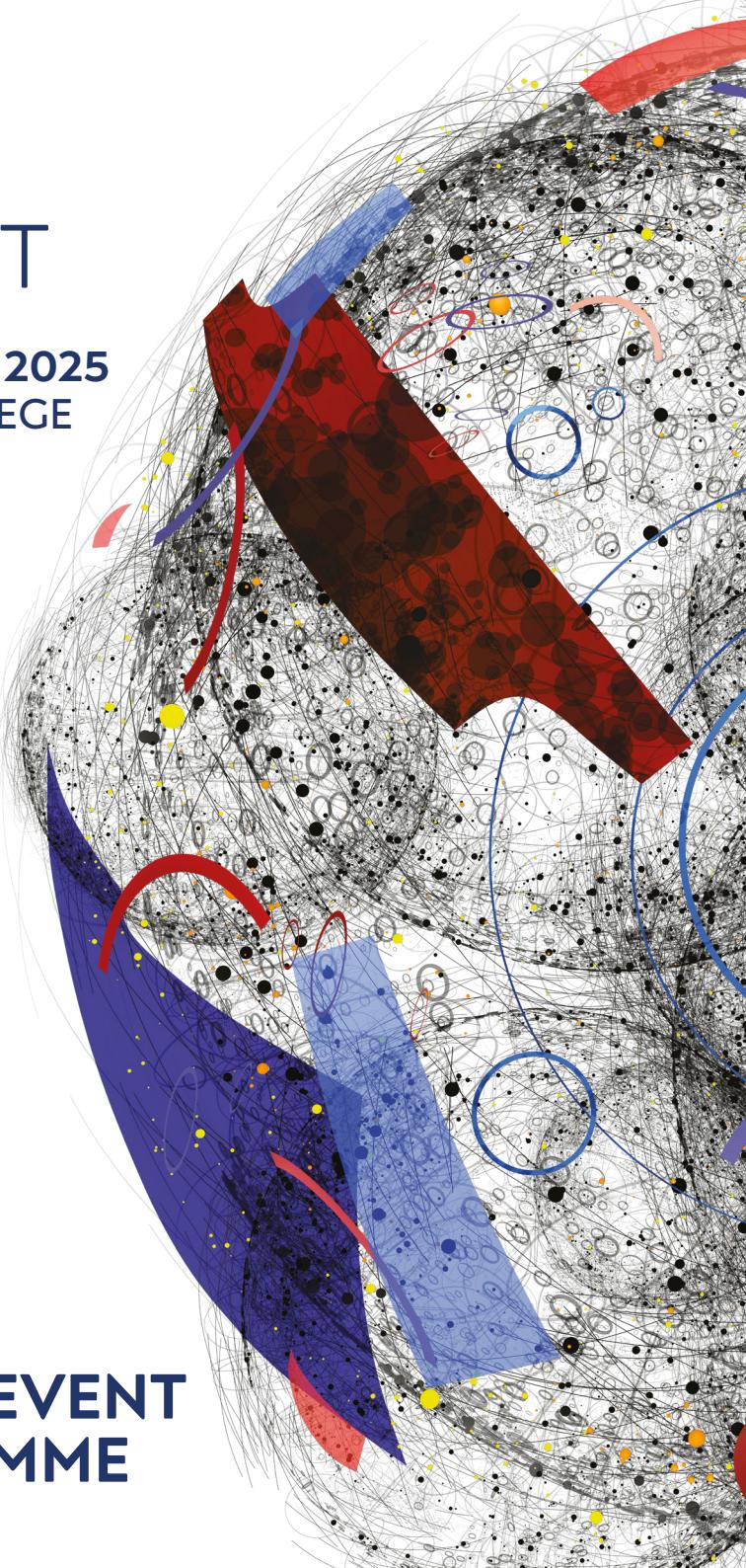


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**TRINITY COLLEGE**  
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Welcome to OxProp Summit '25 and judging by the demand for tickets to last night's Pre-Summit Dinner (120+) and today's Summit (250+), the real estate market in Oxford and Oxfordshire is in good health. Or is it?

