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AYLESBURY VALE DISTRICT COUNCIL

Democratic Services

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28 December 2017

CABINET

A meeting of the **Cabinet** will be held at **6.30 pm** on **Tuesday 9 January 2018** in **The Olympic Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury, HP19 8FF**, when your attendance is requested.

NOTE: There will be an informal session starting at 6.15 pm to give Members the opportunity to comment on issues on the Agenda. The press and public may attend as observers.

Membership: Councillors: N Blake (Leader), A Macpherson (Deputy Leader), J Blake, S Bowles, H Mordue, C Paternoster, Sir Beville Stanier Bt and J Ward

Contact Officer for meeting arrangements: Bill Ashton; bashton@aylesburyvaledc.gov.uk;

AGENDA

1. APOLOGIES

2. MINUTES (Pages 5 - 12)

To approve as a correct record the Minutes of the meeting held on 20 December, 2017, copy attached as an appendix.

3. DECLARATIONS OF INTEREST

Members to declare any interests.

4. DRAFT BUDGET PROPOSALS FOR 2018/19 (Pages 13 - 38)

Councillor Mordue

Cabinet Member for Resources, Governance and Compliance

To consider the attached report.

Contact Officer: Andrew Small (01296) 585507

5. CAPITAL PROGRAMME UPDATE 2018/19 TO 2021/22 (Pages 39 - 48)

Councillor Mordue

Cabinet Member for Resources, Governance and Compliance

To consider the attached report.

Contact Officer: Andrew Small (01296) 585507



6. PUBLIC SECTOR EQUALITY DUTY (Pages 49 - 64)

Councillor Macpherson

Deputy Leader and Cabinet Member for Communities

To consider the attached report.

Contact Officer: Andy Barton (01296) 585430

7. BUCKINGHAMSHIRE GROWTH STRATEGY 2017-2050 (Pages 65 - 122)

Councillor Mrs Paternoster

Cabinet Member for Growth Strategy

To consider the attached report.

Contact Officer: Tracey Aldworth (01296) 585003

8. AYLESBURY VALE ESTATES (AVE) BUSINESS PLAN (Pages 123 - 128)

Councillor Bowles

Cabinet Member for Economic Development and Regeneration

To consider the attached report.

Contact Officer: Teresa Lane (01296) 585006

9. VALE COMMERCE (Pages 129 - 130)

Councillor Mordue

Cabinet Member for Resources, Governance and Compliance

To consider the attached report.

Contact Officer: Caroline Wheller (01296) 585185

10. EXCLUSION OF THE PUBLIC

The following matter is for consideration by Members "In Committee". It will therefore be necessary to

RESOLVE –

That under Section 100(A)(4) of the Local Government Act, 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the Paragraph indicated in Part 1 of Schedule 12A of the Act:-

Item No. 11 – Aylesbury Vale Estates Business Plan

Item No. 12 – Vale Commerce

The public interest in maintaining the exemptions outweigh the public interest in disclosing the information because the reports contain information relating to the financial or business affairs of organisations (including the Authority holding that information) and disclosure of commercially sensitive information would prejudice negotiations for contracts and land disposals or transactions.

11. AYLESBURY VALE ESTATES (AVE) BUSINESS PLAN (Pages 131 - 176)
Councillor Bowles
Cabinet Member for Economic Development and Regeneration

To consider the attached confidential report.

Contact Officer: Teresa Lane (01296) 585006

12. VALE COMMERCE (Pages 177 - 180)
Councillor Mordue
Cabinet Member for Resources, Governance and Compliance

To consider the attached confidential information.

Contact Officer: Caroline Wheller (01296) 585185

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Cabinet

20 DECEMBER 2017

PRESENT: Councillor N Blake (Leader); Councillors A Macpherson (Deputy Leader), J Blake, S Bowles, H Mordue, C Paternoster, Sir Beville Stanier Bt and J Ward

1. MINUTES

RESOLVED –

That the Minutes of 8 November, 2017, be approved as a correct record.

