote
Banbury
Oxon
OX15 4AA

Cherwell District Council
Certified a true copy

Head of Public Protection & Development Management

Date of Decision : 8th August 2014

Head of Public Protection & Development Management

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Application No : 11/01494/OUT

Reason - To ensure sustainable construction and reduce carbon emissions in accordance with Government guidance contained within the National Planning Policy Framework.

40 All non residential buildings hereby approved on Graven Hill shall be constructed to at least a BREEAM 'Excellent' standard.

Reason - To ensure sustainable construction and reduce carbon emissions in accordance with Government guidance contained within the National Planning Policy Framework.

Housing

41 No more than 1900 houses shall be provided on the Graven Hill site. The market housing shall comprise no less than;

5% maximum 50sqm
5% maximum 83sqm
34% maximum 98sqm

Reason: In order to provide a mix of homes to meet current and expected future housing requirements, in the interests of meeting housing need and creating socially mixed and inclusive communities, in accordance with Government guidance contained in the National Planning Policy Framework.

42 Prior to commencement of development at Graven Hill, a housing plan shall be submitted to and approved in writing by the Local Planning Authority identifying how the dwellings identified in condition 41 shall be distributed through the phases of the development. The development shall thereafter be carried out in accordance with the approved housing plan.

Reason: In order to provide a mix of homes to meet current and expected future housing requirements, in the interests of meeting housing need and creating socially mixed and inclusive communities, in accordance with Government guidance contained in the National Planning Policy Framework.

Employment

43 Prior to work commencing at Graven Hill, an employment strategy for the site, carried out by a suitably qualified person, shall be submitted to and approved in writing by the local planning authority. The employment strategy shall;

i) address the local employment situation, identify the areas of need and opportunity for the site to address them.
ii) include initiatives to attract and develop knowledge and high technology industries to Bicester.
iii) include initiatives to reduce out commuting from Bicester.
iv) provide an assessment of the rail freight opportunity of the site and its potential to attract employment to the site and reduce road transport.
v) address the wider Local Enterprise Partnership priorities and the opportunity for the site to contribute to their aims.
vi) the rail lines serving the commercial units on Graven Hill shall not be removed until the assessment of the rail freight opportunity required by this condition has been submitted to and approved by the Local Planning Authority.

Reason: To secure sustainable economic growth in order to create jobs and prosperity in accordance with Government advice contained in the National Planning Policy Framework.

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BICESTER DEMOGRAPHICS

Bicester is a historic market town located in North Oxfordshire close to J9 of M40 and is the second largest town in the Cherwell District behind Banbury.

The town has a long standing military presence and Bicester's economy is centred on defence activities at MOD Bicester.

The population of Bicester has grown over the past 50 years or so and now stands at just over 30,000. This is a 50% increase since 1981 and further growth of 20,000 is expected by 2031 with a number of major housing developments planned.

Neighbouring Areas:

- Bicester, Oxon (population c. 30,000)
- Banbury, Oxon (population c. 46,000) – 21 miles
- Brackley, Northants (population c. 14,000) – 11 miles
- Buckingham, Bucks (population c. 12,000) – 11 miles
- Milton Keynes, Bucks (population c. 230,000) – 24 miles
- Chipping Norton, Oxon (population c. 6,000) – 26 miles
- Aylesbury, Bucks (population c. 58,000) – 17 miles
- Woodstock, Oxon (population c. 3,000) – 14 miles
- Kidlington, Oxon (population c. 13,000) – 9 miles
- Oxford, Oxon (population c. 150,000) – 12 miles
- Thame, Oxon (population c. 11,000) – 20 miles

Catchment Area: c. 573,000

Source: ONS

Road Travel Distances / Times:

- Birmingham – 60 miles / 1 hour 12 minutes
- Warwick – 38 miles / 45 minutes
- Banbury- 21 miles / 27 minutes
- Oxford – 12 miles / 22 minutes
- Milton Keynes – 25 miles / 47 minutes
- Northampton – 32 miles / 49 minutes
- Reading – 42 miles / 1 hour 9 minutes
- Cambridge – 69 miles / 1 hour 50 minutes
- London – 67 miles / 1 hour 38 minutes

Train Travel Times:

- Birmingham New Street – 1 hour 7 minutes
- Warwick Parkway – 38 minutes
- Banbury – 12 minutes
- Oxford – 26 minutes
- London – 46 minutes

Airport Travel Distances / Times:

- Birmingham – 58 miles / 1 hour 4 minutes
- Heathrow – 50 miles / 1 hour
- Luton – 42 miles / 1 hour 5 minutes
- Oxford – 10 miles / 23 minutes

Bicester Summary:

- Population – c. 30,000
- Second largest town in Cherwell District
- Catchment Area – c. 573,00
- Surrounding Road Infrastructure
  - M40 (J9)
  - M40 (J10)
  - A34
  - A41
  - A43 – link road between M40 and M1
  - Rail Infrastructure – 2 train stations
  - Bicester North (Chiltern Main Line)
  - Bicester Town (Chiltern Main Line)
- Improved Rail Connectivity via Electrification due by 2017
- Key Employment – Defence Sector & Retail
- Major Employers:
  - MOD (3,000)
  - Bicester Shopping Village (600)
  - Tesco (450)
  - Fresh Direct (350)
- Low Unemployment Rate

BICESTER DEMOGRAPHICS

Cherwell Census 2011 Summary

Cherwell District Council Census 2011 is briefly outlined below as of March 2011 below:

- 141,900 people living in the Cherwell District, an increase of just over 10,000 (+8%) since the previous Census Survey of 2001. Bicester's population – the second largest in the district - saw its population grow to 30,854, 22% of the district's total.
- Cherwell District also has a high proportion of young people aged 0-15 (20% of the districts population) compared with regional and national averages, with the proportion of young people living in Banbury and Bicester being above the national average.
- 76% of residents aged 16-74 were economically active (including people employed full or part time). This is above the national average of 70% with Bicester having 81% of its residents economically active.
- Unemployment in Cherwell District in 2011 was below the national average with 3.8% of the economically active population unemployed, the national average being 6.3% and an unemployment rate in Bicester of 3.3%.
- Employment in professional or associate professional and technical occupations accounted for 30% in the Cherwell District, 29% in Bicester, both similar to the national average of 30%.

Bicester benefits from a location which is within three distinct business clusters including:

- The Oxfordshire high tech cluster, where Bicester is on the northern periphery and potentially attractive to firms seeking more business accommodation at cheaper rates and labour costs, with manufacturing skills.
- The Banbury/Bicester/Brackley area and east and north towards Milton Keynes and Northampton, is the location of choice for many of the major motorsport companies and other precision engineering firms due the availability of experienced and specialist employees.
- The M40 corridor, from High Wycombe to Banbury and beyond, which is attractive for high value logistics and warehousing and potentially to some regional business and financial services.