During our preparations for the Summit, my colleague Hugh Blaza and I uncovered so many exciting stories and interesting people, all committed and engaged in doing their best for the sectors and communities in which they work. We have tried to incorporate as many aspects of the activities as possible in our programme. However, we have also learned so much about the many challenges which the investors, developers, consultants and contractors working in this region face every day. We cannot as a 'community' solve all these issues, but we can start conversations and use the forum of OxProp Summit as a platform for identifying and understanding the extent of the problems and advocating the need for change.

As many of you will know, the UKPF Oxfordshire story started with the inaugural OxProp Awards in 2018. This was a reaction to a perceived 'closed' approach to the real estate sector in Oxfordshire. From these humble beginnings OxProp Awards has now grown into annual event celebrating people, projects and places across the region. We shall be opening the awards programme in April, and we look forward for receiving your submissions with the Awards dinner to be held at Keble College on 11th September.

As always, many thanks for your support and many thanks to my team: Hugh, Debbie, Alan, Louise, Mark and Tom for their help with the creation and delivery of this year's OxProp Summit.



**MATTHEW BATTLE,**  
Managing Director,  
UK Property Forums



**#OPS25**





**I**t's an exciting but also challenging time to do development in and around Oxford. A perfect time for another OxPropSummit. An event I am really pleased Oxford City Council helps convene with the team at UK Property Forums.

I was also thrilled by the Chancellors decision to launch an Oxford Growth Commission, something the City Council, in partnership with our two universities, had requested in a letter to her following the general election. This renewed focus by government on Oxford and its surrounding eco-system will, we hope, lead to the investment, and support, we need to help cement Oxford's place alongside Cambridge and London as the central pillars of the Golden Triangle.

Oxford is the growth engine for a wider Oxfordshire eco-system of national importance. Oxford and Oxfordshire deliver over £6.8bn and £23bn of GVA to UK economy respectively. It is also the centre for research in the UK - with the University of Oxford's research programme around 25% larger than any other academic institution in the country. What is more, this is all delivering a growth dividend, with Oxford Science Enterprises now reporting 45 companies on track to be \$1bn plus market cap, nearly all are based in Oxford and Oxfordshire.

But we have the potential for so much more. We now have a substantial commercial pipeline of over 10 m sq. ft. While across the county there is 80,000 new homes planned over the next 20 or so years.

Oxford's West End is one of our most exciting opportunities, and one of the UK's largest city centre regeneration opportunities, which is now gaining real momentum, but needs the redevelopment of the train station to allow us to realise its full potential. We hope to consult on plans of this, working with Network Rail and the County Council, later this year.

Across the county, we also have additional potential for new town scale developments, including along the route of the proposed Cowley Branch Line, whose two new train stations could unlock an additional 5 -10,000 new homes and 2.5m sq. ft. of commercial space, while connecting growth areas at ARC Oxford, The Oxford Science Park, Oxford West End and Oxford North along one train line.

While energy provision remains a major challenge, it is the lack of capacity at our sewage treatment works that is currently focusing our minds. It is holding up around 18,000 homes and millions of sq. ft. of commercial floor space. If we do not address this issue urgently, at best we will see a 3-year hiatus in development across all of Oxford.

So, without a doubt, both exciting and challenging times ahead, and I've not even mentioned Local Government Reorganisation! I hope you enjoy OxPropSummit 2025.



**N**ever before have we been able to travel so far without moving an inch. 'Face to face' meetings no longer mean travelling. We experience new buildings and developments in hi-resolution 3D years before we break ground on projects. Drone footage gives us incredible new perspectives on our landscape. And yet... the power of place – physical surroundings, geographical location, and the lives lived there – still means everything, especially the relationship between one place and another.

Despite our digitally connected world, clustering talent, ambition and energy together - whether on a science campus, around the world's greatest university, or on a local high street - is key to maximising our shared prosperity. You will hear a lot in the coming months about devolution, mayoral strategic authorities and the right boundaries for local government structures, and these are important debates. However, the real leadership challenge is for the place and not just our anchor organisations. How do we leverage Oxfordshire's unrivalled assets around common, shared goals? How do all of us here today collaborate more effectively and meaningfully across systems to share our leadership of place? And perhaps most importantly of all, how do we ensure the success of our place is sustainable and includes everyone?

