

SHARED INTELLIGENCE

OXFORD CITY COUNCIL BUSINESS ENGAGEMENT FRAMEWORK

FINAL REPORT



JUNE 2014

Executive Summary

Oxford City Council commissioned this short report from Shared Intelligence through the Local Government Association Local Growth Adviser programme in order to provide advice on developing a comprehensive business engagement framework.

Oxford is a major economic asset: the city is home to 4,100 businesses and contributes some £4.7bn to the national economy. The City is the service centre for the wider County economy and the location for most of the employment growth in Oxfordshire between 2001 and 2011.

The Oxfordshire Local Enterprise Partnership recently submitted its Strategic Economic Plan to government, outlining its ambition to improve business support to promote innovation based economic growth. Oxford, along with Bicester and Science Vale, is one of the three principal areas of economic growth within the LEP. The other two locations have mechanisms to support a strong business voice to represent their interests. A key priority for Oxford City Council is therefore to develop a strong understanding of local business priorities in order to represent their interests to the LEP and promote economic growth in the City.

In this context, a business engagement framework should:

- provide a structured approach to communication between the City Council and local businesses on economic development issues;
- enable businesses to develop a strong voice to support their effective representation within the Local Enterprise Partnership;
- clarify for businesses how and where they can express their views on economic growth and other issues; and,
- facilitate the development of sector specific projects and programmes or discussions in support of economic strategies.

There is already a significant amount of valuable business engagement taking place in Oxford to supports this. The Council is particularly successful in engaging with key employers, for example through Leader's Summit events and 1:1 meetings. There is also a good range of business networks and business representative organisations active in and around Oxford. These include networks in priority sectors identified in the Council's economic development strategy, and which could be used by the Council to consult on and develop sector support programmes.

However, the current arrangements do not systematically collect and interpret business views in a way that can provide a clear mandate to its business representative on the Oxfordshire LEP. This results partly from the fact that the collection and analysis of this information is not able to be robust and objective, as it is often informal and unstructured. Much existing business engagement is designed for networking and information sharing, rather than policy development. In addition, current business engagement does not stratify the business population and reflect the views of a cross-section of Oxford businesses.

We would suggest that the Council could use these networks more systematically to discuss and consult on economic development issues. The discussions should be structured in order to reach conclusions when appropriate, analysed where necessary and reported back to the Council. This would allow the Council to capture business views to help inform strategic discussions and to influence policies and programmes for the City.

It is important to recognise that no one single approach to engagement can capture the views of the wide range of businesses in Oxford. There are particular challenges to developing sustained engagement between businesses and representatives that are very different in terms of size or sector and it is unlikely that one single forum can adequately engage with a cross-section of businesses. There are also particular challenges in reaching smaller businesses through smaller strategic groups or business forums, which are often more difficult for SMEs to attend. To ensure that the City Council engages with smaller businesses it is helpful to engage with business intermediary groups. The City Council already engages with some business representation groups, for example Experience Oxfordshire. It may wish to consider whether to engage more closely with others, subject to resource availability.

To strengthen the 1:1 contacts between Council leaders and businesses, we provided contact details for a range of companies representing strategically important firms and sectors in Oxford. It is based on a variety of indicators (lead including employees and turnover; leading SMEs and 'High Growth' companies, and strategically important sectors). It is envisaged that this database could be used to expand on the 1:1 meetings with key businesses currently taking place in Oxford. However, we do not recommend that the Council purchase bespoke account management software for this purpose.

Most of the elements of a comprehensive structured approach to business engagement are already operating. This report sets out recommendations for a business engagement structure that would provide a framework for business engagement and the clearer representation of the Oxford business voice to the Council and the LEP.

The proposed framework would be centred on an Oxford Economic Growth Group based on the current Economic Growth Strategy Steering Group but with new terms of reference and strengthened business representation. This group would report to the Oxford Strategic Partnership and provide a forum for business representation from the City onto the Local Enterprise Partnership. It should receive more systematic, structure information on business views expressed on strategic issues within other forums including existing business networks, business breakfasts, and 1:1 meetings between the Council and business leaders.

The recommendations are to broaden the remit of the Oxford Economic Growth Group and increasing business representation, developing the Leader's discussion to become a regular Leader's summit, using an extended structured list of businesses for the 1:1 meetings with businesses, and considering conducting a local business survey on a regular basis to provide an accurate picture of business views from a representative sample of Oxford businesses and reporting in a systematic way to the Oxford Economic Growth Group on the outcome of discussions with businesses on strategic growth related issues through other engagement structures.

Contents

Executive Summary.....	1
1 Introduction	4
2 Economic growth & business engagement.....	5
3 Current business engagement structures.....	8
4 External business networks and structures	12
5 Other models of business engagement	16
6 Oxford Economic Growth Group	22
7 Database of leading companies	25
8 Components of a business engagement framework – the “Oxford Economic Voice”	27
9 Summary Recommendations.....	29
Appendix 1 – Suggested database of leading companies.....	30

1 Introduction

- 1.1 Oxford City Council commissioned this work from Shared Intelligence under the LGA Growth Advisers programme to help establish a clear approach to business representation and account management in the city. The purpose of the commission is to strengthen business engagement and support more effective communication between the City Council and the local business community, responding to issues raised in the Oxford Strategic Partnership Economic Growth Strategy.
- 1.2 This report sets out the current business engagement structures in Oxford City and outlines findings from research with businesses and other stakeholders across Oxford and in other local authorities. Following an initiation meeting with the City Council, it was agreed that the work would focus principally on the development of a business engagement framework and the creation of an “Oxford Economic Voice”. The role of account management processes would also be reviewed as a means to support this.

Methodology

- 1.3 The first stage of this work was to review Oxford City Council’s existing records of local businesses and to create a new list of key firms, based on indices like employment, turnover, and growth patterns, to identify leading businesses in the Oxford City economy and support the development of an account management service.
- 1.4 The second part of the work was to map the existing business engagement mechanisms in the Oxford area and their functions and coverage. 16 semi-structured interviews with local business people and representatives of the business community were carried out to discuss the Council’s existing business engagement structures and how these might be developed.
- 1.5 Interviews were also used to gauge interest in the City Council’s new proposed business engagement structures and how these might be formed. This has been supported by additional research on best practice elsewhere and by our attendance at the Oxford Economic Growth Strategy Steering Group and B4 Business event, which helped inform an understanding of the local business context.
- 1.6 The findings were discussed with the Council prior to confirming the recommendations on the establishment and use of these structures within the overall framework of the strategy.

2 Economic growth & business engagement

- 2.1 The City of Oxford is a major national economic asset, contributing some £4.7bn to the UK economy¹. Oxford is the service centre for the wider County economy and the location for most of the employment growth in the county between 2001 and 2011². The city is an international brand, a global centre of education, home to a number of leading businesses, and an iconic tourist destination. Many networks connect the local business community with each other and to local councils and the Local Enterprise Partnership (LEP).
- 2.2 In total, Oxford City is home to 4,100 businesses³. The 100 largest employers in Oxford account for over 66,000 jobs, equivalent to 60.1% of total employment⁴. At the same time, 99% of the City's businesses are SMEs and micro enterprises⁵. This comprises a significant number (40) of large businesses (250 + employees), which is two and a half times as many as in Oxfordshire as a whole. In addition medium businesses (50-249 employees) are strongly represented within the City with 120 (3.1%) as compared to Oxfordshire and England (1.6%)."
- 2.3 The business base also includes firms in a number of strategically important sectors, including education, health/medicine, biotechnology, automotive, publishing and professionals services. The city also has significant potential as a headquarters location, for example at the Business Park.
- 2.4 An **Economic Growth Strategy** (EGS) was agreed and adopted by the Oxford Strategic Partnership in January 2013⁶. The strategy, "Oxford: A World Class City for Everyone", outlines a shared narrative on the future direction of the Oxford City economy and sets out clear strategic priorities and objectives for delivering economic growth. It highlights the importance of focusing resources on supporting business growth and engaging effectively and responsively with the business community, which is of particular relevance to this work. One of its recommendations is for local partners to establish an account management function to engage with key businesses on growth and retention issues in leading sectors in the Oxford economy.
- 2.5 In recent years, the government has made significant changes to economic development funding and councils are relying more on business growth to generate additional business rates and council tax income⁷. To improve the economic performance of Oxford it is increasingly important that public sector partners consider how they respond to the needs of existing companies, as well as attracting new businesses, entrepreneurs, start-ups and spin out companies to ensure that there is an

¹ Oxford Strategic Partnership (2013) Oxford Economic Growth Strategy

² The Oxford Innovation Engine (2013) Realising the growth potential

³ ONS (2013) Business Activity, Size and Location - 2013

⁴ Oxford Strategic Partnership (2013) Oxford Economic Growth Strategy

⁵ Businesses with less than 250 employees

⁶ Oxford Strategic Partnership (2013) Oxford Economic Growth Strategy

⁷ For example, the Local Government Finance Act 2012 has been introduced to enable the government to implement a business rates retention policy, with the intention of incentivising local authorities to promote economic growth by allowing them to retain a proportion of new rates generated.

environment that both encourages and facilitates growth⁸. This is reinforced by government initiatives to devolve greater decision making to a local level.

City Deal

- 2.6 The role of local areas in driving economic growth has also been recognised in the development of City Deals. These consist of bespoke agreements between government and councils in major cities providing greater powers and responsibilities in order to drive local economic growth. The **Oxford and Oxfordshire City Deal** aims to support innovation-led growth in the local area⁹. It acknowledges the region's strong track record of delivering growth and seeks to support those existing, and new, businesses in achieving their full potential. Oxford and Oxfordshire and the Government have agreed an investment package to deliver an ambitious network of new innovation and incubation centres which will nurture small businesses, including investment in a Growth Hub to help small and medium enterprises to grow through better business support – with a particular focus on supporting innovation. The City Deal has also funded **Network Navigators** to provide connectivity between networks and institutions.

Local Enterprise Partnerships

- 2.7 The **Oxford Local Enterprise Partnerships** (LEP) is a business-led partnership which works with local authorities and academia to decide what the priorities should be for economic development in the Oxfordshire area. The introduction of the Local Growth Fund, in addition to Growing Places Funding for local businesses and changes to the EU funding regime, means that the LEP will have significant resources with which to support economic growth in the Oxfordshire area.