2. CONNECTED KNOWLEDGE INVESTMENT PROPOSAL

The delivery of the “Connected Knowledge” strategy was central to enabling AVDC to continue to make savings in the provision of services, to remain at the vanguard of innovative thinking and to the provision of excellent customer service. It also provided the opportunity to generate income by both supporting general commercial opportunities and providing consultancy services to other councils keen to emulate the approach being taken by AVDC.

As referred to in earlier reports, the strategy would be delivered over a five year period. The first phase of the strategy (approved by Council in February, 2017), was now coming to an end and Cabinet received a report on the achievements made so far and the proposed programme for phase 2 covering the period up to the end of the 2018 financial year. The Cabinet report and the investment proposal for phase 2 was available to read on the Council’s website.

Phase 2 required investment across three key areas, namely:-

- Innovation – the introduction of innovative new solutions such as voice recognition and artificial intelligence for call handling and decision making.
- Transformational – the roll-out of internal process automation and customer self service.
- Legacy reduction – the removal of legacy technology and the introduction of more flexible systems that would further support integration of data to enable customer needs to be anticipated.

Experience of previous change programmes had indicated that strong governance processes were required both to ensure that the programme delivered on time and to budget, and that any variations to scope (and cost) were closely scrutinised and that benefits realisation was tracked. To this end, the release of funds during the programme (and benefits realisation) would be closely monitored by the governance board to ensure on-going value for money.

The Cabinet report (and accompanying investment proposal document) set out the resource implications and specifically the staff resource requirements which required specific skills sets. The total investment required had been estimated to be £1.53 million and subject to Cabinet approval, this would be built into the budget requirements for 2018/19 onwards. This element had been taken into account in the formulation of budget proposals for next year, as referred to elsewhere on the Cabinet agenda.

Part of the programme of works took into account the new data handling compliance requirements of the European General Data Protection Requirements (GDPR) Directive. The revenue cost of this had been estimated to be £100,000 p.a. and a pressure had been provided for within the draft budget proposals.

RESOLVED –

That £1.53 million be included within the budget proposals for 2018/19, to be funded from the unallocated balance of New Homes Bonus funding, to enable work to continue on delivering a leading edge, forward thinking platform to facilitate the development of customer first processes, a streamlined internal operation and a framework for increased opportunities for external commercial sales.

3. DRAFT BUDGET PROPOSALS FOR 2018/19

Cabinet received a report on the progress made with developing the five year financial plan (2018/19 to 2022/23). This report and its enclosures had been posted on the Council's web site. On the basis of the information contained in the report, Cabinet considered initial budget proposals for the purposes of scrutiny.

The report to Cabinet on 8 November had set out the context for 2018/19 budget planning and had outlined a series of high level issues facing the Council in developing budget proposals and updating its Medium Term Financial Plan (MTFP). The report now before Cabinet sought to bring together those factors that could be predicted with some certainty and proposed a strategy for dealing with those issues where some uncertainty still existed.

As had been highlighted in previous years, the Council's strategy for balancing the budget was an on-going process and not an annual exercise undertaken once a year. The on-going work across the Council in terms of its commercial aspirations avoided the need to take lists of potential service cuts through the scrutiny process. The tone of the budget setting process was primarily focussed around the delivery of efficiency savings and new income generation.

The MTFP set out the service based operational income and expenditure expectations and the financing arrangements. The Cabinet report divided the main elements of budget planning between service pressures, savings proposals and funding streams, including Government Grant, business rates and proposals for council tax. The net budget for service related expenditure available across the organisation for 2018/19 was £17.498m. This largely represented baseline funding of £17.525m carried forward from 2017/18, with additional provision made for service pressures for the 2018/19 year, offset by possible savings.