So, welcome to Oxfordshire. What will you find? A globally renowned city, stunning natural environment, world leading science facilities, idyllic market towns and villages and working places, a place of opportunity. It's a place that throws up amazing contrasts, from rambling across breathtaking landscapes, to cutting edge astrophysics research, to eye catching architecture, to the latest quantum technology; it's very much the local and the global all at the same time. Be it our leading international innovators or our social entrepreneurs that made Oxfordshire the very first social enterprise county, our people are changing the world for the better, every day.

Understanding the power of place here in Oxfordshire is helping us to strategically build our reputation to attract attention, energy and investment, as well as shaping a clearer, shared sense of what we want Oxfordshire to be in the future, and how, together, we can make it happen.

# **SUMMIT AGENDA**

## **WEDNESDAY 26TH MARCH**

### **TRINITY COLLEGE, OXFORD**

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#### **8.30 – 8.55 am (Garden Room)**

##### **OxProp Market Briefing**

Is the demand for labs and research facilities still leading the charge in Oxfordshire or are we on the cusp of a new dawn for real estate? An overview of trends observed and predictions for the next 12 months.

##### **CHAIR**

MATTHEW BATTLE, Managing Director, UK Property Forums

##### **SPEAKER**

GUY PARKES, Partner, Vail Williams

KEVIN WOOD, Head of Office - Oxford, CBRE

EMILY SLUPEK, Director (Building & Consultancy), Savills

#### **9.00 - 10.00 am Opening Plenary (Auditorium)**

##### **Welcome, Matthew Battle, Managing Director, UK Property Forums**

Oxford / Oxfordshire: exploring the relationships between their brands and places  
The Oxford story is not just about the city; it's also about the county. Are we leveraging 'Brand Oxford' for the benefit of the wider Oxfordshire community? Are we using our connections throughout the county to harness the growth potential and drive a coherent vision?

##### **CHAIR**

CHARLES BUTTERS, consultant Strategic Property Advisor to Oxfordshire County Council and Founder and Director of Sulgrave Advisors Ltd

##### **SPEAKERS**

CAROLINE GREEN, Chief Executive, Oxford City Council

MARTIN REEVES, Chief Executive, Oxfordshire County Council

SEBASTIAN JOHNSON, Director of Ecosystems ARC

CLAUS ANDERSEN, Head of Life Science, Freeths

#### **10.05 - 10.55 am Plenary (Auditorium)**

##### **Going for Growth: can Oxfordshire do more?**

Oxfordshire has generated more GDP than any other region in the UK and is world leading in its provision of education and innovation across the Sciences sectors. However, the UK's overall productivity measures poorly in comparison with countries such as the USA and China. What do we need to do to increase productivity and ensure that Oxford becomes a truly global brand leader?

**CHAIR**

SARAH HAYWOOD, Managing Director, Advanced Oxford

**SPEAKERS**

RACHEL WOLF, Founding Partner + CEO, Public First

ASHLEY SKINNER, Workplace Consultant, Morgan Lovell

MATT ABNEY, Senior Director – Real Estate & Special Projects, EIT Oxford

CHARLIE SENIOR, Head of Asset Management, The Oxford Science Park

**10.55 – 11.25 am Tea + Coffee (Café)**

**10.55 Morning Fringe (Garden Room)**

**How the digital highway is connecting our Science Spaces**

**CHAIR**

HUGH BLAZA

**SPEAKERS**

CHRIS EARLY, Head of Acquisitions, Freshwave

MATT BLAKEMAN, Sales Director, Morgan Lovell TBC

CRAIG BOWER, Digital Infrastructure Programme Director, Oxfordshire County Council

**11.25 am – 12.15 pm (Auditorium)**

**Getting a Move On**

An update on the Oxfordshire Rail Strategy and the various transport initiatives proposed in and around the City of Oxford: East-West Rail, the Didcot Science Vale station, Cowley Branch Line, Green Cycle Lanes, Oxford Rail Station and Witney rail links. Will these new connections ensure the free flow of people and their ideas?