Oxford Local Enterprise Partnership – funding opportunities

- Eight businesses have been offered **Growing Places Funding** by the Oxfordshire LEP, amounting to £3.6m. Growing Places Funding can be used to establish revolving funds to take forward a range of projects that can help facilitate economic growth, jobs and housebuilding, providing returns which can be re-invested locally.
- The Oxfordshire LEP has received an allocation of €19.4 million of **European Structural Investment Funds** for the period 2014 to 2020. The Oxfordshire European Structural Investment Fund Strategy sets out the overarching strategic priorities for Oxfordshire. Funding for projects will come on stream from the summer 2014.
- The Oxfordshire **Strategic Economic Plan** outlines a bid for a total of £678.34m of Local Growth Fund resource as part of planned investments worth over £3.6bn between 2015 and 2021. The SEP outlines an ambition 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”.

⁸ Oxfordshire LEP (2014) Strategic Economic Plan

⁹ Oxfordshire Local Enterprise Partnership (2014) City Deal: Oxford and Oxfordshire

2.8 Building on the area’s successful City Deal, the Oxfordshire LEP’s **Strategic Economic Plan** (SEP) was recently submitted to government¹⁰. The SEP prioritises interventions in three key locations with growth potential: Bicester, Science Vale and Oxford City (recognised collectively as Oxfordshire’s ‘Knowledge Spine’)¹¹. It also identifies a number of challenges for businesses in the Oxfordshire area, including: low business formation rates; a knowledge economy which relies on fragmented and informal collaborative networks; and, complex business support schemes. The strategy includes an ask for £7.2m of Local Growth Funding to develop a business support programme aimed at “simplifying the current fragmented landscape and providing relevant and effective support going forward”.

Requirements for a business engagement strategy

2.9 A priority for Oxford City Council and its partners is to develop an understanding of business priorities for growth and infrastructure development, and more widely about business priorities. The City Council also has an important role in supporting information sharing and networking within the business community.

2.10 Further, the City Council needs to be able to offer a clear view of what barriers to growth are identified by businesses in Oxford City in order to influence the priorities of the Local Enterprise Partnership and offer a clear mandate to the Oxford Business representative on the LEP.

2.11 By improving engagement with businesses, Oxford City Council can improve service delivery; increase uptake of council and partner services to businesses; and maximise funding opportunities available through the Oxfordshire LEP.

2.12 It is suggested that the business engagement strategy should:

- provide a structured approach to communication between the City Council and local businesses on economic development issues;
- enable businesses to develop a strong voice to support their effective representation within the Local Enterprise Partnership;
- clarify for businesses how and where they can express their views on economic growth and other issues; and,
- facilitate the development of sector specific projects and programmes or discussions in support of economic strategies.

¹⁰ The full Strategic Economic Plan can be found here:

<http://www.oxfordshirelep.org.uk/cms/content/oxfordshire-strategic-economic-plan>

¹¹ Oxfordshire LEP (2014) Strategic Economic Plan

3 Current business engagement structures

3.1 Oxford City Councils and its partners interact with businesses through many different forums. This section identifies some of the main business engagement structures already in place and supported by the City Council. In the following sections we also review business networks run by organisations around Oxford City (often sector based), and also some of the main business representative organisations active in the city.

Groups organised by the City Council

3.2 Groups organised by the City Council serve two main purposes. The first is to promote networking and the sharing and discussion of ideas and information between the City Council and the business community. The second is to directly influence and direct policy in a proactive way.

Oxford Strategic Partnership

3.3 The Oxford Strategic Partnership (OSP) is Oxford City's local strategic partnership. It was founded in 2003 and is co-ordinated by the City Council and chaired by Jackie Wilderspin, a public health specialist from Oxfordshire County Council. The OSP brings together key individuals from the public, business, community and voluntary sectors in the local community. The aims of the OSP are:

- to provide a clear and ambitious vision for the future of Oxford, developing its environmental, economic and social life in a positive and sustainable way;
- to improve the quality of life of all sections of the community, to reduce inequalities, and support the needs and aspirations of citizens in their local areas; and,
- to foster and promote closer working between local agencies to deliver responsive and high quality services across the city.

3.4 The OSP has a good range of key stakeholders and local organisations, but lacks significant representation from the business community, and has a wide ranging agenda, so does not lend itself to being the main forum for discussion with businesses on economic growth issues.

Economic Growth Strategy Steering Group

3.5 An Economic Growth Strategy (EGS) Steering Group, chaired by the Leader of the City Council, and including a small number of business representatives and agencies is overseeing the development and delivery of the Action Plan and reports to the OSP on a regular basis. The group meets to review progress on elements of the EGS action plan and to update on City Deal, Strategic Economic Plan, European Structural Investment Plan and other key LEP and city initiatives that impact on the local economy. As well as overseeing policy implementation, the Steering Group has a role to undertake work that can be used to influence and direct policy.

Oxford Economic Growth Strategy Steering Group – Attendees (11/03/14)

- Cllr Bob Price, Oxford City Council (Chair)
- Dr Phil Clare, University of Oxford
- Simon Cox, Centrica
- Michael Crofton-Briggs, Oxford City Council
- David Edwards, Oxford City Council
- Dr Tom Flanagan, Oxfordshire County Council
- Ian Francis, City of Oxford College
- Giles Ingram, Experience Oxfordshire
- Sebastian Johnson, Oxford Strategic Partnership
- Tom Morris, Oxford City Council
- Robert Hetherington, Oxford City Council
- Mark Jaggard, Oxford City Council
- Richard Rosser, The In Oxford Group / B4
- Nigel Tipple, Oxfordshire LEP
- Richard Venables, ProOxford / VSL & Partners
- Dave Waller, Invest in Oxfordshire
- Dr Stuart Wilkinson, University of Oxford

Leader's Summit

- 3.6 This is a closed meeting which includes leading businesses and elected members. A number of - mainly larger - businesses attend the Leader's Summit¹². The events are seen as being highly successful in gathering business views on strategic issues important to business leaders, such as infrastructure and skills, but these are individual views expressed by senior business leaders, and do not necessarily represent the views of smaller businesses or the wider business community.
- 3.7 Forum meetings, like the Leader's Summit, which bring together groups of Oxford employers to discuss the direction of the Oxford economy, are valued by the business community. Beyond learning about policy developments, another attraction of these meetings for SME's is the opportunity to network and sell.

Leader's Summit – Attendees (03/03/2014)

- Stephen Beynon, Managing Director, British Gas Business, Centrica plc
- Shamus Donald, Regional Managing Director, Newsquest and Chair of the Oxford Town Team
- David Edwards, Executive Director, Regeneration and Housing, Oxford City Council
- Professor Alistair Fitt, Pro Vice Chancellor, Oxford Brookes University
- Charles Holmes, Chief Executive, Four Pillars Hotels
- Dr Jochen Lorenzen, Finance Director and Plant Manager, BMW MINI Plant Oxford
- Bert Martin, Development Director Retail Portfolio, Land Securities
- Sir Jonathan Michael, Chief Executive, Oxford University Hospitals NHS Trust
- Frank Nigriello, Director of Corporate Affairs, Unipart Group Ltd and Chair of Oxfordshire Business First
- Cllr Bob Price, Leader, Oxford City Council and Board Member of the Oxfordshire Local Enterprise Partnership
- Michael Puttick, Managing Director, Kinglerlee Ltd
- Adrian Shooter CBE, Chair of the Oxfordshire Local Enterprise Partnership
- Peter Sloman, Chief Executive, Oxford City Council
- Professor Graham Upton, Chair, Experience Oxfordshire
- Richard Venables, Director, VSL and Partners (and Oxford Business Representative on the Oxfordshire Local Enterprise Partnership)
- Professor Ian Walmsley, Pro Vice Chancellor, University of Oxford

¹² There were 16 attendees at the Leader's Summit held on 3rd March 2014

1:1 meetings with leading businesses

- 3.8 Oxford City Council is currently co-ordinating face to face meetings with a number of leading local businesses (see list below). A co-branded City, Council and LEP initiative, these are informal discussions again with key business leaders to review with businesses some of the main issues they are facing and to put forward actions to help address these, for example in the areas of energy, skills and training, and transport. These meetings are being attended by the Leader of the City Council and members of the economic development team. Summary notes are being taken from each meeting and actions allocated to relevant City Council staff.

Businesses scheduled for 1:1 meetings

- A.C. Nielsen Co
- Amey UK
- Becton Dickenson UK
- Blackwell Ltd
- Centrica British Gas
- Mini Plant Oxford (BMW Group Plant Oxford)
- Nestle Waters Ltd
- Oxford Brookes University
- Genzyme Therapeutics
- Oxford Bus Company
- Oxford University Hospitals NHS Trust
- Oxford University Press
- Sharp Laboratories of Europe Ltd
- Stagecoach
- Unipart (Exports, Logistics, Service)
- University of Oxford
- W. Lucy & Co
- Wiley Blackwell

Business Breakfasts

- 3.9 Oxfordshire County Council have been jointly running Business Breakfast events for several years; normally three times a year. This year the Local Enterprise Partnership (LEP) have accepted an invitation to take part and support these events. They are popular and well attended events, each attracting around 50 attendees - a mix of private businesses, business support agencies and other stakeholders. They are largely based around thematic issues: for example, one recent event was based around the skills agenda; another was on opportunities arising from the Oxfordshire LEP's Strategic Economic Plan and the Oxford City Deal. The June event will discuss the role of the 'Publishing and Creative' sector in the local and national economy and the opportunities for business.
- 3.10 This Forum provides another important role in engaging with businesses and therefore when circumstances allow views on particular issues, such as skills or issues for certain sectors need to be captured.

B4 "Business in Oxford" event

- 3.11 The recent Business in Oxford event was co-sponsored and supported by the Oxford Strategic Partnership, the City Council and other organisations on the EGS Steering Group¹³. The event is designed to engage, inform and inspire Oxford and surrounding SMEs and to provide a platform for businesses to connect. The inaugural event, held in partnership with the B4 business magazine, took place on the 23rd of April 2014 at the Saïd Business School. By organising the event through the B4 group, the OSP was able to leverage B4's database of business contacts. Nine themed 'PODs' were held to cover a host of issues that impact on businesses looking to grow and thrive in and around

¹³ Including VSL and Partners and the City of Oxford College

Oxford. A number of key Oxford business attended the event, including Harley Davidson, BMW and Oxford Innovation, as well as a number of smaller businesses and business representatives.

- 3.12 This is a wider networking event, and designed to facilitate communication on a wide range of topics of interest to business. It is planned to continue this, probably on an annual basis, and it could clearly provide a very strong mechanism for engaging businesses in growth programmes and projects, and therefore continue as a core component of the future business engagement structure.