Given the dynamic national and local environments, it was appreciated that it might be necessary to amend the initial proposals in view of any emerging changes to financing. It was reported that the Grant Settlement for local authorities had recently been announced and its implications for this Council were currently being analysed. Work would continue on refining the elements of uncertainty between now and the time when Cabinet made the final budget proposal. This would be informed by the Finance and Services Scrutiny Committee's comments, the latest projected position on business rate growth and the initial grant numbers from Government.

As at the end of September, 2017, the Council was forecasting an overspend against last year's plan of £0.469m (after the application of reserves). Work was continuing in order to manage this overspend down during the last few months of the financial year. It was anticipated that the exceptional costs underlying the forecast deficit would be

managed through the use of balances in 2017/18 and that there would be no major impact on the 2018/19 planning assumptions.

The Cabinet report covered the following factors:-

- **Savings and income identification options.** A total of £2.63m of savings had been identified and included further savings arising from continued review of staffing requirements (£0.78m), savings arising from improved income generating opportunities (£0.85m) and improvements in efficiencies, with savings budgeted at £1m. A schedule showing the most significant savings was circulated as part of the Cabinet report. Savings had been realised from the leasing of new waste freighters and improved income streams were anticipated from planning application fees, pre-planning agreements and building control fees, rating enforcement recovery and the general commercial and business strategy.
- **Pressures.** The Cabinet report also contained a list of significant budgetary pressures. These totalled £2.60m and included increased costs on loan repayments in relation to the new waste fleet, the continuing service reviews, reductions in income from recyclables, loss of car parking revenue, marginal changes to staffing structures and inflation.
- **Government Grant.** The 2016/17 Government Grant Settlement had been a multi-year settlement. 2018/19 represented year three of a four year agreement. The following table set out the elements of Grant covered by the four year agreement. Currently only the Revenue Support Grant element had been confirmed as the baseline funding level related to the retained benefit the Council received from business rates.

	2016-17 £M	2017-18 £M	2018-19 £M	2019-20 £M
Settlement Funding Assessment	5.22	4.30	3.83	3.26
of which:				
Revenue Support Grant	1.57	0.58	0.00	0.00
Baseline Funding Level	3.65	3.72	3.83	3.95
Tariff/Top-Up	-16.16	-16.47	-16.96	-17.50
Tariff/Top-Up adjustment				-0.69

For the purposes of the draft budget proposals it had been assumed that there would be no change to the base line funding of £3.83m. Any deviation from this planning assumption would require additional modelling of the plan for future years and might impact on the final position recommended to Council. A new spending review would be required for 2020/21. The working assumption, based on trends to date, was that Government Grant funding would continue to decrease and provision had accordingly been made in the MTFP.

- **Retained Business Rates.** Based on the trends that sat below the recent revaluation, the previous year's outturn income and in-year financial performance, an initial target of £476,000 had been included in the budget for 2018/19 as the AVDC retained share of business rates growth. The position would continue to be kept under review. The Council held a business rates revaluation reserve to mitigate any year on year fluctuations caused by the volatility inherent in the business rates system.