As these clusters evolve they will reach an important critical mass – similar to the Automotive Technology sector in the region. Companies will look to relocate, expand or set up in these locations that benefit from a number of important elements but include similar businesses; an existing employee pool experienced in that particular business sector; good communications; strategic transport links and with supporting Public agencies and good quality housing and a good quality of living.

There are also a number of sectors within the region which have the potential to act as economic drivers in future: that is, they serve growing regional, national and international markets and are capable of contributing significantly to growth of employment and gross value added (GVA) in the Bicester economy. In general, these sectors have been chosen because of a combination of a favourable national economic and policy context, existing local strengths, and the potential for Graven Hill Bicester to support sector growth in future. They are:

- Logistics and Distribution,
- High Technology Manufacturing
- R & D/Innovation
- Business, Financial and Professional Services
- Offsite manufacturing hub

LOCATION SWOT ANALYSIS

Strengths

- Connectivity – Access to main transport routes M40, A34, A31, A43
- Rail Connectivity
- Ease of access to Oxford, Aylesbury and London making Bicester a popular residential area and creating opportunities for economic development
- Strength of materials engineering and bio-technology sectors
- Motorsport engineering strengths of Oxford & Cherwell Valley College with its Performance Engineering Campus and connections to local industry
- Bicester Village strong retail offering of international renown – expansion planned
- Recent office developments that host high tech companies e.g. Avonbury Business Park, Bicester
- Area of growth
- Shortage of supply of existing industrial property

Weaknesses

- Poor quality of some utility infrastructure (understood to be improving by 2019)
- Significant imbalance between homes and employment in Bicester
- Proximity to and close relationship with Oxford can make it competitively difficult to draw investment into the town; results in high levels of out-commuting particularly by better qualified residents
- Bicester lacks attraction as a work location for better qualified and higher-earning residents
- Quality of employment space - Bicester lacks high quality office and manufacturing space as well as employment space for smaller to medium sized businesses
- Poor (though improving) education and skills performance relative to surrounding areas e.g. Bicester Town ward is among the worst 10% in England in terms of skills, education and training
- Town centre needs to attract specialist independent retailers so that it can co-exist with Bicester Village in a mutually productive way
- Low unemployment

Opportunities

- Creation of North West Bicester Eco-Town; potential to become internationally renowned location for sustainable living based on a low carbon economy
- 5,000 new homes, 5,000 new jobs
- Improvements to Rail Connectivity – Planned investment in improved rail connections through electrification works planned by 2017 mean potential future development of a strategic Rail Freight Terminal (RFT)
- Possible location for research led university campus – Oxford University, Oxford Brookes
- Highways improvements – proposed new by-pass A41
- Expansion and growth of logistics & distribution sector, particularly linked to changes in structure of retailers and on-line sales
- Input from Dev Co. with Bicester masterplan and other key stakeholders
- Eco Town
- Major developments adding critical mass
- Offsite manufacturing

Threats

- The pull of Oxford-Cambridge Arc in science and technology based businesses, exploiting innovations and spin-outs from academic research
- Other consented deliverable sites in M40 / M1 corridor with well funded experienced owners and infrastructure
- Greater labour supply of skilled labour in surrounding areas Oxford and South focused
- Low levels of skilled labour in Hi-Technology / Advanced Manufacturing sectors
- Planning restrictions
- Bicester appears to be a lack of priority for LEP (currently) – OXLEP & SEMLEP

THE LOCAL EMPLOYMENT SITUATION

Bicester has a relatively high proportion of employed in manufacturing and retail and a relatively low proportion in financial and insurance activities. In Bicester, approximately one in five employees work in the retail trade, whilst 12% work in manufacturing and 11% work in the health and social work sector. Bicester also has a high proportion of employment in the logistics sector, which constitutes 13% of total employment within Bicester, which is higher than in Cherwell (7%) and Oxfordshire (5%).

Of the circa 13,000 jobs in Bicester over 60% are accounted for by 5 sectors (NW Bicester Economic Strategy for the Exemplar Development April 2011):

- Retail 19.5%
- Wholesale 14.2%
- Other Business Activities 12%
- Education 7.9%
- Health & Social Work 7.1%

In addition several manufacturing sub-sectors have a relatively strong presence in Bicester but knowledge intensive businesses (OECD definition) employ under 9% of Cherwell's workforce.

In terms of potential growth sectors, the environmental goods and services (EGS) sector and the construction and high value construction sectors are not strongly represented in Bicester. The same is also true for auto engineering, high-performance engineering and knowledge intensive manufacturing, but these sectors are strongly represented across Oxfordshire as whole.

Just over a quarter of residents (26.6%) are in the top occupational codes (managerial and professional). This percentage is lower than the district, county, sub regional and national averages.

The rates of business start-up and survival are above national and sub-regional averages but below most neighbouring areas. Self-employment is below the county and regional averages

Results for 2012 show that GCSE attainment levels for A to C grades, in Cherwell (81.0%) were higher than the average for Oxfordshire (76.6%), but lower than the South East regional (82.0%) and national average (83.2%). Within Bicester, results varied considerably by ward: in Bicester East 88.7% of pupils achieved 5+ A to C grades, compared with 61.9% in Bicester Town.

Compared with the South East and Oxfordshire, Bicester has a high proportion of its working age population with level 1 and 2 qualifications. In contrast, it has a lower proportion with level 3 and 4 qualifications and with no qualifications.

ADVANCED MANUFACTURING (USE CLASSES B1 AND B2)

Key technologies for advanced manufacture include ICT enabled manufacturing, modelling and simulation, digital manufacturing engineering, advanced fabrication including additive manufacture,

Advanced materials / smart materials, industrial biotechnology, micro and nano technology, and other underpinning technologies. National government policy is supporting growth of the UK manufacturing sector. An Example is the Government's Plan for Growth, stating that "advanced manufacturing will particularly benefit from: changes to capital allowances; the establishment of a High Value Manufacturing Technology and Innovation Centre; the development of a new degree equivalent Higher Level Apprenticeship; and nine new university based centres for innovative manufacturing."

Bicester is well situated in relation to producers and users of advanced manufacturing techniques and products. Notably is the UK motorsport sector and Oxford, one of the main centres for R&D in the country. Both have very strong international recognition and growth potential.

Key technologies for advanced manufacture include ICT enabled manufacturing, modelling and simulation, digital manufacturing engineering, advanced fabrication including additive manufacture

There are various Bicester companies which can be classified as advanced manufacturing. Businesses in this sector showed the fastest recovery from the recession and have the UK government's support for growth.

Performance engineering is one category of advanced manufacturing which is particularly strong in Bicester. This includes motorsports companies, examples of which in Bicester include 'Scuderia Toro Rosso' (wind tunnel facility) and Autosportif. The last few years have seen motorsports companies such as Wirth Engineering relocating parts of the business away from Bicester due to the lack of expansion opportunities locally.