Conclusions

- 3.13 It is evident from this summary that there is a considerable amount of valuable business engagement currently taking place through the City Council. This reflects the wide range of issues of interest to business, and individual preferences for models of engagement. The Council has been particularly successful in engaging with key employers, for example through the Leader's Summit events, and 1:1 meetings currently being undertaken. These are valuable ways of collecting business views on a range of issues.
- 3.14 However, despite the level of engagement which exists, the City Council is not confident it can offer a strong enough mandate to its business representative on the Oxfordshire LEP. Our assessment is that this results partly from the fact that the collection and analysis of this information is not able to be robust and objective, as it is often informal and unstructured. This reflects the fact that a large part of the City Council's current engagement is geared towards networking and information sharing, rather than policy development. In addition, current business engagement does not stratify the business population and reflect the views of a cross-section of Oxford businesses.
- 3.15 This led to the initial request for the development of a business engagement framework designed to provide the appropriate representation and remit to bring together, corroborate, develop and hear business views (thereby providing a 'Voice for Oxford'). Nevertheless, many of the existing forums and networks can play a role in a structured approach to business engagement, and some have the potential to be adapted or enlarged to provide an Oxford Economic Voice.
- 3.16 In particular, the Oxford Economic Growth Strategy Steering Group already has a strong core membership and a remit for undertaking work that can be used to influence and direct policy. This group's membership and remit could be widened to include increased representation from the business community and take-on greater responsibility for discussing and providing policy direction for the Oxford economy.

4 External business networks and structures

LEP structure

- 4.1 The Oxfordshire Local Enterprise Partnership (LEP) aims to improve business support services to support innovation based economic growth. One of the Board members has responsibility for business support. He chairs a Business Support Working Group which includes representatives of Oxfordshire County Council and local businesses and links with business networks including Oxfordshire Business First, Venturefest, the CBI, IOD, FSB, and Chambers of Commerce.
- 4.2 Improving business support in Oxfordshire is a key part of the LEP's City Deal as well as its Strategic Economic Plan (SEP). The SEP outlines plans for a business support package that drives growth in innovative, new and established business, especially those with the highest growth potential. This involves increasing the rate of new business creation, connecting business support networks through Network Navigators, and supporting innovation through bespoke programmes to support spin-outs and companies at key stages of development, and by simplifying the support available to local businesses by bringing information together on a single website.

Business networks

- 4.3 The business networks below are described briefly to help to identify how they could fit into a wider business engagement strategy. Many of these represent businesses from particular sectors, and could therefore play a role in structuring sector specific discussions or initiatives.

Experience Oxfordshire

- 4.4 Experience Oxfordshire is charged with developing and promoting the **tourism, cultural and creative economy** in Oxfordshire. Created through the merger of Visit Oxfordshire and Oxford Inspires, and originally funded by the City Council, the organisation is focused on creating an environment where cultural organisations and tourism businesses thrive. Experience Oxfordshire also delivers a business partnership programme to market and sell Oxfordshire as a high value, aspirational business tourism destination – improving the awareness of Oxford as a conference destination.
- 4.5 David Edwards (Executive Director for Housing and Regeneration) is included on Experience Oxfordshire's board as an Oxford City Council representative. There is also representation from the local business community.

Oxfordshire Business First

- 4.6 Oxfordshire Business First (OB1) is a not-for-profit organisation set up to promote **entrepreneurship and innovation** in Oxfordshire. It aims to stimulate business growth and address the issues that may be holding back economic development in the county. With nearly 1,000 members and associates, OB1 provides a forum for business people to share good practice and experience for the benefit of other business people in their community.
- 4.7 Events are held across Oxfordshire County and attract some 50 – 100 participants. Usually events are based around a formal presentation, followed by debate and discussion. All the events are free of charge. The increasingly international dimension of Oxfordshire business has been the subject of

several OB1 events and has led to the formation of Oxfordshire's first International Business Club. This will provide a forum for sharing experience on international trade and business development.

Venturefest

4.8 Oxford Venturefest is another annual business networking event, this one aimed at supporting the translation of innovation and technology into new and growing businesses. The Oxford Venturefest was founded in 1999 and is coordinated by a board which includes members from the University of Oxford, Oxford Brookes University, Saïd Business School, Oxford Innovation, and Oxfordshire County Council. Oxford City Council was previously a sponsor of this event and Economic Development officers attend each year. There is potential to engage more closely¹⁴, and the City Council will have stand at this year's event to promote its Broadband Connection Vouchers Scheme.

4.9 In 2013, Venturefest Oxfordshire had around 1,200 attendees. The 2014 event will take place in July at the Saïd Business School and will have a strong sector focus, including a number of sectors which are strategically important to the Oxford City economy (e.g. the digital and life sciences sectors). Again, it would be advantageous to the Council to identify ways in which to focus some of the content at these sessions on initiatives coming out of LEP programmes and through the Council's economic growth strategy.

OBN

4.10 The OBN (formerly Oxfordshire BioScience Network) is a membership organisation which supports **biotech and healthcare companies** by providing regular forums for business networking (BioTuesdays) as well as an international annual conference which hosts hundreds of one-to-one company meetings (BioTrinity), and a web-based news feed on the county's bioscience companies. OBN also acts as a point of contact for new biotech companies in the county, and helps to network them with their peers. OBN publishes the Oxfordshire BioCluster Map each year.

Publishing Cluster

4.11 The **publishing cluster** is a relatively informal group that meets on a quarterly basis. It brings together a number of CEOs and Managing Directors of Oxfordshire publishers with members of the Oxfordshire LEP, Oxford City Council, Oxfordshire County Council and other interested parties.

Oxfordshire Town Chambers Network

4.12 The OTCN Network is a network of small business and business representative groups in Oxfordshire. It is thought to be particularly active in Oxfordshire's market towns. Indeed it organises a number of events, however, the vast majority take place outside of Oxford City itself. 31 chambers or business groups have signed up to the group; members from the City include the Oxford Association of Hotels and Guest Houses, Jennings Business Centres and Templars Square. This would appear to be less relevant to the Council's engagement plans.

LEP Network Navigators

4.13 The City Deal has funded Network Navigators who provide connectivity between networks and institutions. These individuals will work with specific sector groups to ensure that anyone seeking help is signposted to the support they need irrespective of who provides it, and to work together to

¹⁴ For example, the City of York Council sponsors the Yorkshire event, as well as having a stand there to showcase council business engagement.

build an environment that encourages and supports innovation. There are 10 navigators across a range of sectors, some of which are particularly relevant to Oxford City:

Oxfordshire Network Navigators

- Life Sciences & Medical Diagnostics (Neil Halliday)
- Space & Satellite Applications (Barbara Ghinelli)
- Low Carbon (Anne Augustine)
- Advanced Engineering (Colin Johnston)
- IT, Digital & Media (Tony Hart)
- Cryogenics (John Vandore)
- Social Enterprises (Caroline Bucklow)
- Social Enterprises (Grant Hayward)
- Entrepreneurs & Investors (Mark Evans)
- SMEs & Retail (Karyn Buck)

4.14 Beyond established business networks, the Oxford BioEscalator, located at Churchill Hospital involves a consortium of stakeholders, and provides incubation space and a mechanism for commercialising research for the benefit of patients and society. While this has a very specific economic development function it may be helpful to engage a representative with other business support leads as part of a wider Oxford Voice. Oxford Innovation is the UK's leading operator of Business and Innovation Centres, operating a network of 7 centres in Oxfordshire. The Oxford Launchpad, based at the Saïd Business School, is another incubation space, where members – students, faculty, and the wider Oxford entrepreneurial community – can meet to collaborate, create and strengthen ventures, as well as to share knowledge, practice and connections.

4.15 Oxford's universities are also important for local business engagement, as both active generators of new businesses, and because of their strong ties with existing businesses. The head of Knowledge Exchange at the University of Oxford, Phil Clare, participates in the Oxford Strategic Partnership board and works closely with the LEP through that body. The City Council is hosting, and presenting at, the Knowledge Exchange Meeting in September 2014.

Business representative organisations

4.16 The various business representative organisations are mentioned below because they have ready-made business communities, with representative structures that can be utilised by the City council to support its engagement strategy. These organisations, present across the country, vary in their functions, scale, and effectiveness, but in many cases they can perform a very helpful part of the structure due to their ability to represent large numbers of businesses.

Thames Valley Chamber of Commerce and Industry

4.17 The Thames Valley Chamber of Commerce Group is a membership organisation which promotes and lobbies for business development in the Thames Valley region. It has around 500 paying members in the Oxfordshire area, and 400 guest members. This includes a wide range of businesses, from very small, to large organisations, and across sectors. Currently, Oxford City Council is contacted by the Chambers on an ad hoc, "as a when", basis, but there is not a particularly close relationship. Clearly its geographic remit is wide.

Federation of Small Businesses

4.18 The Federation of Small Businesses (FSB) is the largest campaigning pressure group in the UK promoting and protecting the interests of the self-employed and owners of small firms. The FSB has

around 2,500 members in the Oxfordshire area, with a large proportion based in the city. The organisation regularly carries out surveys of its membership base, which offer intelligence on business views.

- 4.19 The FSB has engaged with Oxford City Council on procurement issues, but not on general business support. Other Oxfordshire District Councils work more closely with the FSB on business support. For example, by holding regular meetings with the branch chair.

Institute of Directors

- 4.20 IoD Oxfordshire is a local membership network offering professional free benefits and expert services to grow businesses. The Oxfordshire branch of the IoD has 750 members and is supported by a volunteer committee of 12 IoD members, led by the Chairman.
- 4.21 The IoD generally holds events in Oxfordshire on a monthly basis. These include educational sessions including updates on the economy, member visits to local businesses, and networking opportunities. Attendances range from 30 to 60 people at each event, including individuals representing businesses of different sizes and sectors. The IoD suggested that the Council could have a representative attend meetings, either to make a short presentation on initiatives the City Council is taking forward or as an opportunity for making contacts.

CBI

- 4.22 The CBI is a business lobbying organisation, aiming to provide a voice for employers at a national and international level. The organisation looks to promote businesses of all sizes and sectors. Oxford is included in the West Midlands branch of the CBI. Its upcoming events are all based in Birmingham and there is not much evidence of a close engagement with Oxford City. Although, the Chairman of the Oxfordshire LEP, Adrian Shooter CBE, is also the Vice-Chairman of CBI West Midlands.