- **Business Rates Pooling.** In 2016/17 the Council had entered into a business rates pooling arrangement with other authorities in Bucks. This had allowed them to retain a greater proportion of business rates growth. The gains achieved had been significant and it was therefore intended to continue on the same basis for 2018/19.
- **Investments/Net Borrowing.** The Council had been using its cash balances over the past few years in lieu of long term borrowing. This had delivered an advantage over lending returns whilst base rates remained low. The financial advantage in terms of lower borrowing costs had been factored into the initial budget proposals. Decisions to borrow were predicated on a sound business case. In previous years, shortfalls in investment earnings, which had arisen because of record low base rates, had been smoothed out via the use of an interest rate equalisation reserve. As part of the budget planning exercise, it was proposed to make a contribution of £85,000 to the reserve in respect of 2018/19.
- **New Homes Bonus (NHB).** As a result of consultation, the Government had implemented a move to five year payments for both existing and Bonus allocations in 2017/18 and then to four years from 2018/19. It had introduced a national base line of 0.4% for 2017/18 below which allocations would not be made. The Government had also retained the option of making adjustments to the base line figure in future years to reflect significant and unexpected housing growth. As result, as this District received the greatest bonuses of all, the changes had had a proportionately greater impact on the Council. Payments to the Council had already reduced from £7,4m in 2017/18 to an anticipated £5.99m in 2018/19. Due to the uncertainty around such payments, the initial budget proposals did not include any changes in the contribution from NHB, which remained at £1.178m.
- **Aylesbury Vale Estates.** The business plan was currently being developed and had been reviewed by the Economy and Business Development Scrutiny Committee. This was due to be considered by Cabinet at its January meeting. A prudent assessment of a dividend payment of £200,000 had been included in the initial budget proposals.
- **Council Tax.** Last year's Government Grant settlement had assumed that Councils would increase council tax by the maximum permissible amount, i.e. 1.99% or £5 whichever was the greater. The four year settlement assumed that the same would apply for 2018/19. Any council deciding not to increase council tax by the maximum permissible would be worse off as the Grant would be reduced by an equivalent amount. Accordingly the initial budget proposals assumed a maximum increase of £5. Such an increase at band D would represent a 3.48% increase, equivalent to just under 10p per week.
- **Council Tax Collection Rates.** The MTFP reflected the finances arising from collection of council tax. For the purposes of budget planning, collection rates had been assumed at 98.5%, although allowance had been made for a slightly lower collection rate based on the experience of previous years.
- **Reserves.** Earmarked reserves represent the prudent saving of sums against future financial events. The Cabinet Member for Finance, Resources and Compliance would be undertaking the annual review of reserves. The Council's reserves were relatively high as a result of the large amount of New Homes Bonus received due to the high level of housing growth in the Vale. These reserves were being held for legitimate reasons and were considered to be

reasonable given a fair assessment of the budgetary pressures they were held against.

- **Review of Fees and Charges.** These were reviewed annually as part of the budget setting process and a schedule showing the current and likely future position was circulated. It was noted that work was on-going in some areas and that income level changes might potentially be implemented in year.
- **Balances.** The current minimum assessed level of balances was £2m based upon a risk and probability assessment. The September Financial Digest projection showed a requirement to draw down from balances £0.949m in the current year to meet the anticipated and planned costs of the commercial AVDC project. Current projections indicated that working balances would total around £1.9m at the end of 2017/18. The contribution to General Balances provided for within the initial budget proposals was £252,700. A schedule containing a forecast of reserves was submitted.
- **Commercial AVDC.** The Cabinet report contained a summary of the actions taken under the auspices of the Commercial AVDC programme. Savings of £2m had been realised as a result of organisational redesign, although there had been redundancy costs. It was however anticipated that the pay back period would be in the region of 1.5 years. With regard to on-going work in this area, Cabinet felt that a sum of £50,000 should be included within the budget and earmarked for continuing work on achieving the Council's commercial aspirations.
- **Connected Knowledge.** This had been summarised separately as referred to elsewhere in these Minutes.
- **Medium Term Financial Plan (MTFP).** The MTFP was predicated on a reduction in Government funding equivalent to or greater than had been implemented over the last five years. The key elements of the budget strategy were: commercially minded, financially fit, and customer, innovation and commercially minded. Any uncertainties had been taken into account in formulating the initial budget proposals. The general principles of reducing costs and increasing income would remain the fundamental streams for addressing financial issues going forward.
- **Budget Management.** Sufficient weight would be given to ensuring careful management of budgets. Once the 2018/19 plan had been agreed, the key issues and messages would include reducing agency spend, identify further efficiencies, maximising income generation opportunities and reducing spend on items with little or no return.
- **Special Expenses.** Work was continuing on this element of the budget but it was anticipated that the Band D council tax would remain unchanged.