**CHAIR**

VERONICA REYNOLDS, Sustainability & Community Manager, Milton Park

**SPEAKERS**

ROBIN ROGERS, Director of Economy and Place, Oxfordshire County Council

TOM BRIDGMAN, Executive Director – Development, Oxford City Council

MARTIN PHILLIPS, Strategy Director, East West Rail

CHARLIE MAYNARD, Lib Dem MP for Witney

**12.15 – 1.05 pm (Auditorium)**

**Power of Estates**

Oxfordshire has many world class estates which make a vital contribution to the economy and are at the forefront of modern estate management techniques. What are the challenges and how are they diversifying to survive and generate new income? (i.e. tourism, solar farms, Clarkson Law, housing etc)

# **SUMMIT AGENDA**

## **WEDNESDAY 26TH MARCH**

### **TRINITY COLLEGE, OXFORD**

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#### **CHAIR**

LAURA LUDLOW, Associate – Real Estate, Mills & Reeve

#### **SPEAKERS**

ROY COX, Managing Director (Rural & Estates), Blenheim Estates

MIKE DORAN, Leasing & Asset Manager, Bicester Motion

FREDDIE JAMES, Director, Belport

**1.05 – 2.00pm**

#### **Lunch (Café / Garden Room)**

NETWORKING SANDWICH LUNCH

**1.15 – 1.50 pm (Garden Room)**

#### **Lunchtime Fringe**

**Life & Mind Building - Making Oxford Passivhaus**

#### **CHAIR**

MATTHEW BATTLE, Managing Director, UK Property Forums

#### **SPEAKERS**

LYNDSEY IONS, Senior Infrastructure Manager, OUD

MARCO LORENZANA SANCHEZ, SES Project Director, Life and Mind Building

JACK TINSLEY, Senior Associate Sustainability, Hoare Lea

KRISSIE DULLEHAN, Sustainability Lead, NBBJ (Life and Mind Building)

**2.00 - 2.15 pm Plenary (Auditorium)**

**In conversation with Trevor Payne, Director of Estates, University of Oxford**

#### **CHAIR**

EMILY SLUPEK, Director (Building & Consultancy), Savills

#### **SPEAKER**

TREVOR PAYNE, Director of Estates, University of Oxford

**2.15 - 3.00 pm (Auditorium)**

#### **Responsible Development**

**“Think not about what Oxford can do for you but about what you can do for Oxford”**

How have developers embraced their responsibilities and should they be doing more to convince a sceptical community that development is a ‘good thing’? Is the property sector meeting the many challenges facing fast growing cities such as Oxford?

**CHAIR**

EMILY SLUPEK, Director (Building & Consultancy), Savills

**PANEL**

TREVOR PAYNE, Director of Estates, University of Oxford

VICTORIA COLLETT, Development Director, Thomas White Oxford

GREG HILL, Deputy Chief Executive, Hill Group

ANDY EDWARDS, Executive Director, Makespace Oxford

**3.10 – 4.00 pm (Auditorium)**

**Change of Plans**

Planning changes to the NPPF and the English Devolution White Paper are at the top of the Governments' agenda. What are the implications and is the Government's drive for growth being undermined by delays in providing essential infrastructure? How will policy shift put pressure on authorities to deliver their Local Plans and how can problems in delivering power, water and sewage services be overcome?

**CHAIR**

ROB ALLAWAY, Managing Director, DevComms

**SPEAKERS**

IAN GREEN, Chairman, Oxford Civic Society

DAVID BUTLER, Head of Planning, Oxford City Council

RACHEL WOOD, Managing Director, Sladen Estates (developers of Bicester Arc)

ANDREW TAYLOR, Group Planning Director, Vistry Group

HANNAH BATTYE, Head of Place Shaping, Economy & Place, Oxfordshire County Council

**4.00 - 4.30pm (Café)**

**Drinks Reception**

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# TRANSFORMING OXFORDSHIRE INTO A BREEDING GROUND FOR UNICORNS

## BY ALAN BUNCE, EDITOR IN CHIEF, UK PROPERTY FORUMS

**UK Property Forums teamed up with Sladen Estates, Oxford Science Enterprise and the University of Oxford for a round table discussion, chaired by UKPF managing director Matthew Battle, on how to foster the growth of unicorn businesses (privately-owned start-ups worth \$1 billion).**



The body created to fund scientific start-ups in Oxfordshire has transformed the market for knowledge-based companies across the county, delegates heard at a UKPF innovation round table discussion.