Banbury and Bicester College runs the Performance Engineering Centre in Bicester, a Centre of Vocational Excellence for Motorsport and Performance Engineering. The College provides a range of vocational courses up to the Foundation Degree in Motorsport & Automotive Engineering (in collaboration with Oxford Brookes University), with teaching staff with significant industry experience in key motorsport companies. The College's top specification facilities – including the

Composites Centre and fabrication, machining and other manufacturing technologies used within the industry – are also in demand from local companies. The new Principal at the college has plans to broaden the offer to other high value engineering areas, whilst maintaining the distinctive expertise in relation to motorsport.

Locally therefore, there are significant specialist skills in advanced engineering and performance engines. Motorsport is already leading the way in energy efficiency and safety, and the skills in the sector can be applied to a wider range of new transport and engineering solutions to the carbon reduction challenge. As noted above, there is also very strong expertise in Oxfordshire in the electric car design and manufacture, including many of the key component parts (notably the electric motor).

Oxfordshire has one of the largest concentrations in Europe of scientific R & D, and related high technology facilities. The major facilities are in the south of the county, at Harwell and Culham, as well as at the various laboratories in Oxford University. Research facilities such as ISIS, JET and Diamond require a continual supply of high tech equipment and consumables. Similarly, companies such as BMW and the F1 teams require advanced manufacture of tooling, automation, measuring, calibration etc. and are major users of new manufacturing technologies.

In recent work on the Oxfordshire high tech cluster, four main technology strengths were identified:

- engineering and electronics;
- bioscience, biomedical and pharmaceuticals;
- telecommunications, computer hardware and software;
- physics related – cryogenics, instruments and magnets.

In all of these areas there is huge growth potential, based on the quality and scale of the research undertaken in Oxfordshire and the number of firms. The main high tech concentrations in the county are around Oxford and Science Vale, although firms are located throughout Oxfordshire.

Bicester is located in the centre of the motorsports industry, which is focused in a semi–circle of activities that stretch south westwards from Cambridgeshire through Milton Keynes to Cherwell and then south eastwards to Surrey. Bicester is also close to formula 1 facilities and headquarters such as the Silverstone F1 track. The motorsport industry also includes a wider infrastructure of specialist suppliers from engineering components to specialist materials. According to a 2010 study for DTI, "it is one of only a handful of regional clusters in the UK which are embedded, deep, growing and, most importantly, globally dominant in their specific industry".

The cluster has strong links to the defence, marine and aerospace engineering sectors, for example in relation to use of new materials, aerodynamic design and precision prototyping. According to the MIA, (Motorsports Industry Association) "motorsport provides the laboratory for future technologies" and "for the development of a new generation of road vehicles".

The global success of Formula 1 has expanded the market for motorsport and media coverage in some of the World's most populous countries and brought new sponsorship money and investment into the sport. This has supported the growth of major racing teams (including but not only F1) and their supply chains, many of which are clustered in the area around Bicester (for example, Mercedes at Brackley, ManorF1 and Paul Haas new F1 team from 2017 at Banbury, Williams at Grove, Lotus at Enstone, and Prodrive at Banbury). These firms tend to have very strong infrastructures in their preferred development and manufacturing locations that encourage them to stay in that location. These include:

- the large number of highly specialised and skilled staff that they employ.
- the physical assets they utilise, including specialist computerised modelling, computer aided design, manufacturing, electronics, telemetry, wind tunnels and test tracks etc.
- the supply infrastructures that they utilise to enable highly specialised components and systems to be made in small quantities at short notice.

HIGH VALUE LOGISTICS (USE CLASS B8)

Logistics covers wholesaling, warehousing and transportation, but has developed in recent years through the use of management systems that control and optimise efficiency and market responsiveness. Specialist sub-sectors within the logistics sector have particular needs and requirements, such as specialist engineering products where lot traceability is required, and religious foods. In addition, there is a related industry supplying equipment and systems including ICT, software for routing, tracking systems, RFID and automated warehousing etc.

There is also an increasing requirement for higher management skills to optimise picking, routing, tracking operations and to manage the complex data, information and computing requirements. This need is being recognised through training courses, including Cranfield University (Bedfordshire), which offers research and Master courses in logistics, and Northampton University, which offers a foundation degree in logistics and trade finance.

The UK logistics sector is worth over £93bn to the UK economy with one in 12 UK workers working in the sector within some 196,000 companies.

Within Bicester, the logistics sector accounts for 1,700 employees and 13% of the workforce. This is higher than the Cherwell (7%), Oxfordshire (5%) and national (6%) averages. As the economy emerges out of recession and begins to grow once again, there will be greater demand from businesses and consumers for goods, thereby stimulating the logistics sector. The performance of the logistics sector as a whole is closely linked to growth in other sectors. Retail and manufacturing, especially motorsports, have high value logistic operations.

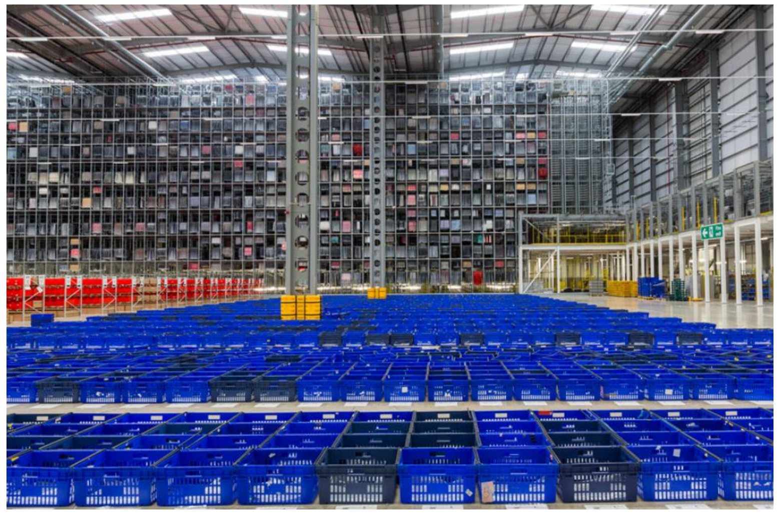
A number of important logistics organisations are located in Bicester. These include Bibby Distribution, 4 Kings Logistics, Exel, Clayton DA Transport, Davies International, Interlink Express and DHL.

Royal Ordnance Depot, albeit part or all of this depot will move from 2019 onwards, has one of the largest logistics facilities in the UK at Bicester (Central Ordnance Depot) including its own rail system. Fresh Direct, a logistics food supplier in Bicester, trains logistic vehicle drivers there. In September 2012 Unipart Automotive also moved its headquarters from Cowley to Bicester.

Bicester benefits from an excellent strategic location, with good access to the motorway network and to London, Heathrow and Birmingham via the M40, and to the port of Southampton via the A34. Bicester is also on two rail lines which are currently being upgraded, and on the proposed east west rail link from Felixstowe through Cambridge, Milton Keynes and Oxford.

However, based on the location of major inter-modal logistics facilities at Milton Keynes, Northampton and Daventry - all of which are quite close to Bicester – and the view of property agents, the M1 corridor is preferred to the M40 by logistics firms. In addition, the extensive space requirements and heavy traffic generation of many logistics facilities tend to make them less popular with Local Planning Authorities than other forms of employment generating activity.