Conclusion

- 4.23 It is evident that there is a good range of business networks and business representative organisations active in Oxford and Oxfordshire. These collectively offer an opportunity for consultation and discussion with a wide range of local businesses, including some of those in the sectors prioritised in the Council's Economic Growth Strategy.
- 4.24 We would suggest that the Council could use these networks more systematically to discuss and consult on economic development issues. The discussions should be structured in order to reach conclusions when appropriate, analysed where necessary and reported back to the Council. This would allow the Council to capture business views to help inform strategic discussions and to influence policies and programmes for the City.

5 Other models of business engagement

- 5.1 This section of the report attempts to summarise some alternative models of business engagement in order to help identify the preferred approach for the City Council.

Business-led representation groups

- 5.2 There are a number of different business-led groups in the Oxfordshire area and in other local authorities. This includes Local Enterprise Partnerships, Business Improvement Districts (BIDs)¹⁵, and local strategic groups.

Bicester Vision

Bicester Vision, created in late 2007, is an independent public/private partnership committed to bringing together stakeholders in the town and initiated by local businesses. The structure of the organisation resembles a 'micro-LEP': there were around 28 members of the Bicester Vision Partnership in 2013, including three tiers of local government (Bicester Town Council, Cherwell District Council, and Oxfordshire County Council), the MoD, education providers, the Bicester and District Chambers of Commerce, and a number of local businesses. By bringing together a wide range of partners, the aim is to engage with the people of Bicester and the wider area to ensure that it continues to be a great place in which to live and work.

The Bicester Vision board meets on a monthly basis (a core group of eight key stakeholders), and partnership meetings (with all members) take place every quarter. The smaller working group is considered effective for discussing strategic issues.

The group is currently managed by Placi Espejo, a former portfolio director and network manager for the Oxfordshire Innovation and Growth Team. As manager, she regularly meets with local businesses to gain a detailed understanding of their concerns as well as representing Bicester at business events in Oxfordshire. Businesses pay a subscription to be members of Bicester Vision; which is partly used to fund the manager's salary. That businesses are willing to pay to be part of the partnership is seen as an indicator of its success.

The Bicester Vision partnership has three main priorities:

- to work with Local Government, bringing it together with businesses;
- to support businesses by acting as a catalyst of information and aid; and,
- to market Bicester as the place to live and work, providing a Bicester narrative to stakeholders.

Key activities include promotion of broadband provision and supporting use of the internet to generate business activity, working with local education providers to help to address skills gaps (including business-related activities in schools), and promotion of Bicester and attracting new businesses through engagement with local universities and LEPs.

¹⁵ Business Improvement Districts (BIDs) are partnerships between a local authority and local businesses which are intended to provide improvements to the public sphere within a specified geographical area. In the UK, BIDs are funded in whole or in part by a levy, which is additional to the non-domestic rate liability of businesses in the given area and collected through the business rates administration system.

- 5.11 For business engagement to succeed, it needs to be sustained over the longer-term. At times, businesses can play a leading role in establishing and maintaining these groups, as shown with Bicester Vision. It is important to note, however, that an area like Oxford City presents a very different case to Bicester: the city encompasses a far bigger and more complex economy, with a more diverse range of businesses. It is unlikely that a business-led group could form independently which would be representative of the Oxford City economy.

Local Enterprise Partnerships

- 5.12 Of course, LEPs themselves are business-led groups, working in partnership with local authorities and other stakeholders to promote economic growth and job creation. There are 39 Local Enterprise Partnerships (LEPs) in England. They have a wide portfolio of interests in areas including transport, skills, enterprise, innovation, employment, housing and the environment.
- 5.13 LEPs are business-led and are required have at least half of their memberships from the private sector. The rationale for business leadership was given in the local growth white paper of 2010, which argued that “local communities and businesses are in the best position to understand and respond to the opportunities and needs of their own economies”¹⁶.
- 5.14 Evidence suggests that businesses do play an important role in supporting the decision-making process on LEPs. Businesses can, for example, help local politicians make better decisions for an entire area. Moreover, it is suggested that businesses participation with LEPs is often motivated by the opportunity to do a public service¹⁷. However, a number of issues have also been identified, including underrepresentation of small businesses, and a lack of new businesses being involved in public partnership (i.e. LEPs have tended to rely on “familiar faces” with previous experience of working with the public sector). There are also indications that businesses are frustrated by the progress being made by LEPs with some feeling that government has not backed these organisations fully¹⁸, although this may have changed in recent months with the devolution of responsibility for the development of Growth Deals and EU SIF Strategies.

Business champions

- 5.15 “Business champions” often play an important role in supporting the activities of Local Enterprise Partnerships. Business champions are individuals, often business leaders (or former business leaders), who will take an extraordinary interest in the promotion and adoption of LEP policies and campaign for them among local businesses. These individuals are generally motivated by the opportunity to help steer their local economies and LEPs stand to benefit from their standing and relationships within the business community.
- 5.16 There is already evidence of business leaders in Oxford City who are committed to helping to support local companies. For example, Oxford Business Mentors offers a free mentoring service and most business support programmes available through Oxfordshire Business Enterprise are provided on a “grace and favour” basis. Oxfordshire Business First is another not-for-profit organisation set up

¹⁶ Department for Business, Innovation & Skills (2010) Local growth: realising every place's potential

¹⁷ The Smith Institute (2013) where next for Local Enterprise Partnerships?

¹⁸ The Smith Institute (2013) where next for Local Enterprise Partnerships?

to promote entrepreneurship and innovation in and around Oxford. Where there is alignment with City Council policies, individuals from these kinds of organisations should be considered as potential champions for City Council programmes.

The role of elected Members

- 5.17 A number of interviews suggested that local Councillors could invest more time in engaging with local businesses to ensure they have an understanding of the challenges they face. Some interviewees noted that local MPs were far more active in this area.
- 5.18 It is understood that there are Oxford City Councillors who do have good links with businesses (e.g. Councillor Colin Cook from the Jericho and Osney ward has introduced the City Council to a local businesses group) but there may be an opportunity for more Councillors to help facilitate better relationships with businesses in the City, particularly those who represent more residential wards.

Small strategic group

- 5.19 The London Borough of Islington has a small group of larger businesses including developers who meet regularly including with the council leader to discuss strategic issues including economic development and growth. This is seen as effective because of the personal relationships that have been able to develop between key strategic business leaders and the Leader of the Council.

Representative business forums

- 5.20 In contrast, the London Borough of Camden set-up a business forum similar to the proposed Oxford Voice comprising a mix of larger businesses, representatives of small businesses and business networks. This was seen as a good way of engaging a wider cross-section of businesses.
- 5.21 However, it should be noted that it is often more challenging to develop sustained engagement between businesses and representatives that are highly disparate (particularly in terms of size). This suggests that it is unlikely that one single forum can adequately engage with a cross-section of businesses.

Sector networks

- 5.22 There are a number of sector groups active in the Oxfordshire region, which will be supplemented by the introduction of Network Navigators. The City Council could target engagement with specific networks based on size and type of member and events should be regularly attended by a member of the Economic Development Team. This offers an effective mechanism for engaging with large numbers of businesses in a forum that they value.

City Council business contacts

- 5.23 Some councils have identified council officers who are responsible for business support and are known as main contact points for local businesses. For example, the business support team at Liverpool Vision¹⁹ includes growth managers focused on particular parts of the city, as well as sector

¹⁹ Liverpool Vision is the Mayor of Liverpool's economic development company, responsible for marketing the city, promoting investment and looking after existing businesses and start-ups. It is governed by a board of two directors - Mayor Joe Anderson and Councillor Malcolm Kennedy - which sets out the company's business plan and budget. The board is supported by a small advisory group of Councillors, a representative from the private sector and Chief Executives of the Council and Liverpool Vision.

specialists²⁰. The visibility of local growth managers is particularly valued by businesses. Elsewhere, town centre managers perform a similar function, mainly for businesses in the retail sector. In Oxford, the City Council and County Council jointly fund the position of City Centre Manager for Oxford²¹.

- 5.24 Interviews suggest that Oxford businesses in general would like a named business support contact at the City Council. Some stakeholders also reported difficulties in distinguishing between the City Council, County Council and the LEP, and their respective functions. This is made even more challenging by the shifting landscape for business support services. Invest in Oxfordshire, as an initial point of contact for potential investors, has an important role to play in signposting businesses to the right business support organisations and sector specific networks.

Role of intermediaries

- 5.25 Building relationships with business intermediaries is an important way of opening a dialogue with the business community. Channelling information to intermediaries to disseminate to their clients in the wider business community was identified in interviews as being a cost effective and efficient method of engagement. A number of intermediaries, such as the Chambers of Commerce and Experience Oxfordshire, see disseminating this kind of information as an important part of their role, and would encourage local authority presence at their events. At the same time, this kind of engagement already exists with some groups, such as Experience Oxfordshire.
- 5.26 Some areas do not attempt to co-ordinate the activities of these kinds of organisations. For example, in Exeter previous attempts to do this have failed due to different cultures and different funding channels but communication between them is smooth and referrals works well between them
- 5.27 However, in Oxfordshire, the Vice-Chairman of the LEP, Ian Wenman, is responsible for organising regular meeting of the counties business organisations (including FSB,IOD,CBI and Town Chamber Network), presumably to gather intelligence.
- 5.28 Business support organisations can also play an important role in enhancing an areas business support offer. For example, Bicester Vision works together local business mentoring services like Oxfordshire Business Enterprise and Oxfordshire Business Mentors. This is seen as preferable to brining in consultants from outside the area, who may lack local knowledge.

CRM systems

- 5.29 Customer relationship management involves managing interactions with customers. CRM, in a local government environment, aims to enable councils to recognise customers who have already contacted them (and why) and to be able to locate information relating to previous engagements. It is also intended to help in the communication of information internally throughout the organisation.
- 5.30 Invest in Oxfordshire has compiled a list of leading companies in Oxfordshire in order to develop a proactive account management service for these firms. The objective of their account management

²⁰ A Client Relationship Management system is also used to maintain contact with local businesses and to record support that is provided and its impact on business growth rates.

²¹ The City Centre Manager controls the management of Oxford city centre and coordinates a programme of improved services to benefit shoppers, visitors and businesses.

system is to track and monitor contact with businesses to support the development of long-term relationships with senior management in these businesses.