The debate, on November 19 at the offices of Oxford Science Enterprises (which is focussed on how the city could produce more unicorns – privately-owned start-ups worth \$1 billion).

Chas Bountra, pro-vice chancellor of innovation for the University of Oxford, said it had already been shown that the university can create unicorns but what is now needed is a proliferation of firms valued at up to £100B.

He said: "That's when we really have a massive impact, we change people's lives, we change the planet and importantly, we create thousands of jobs, and therefore tax revenue, to get this country out of the mess we're in.

"I think that's got to be our ambition. I'm not worried about unicorns now, I'm more worried about creating the next Astra Zeneca and GSK or whatever."

He said he envies Stanford University which has six companies on its doorstep, each worth more than \$1 trillion.

Funding in the UK has proved difficult and Mr Bountra believes Oxford spin-outs may currently do well to move to the US where more risk capital is available.

# TRANSFORMING OXFORDSHIRE INTO A BREEDING GROUND FOR UNICORNS

## BY ALAN BUNCE, EDITOR IN CHIEF, UK PROPERTY FORUMS

He added: "But I'm hoping in two to three decades' time the ecosystem here will be so exciting they will be wanting to stay here."

Andrew Hopkins CBE founded Exscientia AI, an Oxford based unicorn, and has recently founded a new biotech firm called XYME

He described how, when Exscientia AI went public, there was almost no interest from UK investors. Suitable laboratory space was also hard to come by.

He added: "There just isn't the capital or the appetite for creating major high risk tech companies in the UK."

But he argued that talent, ideas and the ecosystem created in Oxford in the past 10 years had been incredible, thanks in large part to OSE.

"Now we're in a completely different space," he said.

***"You've got now an incredibly nurturing environment, With what's been invested in creating the new real estate product that's coming online, you've never been in a better place for starting a company quickly."***

He added: "The best way to create jobs is creating these companies. Companies employ hundreds of people, many of them with six-figure salaries. The tax bill that goes back into the economy is very significant."



*Hugh Blaza, consultant, UK Property Forums and Chris White, managing director, White Commercial*

Pete Wilder, head of property and operations for OSE, said creating companies that solve the world's biggest problems brings value. OSE is actively hunting unicorns, he said.

"I don't think it's realistic that all of these companies are going to float on the London Stock Exchange. But our shareholders are going to be driving for maximum value, which at this point probably means lots of focus on the US and other locations."

Vaccitech, which later invented the Oxford vaccine, had looked to go to the US before OSE helped the firm find space in the Schrodinger Building at The Oxford Science Park, a rare find when supply was low.

Mr Wilder went on: "Fast forward to now and we've got two million sq ft in the pipeline. The whole look and feel of it has changed significantly. On top of that we recognise there is a lot to be done to support early stage companies in terms of the basics."



Mr Bountra pointed to funding from OSE as key to enabling growth of firms in Oxfordshire, along with the national infrastructures at Harwell and Culham.

"I think, frankly, OSE has been transformative for our ecosystems since they were set up in 2015.

"Prior to that we were doing maybe four companies a year. As soon as we set up OSE, it was more than 20 and a couple of years ago we did 31.

"The important thing is it's not just that they brought money into the ecosystem, it is that we now have, in the university, a number of academics who are serial entrepreneurs.

"They're on their third or fourth company, so now what's happening is that many students, many researchers and many faculties are looking at these individuals and saying 'well if they can do it, I can do it'."

This in turn, he said, had helped bring about clusters, such as in life sciences, space and satellite, AI and quantum computing, motor sport, autonomous vehicles, energy and publishing.

"There are not many places on the planet that have got so many clusters. If we can build on that, we can bring into our ecosystem even more investors – OSE have helped us bring in 300 investors."

He wants more female entrepreneurs and more involvement with the local community.

"What I don't want to happen in this area is what's happened in San Francisco with all the problems around homelessness and crime etc, so we need to bring the community along with us instead."

He sees the next big step change as helping to make the Ellison Institute of Technology's development at The Oxford Science Park, a success.