Based on its strategic location, excellent rail and road links and the strengths of the local economy, there is an opportunity in Bicester to focus on high value activities within the logistics sector. There is also evidence of current market interest which indicates that major new investment could be secured quickly, provided appropriate land supply is made available.



BUSINESS, FINANCIAL AND PROFESSIONAL SERVICES (USE CLASS B1)

Even with the recent financial crisis, the UK business, financial and professional services sector has remained a major source of the country's GDP and employment. Currently, over one million people are employed in financial services with over two-thirds of these being based outside London. Additionally, the professional services sector employs nearly one million people. Taken together, the financial and professional services both employ 7 per cent of the UK's working population.

Aside from a strong domestic market, the UK services sector also serves a notable international market. For instance, net exports in the financial services sector accounted for 3.9 per cent UK GDP in 2011, compared to 0.1 per cent in the US, and 0.2 per cent in Germany.

There is also growing confidence within the UK services sector, again suggesting that it will continue to be an important sector nationally according to the UK Services Purchasing Managers' Index produced by the economics firm Markit in May 2013. The recent survey by The City UK (January 2012) - Key facts about UK financial and professional services, commented that ''…46 per cent of their survey panel "signalled positive expectations for activity levels over the coming 12 months, compared to 10% ….forecasting a fall."

Business, finance and professional services include a wide range of activities, many of which have grown considerably over the last 10 years, and growth is expected to continue in future. There are three types of business, finance and professional services which may be expected to be attracted to Bicester:

- Firms serving the growing local market – as Bicester expands, so will demand from firms and residents for various business, financial and professional services. In particular, the expansion of housing development in the area is likely to stimulate additional demand across the professional services industry (e.g. accountants and mortgage brokers)

- Firms serving a regional market from Bicester – for example, regional offices of banks, insurance companies etc. To date these have tended to focus mainly on Oxford and Milton Keynes, although this may be partly due to the lack of suitable office space in Bicester

- Firms serving a specialist market – for example, the motorsport industry is an important customer for business services including specialist insurance, legal and financial services.

- High value manufacturing sector uses design, marketing and logistics support, and the eco construction sector requires specialist architectural and building services.

Bicester is not an established office location, and there is limited interest from major office users in the town. However, there is a healthy demand from local business, financial and professional services firms for smaller units.

Much of the recent demand has been met by converting farm buildings in rural locations which are only accessible by car, although the Avonbury Business Park, adjacent to NW Bicester, demonstrates that there is demand in Bicester given appropriate supply.

Business, financial and professional services are expected to continue to grow in future, and in Bicester's case the expansion of the local population and of businesses will increase demand for such services.

TARGET MARKET

Graven Hill's marketing efforts should focus upon those target areas as detailed above and specifically on the clusters already embedded in Cherwell including:

- High Technology and Manufacturing (Use Classes B1 & B2)

- Logistics and Distribution (Use Class B8)

- R&D and Innovation (Use Class B1)

- Business Financial and Professions Services (Use Class B1)

- Offsite manufacturing

Marketing will comprise the targeting of companies within:

- Oxfordshire's hi-tech cluster
- The Banbury, Bicester, Brackley and Buckinghamshire commercial areas (the local – regional market)
- The M40 corridor (London – Birmingham).

Targeted marketing should be focussed on attracting businesses to the area where the area's strengths currently lie and should include:

- Defence
- Marine
- Aerospace engineering and electronics
- Bio-science, bio-medical and pharmaceuticals
- Telecommunications
- Computer hardware and software
- Physics related industries (such as instrumentation and magnets and engineering sectors in relation to the use of new materials)
- Aerodynamics and precision prototyping manufacturing (especially in automotive research and development).
- Housing via offsite

The Master Plan for the Graven Hill site should also cater potentially for smaller users/occupiers and also a Business/Office Park which could attract companies in the Business Financial and Professional Service sectors.

This Business Park element should be considered to provide 2 storey buildings, low density with a high level of landscaping and be well connected in terms of transport links and telecommunications.

Buildings should provide interesting elevations with pitched roofs, using a variety of materials including brick cladding, timber and glazed fenestrations.

ATTRACTING AND DEVELOPING KNOWLEDGE AND HIGH TECHNOLOGY INDUSTRIES

Oxford is a global brand, known the world over for its academic excellence and historical significance. The area is amongst the top five Technology Innovation Centres in the world, home to an impressive knowledge-intensive cluster, with 1,500 high tech firms employing around 43,000 people.

Oxford and Oxfordshire has a rich set of assets – the University of Oxford is amongst the best in the world, Oxford Brookes University is a top-performing new university, and significant research facilities such as the UK Atomic Energy Authority Culham Centre for Fusion Energy and the Harwell Oxford Science and Innovation Campus in Oxfordshire (site of the national synchrotron facility and ISIS pulsed neutron source).

Taken together, Oxfordshire has a diverse economic base with strengths across a broad base of knowledge-intensive sectors: satellite and data tracking; biomedical engineering; pharmaceuticals and advanced manufacturing, as well as medical software for managing healthcare technology and services. Bicester also sits on the recognised 'knowledge spine'

Despite a wealth of assets in the area, Oxford and Oxfordshire has underperformed, not reaching its full potential when compared with other internationally renowned areas around world-class universities such as Massachusetts Institute of Technology, Stanford or Cambridge (see Oxford City Deal 2014).

R & D itself is a relatively small sector in Cherwell accounting for just 0.5% of employment but the pure R & D sector is small nationally and Cherwell has above average representation in the sector. Cherwell is well placed to build on the proposed expansion of Begbroke Science Park in Kidlington which would support growth in this sector. Whilst it is never going to be a large sector in its own right the Science Park will help to attract other higher value companies to come to Cherwell.

Innovation has positive and significant effects on growth through new technologies or ways of working. This occurs directly through expenditure on innovation and indirectly through 'spillovers'. 'Spillovers' can boost productivity of all firms through emulation and raise the capacity to innovate further.

Map provided by kind permission of Oxfordshire County Council

The Lambert Review (HM Treasury,2003) stated that Universities form the cornerstone of successful clusters by attracting knowledge-intensive businesses around their strong research base skilled graduate supply. The benefits for companies include special access, closer relationships, better information and powerful incentives, as well as the opportunity of networking with other businesses in similar fields. The review argued the point of it being critical to build dynamic networks between academic researchers and their business counterparts. The quality of collaboration between universities, research institutes and businesses is of growing importance (HM Treasury,2003).

Studies show significant roles of universities in local and regional economic development (Siegel and Wessner 2007). The Higher Education business interaction survey demonstrates that universities play a key role in research collaboration with industry and technology transfer. Universities also contribute to support SMEs and to encourage spin-off activity.

As an example of a new innovative cluster in the region we have set out below information on the development of Digital Business within the UK. The Tech City UK Cluster Alliance was created in 2013 to engage digital businesses across the UK for the purposes of using their collective expertise to accelerate digital growth in the country and accounts for close to 1.5 million jobs.