- 5.31 This Invest in Oxfordshire Account Management System is already being used by Oxfordshire County Council and Cherwell District Council. It is understood that the Invest in Oxfordshire team have discussed with Oxford City Council about shared access to system. Where businesses are strategically important at both a City and County/LEP level, this could help support collaboration between Oxford City Council and the County Council, LEP, and other Oxfordshire districts.
- 5.32 Walsall Council uses a CRM system to record its engagement with local businesses: this includes any contact made with companies and any business support offered. The CRM system is also used to monitor changes in turnover, job creation and net profit which take place as a result of business support provided by the Council.

Business Surveys

- 5.33 Some local authorities carry out or commission regular business surveys as a method for collecting information on businesses views and issues, or on the barriers they face when looking to expand and business satisfaction with the local authority, or more generally on business confidence.
- 5.34 This is another way to help to increase the Council's understanding of local business needs, and can be used to provide robust information about business views that could help the Council to be confident that it understands business needs.
- 5.35 The main advantage of carrying out a survey is that it would allow the City Council to collect views from a wide range of businesses, not possible through face to face meetings. A regular survey could also be used as a barometer for the performance of a local economy, and provide information that can be analysed by geography, by sector, size, or other type of business. Questions could focus on economic confidence, growth, and employment intentions and measure change over time if regularly repeated. By providing timely and robust information on a regular and geographically detailed basis, a business survey can enhance Economic Development Officers' understanding of how businesses are being affected locally and improve policy making by making it more responsive to changes in economic circumstances.
- 5.36 The Oxfordshire Business Barometer is a quarterly survey designed to provide an insight into what it's like to do business in the county, showcase best practice and highlight some of the challenges. It is commissioned by the Oxfordshire LEP. Over 100 Oxfordshire businesses have volunteered to support the Barometer by completing a short, anonymous survey which is emailed to them every quarter. It might be possible to add to this and include a similar number of businesses from within the City boundaries to provide a local comparison. Alternatively, a specific Oxford survey could be conducted to meet the Council's own priorities.

Web based networks

- 5.37 Cambridge Network is a membership organisation based in Cambridge's high technology cluster. It aims to bring together people from business and academia to meet each other and share ideas, encouraging collaboration and partnership. The Network has a broad membership with start-ups,

SMEs and global corporations²². Members benefit from shared access learning and peer groups and a full calendar of events (with an average of more than one course per business day). Being part of the network also offers the opportunity to join some of the associated special interest groups and exchange views with bodies such as the Local Enterprise Partnerships.

- 5.38 The Oxfordshire LEP is investing in an Oxfordshire Business Support web portal that will signpost businesses to the funding and services available including funding, advice, facilities and events to help a business to start up and grow. It is understood that the LEP will be contacting District Councils regarding this project in the near future and it may be worth considering how this fits in with the City Council's business support structures. A web based forum is likely to be particularly useful for smaller businesses seeking to engage with the Council, who find it more difficult to commit to meetings. The City Council should signpost and encourage the use of the portal, as well as picking up direct contact that flows from it.

Conclusions

- 5.39 It is important to recognise that there is no one single approach to engagement which is likely to capture the wide range of businesses which exist in Oxford. There are particular challenges to developing sustained engagement between businesses and representatives that are very different in terms of size or sector and it is unlikely that one single forum can adequately engage with a cross-section of businesses. There are also particular challenges in reaching smaller businesses through smaller strategic groups or business forums, which are often more difficult for SMEs to attend.
- 5.40 To ensure that the City Council engages with a wide range of business, it may be helpful to engage with business intermediary groups. The City Council already engages with some business representation groups, for example Experience Oxfordshire. It may wish to consider whether to engage more closely with others, perhaps by identifying those that are the most effective representatives of the City's SME community. This could take the form of meeting senior representatives to discuss strategic issues or by Economic development Officers being in attendance at events. A regular survey could also be used for gathering a wide range of business views and as a barometer for the performance of a local economy.

²² Size of organisation - and thus the basic membership fee - is generally determined by the number of employees of the parent organisation.

6 Oxford Economic Growth Group

6.1 Oxford, with Bicester and Science Vale, is one of the three principal areas of economic growth within the Oxfordshire Local Enterprise Partnership. The other two locations have mechanisms to support a strong business voice to represent their interests. At the moment Oxford City Council has a number of forums and networks but is not systematically gathering business views in a way that supports the LEP representative to represent the interests of Oxford's businesses. Neither does it have a designated group designed to bring together and corroborate these views.

6.2 Within Oxford, the OSP Economic Growth Strategy (EGS) Steering Group is the forum which comes closest to achieving this objective, particularly since it already has a recognised role in developing and influencing policy. The Steering Group also involves some key stakeholders and local business organisations. It may therefore be beneficial to adapt this group into an Oxford Economic Growth Group by increasing representation from local businesses and adjusting the groups remit.

The purpose of the Oxford Economic Growth Group

6.3 Oxford City Council has indicated that it would like to see the formation of a representative group of local businesses to act as an economic voice for Oxford. The impetus for doing this is largely to support the Oxford business representative on the LEP by providing a mandate equivalent to other areas within Oxfordshire. While a number of business engagement forums already exist in Oxford, there is currently no designated forum to bring together, corroborate and develop business views.

6.4 As the convener of the EGS Strategy Steering Group, it is likely that the City Council will play a leading role in setting the agenda for meetings. However, it is suggested that for the group could be adapted to become more clearly suited for this purpose. For example, there could be:

- greater business representation on the group;
- a business co-chair, or vice-chair, working with the Council to agree items for discussion;
- more explicit discussion of LEP papers with LEP representatives; and,
- a forum for discussions on views expressed by the business community through the various engagement events taking place in Oxford (e.g. business breakfast, B4 event, and Leader's Summit).

6.5 While the EGS Steering Group has been identified as the most obvious group to be adapted into the Oxford Economic Growth Group, it is also important to identify its relationship with other business engagement structures. As highlighted in Sections 2 and 3, there is already a considerable amount of business engagement taking place in Oxford. This includes both events organised by the City Council and external business networks.

6.6 These forums tend to meet less regularly than the EGS Steering group and are more focused on sharing information with businesses and allowing business themselves to express their views. There could be a more explicit attempt to capture the views expressed at these meetings or through the structures, and channel them through the Oxford Economic Growth Group to inform Council and LEP

policy discussions. This will help ensure that discussions take into account the needs and views of businesses from a cross section of the Oxford business community.

Membership of the Oxford Economic Growth Group

- 6.7 The Oxford Economic Growth Group is therefore likely to include the Leader of the Council together with the Director of Housing and Regeneration; the Head of City Development together with a selection of key members of the business community who are willing to engage on key issues around Oxford’s Economic Growth Strategy and in particular the delivery of actions to implement the strategy.
- 6.8 There could be benefits to having a number of large businesses represented on this kind of organisation and this should be evaluated on the basis of interest recorded from 1:1 meetings. At the same time, it is important that the views that emerge from the Oxford Economic Growth Group represent the needs of the broader business demography in Oxford City, including SMEs and businesses from different sectors. This could be done by asking business representatives to join the group, or be feeding in intelligence from meetings with them.
- 6.9 Interviews highlighted a range of businesses and business representatives that Oxford City Council could look to involve. A list with examples of the categories of possible additional members who might be approached to participate is provided in the table below. Some of the individuals listed are of course already on the group.

Potential members of the Oxford Economic Growth Group

Key employers / large corporations	<ul style="list-style-type: none"> • Unipart • Centrica British Gas • Oxford University Hospitals NHS Trust • The NHS Trust • BMW (UK) Manufacturing • Amey UK • W. Lucy & Co. • Blackwell Publishing • A.C. Nielsen Co • University of Oxford • Oxford Brookes University
SMEs & Start-up representative groups and networks	<ul style="list-style-type: none"> • FSB • Chambers of Commerce • Oxfordshire Business First • Venturefest • The Oxford BioEscalator • Oxford University Knowledge Exchange
Businesses from priority sectors	<ul style="list-style-type: none"> • UYS (automotive) • Genzyme Therapeutics (biotechnology & pharmaceuticals) • OISE (education) • Picker Institute Europe (health) • Kout Food group (tourism) • The Ambassador Theatre group (creative)

	<ul style="list-style-type: none"> • The Oxford Asset Management Company (professional services) Sector based networks <ul style="list-style-type: none"> • OBN • Experience Oxfordshire • LEP Network Navigators • Publishing Cluster • Pro-Oxford group
Other business support providers	<ul style="list-style-type: none"> • Oxford Business Mentors
Social enterprises	<ul style="list-style-type: none"> • Oxford Hub • Oxfordshire Community Foundation • Responsible Oxfordshire Business Involvement Network

6.10 This is just a list of the types of businesses and business groups that could be approached, rather than a recommended membership list. It is worth noting that a number of business representative groups are included in the list above. There is a risk that this could limit the role played by actual businesses. However it is likely that smaller businesses will be more difficult to engage in this kind of group, and their attendance may be more difficult to sustain over a longer period of time. Business/sector representatives are of course well-placed to speak for a cross section of businesses.

Terms of Reference

6.11 Suggested terms of reference for the Oxford Economic Growth Group are:

- To provide a forum for discussion of strategic economic growth in Oxford;
- To oversee and scrutinise policies which are developed by other organisations but have an impact on Oxford City;
- To provide a mechanism for discussion and agreement on Oxford City input to the Oxfordshire LEP strategy and programmes between the City Council and businesses; and,
- To oversee the implementation of projects and programmes to support economic growth including the Oxford Economic Strategy.

6.12 The group could effectively continue as a working party, linked to the Oxford Strategic Partnership and should seek the OSP's approval for changing its terms of reference.

6.13 Members of the group will need to be able to reflect the priorities and goals of their own organisation and sector. In meetings they should attend as representatives of the sector they represent not as representatives of their individual business.

6.14 The Oxford Economic Growth Group should meet on a regular basis. Consideration will need to be given to the frequency of meetings. It is suggested that these take place on at least a quarterly basis, with agendas informed by current and forthcoming LEP agendas. Formal minutes should also be issued, with members given responsibility for reporting back to their organisation, to maintain information flows.