He added:

*"If we do that, I guarantee more billionaires will come into the ecosystem."*

Placi Espejo, who leads innovation and economy for the Oxford-Cambridge Partnership, pointed out Cambridge is number one in the global innovation index of technology clusters while Oxford is number four.



# TRANSFORMING OXFORDSHIRE INTO A BREEDING GROUND FOR UNICORNS

## BY ALAN BUNCE, EDITOR IN CHIEF, UK PROPERTY FORUMS

"How come we are not one or two?" she asked.

Rachel Wood, managing director of Bicester Arc developer Sladen Estates, described the current funding market for development as 'completely flat'.

*"Somehow we've got to unlock that and, hopefully with the Government announcing this new super pension facility fund, it may actually mean that they can start putting money into projects, which ordinarily wouldn't have gone into these things before."*

However, she said planning remains a major obstacle.

Addressing Mr Bountra, she said: "We've got to be more fleet of foot in terms of, if companies want to expand, we can't have planning taking years and when you've got these growing companies they need to grow quickly.

"So how do you actually get that accommodation to grow those companies? It's fantastic what you're doing, so my question is what are your barriers to actually being able to achieve what you're wanting to achieve?"

Chas Bountra said the challenges are well known but Oxford has much to celebrate. He added: "I realise Government doesn't have loads of money and what money they do have, they're going to spread it thinly across



Charles Butters, strategic property advisor, Oxfordshire County Council

the country, and there's nothing we can do about that.

"But I think what we can do is to use our brand and networks our alumni our talent to come up with really big ideas."

He said billionaires worldwide are looking to leave a legacy by investing in great ideas and great teams.

Robin Rogers, director of economy & place for Oxfordshire County Council, said it is essential that the range of jobs created extends to the wider community and that the local infrastructure is capable of supporting people.

He said: "Part of the reason people come here is because we've got fantastic private schools and that's great. But part of the reason people come here needs to be because we've got fantastic state schools that educate people who work in those businesses.

"The health service needs to work, the roads need to work and the trains need to work."



Charles Butters, strategic property advisor to the council (pictured above), said a 'powerful and compelling' alliance exists in Oxfordshire which supports infrastructure improvements.

But he compared the experience of arriving on a platform at Oxford railway station and jetting into Oxford Airport.

*"You want to feel that Oxford is global, thinks of itself as global and delivers an experience and infrastructure of a place that is taking itself seriously within that context."*

The need for infrastructure and support struck a chord with Mr Hopkins. He said employers need to be flexible to support staff including supporting their ability to travel. He wants staff back to the office to foster innovation.

But he said: "Oxford, for someone who lives in Abingdon, has almost built a wall around itself. It's impossible to get into the city sometimes and it's impossible to park.

"And yet we realise that most of my staff don't live in a 15 minute city, they actually live across Oxfordshire and they have to commute."

He added: "The reason why I think transportation is so important is also equality. Many staff need to do the school pick up and the current transport systems are not suitable.

"We often assume the average commuter is a lone individual, often a man, who works 9-5, gets a bus or a train into the city and leaves at a certain time. It doesn't take into account the real flexibility people need.

"So we can't empower our workforce on the one hand and have these very strict reductions on freedom on the other, so I think there's an interesting argument that the city goes in one direction and the county goes in another and the whole economy is completely integrated.

"We can't think about how we're going to support all these new developments and what we're going to do with the Debenhams building without thinking about how people are going to get there and work.

"Once you start employing people, they have a full life journey with you, they get married, buy a house and have kids etc. We need to understand how that journey is going to take place.

"What you don't want to be doing is getting rid of your workforce or making it unattractive for them once they get to 30."

Peter McLintock, real estate partner at Mills & Reeve, said more 'non-resident' venture capital is needed to help support Oxfordshire's clusters of expertise. Currently 53 per cent of unicorn investment is going to Cambridge while only five per cent goes to Oxford.

He said: "Somehow our communication channels are not operating as they could be. I think that the Oxfordshire story

# TRANSFORMING OXFORDSHIRE INTO A BREEDING GROUND FOR UNICORNS

## BY ALAN BUNCE, EDITOR IN CHIEF, UK PROPERTY FORUMS

is one of the things that may well be the bridge that gets us more into the spotlight."