A recent research report www.techcityuk.com showcased 21 digital clusters across the UK where talent has come together and fuelled innovation and success, 74% of the digital businesses analysed were based outside London.

The report confirms that digital businesses increasingly choose to work near each other, creating dynamic tech clusters up and down the country. Each cluster has its own unique DNA with every digital company on its own trajectory. But nearly everyone interviewed during the Tech Nation project said that their businesses worked best when they're near other like-minded businesses: sharing resources, ideas and expertise. The report also confirmed that similar to many specialist clusters, particularly in the Hi Tech and R & D sectors, digital companies tend to develop from collaborative communities of entrepreneurs, supported by established businesses, universities and Government all working toward common goals.

A good supply of skilled workers and strong technical infrastructure were the top factors determining company location. Core operational factors (broadband, skills, market opportunity) and lifestyle factors for employees (quality of life, community, personal reasons) are more important than sector expertise. Immediate operational factors are more important regarding location than long term factors e.g. broadband is essential to a company's ability to function.

Digital businesses main constraints on growth were similar to that of many R & D and Hi Tech Companies and included assistance with Funding; Fast and accessible broadband with good quality and 'operational requirements ' for up load and down load speeds; access to suitable qualified and talented employees; economical workspace with appropriate services and support with flexible occupancy agreements; advice and mentorship and also marketing the clusters' and industries' success.

It was reported that in Oxfordshire there are close to 30,000 jobs in the sector with close to 25% increase in the number of companies being created in the sector between 2010 and 2013

Oxford's cluster identity is still at an early stage, with only 53% of companies claiming they are part of a digital cluster – the lowest proportion of any of the areas in this report. Although Oxford has an outstanding reputation for academia, some claim the region is in the early stages of promoting entrepreneurship. Improved transport infrastructure and affordable city-centre office space are seen as key to fuelling further growth by the local community.

"Our challenge is to better communicate the assets and opportunities in the region to establish a more dynamic investment ecosystem." **TONY HART OXFORDSHIRE LEP.**

We consider that the above constraints on the growth of Digital Businesses are also very similar to those of the R & D and Hi Tech Community as a whole in the region.

This is also exacerbated by the differentials between Oxford and Oxfordshire as a whole. The latter being considered economically and demographically to be more in keeping with Northamptonshire and the Midlands than Oxford.

The report found that growth in Oxfordshire has been constrained by:

- Insufficient public transport and an at-capacity road network
- Under-developed business networks
- Lack of critical mass to support growth and investment

In addition, demand for housing and commercial premises has outstripped supply in recent years, leading to a shortage of available property and pricing many employees and businesses out of the market.

In February 2013, **Oxford and Oxfordshire were granted City Deal status** by the Government. City Deal status gives greater decision making power to Local Government in Oxfordshire and its key partners, to drive economic growth across the county. A full proposal was submitted to the Government and approved in January 2014. It focusses on the delivery of a Knowledge Economy Spine which runs from Bicester in the north through Oxford to Science Vale and the Enterprise Zone (Harwell Oxford and Milton Park) in the south (consistent with the Oxfordshire Strategic Economic Plan).

A variety of initiatives are proposed to support knowledge based economic and housing development along this spine, including major transport improvements, investment in skills upgrading, a network of 'escalator hubs' for new and small businesses (including the Eco Business Centre) and establishing the "Science Oxford" brand as a high value proposition to attract inward investment to Oxfordshire.

The Oxford and Oxfordshire City Deal aims to unleash a new wave of innovation-led growth by maximising the area's world-class assets, such as the universities of Oxford and Oxford Brookes, and "big science" facilities such as those at the Harwell Oxford Campus and Innovation Campus.

The City Deal also acknowledges the region's strong track record of delivering growth and seeks to support those existing and new businesses in achieving their full potential with a view to maintain and grow Oxford and Oxfordshire's status as a prosperous economic area. The deal will:

- Invest in an ambitious network of new innovation and incubation centres which will nurture small businesses
- The Harwell Innovation Hub: focused on open innovation
- The UKAEA Culham Advanced Manufacturing Hub: focused on remote handling technologies
- The Oxford BioEscalator: focused on the life sciences sector
- The Begbroke Innovation Accelerator: focused on advanced engineering sectors
- Invest in Growth Hub to help small and medium enterprises to grow through better business support – with a particular focus on supporting innovation
- Accelerate the delivery of 7,500 homes across the county; and recognise that the provision of quality housing will be fundamental to the delivery of innovation-led growth.

The Oxford and Oxfordshire City Deal aims to unleash a new wave of innovation-led growth by maximising the area's world-class assets, such as the universities of Oxford and Oxford Brookes, and "big science" facilities such as those at the Harwell Oxford Campus and Innovation Campus.

To support the commitment, an ambitious Local Growth Deal has been planned, including a request to lift the Housing Revenue Account debt cap which will assist in additional funding streams for the planned residential growth targets:

- Enable three new transport schemes to support developments at the Enterprise Zone, Northern Gateway and the first phase of the "Science Transit" public transport scheme
- Deliver over 500 new Apprenticeships for young people
- Provide £95m of local and national public sector investment with a further £550m of investment from housing providers
- Lever in nearly £600m of private sector investment through site development, transport infrastructure, skills schemes; and business support services and innovation centres;
- Create 18,600 new jobs and a further 31,400 jobs during the construction phase

The programme will have two parts:

Simpler business support

This will simplify the support available to local businesses by bringing information together on a single website about existing support mechanisms. The network will have a single brand under the Local Enterprise Partnership and will provide marketing materials and an events calendar that will increase awareness of the national and local service offers that are available.

Investing in innovative businesses

City Deal partners also identified further support programmes tailor made for Innovative companies that were not catered for in existing support provision and will cover specific needs of Oxfordshire businesses whilst not duplicating existing services. The programmes are considered to represent a substantial new investment in direct business support to help spin-outs and companies at key stages of their development.

Business Activation Vouchers to help early stage businesses access advice and mentoring;

- **Proof of Concept funds** to increase investment to prepare new technologies for more substantial investment.
- **Growth Investment** to scale-up funding to help businesses grow on to the next level.
- **Innovation Investment Vouchers** to increase use of advanced skills development and increase access to expensive machinery and infrastructure.

The City Deal partners have also included within their commitments to provide for the following

Simpler strategic planning for development of the Oxfordshire region to include - Increasing connectivity along the "knowledge spine", connecting people to jobs, opening up a choice of housing to skilled workers and enabling the development of specific residential sites; create the conditions that make Oxford and Oxfordshire the location of choice for the world's leading science and technology businesses;

Improvement and Investment in the regions transport networks - including both commitments to road and rail improvements and a system that is fit for purpose central to creating investor confidence and ensuring residents have a good quality of life. Oxford and Oxfordshire and Government have agreed to invest in critical infrastructure to support the City Deal. This includes improvements to the A34 and A40 transport links.