RESOLVED –

That the following in respect of the financial year 2018/19 and the Medium Term Financial Plan be approved for the purposes of scrutiny:-

- (a) That £2.63m of proposed savings be taken into budget planning.
- (b) That £2.60m of forecast pressures be taken into budget planning.

- (c) That council tax be increased by an annual amount equal to £5 (3.48%) for a Band D property (equivalent to 10p per week) with effect from 1 April, 2018.
- (d) That work be continued on the development of the budget proposals and for any net variance resulting therefrom to be either added to, or deducted from General Balances.
- (e) That the revised list of fees and charges be approved.
- (f) That £1.53m from the New Homes Bonus Reserve be used to meet the costs of the Connected Knowledge programme in 2018/19.
- (g) That the level of the Band D council tax arising from the Special Expenses charge for 2018/19 should remain unchanged.

4. CAPITAL PROGRAMME UPDATE 2018/19-2021/22

The Council maintained an integrated strategic Capital Programme divided into three elements:-

- Major projects - These being the largest and highest profile.
- Housing Schemes - These being the housing enabling and housing grant based schemes.
- Other Projects - These being all other schemes included within the Capital Programme.

The Programme was reviewed annually and Cabinet considered a report on the current position with capital resources. The report could be read in full on the Council's web site.

The following table set out the available resources as at the beginning of 2017/18 and the projected resources during 2017/18 and 2018/19 before any expenditure had been taken into account:-

	Current Resources April 2017 £'000s	Resources Projection March 2018 £'000s
Balance of Capital Resources	9,752	9,374
Share of Right to Buy Receipts	2,500	2,500
Asset Sales	910	410
Lottery, Grants and Section 106	0	3,300
Revenue Contributions (NHB)	5,466	327
Total End of Year	18,628	15,911

The Council had for some time been in a position where the generation of significant capital receipts was no longer likely as the asset base now comprised largely of small land holdings and operational property. Large capital resources were now dependant upon external funding sources and in particular, borrowing. The Capital resource position was the subject of an on-going review within the context of future demands and needs. A copy of the Capital Programme had been appended to the Cabinet report. The report contained a summary of the position in relation to various capital projects and other capital expenditure items.

Particular reference was made to the housing enabling element of the Programme. The Council had been successful in its delivery of affordable housing, the capital commitment to which was tied to the VAHT housing stock transfer. With the ending of the VAT shelter, beyond residual right to buy capital receipts and nominal sums from New Homes Bonus, the Council had no means to fund new schemes other than by way of borrowing. However, as borrowing for this purpose provided no return by which to recover the borrowing costs, funding an affordable housing programme through this means was not sustainable.

Housing Associations had been obliged to review their business plans in the light of a change in the level of rents they could charge and so demand for potential new schemes had been delayed. The Government had made it clear that housing provision was a priority and the recent Budget had included a number of commitments to provide funding. However, the details had not yet been made available. The Council would continue to work with Housing Associations to deliver as many affordable homes as possible, but it had become clear that there was a need for a fundamental review of this funding element. Whilst this review was being undertaken, the Capital Programme made provision for all receipts from right to buy and the affordable housing element of New Homes Bonus to be ring fenced for affordable housing investment.

In relation to other projects, the most notable items were provision for the transfer of money to Coldharbour Farm Parish Council for maintenance of the Riverine Corridor, and the purchase of the new refuse fleet.

RESOLVED –

That the updated Capital Programme be approved for the purposes of scrutiny.

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Cabinet
9 January 2018

BUDGET PLANNING 2018/19 AND BEYOND
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

1 Purpose

- 1.1 Cabinet considered its initial budget proposals on the 20 December 2017. These were referred to, and then considered by Finance and Services Scrutiny on 8 January 2018.
- 1.2 This report enables Cabinet to update its draft proposals in light of the views received from Scrutiny (updated verbally) and to take into account the Government's provisional announcement of Grant allocations following the Finance Settlement on 19 December 2017.
- 1.3 Based upon this, Cabinet is requested to make a final recommendation on next year's budget to Council.