Chris White, managing director of White Commercial (pictured below), said Oxford tends to be inward looking and did not reach out to the county market towns enough.

He argued that the north of the county attracted too little interest from outside.

He said: "I've met a number of you before but there are an awful lot of you here who I think are very important individuals but I've never seen come to North Oxfordshire.

"I have a partnership with the LEP and they love dealing with me because I'm the only person that they deal with outside Oxford.

"I meet with them at Heyford Park quite regularly to talk about inward investment into the district and so my take is we're very lucky in Oxfordshire and when I'm acting for companies looking outside of Oxfordshire, life is tough in terms of the commercial world.

***"We're lucky because we are relatively wealthy and we've got Oxford but I think that it's Oxford and Oxfordshire that we should be looking at."***

Richard Venables, senior director for CBRE, sees a city centre market taking off in the next 10 years but he said train



*Round Table discussion group*

travel will become essential because some firms won't find accommodation inside the city and will have to move further out.

He went on: "I think the train is absolutely essential to our growth going forward because there's no way we're going to build 300,000 houses in the next five years.

"But we can we can get 14 million people within an hour of Oxford on East West Rail and the Cowley branch line."

Andy Nixon, partner, south east offices, for Knight Frank, wanted to bring the focus back to unicorns, arguing that a key factor for start-ups is the cost of rent.

He said: "I think as a collective we need to be looking at rents because the last thing you wanted to create all this amazing stock, when the only reason it's viable from a development point of view, is the fact they are having to charge certain amount in rent to achieve it.

"So I think we don't want to be forcing start-ups and small businesses to be going elsewhere because of that viability."

He accepted that opportunities exist elsewhere in the county but he added: "From an Oxford point of view I think that something, particularly for the smaller businesses, that needs to be looked at.

"To try to encourage as much as possible of the promotion of lower rents for space is something, as an agent, I really struggle saying!"

Mr Rogers explained efforts at OCC in which the council is seeking closer ties with developers. He said: "We are seeking to convene a new relationship with developers through a new developers' forum that were convening.

"Some of you will have been involved in some of the discussions about that. It is a place where we can really come together about what the issues are which we need to pick off and do things together.

***"We are seeking to get together as place champions across sectors so that we are having these conversations."***

Sarah Haywood, managing director of Advanced Oxford, explained how research had shown less than a fifth of Oxford's science and tech companies which had raised investment, were spin-outs from the university. She said:

***"We identified around 665 science and technology companies which raised private capital investment in last decade to support their growth."***

"Under 20 per cent of those were Oxford University spin outs. These are companies that have heritage in all sorts of different forms but they still have the same challenges in raising investment

"And they choose to go to different places but they still have the same challenges of raising investment, attracting talent, getting their people to work etc.

"So I think we need to be really conscious that sometimes, if we overly focus on what is happening in the University of Oxford, we miss a very significant part of the economic activity of the whole of our economy."



# TRANSFORMING OXFORDSHIRE INTO A BREEDING GROUND FOR UNICORNS

## BY ALAN BUNCE, EDITOR IN CHIEF, UK PROPERTY FORUMS



In summing up, Rachel Wood said there is fantastic work going on in the county but she wants to see the benefits.

She said: "It's about trying to make sure that the whole of the UK benefits and that there are jobs.

"But it's, as these companies grow, that they stay here and that the growth stays here and that the country gets the benefit of these companies as opposed to the companies maybe going elsewhere."

*The panel pictured above (left - right):*

*Matthew Battle, managing director, UK Property Forums – chair, Pete Wilder (at back), head of property & operations, Oxford Science Enterprises, Placi Espejo (at front), lead: Innovation & economy, Oxford Cambridge Partnership, Andrew Hopkins, founder, XYME, Peter McLintock, partner, Mills & Reeve, Hugh Blaza, consultant, UK Property Forums, Charles Butters, strategic property advisor, Oxfordshire County Council, Richard Venables, senior director, CBRE, Rachel Wood, managing director, Sladen Estates (developer of Bicester Arc), Chris White, managing director, White Commercial. Chas Bountra, pro vice-chancellor of innovation, University of Oxford, Ollie Sargent, senior PR consultant, Cartwright Communications*

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## HELPING YOU TO CHANGE PERCEPTIONS OF DEVELOPMENT

We are stakeholder engagement specialists to the property development industry and help our clients secure planning permissions and strategic plan allocations. We also provide support during the construction phase.