7 Database of leading companies

- 7.1 In a climate in which business support activities may be constrained, it is important for Oxford to focus on both its key existing employers, and those firms which have the potential to grow, to ensure that resources invested in business engagement and support has the greatest effect. To support this aim, the City Council can benefit from maintaining links with businesses that might be seen as representing sectors of strategic importance to the Oxford economy.
- 7.2 It is evident from our interviews and also from current 1:1 meetings that close engagement with strategically important businesses can be beneficial for the Council. Businesses value the opportunity to be invited to engage with senior Council representatives, and in particular the Leader, and it can help the Council to understand the issues of concern to leading businesses. A list of key businesses could be used to help structure this form of business engagement. For example, by identifying businesses to meet with on a regular basis and businesses to meet on a less frequent basis.
- 7.3 Businesses for regular engagement are likely to be key employers, starting with those currently being targeted for 1:1 meetings. Over time, the Council could aim to develop an active engagement with senior management in these firms to safeguard existing employment levels, and to work with business leaders to understand their future needs and to seek wherever possible to meet them.
- 7.4 The City Council can complement this with less frequent meetings with other businesses, perhaps with an emphasis on strategic sectors. By monitoring the needs/challenges of companies in different sectors, the City Council may be able to determine some requirements of businesses in different areas of the city's economy. This could support engagement with sector groups and form part of an overall business engagement strategy.
- 7.5 It has also been suggested that the City Council could utilise the list of key firms as a barometer of the health of the local economy (for example, by monitoring changes in employment and turnover in these companies). However, local intelligence (particularly through 1:1 meetings), regularly published economic data, and perhaps a business survey, are likely to be better suited for this purpose.

Setting up a system - criteria for selecting businesses

- 7.6 There are over 4,100 registered enterprises in the Oxford City area²³. This includes businesses of different sizes, which often have very different needs. While it is obvious that Oxford City Council will not be able to have a meaningful engagement with all of these businesses, it is important for the Council to engage with both large employers (which account for a disproportionate share of overall employment²⁴) and smaller businesses (which make-up the vast majority of existing enterprises²⁵). It is also important to take account of the sectors highlighted in the Oxford Economic Growth Strategy.

²³ ONS (2013) UK Business: Activity, Size and Location – data for 2013

²⁴ Over two-thirds (66.9%) of employment is found in large enterprises (employing over 250 people) - ONS (2013) Business register and Employment Survey – data for 2012

- 7.7 Building on details of key businesses which Oxford City Council developed, we have compiled a list of leading businesses in the Oxford City area. This is based on a number of criteria reflecting businesses strategic significance, including:
- leading companies by number of employees and turnover;
 - leading SMEs²⁶ by number of employees and turnover;
 - leading "High Growth Companies"²⁷; and,
 - leading companies by strategic sector²⁸.
- 7.8 The list of key firms is outlined in Appendix 1. This provides details for a range of companies representing strategically important firms and sectors in Oxford. It is based on a variety of indicators (lead including employees and turnover; leading SMEs and 'High Growth' companies, and strategically important sectors). It is envisaged that this database could be used to expand on the 1:1 meetings with key businesses currently taking place in Oxford. These meetings should be logged and summary notes recorded.
- 7.9 There is little evidence that the City Council would need to purchase bespoke account management software at this stage. For example, In the case of logging 1:1 meetings which take place, it should be sufficient to carry this out using Microsoft Excel and recording meeting notes in a specific folder. Access to these files/folders could be shared among members of the economic development team.

²⁵ Over three-quarters (84.3%) of businesses employ fewer than 10 people - ONS (2013) UK Business: Activity, Size and Location – data for 2013

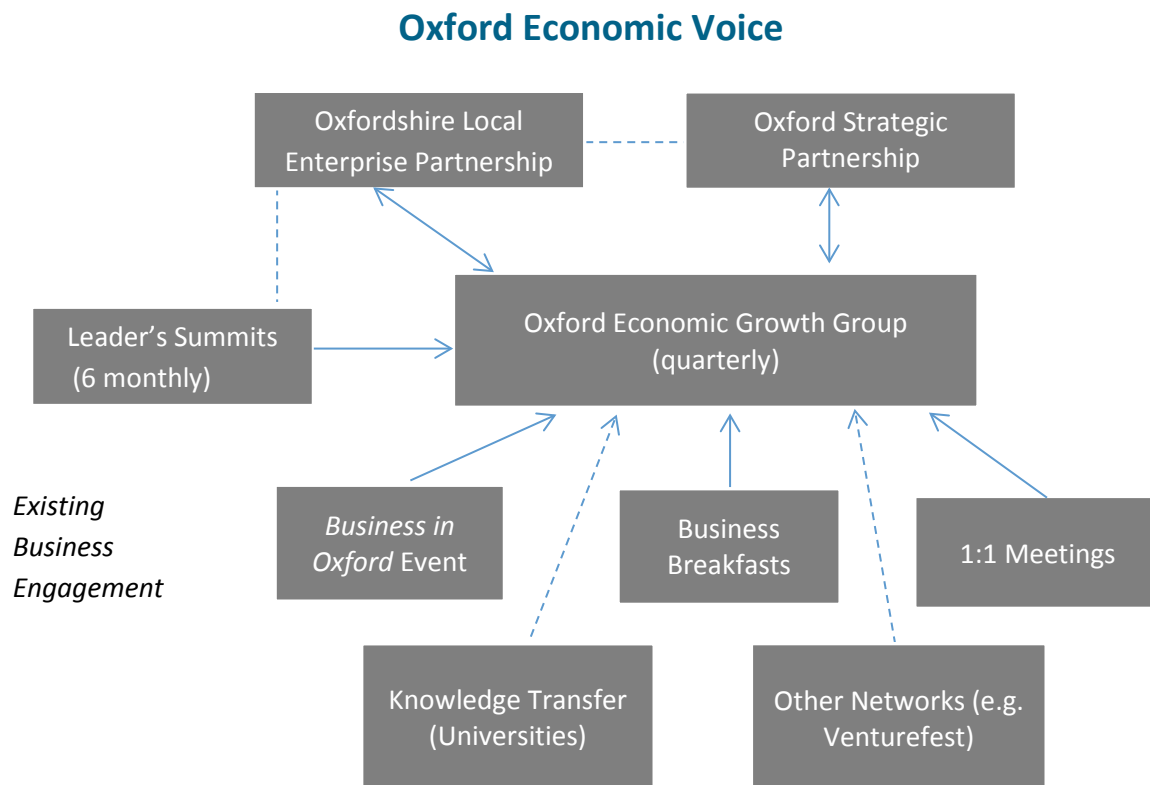
²⁶ SMEs are defined as businesses with 50-250 employees

²⁷ Based on turnover growth of 30% over 3 years and a minimum of 50 employees and based on 20% turnover growth over 3 years, and at least 100 employees

²⁸ Sectors include: automotive; biotechnology & pharmaceuticals; education; health; publishing; tourism; creative, digital and cultural; and, retail.

8 Components of a business engagement framework – the “Oxford Economic Voice”

- 8.1 One of the elements of this commission was to produce a framework for the Council's engagement with the business community in Oxford, or a business engagement "strategy". There is a wide range of business engagement already taking place, much of which has been set up in the relatively recent past and is considered successful. In the light of that we have outlined below a proposed framework for business engagement that would provide a comprehensive approach to engaging with businesses and enabling the Council and business representatives to develop an understanding the views of Oxford businesses.
- 8.2 A diagrammatic representation is provided below:



- 8.3 The Oxford Economic Voice is represented by the Oxford Economic Growth Group which would itself be informed by discussions taking place at a range of business engagement events, networks, and one-to-one meetings with businesses. The Group would retain a reporting line to the Oxford Strategic Partnership, but would also provide the business voice for Oxford for the LEP, and a forum for discussions between the LEP, the Council and the Oxford business community.
- 8.4 This framework does require more systematically and consistently collecting and feeding through the results of discussions on economic issues from other business engagement structures and networks.

- 8.5 In order to maintain the links developed by the Leader of the Council with key business leaders, the Leader’s discussion would be a way of feeding in the views of these larger company leaders to inform the discussions at the Oxford Economic Growth Group. These could be held on a regular basis , perhaps every 6 months, in the form of Leaders’ Summits.
- 8.6 The Oxford Economic Voice would therefore comprise of a combination of all the various business engagement events taking place in the city, along with some new initiatives, and would provide the opportunity to capture the views of Oxford businesses.
- 8.7 A local business survey would provide the Council with information about the current economic and business conditions in Oxford, and a more representative picture of business from a structured sample of businesses, and this would be a way of further enhancing the information available to the Council and its business partners in formulating economic growth policy.

Business engagement framework

- 8.8 Reflecting back on the proposed functions of a business engagement framework as set out in Section 2, we have set out in the table below the mechanisms which would allow the Council to achieve each of the functions, namely:
- to provide a structured approach to communication ;
 - to enable businesses to develop a strong voice on the LEP;
 - to clarify for businesses how and where they can express their views on economic growth; and,
 - to facilitate the development of sector specific projects and programmes.

Suggested approaches for meeting the requirements for business engagement

Function	Suggested mechanism
Structured approach to communication between the City Council and local businesses on economic development issues	Oxford Economic Voice – the framework for communication with businesses with its component elements feeding through to the Oxford Economic Growth Group.
Enable businesses to develop a strong voice to support their effective representation within the Local Enterprise Partnership or other structures	Oxford Economic Growth Group.
Clarify for businesses how and where they can express their views on economic growth and other issues	The framework clarifies the engagement structure, which includes: <ul style="list-style-type: none"> • Engagement with business networks. • Engagement with business intermediaries • Links to other web portals including LEP from Council’s website.
Facilitate the development of sector specific projects and programmes or discussions in support of economic strategies	Sector networks and other mechanisms as appropriate, as led by the Oxford Economic Growth Group

9 Recommendations

9.1 To provide an effective and structured approach to business engagement and the representation of business views, it is recommended that the Council work with its business partners to:

- Broaden the remit of the Oxford Strategic Partnership Economic Growth Strategy Steering Group to become an “**Oxford Economic Growth Group**” with new terms of reference and increased business representation, still reporting to the OSP, and with direct representation on the LEP Board;
- Develop the current informal Leader’s discussion to become a regular Leader’s summit;
- Use an extended structured list of **leading Oxford businesses** to extend the 1:1 meetings with businesses to become an on-going process of business engagement designed to develop closer links with major businesses and businesses from key sectors to help inform Council policy;
- Consider conducting a regular **local business survey** to provide the Council and its partners with an accurate picture of business views from a representative sample of Oxford businesses; and,
- Report in a systematic way to the Oxford Economic Growth Group on the outcome of discussions with businesses on strategic growth related issues through other engagement structures.

Appendix 1 – Suggested database of leading companies

The following tables set out proposed lists of leading businesses based in Oxford City identified from the Mint UK database and based on a range of criteria. The tables include only companies located with an OX1 – OX4 postcode.