2 Recommendations / for decision

- 2.1 Cabinet is requested to:
- a. Consider the comments received from Finance and Services Scrutiny Committee in relation to the budget proposals and make any changes as deemed appropriate.
 - b. In relation to Council Tax, decide whether to proceed with its previous recommendation of increasing Council tax by £5.00 (3.48%), the maximum allowable for lower tier councils.
 - c. Subject to any amendments Members wish to make, recommend to Council the budget for 2018/19 and the Medium Term Financial Plan as set out in summary form in the table at Appendix A.
 - d. To approve the use of £1.53m of New Homes Bonus to meet the costs of the Connected Knowledge Programme in 2018-19
 - e. Agree the proposed Fees and Charges as set out in Appendix E
 - f. Council are also advised to recommend the level of the Band D Special Expenses charge for 2018/19. This is unchanged from the initial budget proposals (as set out in Appendix F).

3 Background

- 3.1 The report to Cabinet on 20 December 2017 presented a set of initial budget proposals for Cabinet's consideration.
- 3.2 The report highlighted that there was still uncertainty around a number of issues particularly further reductions in Government Grant, retained business rates and the New Homes Bonus
- 3.3 In the few weeks since the initial proposals were considered, work has continued to refine the budget assumptions contained within that report.

- 3.4 In practice, little has materially changed at a service level and so the significant elements of the final budget proposals are around the impact of the proposed Government Grant numbers and changes to other centrally funded support.
- 3.5 As set out in the draft proposals, the Connected Knowledge programme will be supported through the use of Council NHB reserves. The programme underpins many of the components of Service delivery and Commercial AVDC and therefore the ability to meet the financial agenda for the Council over the coming years.
- 3.6 The Final Recommended budget is attached to this report as Appendix A1. A summary of the changes, savings and pressures which have been used to arrive at the summary position are attached as Appendices A2, C and D.

4 Government Grant Update

- 4.1 The Government announced the draft Grant settlement for councils in the draft Finance Settlement on 19th December 2017.
- 4.2 Despite some indications that there might be significant changes, to reflect ongoing pressures on the wider local government sector, the Government largely honoured its commitments contained within the 4 year settlement and left the pre-announced Grant numbers mostly unchanged.
- 4.3 The Government did however provide a 1% increase in the Council Tax referendum thresholds across all councils.
- 4.4 The important numbers of Revenue Support Grant and Baseline Business Rates were virtually the same as those announced for 2018/19 last year within the 4 year settlement. In the Settlement 2018/19 represents year 3 of the 4 year settlement.
- 4.5 In his statement on funding for local authorities the Secretary of State for Communities and Local Government announced a formal consultation on a review of relative needs and resources. The current formula of budget allocations has been in place for a number of years but it is believed a revised allocation is required to allow authorities to meet the challenges of the future.
- 4.6 A new system, based on its findings, will be introduced in 2020 to 2021.
- 4.7 Alongside the new methodology, in 2020 to 2021, a new phase for business rates retention programme will also be introduced. The aim is for local authorities to retain 75% of business rates growth from 2020 to 2021, and this is intended to be a lever and incentive for local authorities to grow their local economies.
- 4.8 The mechanism for this will be through incorporating existing grants into business rate retention including the Revenue Support Grant, and the Public Health Grant.
- 4.9 Local authorities will be able to keep that same share of growth on their baseline levels from 2020 to 2021, when the system is reset.