Forming part of a wider corridor connecting the Midlands and the South Coast - the A34 through Oxfordshire connects businesses with goods, services, people and opportunities. Oxford and Oxfordshire have agreed to work in partnership with the Highways Agency to prepare evidence on the Oxfordshire section of the A34. This will support potential future investment options for improving journey times and reliability as part of the Agency's Route Based Strategy process. The Agency's Solent to Midland Route Based Strategy, which includes the A34, will reach its conclusion in March 2015 and its outcomes and recommendations will be considered in determining future investments for the strategic road network.

Investment in Skills and training

To maximise the potential of the area, the City Deal partners also want to create a locally responsive skills system that will maximise the impact of public investment and drive growth across Oxford and Oxfordshire.

This includes City Deal partners developing an integrated programme to increase the number of young people taking up Apprenticeships, with a particular focus on courses that will support Oxford and Oxfordshire's growth sectors: advanced engineering and manufacturing; space technology and biosciences. The programme has two elements:

- Local partners will bring forward increased demand for an additional 525 apprenticeships over three years to drive growth in key sectors of the economy. The Government is committed to ensuring that funding is made available within the skills system over the three years of City Deal from 2014/15, in line with the level of demand brought forward from employers. To support this, Oxfordshire Local Enterprise Partnership will work in partnership with the National Apprenticeship Service and will promote the Apprenticeship Grants for Employers to eligible employers.
- In addition, City Deal partners will explore the creation of a locally-funded apprenticeship top-up scheme which will help stimulate further demand for science, technology, engineering and maths Apprenticeships for young people.
- Through the Deal, local partners commit to delivering 525 additional Apprenticeships for young people (aged 16-23) over three years from 2014/15; and 300 AGE grants targeted at small and medium sized businesses in growth sectors.

Informing and supporting young people

The City Deal partners are also to create a new body, provisionally called **Oxfordshire Experience for Work**, (OEW) which will work closely with the private sector to support young people as they transition into the world of work by supporting them to access relevant, accredited work experience placements which delivers employability skills valued by employers outlined by the CBI as positive attitude; self-management; team working; business & customer awareness; problem solving.

OEW will work with the National Careers Service to avoid duplication and align services already delivered locally through the National Careers Service to provide up-to-date Oxfordshire-centric careers advice and guidance based on local labour market information about growth sectors, and will raise awareness amongst young people of science, technology, engineering and maths career choices.

OEW will also broker more strategic links between business and the education sector. This will encourage more business involvement in schools and colleges, and greater uptake of training such as traineeships and Apprenticeships, in line with the Government's objectives.

Oxfordshire Experience for Work will be a brand recognised by young people, the skills provider network and local employers.

Through this Deal, local partners commit to delivering:

- 350 more employers offering accredited work experience opportunities
- 250 more employers engaging with schools and colleges

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- 150 employers engaging with traineeships
- 1,850 more employers with raised awareness of Apprenticeships

In October 2013 SQW were commissioned by Oxfordshire University and Oxfordshire Science with support from the LEP to provide a research document on the Oxfordshire Hi Tech Knowledge based Cluster. The document which was also to influence the LEP's objectives for the development and growth of the cluster was a thoroughly researched document with contributions from Hi Tech Companies Local Government Research Establishments and the Investment and Professional service sectors. www.sqw.co.uk

We have set out below the summary of recommendations from the 80 page document detailing those areas thought important for the expansion and growth of Oxfordshire's Hi Tec cluster

The Oxfordshire
Innovation Engine
REALISING THE GROWTH POTENTIAL
October 2013

TABLE 7-1: *Summary of recommendations*

PARA	RECOMMENDATION
	RESEARCH INFRASTRUCTURE
7.4	Improve visibility of inter-disciplinary research at the University of Oxford, signposting for firms to relevant research and staff, and retention of links with firms as they grow.
7.8	Increase the involvement of the University of Oxford with the public and private sector research facilities at Harwell. This should go beyond the existing joint appointments to establishing academic activities there, such as joint research teams.
7.9 & 7.23	Develop proposals for a major long term expansion of university and corporate research and other related facilities in the Begbroke area, involving the University, its Colleges, other landowners, local government and transport operators.
	SOFT INFRASTRUCTURE
7.15	Lobby Government to develop measures to encourage institutional investors with a long term perspective, such as pension funds, to invest in high tech firms.
7.16	Develop proposals to increase the supply of early stage investment capital by matching local business angel investment networks funds with national sources of funding.
7.17	Encourage the most experienced angel investors in Oxfordshire to pass on their know-how to the next generation of investors, using the existing networks as a vehicle and strengthening those networks in the process.
7.19	Lobby Government to improve, and in particular dramatically speed up, the processing of work permit applications for foreign nationals. As part of this lobbying process, seek Government agreement to decentralise the approval process for work permit applications made by Oxfordshire high tech firms.
7.20	Maintain better information on the high tech community in Oxfordshire. Specifically, this should include a database of high tech firms, and more comprehensive information on interactions between the University of Oxford and high tech businesses.
7.21	Increase networking events and activities in Oxfordshire, to support improved linkages across all areas of the high tech community and with the government, research, financial and professional services communities, and to promote strong and consistent messaging regarding priorities.
	PHYSICAL INFRASTRUCTURE
7.22 & 7.23	Implement proposals for a 'Knowledge Economy Spine' for Oxfordshire, by supporting housing and high tech employment growth in the three main foci: Bicester, Oxford and Science Vale. In particular, additional provision for growth to accommodate high tech businesses and employment needs to be made in and around Oxford, including to the north of the city (Begbroke, Water Eaton and the Northern Gateway/Peartree) and to the south (Oxford Science Park and Grenoble Road).
7.23	Provide additional office space (including business incubator provision) in Oxford city centre, particularly by implementing the proposals for the West End/Oxpens area, a bioescalator incubator on the Churchill Hospital campus, and for the Magnet science discovery centre and expanded Oxford Centre for Innovation.
7.26	Improve the capacity and connectivity of strategic and local transport infrastructure within the 'Knowledge Economy Spine', particularly the A34, the main north-south rail links, and fast bus services between the rail stations and main employment centres.
7.27	Support the implementation of superfast broadband across the whole of Oxfordshire by 2015 through the Oxfordshire Local Enterprise Partnership.
	STRATEGIC DIRECTION AND LEADERSHIP
7.28 & 7.29	Provide strong public and private sector leadership and consistent messaging to realise the growth potential of Oxfordshire's 'innovation engine'.

Having regard to the above existing and planned initiatives other Local Priorities and initiatives might be undertaken and supported by these bodies to include

- The expansion of training provision at Bicester College
- Develop local employment opportunities in Bicester, including apprenticeships suggested by the City Deal Partners
- Develop entrepreneurship and business awareness in schools
- Consider an awareness campaign for Bicester Regional and National businesses
- Develop links with local universities
- Implement promotion campaign for Bicester through a joint strategy for all the main agencies concerned and develop co-ordinated marketing materials for Bicester from developers/public authorities and other associated partners/organisations
- Match phasing of employment and housing development
- Ensure employment areas are well served by transport links and provide well planned attractive developments retaining an environment conducive to attracting R&D and IT employers
- Creation of a centre of innovation for offsite manufacturing

It is vital that the initiatives that are being considered and planned/implemented by many groups including the LEP; NW Bicester; Graven Hill; Cherwell District Council and Oxfordshire County Council are all integrated into a combined but consistent strategy to gain maximum impact maximise use of resources and provide a focused economic development strategy.