Table 1: Key employers - companies with over 250 employees, by turnover

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
BMW (UK) MANUFACTURING LIMITED	OX4 6NL	3,277	2,400,214	Manufacture of motor vehicles
TI AUTOMOTIVE LIMITED	OX4 2SU	20,010	2,092,596	Activities of head offices
AMEY UK PLC	OX4 4DQ	17,347	1,761,540	Activities of head offices
ELECTROCOMPONENTS PUBLIC LIMITED COMPANY	OX4 2HW	6,307	1,235,600	Activities of head offices
GRAFTON MERCHANTING GB LIMITED	OX4 2LL	4,248	926,172	Agents involved in the sale of timber and building materials
UNIPART GROUP OF COMPANIES LIMITED	OX4 2PG	7,521	905,900	Other business support service activities n.e.c.
OPUS ENERGY GROUP LIMITED	OX2 7JH	443	369,469	Trade of electricity
OXFAM	OX4 2JY	5,046	367,900	Water collection, treatment and supply
OAKHILL GROUP LIMITED	OX2 9GG	682	253,135	Sale of new cars and light motor vehicles
BECTON, DICKINSON U.K. LIMITED	OX4 4DQ	856	251,841	Manufacture of medical and dental instruments and supplies
HARTWELL PLC	OX2 9RE	662	249,699	Activities of head offices
BLACKWELL PUBLISHING LIMITED	OX4 2DQ	443	196,260	Book publishing
W.LUCY & CO.LIMITED	OX2 6EE	1,090	152,057	Manufacture of electricity distribution and control apparatus
W.L. SHAREHOLDING COMPANY LIMITED	OX2 6EE	1,090	152,057	Manufacture of electricity distribution and control apparatus
A.C. NIELSEN COMPANY LIMITED	OX3 9RX	593	89,129	Market research and public opinion polling
TIMBMET GROUP LIMITED	OX2 9PP	293	76,442	Wholesale of wood, construction materials and sanitary equipment
UYS LIMITED	OX4 2BW	270	46,785	Manufacture of other parts and accessories for motor vehicles
YUTAKA GIKEN (UK) LIMITED	OX4 2BW	270	46,660	Wholesale trade of motor vehicle parts and accessories

THE AMBASSADOR THEATRE GROUP (VENUES) LIMITED	OX4 6NW	1,040	45,494	Operation of arts facilities
THAMES TRANSIT LIMITED	OX4 2RY	490	36,065	Urban, suburban or metropolitan area passenger land transport other than railway transportation by underground, metro and similar systems
OISE HOLDINGS LIMITED	OX2 0EY	851	35,375	Other education n.e.c.
THE CITY OF OXFORD MOTOR SERVICES LIMITED	OX4 6GA	551	35,139	Urban, suburban or metropolitan area passenger land transport other than railway transportation by underground, metro and similar systems
NEWSQUEST (OXFORDSHIRE & WILTSHIRE) LIMITED	OX2 0EJ	324	32,226	Publishing of newspapers
INSTILL EDUCATION LIMITED	OX2 0EY	513	24,444	General secondary education
FROST & SULLIVAN, LIMITED	OX4 2GX	250	19,427	Management consultancy activities (other than financial management)
ST.EDWARD'S SCHOOL	OX2 7NN	322	18,131	General secondary education
HEADINGTON SCHOOL OXFORD LIMITED	OX3 7TD	301	17,131	General secondary education
DRAGON SCHOOL TRUST LIMITED	OX2 6SS	309	17,025	General secondary education
ITC-INVEST LIMITED	OX1 5QJ	458	15,467	Other financial service activities, except insurance and pension funding, (not including security dealing on own account and factoring) n.e.c.
BANQUETS OF OXFORD LIMITED	OX2 7JF	258	11,243	Licensed restaurants

Table 2: Leading SMEs – companies with 50-250 employees, by turnover

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
HARLEY-DAVIDSON EUROPE LIMITED	OX4 2DQ	118	389,393	Sale, maintenance and repair of motorcycles and related parts and accessories
BALLYMORE PROPERTIES HOLDINGS LIMITED	OX2 7JL	142	132,039	Activities of head offices
GENZYME THERAPEUTICS LIMITED	OX4 2SU	129	98,290	Wholesale of pharmaceutical goods
NESTLÉ WATERS UK LIMITED	OX4 2GX	180	74,150	Manufacture of soft drinks; production of mineral waters and other bottled waters
NORTH OXFORD GARAGE	OX2 8PS	138	61,578	Sale of other motor

LIMITED				vehicles
ALC (SUPERHOLDCO) LIMITED	OX4 4DQ	111	45,323	Activities of other holding companies (not including agricultural, production, construction, distribution and financial services holding companies) n.e.c.
BECTON DICKINSON INFUSION THERAPY UK	OX4 4DQ	243	41,332	Manufacture of medical and dental instruments and supplies
PACCAR FINANCIAL PLC	OX4 2HN	51	38,631	Other financial service activities, except insurance and pension funding, (not including security dealing on own account and factoring) n.e.c.
THE AYLESBURY VALE ACADEMY	OX2 0NB	107	35,790	General secondary education
SYMM GROUP LIMITED	OX2 0EQ	242	34,777	Other building completion and finishing
ALC (FMC) LIMITED	OX4 4DQ	111	31,823	General public administration activities
OMG PLC	OX2 0JB	249	29,456	Activities of head offices
CHAMPION EMPLOYMENT LIMITED	OX1 3HB	50	27,973	Temporary employment agency activities
OXFORD POLICY MANAGEMENT LIMITED	OX1 1BN	136	27,238	Management consultancy activities (other than financial management)
FLOWMAX LIMITED	OX1 2RQ	153	26,871	Wholesale of other machinery and equipment
NOMINET UK	OX4 4DQ	134	26,830	Data processing, hosting and related activities
CHENEY SCHOOL ACADEMY TRUST	OX3 7QH	177	26,789	General secondary education
OXFORD DIOCESAN BOARD OF FINANCE(THE)	OX2 0NB	94	23,420	Activities of religious organisations
FROST & SULLIVAN, LIMITED	OX4 2GX	250	19,427	Management consultancy activities (other than financial management)
AMEY PUBLIC SERVICES LLP	OX4 4DQ	202	19,413	
DW CONTRACTORS (OXFORD) LTD	OX4 6NF	65	19,354	Painting
OPP LIMITED	OX2 8EP	134	17,462	Other publishing activities
OFT 2 LIMITED	OX4 2HN	162	16,515	
PUBLISHING TECHNOLOGY PLC	OX4 2HU	176	16,471	Business and domestic software development
OXFAM ACTIVITIES LIMITED	OX4 2JY	95	16,326	Recovery of sorted materials
OXFORD SAID BUSINESS SCHOOL LIMITED	OX1 5NY	80	15,954	General secondary education
POYRY MANAGEMENT CONSULTING (UK) LIMITED	OX1 1JD	97	15,630	Management consultancy activities (other than financial management)
KOUT FOOD GROUP CHICKEN LIMITED	OX2 7JF	240	15,445	Unlicensed restaurants and cafes

THE CHILTERN HILLS ACADEMY	OX2 0NB	79	15,159	General secondary education
LOWE HOLDINGS LIMITED	OX1 5JW	126	14,818	Electrical installation
OXERA CONSULTING LIMITED	OX1 1JD	90	14,251	Other professional, scientific and technical activities (not including environmental consultancy or quantity surveying) n.e.c.
ST. CLARE'S, OXFORD.	OX2 7AL	236	14,120	General secondary education
LOWE AND OLIVER LIMITED	OX1 5JW	119	13,555	Electrical installation
KNOWLES & SON (OXFORD) LTD	OX2 0EA	76	13,154	Construction of commercial buildings
OSNEY MEAD (OXFORD) LIMITED	OX2 0EA	79	13,154	Development of building projects
OXFORD INNOVATION SERVICES LIMITED	OX1 1BY	68	13,065	Other business support service activities n.e.c.
HENMANS FREETH LLP	OX4 2BH	93	12,952	
THE CHERWELL SCHOOL ACADEMY TRUST	OX2 7EE	237	12,853	Pre-primary education
MAGDALEN COLLEGE SCHOOL OXFORD LIMITED	OX4 1DZ	146	12,806	General secondary education
AMEY GROUP INFORMATION SERVICES LIMITED	OX4 4DQ	73	12,736	Other information technology and computer service activities
DARKE & TAYLOR (HOLDINGS) LIMITED	OX1 4HL	137	12,679	Electrical installation
OXFORD ECONOMICS LIMITED	OX1 1HB	93	12,669	Other professional, scientific and technical activities (not including environmental consultancy or quantity surveying) n.e.c.
VICON MOTION SYSTEMS LIMITED	OX2 0JB	55	12,506	Manufacture of electronic instruments and appliances for measuring, testing, and navigation, except industrial process control equipment
REBELLION DEVELOPMENTS LIMITED	OX2 0ES	109	12,312	Publishing of computer games
BLANCHFORD & CO.LIMITED	OX3 7BS	69	11,891	Agents involved in the sale of timber and building materials
ISIS INNOVATION LIMITED	OX2 7BZ	70	11,510	Other business support service activities n.e.c.
LUCY ZODION LIMITED	OX2 6EE	84	11,016	Manufacture of other electrical equipment
SHARP LABORATORIES OF EUROPE, LTD.	OX4 4GB	105	10,943	Other research and experimental development on natural sciences and engineering

Table 3: Leading “High Growth” companies – companies with 30% employee growth over 3 years, by turnover, minimum 50 employees