- 4.10 From 2020 to 2021 business rates will be redistributed according to the outcome of the new needs assessment, subject to suitable transitional measures.
- 4.11 In 2016/17, the Government introduced the concept of Negative Revenue Support Grant and this remains an issue for some Councils. As more councils are impacted by this change the Government has come under pressure to review this aspect of the Grant system. The Secretary of State announced that he will ask his team to relook at this element during the forthcoming year, but warned that any solution will need to be found from within the existing Local Government funding system.
- 4.12 For the remainder of the 4 year settlement the Finance Settlement announcement signals little change to the current planning assumptions. However, beyond this the announcement heralds the most fundamental change to the settlement formula since business rates retention was introduced. However, with no more funding in the system it seems likely that the historic downwards trend will continue.
- 4.13 For AVDC, reductions to grant funding have been a factor underlying historic planning assumptions and the Council's strategy for balancing its budget was predicated on this continuing. In this respect, the Strategy around commercialism and efficiency is considered to remain the right strategy to deal with the financial challenges facing the Council.
- 4.14 The additional freedom around Council Tax increases will soften the challenges marginally, although new pressures, such as those associated with inflation, are likely to absorb any respite offered by them.
- 4.15 The final funding allocation for 2018 to 2019 settlement will be laid before the House of Commons in February 2018.

5 **New Homes Bonus**

- 5.1 The major concern, in terms of potential changes to the 4 year settlement, was associated with New Homes Bonus.
- 5.2 In the draft budget settlement, it has been confirmed that there will be no new changes to the way New Homes Bonus operates. The Government said it has listened to the comments received and decided, for the sake of continuity, not to make any of the proposed changes.
- 5.3 The New Homes Bonus baseline growth will remain fixed at 0.4%, with NHB only paid on growth above this.
- 5.4 The draft budget settlement also confirmed that local authorities will be able to increase planning fees by 20% where they commit to investing the additional income in planning services. This is as outlined in the housing White Paper.
- 5.5 Ultimately, the Finance Settlement announced that the Government would make NHB bonus payments nationally of £946m in 2018-19. £6.3m will be received in 2018/19 for AVDC which includes previous year's delivery.
- 5.6 Actual numbers for future years will still depend upon actual housing growth in those years. However, the decision not to make changes does provide

sufficient certainty to validate the revenue contribution assumption included within the Medium Term Financial Plan.

6 Business Rates Pooling

- 6.1 In 2016/17, Aylesbury Vale entered into a Business Rates Pooling arrangement with Bucks County Council, Bucks Fire and Rescue, Chiltern District Council and South Bucks District Council around the retention of the Disproportionate Growth Levy.
- 6.2 As part of the Finance Settlement the Government has confirmed that this Pool will continue into 2018/19, unless any of the Pooling members notify that they wish to withdraw within 28 days of the Provisional Finance Settlement being announced.
- 6.3 Whilst it is difficult to anticipate the value of any gain from the Pooling arrangement, it is believed with sufficient confidence that there will be a gain and therefore it is recommended that we opt to continue with the Pooling arrangement into 2018/19.
- 6.4 For 2018/19 planning purposes, no account has been taken of any anticipated gain in this budget proposal. This presents a prudent position given the uncertainty as to how much will be generated. Any gain achieved will therefore be placed in the Business Rates Equalisation Reserve and decisions on how to apply it will be brought forward once the actual gain is known.
- 6.5 Nationally, a number of Local Authorities are participating in 100% retention pilots in relation to business rates. The Government announced a number of further County pilot areas as part of the Finance Settlement and has said that it might invite further pilots in 2019/20. The relationship between the 100% retention pilots and the Government's intention to deliver a 75% system by 2020 are still to be understood.

7 Fees and Charges

- 7.1 Fees and charges are reviewed as part of the annual budget setting review process.
- 7.2 Appendix E details proposed fees and charges to be levied by the Council for 2018/19.
- 7.3 Work continues on reviewing fees and charges. A significant review is planned during the forthcoming financial year of the car parking charges and, in particular, season ticket prices. Any proposed changes to income levels may potentially be implemented in year. This additional income is not currently factored into the financial plan.
- 7.4 The fees and charges in relation to Taxi Licensing are subject to the review of the Licensing Committee and are excluded, at this time, from the proposed list of charges.

- 7.5 Any comments received from Finance and Services Scrutiny on the proposed charges will be reported verbally at the meeting and so the proposals are re-produced again, almost un-amended, from those presented in December.