We consider that the Oxfordshire LEP is probably best suited to these aspirations.

There are already a number of well-funded initiatives being undertaken in order to support, expand and invest in Oxfordshire's knowledge and hi-tech industries.

In its strategic plan Graven Hill should look to make use of these initiatives and partner itself with a number of these organisations in order to assist with the development and expansion of this sector.

Approaches to the Oxford Universities should be made with a view to them either partnering or supporting the Graven Hill concept. The Universities may consider an additional site/campus at Bicester, bearing in mind the development of Bicester, its unique assets and the substantial expansion programme. Early discussion at a senior level should be undertaken to see whether this is a possibility.

The Graven Hill concept needs to be marketed as a site and location for potential clustering of targeted businesses as detailed above.

The Graven Hill concept also needs to market and communicate with other partners involved in the development of Bicester. These other organisations including City Deal, the LEPs (particularly Oxford), Bicester Vision, UK Trade and Investment and the EDU Units of both and Cherwell, Oxford.

Additional marketing supported by all these agencies should be considered at the strategic level and as a measure to promote the growth towns of Oxfordshire. Marketing will include facts and statistics that are considered important in the attraction of knowledge and hi-tech industries and cover demographics, expansion and future residential and commercial development, skills and training initiatives, support mechanisms (e.g. The Oxfordshire Innovation Support Programme) and specific site identification for development of commercial premises.

Graven Hill should also be marketed on the basis that Bicester has a number of unique assets including Bicester Village, NW Bicester Eco Town and Graven Hill.

These factors can be used to market Bicester as an innovative area with substantial housing growth and the provision of large scale development sites, which benefits from excellent communication links by road and rail to the national road and rail networks.

INITIATIVES TO REDUCE OUT COMMUTING FROM BICESTER

The Previous Section suggested the best methods for reducing the 'out commuting ' from Bicester

Bicester is a successful market town that has seen significant growth in its population and employment over the past 10 years. This looks set to continue with further substantial Commercial and Residential development planned until 2031. A substantial number of actively employed residents – 62% - commute to employment outside of the town however. Substantial research has been undertaken in this respect in various recent publications.

Planned improvements to both road Infrastructure (Oxfordshire County Transport Plan 2011 – 2030 – updated May 2014) and National Rail Network facilities will have the likely prospect of further exacerbating this situation unless alternative employment prospects are provided within Bicester. Choice, opportunity and diversity of employment in the Bicester area is vital if Bicester is to attract and encourage people to live and work in the town.

The Chapter above suggests the best methods for reducing the 'out commuting ' from Bicester

There are various agencies supporting the growth of Business opportunities within the area and consecutive Cherwell District Councils published ***Economic Development Strategy*** for the past number of years have made commitments regarding the development of people, businesses and places, and which include:

- increase the number of new businesses forming and support their subsequent survival and growth
- support the growth of established business clusters locally involved with the bio-medical, motorsport and high technology sectors, and develop a new green technology cluster in and around Bicester as part of the eco-town's low carbon economy
- develop a north Oxfordshire focused inward investment strategy
- develop broadband accessibility and where required improve the supply of utilities
- improve the quality of business premises and access to utilities, including both improving the quality and increasing the density of existing business sites, and providing additional employment land

Eco Bicester – One Shared Vision was published in December 2010 by the Eco Bicester Strategic Delivery Board (comprising representatives of Bicester Town Council, Bicester Vision, Cherwell District Council, Environment Agency, Homes & Communities Agency and Oxfordshire County Council). It is a shared vision for the town of Bicester as it continues to grow in the long term, which seeks to create a vibrant place where people choose to live, to work and to spend their leisure time in sustainable ways, achieved by:

- attracting inward investment to provide environmentally friendly jobs and commerce, especially in green technologies, whilst recognising the very important role of existing employers in the town
- improving transport, health, education and leisure choices while emphasising zero carbon and energy efficiency
- ensuring green infrastructure and historic landscapes, biodiversity, water, flood and waste issues are managed in an environmentally sustainable way.

There are a number of current developments within Bicester which are focusing efforts on restricting ‘outward commuting’ and to promote employment opportunities.

The recent document produced by SQW - NW Bicester Master-plan Economic Strategy 21 March 2014 provides some indication of the relative priorities and organisations that could potentially take responsibility for generating employment within the area including the Local Enterprise Partnerships (see below) Cherwell District Council Oxfordshire County Council Bicester Vision the developers, promoters and other associated partners.

NW Bicester is a proposed 6,000-home development to extend Bicester onto agricultural land to the north-west of the town. Plans for the 1,000 acre site include 40% green open space, a nature reserve and country park; three local centre comprising retail, leisure, nurseries, a health centre and community halls. The plans also include one secondary school, three new primary schools and space for business – I job for every house developed

The document confirms that employment (for NW Bicester and therefore Bicester generally) will result from three sources:

- Inward investment
- New firm formation and growth of existing Bicester firms
- On the skills and aptitudes of Bicester residents

In recent years Bicester has not attracted much inward investment, largely because there has been very little land or modern premises available for occupation by firms moving into the area, and whose employment profile would have matched locally available skills.

Yet Bicester’s strategic location, relatively low property costs (at least compared with locations closer to London) and growing labour force should make it an attractive inward investment destination.

The various initiatives and new developments together with the Towns existing assets – e.g. Bicester Village should provide the town with a distinctive brand which could be exploited to target certain sectors and firms.

For Bicester to become a destination for inward investment it therefore needs land and premises to be readily available, and to be marketed more actively. The rapid growth of Bicester’s population should also prove attractive to firms providing financial services and retail and leisure facilities.

Currently Bicester, and Cherwell district, have low rates of business start-up and self-employment relative to county, regional and national averages. Therefore a variety of initiatives will be needed to stimulate jobs growth through new business formation.

The skills and aptitudes of the local workforce will be a significant factor in persuading firms to invest in Bicester, and also in whether local residents can make the most of local job opportunities. Currently, a high proportion of the resident workforce has lower level skills, and many Bicester residents with high level skills commute out to jobs elsewhere.

The objective, therefore, must be to improve the general skills level of Bicester residents, with a particular focus on meeting the needs of existing firms in the town, and of those sectors which will be targeted for investment in Bicester. As education and skills improve, Bicester will be able to target and attract more firms offering highly skilled jobs, which should also enable more out-commuters to work locally (since on average out-commuters have higher skill levels

ASSESSMENT OF THE RAIL FREIGHT OPPORTUNITY OF THE SITE

EXISTING RAIL

The subject site has at first sight the obvious potential for a ‘rail freight terminal’ on the basis that the MOD are currently using the National Railway Network via an existing and well used rail branch line running alongside the site for the transportation of MOD equipment and will continue to use this to service their site C at Upper Arncott and have made investments to improve this infrastructure e for continued military use.