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
AMEY UK PLC	OX4 4DQ	17,347	1,761,540	Activities of head offices
GRAFTON MERCHANTING GB LIMITED	OX4 2LL	4,248	926,172	Agents involved in the sale of timber and building materials
OPUS ENERGY GROUP LIMITED	OX2 7JH	443	369,469	Trade of electricity
UNIPART GROUP LIMITED	OX4 2PG	5,195	232,024	Other business support service activities n.e.c.
W.LUCY & CO.LIMITED	OX2 6EE	1,090	152,057	Manufacture of electricity distribution and control apparatus
W.L. SHAREHOLDING COMPANY LIMITED	OX2 6EE	1,090	152,057	Manufacture of electricity distribution and control apparatus
UYS LIMITED	OX4 2BW	270	46,785	Manufacture of other parts and accessories for motor vehicles
YUTAKA GIKEN (UK) LIMITED	OX4 2BW	270	46,660	Wholesale trade of motor vehicle parts and accessories
OXFORD POLICY MANAGEMENT LIMITED	OX1 1BN	136	27,238	Management consultancy activities (other than financial management)
FLOWMAX LIMITED	OX1 2RQ	153	26,871	Wholesale of other machinery and equipment
DW CONTRACTORS (OXFORD) LTD	OX4 6NF	65	19,354	Painting
POYRY MANAGEMENT CONSULTING (UK) LIMITED	OX1 1JD	97	15,630	Management consultancy activities (other than financial management)
OXFORD ECONOMICS LIMITED	OX1 1HB	93	12,669	Other professional, scientific and technical activities (not including environmental consultancy or quantity surveying) n.e.c.
HOLIDAY LETTINGS LIMITED	OX2 7BY	95	10,580	Other business support service activities n.e.c.
OSPREY PUBLISHING LIMITED	OX2 9PH	67	10,561	Book publishing
WARBURTON BUILDING SERVICES LIMITED	OX2 9NS	86	8,402	Plumbing, heat and air-conditioning installation
SURGICAL INNOVATIONS GROUP PLC	OX2 0DP	107	7,639	Manufacture of medical and dental instruments and supplies
NETRATINGS UK LIMITED	OX3 9RX	81	7,118	Market research and public opinion polling
YOUNG ENTERPRISE	OX4 2TZ	124	6,404	First-degree level higher education
OXFORD BIOMEDICA (UK) LIMITED	OX4 4GA	95	5,375	Research and experimental development on biotechnology
VALE HOUSE OXFORD	OX4 4XL	53	2,555	Residential care activities for the elderly and disabled
WYCHWOOD SCHOOL	OX2 6JR	57	1,683	General secondary education

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OXFORD NANOPORE TECHNOLOGIES LIMITED	OX4 4GA	127	149	Other research and experimental development on natural sciences and engineering

Table 4: Leading automotive companies, by turnover

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
BMW (UK) MANUFACTURING LIMITED	OX4 6NL	3,277	2,400,214	Manufacture of motor vehicles
UYS LIMITED	OX4 2BW	270	46,785	Manufacture of other parts and accessories for motor vehicles

Table 5: Leading biotechnology companies, by turnover

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
GENZYME THERAPEUTICS LIMITED	OX4 2SU	129	98,290	Wholesale of pharmaceutical goods
OXFORD BIOMEDICA (UK) LIMITED	OX4 4GA	95	5,375	Research and experimental development on biotechnology
OXFORD BIOMEDICA PLC	OX4 4GA	83	7,756	Manufacture of pharmaceutical preparations

Table 6: Leading education companies, by turnover, top ten included

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
THE AYLESBURY VALE ACADEMY	OX2 0NB	107	35,790	General secondary education
OISE HOLDINGS LIMITED	OX2 0EY	851	35,375	Other education n.e.c.
CHENEY SCHOOL ACADEMY TRUST	OX3 7QH	177	26,789	General secondary education
INSTILL EDUCATION LIMITED	OX2 0EY	513	24,444	General secondary education
ST.EDWARD'S SCHOOL	OX2 7NN	322	18,131	General secondary education

HEADINGTON SCHOOL OXFORD LIMITED	OX3 7TD	301	17,131	General secondary education
DRAGON SCHOOL TRUST LIMITED	OX2 6SS	309	17,025	General secondary education
OXFORD SAID BUSINESS SCHOOL LIMITED	OX1 5NY	80	15,954	General secondary education
THE CHILTERN HILLS ACADEMY	OX2 0NB	79	15,159	General secondary education
ST. CLARE'S, OXFORD.	OX2 7AL	236	14,120	General secondary education

Table 7: Leading health companies, by turnover

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
RESPONSE ORGANISATION	OX4 4SU	128	5,466	Other accommodation
PICKER INSTITUTE EUROPE	OX2 0JB	44	4,548	Other human health activities
THE COCHRANE COLLABORATION	OX2 7LG	14	4,023	Other human health activities
OXFORDSHIRE MIND	OX2 0DP	116	2,965	Other education n.e.c.
SOBELL HOUSE HOSPICE CHARITY LIMITED	OX1 4DG	23	2,896	Retail sale of antiques including antique books, in stores
ST. LUKE'S OXFORD	OX3 7PX	68	2,092	Hospital activities
OXFORDSHIRE CROSSROADS	OX4 1EZ	100	1,867	Other human health activities

Table 8: Leading publishing companies, by turnover

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
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OXFORD UNIVERSITY PRESS	OX2 6DP	N/A	759,200 ²⁹	Book publishing
BLACKWELL PUBLISHING LIMITED	OX4 2DQ	443	196,260	Book publishing
NEWSQUEST (OXFORDSHIRE & WILTSHIRE) LIMITED	OX2 0EJ	324	32,226	Publishing of newspapers
OPP LIMITED	OX2 8EP	134	17,462	Other publishing activities
REBELLION HOLDINGS LIMITED	OX2 0ES	16	14,522	Publishing of computer games
REBELLION DEVELOPMENTS LIMITED	OX2 0ES	109	12,312	Publishing of computer games
OSPREY PUBLISHING LIMITED	OX2 9PH	67	10,561	Book publishing
LION HUDSON PLC	OX2 8TA	57	8,692	Book publishing
CAPSTONE GLOBAL LIBRARY LIMITED	OX2 8EJ	58	4,417	Book publishing
SHIRE PUBLICATIONS LIMITED	OX2 0PH	6	1,524	Book publishing
EMERGENCY NUTRITION NETWORK	OX4 1TW	8	1,092	Other publishing activities

Table 9: Leading tourism companies, by turnover, top ten included

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
KOUT FOOD GROUP CHICKEN LIMITED	OX2 7JF	240	15,445	Unlicensed restaurants and cafes
BANQUETS OF OXFORD LIMITED	OX2 7JF	258	11,243	Licensed restaurants
MOGFORD LIMITED	OX1 3LD	185	10,445	Hotels and similar accommodation

²⁹ See: http://www.ox.ac.uk/sites/files/oxford/field/field_document/Financial_Statements2012_13.pdf

BANQUETS (B.K) LIMITED	OX2 7JF	159	8,167	Licensed restaurants
MOGFORD HOTELS LIMITED	OX1 3LD	90	6,234	Hotels and similar accommodation
RESPONSE ORGANISATION	OX4 4SU	128	5,466	Other accommodation
BANC D'ARGUIN, AND COASTAL AND MARINE BIODIVERSITY TRUST FUND LIMITED	OX1 4HL	3	4,565	Botanical and zoological gardens and nature reserve activities
OXFORD THAMES FOUR PILLARS HOTEL LIMITED	OX4 4GX	88	3,673	Hotels and similar accommodation
OXFORD HOMELESS PATHWAYS LIMITED	OX1 1SF	59	3,382	Other accommodation
ELLENBERN HOLDINGS LIMITED	OX2 9GG	156	3,368	Hotels and similar accommodation

Table 10: Leading creative, digital and cultural companies, by turnover, top ten included (excludes publishing)

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
THE AMBASSADOR THEATRE GROUP (VENUES) LIMITED	OX4 6NW	1,040	45,494	Operation of arts facilities
NOMINET UK	OX4 4DQ	134	26,830	Data processing, hosting and related activities
PUBLISHING TECHNOLOGY PLC	OX4 2HU	176	16,471	Business and domestic software development
AMEY GROUP INFORMATION SERVICES LIMITED	OX4 4DQ	73	12,736	Other information technology and computer service activities
REBELLION DEVELOPMENTS LIMITED	OX2 0ES	109	12,312	Publishing of computer games
ZINC AHEAD HOLDINGS LIMITED	OX4 2RU	65	9,288	Business and domestic software development
NUMERICAL ALGORITHMS GROUP LIMITED (THE)	OX2 8DR	91	8,198	Other information technology and computer service activities

ZINC AHEAD LTD	OX4 2RU	53	8,144	Computer consultancy activities
THE OXFORD PLAYHOUSE TRUST	OX1 2LW	52	3,678	Operation of arts facilities
QINETIQ COMMERCE DECISIONS LIMITED	OX4 4GE	30	3,134	Computer consultancy activities

Table 11: Leading professional services companies, by turnover, top ten included

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
W.LUCY & CO.LIMITED	OX2 6EE	1,090	152,057	Manufacture of electricity distribution and control apparatus
AMEY RAIL LIMITED	OX4 4DO	434	147,921	Other service activities incidental to land transportation, n.e.c. (not including operation of rail freight terminals, passenger facilities at railway stations or passenger facilities at bus and coach
THE OXFORD ASSET MANAGEMENT COMPANY LIMITED	OX1 3BP	47	102,821	Activities of open-ended investment companies
OXFORD ASSET MANAGEMENT LLP	OX1 3BP	7	102,821	Fund management activities
GENZYME THERAPEUTICS LIMITED	OX4 2SU	129	98,290	Wholesale of pharmaceutical goods
A.C. NIELSEN COMPANY LIMITED	OX3 9RX	593	89,129	Market research and public opinion polling

ALC (SUPERHOLDCO) LIMITED	OX4 4DQ	111	45,323	Activities of other holding companies (not including agricultural, production, construction, distribution and financial services holding companies) n.e.c.
PACCAR FINANCIAL PLC	OX4 2HN	51	38,631	Other financial service activities, except insurance and pension funding, (not including security dealing on own account and factoring) n.e.c.
AMEY WYE VALLEY LIMITED	OX4 4DQ	417	26,943	Other service activities incidental to land transportation, n.e.c. (not including operation of rail freight terminals, passenger facilities at railway stations or passenger facilities at bus and coach
NOMINET UK	OX4 4DQ	134	26,830	Data processing, hosting and related activities

Table 12: Leading retail companies, by turnover

Company name	Postcode	Number of employees	Turnover £'000s	Primary UK SIC (2007) description
BLACKWELL UK LIMITED	OX1 3BQ	467	64,559	Retail sale of newspapers and stationery in specialised stores
BOSWELLS OF OXFORD LIMITED	OX1 3AG	95	6,531	Other retail sale in non-specialised stores
SHEPHERD AND WOODWARD LIMITED	OX1 4BT	81	5,744	Retail sale of clothing in specialised stores
AUDIO T (UK) LIMITED	OX3 9HS	45	3,834	Retail sale of electrical household appliances in specialised stores
SOBELL HOUSE HOSPICE CHARITY LIMITED	OX1 4DG	23	2,896	Retail sale of antiques including antique books, in stores



SHARED INTELLIGENCE