We change the perceptions of development through constructive engagement with stakeholders, leaving a positive legacy for our clients and communities.

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- Media relations
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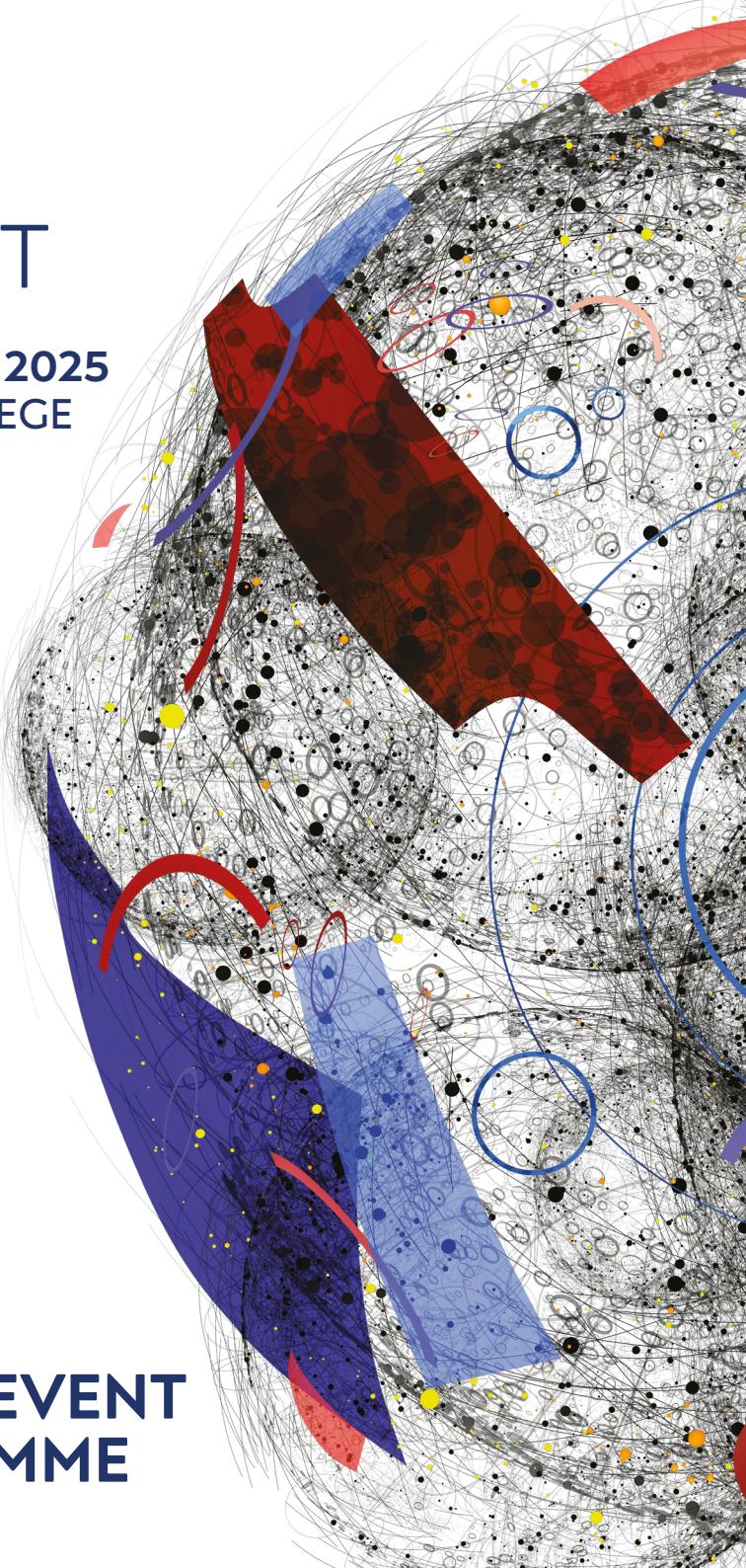


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