MoOD have confirmed their intention is to retain control and use of the military rail for the forseeable future, even though the main logistics base for the MOD is to be located at Donnington.

This might however be subject to further defence review and change following the recent announcement that MOD Donnington in Telford will become the main Logistics base for the MOD in the future with a newly agreed multi million pound expansion and investment in existing and new facilities at the Donnington Site.

The MOD own the current operational facilities and branch lines and equipment and the Graven Hill Development Co. have neither rights or access to it for use.

LOCAL ENTERPRISE PRIORITIES AND OPPORTUNITIES FOR THE SITE TO CONTRIBUTE TO THESE AIMS

LOCAL ENTERPRISE PARTNERSHIPS

Cherwell District falls into two Local Enterprise Partnerships. The SE Midlands Local Enterprise Partnership (SEMLEP) and the Oxfordshire Local Enterprise Partnership (OxLEP). The LEP's provide economic stimulus and development for the region.

SEMLEP

As an economic development partnership and a company limited by guarantee, the South East Midlands Local Enterprise Partnership (SEMLEP), is run jointly by private and public sector representatives in the area to promote the South East Midlands as a prime growth location for business investors and visitors.

The South East Midlands is strategically located at the crossroads of London, the Midlands, Oxford and Cambridge. Set in a context of 11 Local Authority areas, with a population of around 1.7m, Gross Value Added of £39bn and a strong track record of partnership working and delivery.

SEMLEP submitted its Strategic Economic Plan to Government in March 2014 and received over £79m to invest in this area from 2015/16 as part of a Local Growth Deal.

SEMLEP support four showcase sectors – High Performance Technology, Logistics, Manufacturing and Advanced Technology (including Food and Drink) and the Arts, Heritage, Sports, Visitor Economy, Cultural & Creative Sectors. We have recently published our Strategic Plan for these sectors emphasising the importance of cross sector collaboration and partnership working to lever in funds and deliver growth. It appears from the information provided on SEMLEPs website that Bicester and Cherwell receives little comment focus or coverage to date.

OXLEP

The Oxfordshire Local Enterprise Partnership (OxLEP) brings together business, the universities, colleges, research facilities and local authorities in the area: Oxford City Council, Cherwell District Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council.

The Oxfordshire Strategic Economic Plan (March 2014), produced by the Oxfordshire LEP, refers to the Oxfordshire Knowledge Spine from Bicester through Oxford to Science Vale, and states that in Bicester the plan "will support significant increases in employment growth through infrastructure improvements and land availability". The plan is based on four themes: innovative enterprise, innovative people, innovative places and innovative connectivity.

From the information provided to date it is clear that the Midlands LEP is focused on a large geographical area and Cherwell seems to be marginalised probably due to the relatively recent set up of the LEP's. However the general aims of the two LEP's are similar. It is likely however that the Oxfordshire LEP will have the most obvious synergy and consequences for the Bicester and Cherwell Region. We therefore have concentrated on the Oxfordshire LEP's and its initiatives and objectives as set out in its Oxfordshire Strategic Economic Plan (March 2014).

We have set out the documents introduction as this encapsulates the LEP's vision of the area:

Our Strategic Economic Plan

Oxfordshire's potential is huge. Our county could hardly be in a better location – close to the world's greatest capital city, forming one apex of the UK's 'Golden Triangle' of innovation intensive economic potential with Cambridge and London - a knowledge rich cluster set to rival its few world competitors.

We already have a successful economy - Oxfordshire is regularly cited amongst the top 10% of Local Enterprise Partnerships (LEPs) nationally. However we, like other Thames Valley Local Enterprise

Partnerships, operate in a globally competitive arena where historic and continued success cannot be taken for granted. It is vital therefore that our Strategic Economic Plan (SEP) focuses on our unique economic assets and seeks Introduction to drive investment in our sectors and locations of greatest economic return and potential.

Recognised nationally for the strength of our science based knowledge industries, we have an ambition to be a global leader in 'Big Science'. Our SEP sets out our ambition for Oxfordshire to 2030 – to drive accelerated economic growth to meet the needs of our science and knowledge rich economy placing Oxfordshire at the forefront of the UK's global growth ambitions.

We are focused upon increasing business growth and productivity supported by accelerated housing delivery, better integrated transport, a better qualified workforce underpinned by a quality of place that few locations can offer.

FOCUS ON SECTORS

It is clear that this document focuses on the 'science based knowledge Industry's' which tend to be located within Oxford or to the South of Oxford. We consider however that the document is very Oxford Centric' as will be noted from the majority of the photography throughout the Summary Document and takes little account and has little recognition of the regions different markets expertise and resources within the district/LEP Area.

North Oxfordshire – which includes Bicester is dominated by more 'staple manufacturing and Warehousing industries'. In our experience of economic development and Inward/organic Investment over the past 30 years along the M40, the Oxford Technology belt runs from Oxford southwards to the M4 with some companies being situated at Oxford Universities Begbroke Science Park in north Oxford (totaling close to 12,500 sq m of office/laboratory space for 20 research groups and 30 high-tech science-based businesses and spin-outs) and Kidlington. There has however been little movement by 'science based knowledge' companies east along the A34 from Oxford to Bicester.

We consider that this is due in part to the location of Companies' employees and also the connectivity of Oxford to its world renowned Academic Institutions.

The SEP's main thrust is to focus on Improvements to Education, Broadband, Transportation, Premises availability all of which are considered to potentially constrain growth in the region. The LEP's ambition is to make Oxfordshire by 2030 the 'location of choice for the world's leading science research and technology businesses.

The SEP confirms the following

In order to achieve this we have developed four key themes based on identification of Oxfordshire's opportunities and challenges. These themes are underpinned by specific objectives that are achievable and measurable. Through our interventions and delivery plan, we have the opportunity to fulfil the objectives and drive economic growth across Oxfordshire, growing the UK economy as a whole. The objectives reflect our priorities for economic growth to 2030, focusing limited government resources on areas of greatest economic impact. They are based on four themes:

Innovative Enterprise

Innovation led growth is at the heart of our strategy, underpinned by the strength of our University R & D capacity, business collaboration and supply chain potential.

Innovative People

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

Innovative Place

Providing both the quality environment and choice of homes needed to support growth whilst capitalising upon the exceptional quality of life, vibrant economy and the dynamic urban and rural communities of our county.

Innovative Connectivity

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

GRAVEN HILL

We consider that Site D could and is already in part being developed to encourage elements of the LEP's ambitions.

We consider further that part of Site D could be developed for 'market driven and commercially viable ' Research and Technology and knowledge based industries.

In order for this to be an acceptable proposition however the support and active collaboration of one of Oxfords main Academic Institutions or similar will be required to add both substance and realism to the venture.