8 Implications for Council Tax Strategy

- 8.1 The initial Budget Proposals proposed by Cabinet recommended increasing Council Tax by the assumed maximum expected amount of £5.00 (3.48%).
- 8.2 The finance settlement gives councils the ability to increase their Core Council Tax requirement by an additional 1% without the need for a local referendum.
- 8.3 For District councils, the maximum increase is now changed to 2.99% or £5, whichever is the greatest.
- 8.4 The Finance Settlement confirmed the Council's ability to increase its Tax by this amount and so, for the reasons justified by Cabinet in December (i.e. as a means of partially mitigating the reductions in Government Grant and thereby protecting services valued by residents and businesses in the Vale), it is proposed that this maximum increase be implemented from 1 April 2018.
- 8.5 A Council Tax increase of £5.00 would generate £362,400 per annum and would represent an increase equivalent to 10 pence per week and will increase the Band D Council Tax for Aylesbury Vale District Council to £149.06.
- 8.6 In the finance settlement announcement, Government also confirmed they intend to defer the setting of referendum principles for town and parish councils for 3 years.

9 Impact on the Budget Proposals

- 9.1 The initial Budget Proposal presented to Cabinet in December considered the options for balancing the budget in the event that the final budget numbers differed from those contained in the initial proposals.
- 9.2 The numbers announced in the draft Finance Settlement in December were (in so far that they affect revenue resources) only very marginally different to those assumed in the Cabinet's Initial Budget proposals.
- 9.3 The Revenue Support Grant for 2018/19 has provisionally been set at £3,826,500 for 2018/19. This is £12,700 less than was previously assumed. Consequently, the MTFP has been amended to reflect this by adjusting the proposed contribution to balances in 2018/19.

10 Reserves and Balances

- 10.1 Earmarked reserves represent the prudent saving of sums against the recognition of future financial events which, if not prepared for, would be difficult to deal with at the point they occur. In short, earmarked reserves are an essential part of sound financial planning.
- 10.2 The reserves are held for legitimate reasons and the balances are reasonable given a fair assessment of the budgetary pressures that they are held against.

- 10.3 It is expected that the total balance held in reserves is expected to dip significantly over the next 2 years as the pressures against which they are held materialise and the infrastructure schemes, for which the New Homes Bonus is held, are delivered.
- 10.4 The Council also holds general working balances as insurance against unexpected financial events. This includes failure to generate expected income as well as financial claims against the Council.
- 10.5 The current minimum assessed level of balances is £2.0 million which has been arrived at based upon a risk and probability assessment of potential budgetary factors during 2018/19.

11 **Medium Term Financial Plan (2018/19 and After)**

- 11.1 The report to Cabinet in November 2017 set out the rationale for the core assumptions used in the Medium Term Financial Plan.
- 11.2 Whilst some of the uncertainty surrounding the Government Settlement and the future of News Homes Bonus has now diminished following the publication of the draft Settlement in December, there are still multiple uncertainties and risk factors which will need to be managed beyond 2020.
- 11.3 The single biggest issue that is likely to remain is the ongoing and severe impact of the reductions in Government Grant and how public sector austerity continues to impact upon local government, as a whole, and the demands of the communities it serves and the services it provides.
- 11.4 The reality of continued public sector austerity through this Parliamentary term has been confirmed within the 4 Year Funding Settlement. Further, the Chancellor announced within his Autumn Statement that he expects the austerity agenda to continue into the next Parliamentary term, thereby potentially spanning 6 further years.

12 **Scrutiny of the Initial Budget Proposals**

- 12.1 Because the Cabinet's meeting in January 2018 and the review of these draft proposals by Finance and Services Scrutiny Committee are only separated by a single day, Cabinet will need to be updated on the views of the Scrutiny Committee verbally at its meeting.
- 12.2 However, the fall of the meeting does allow for Scrutiny to receive a copy of this report and therefore understand the impact of the draft Finance Settlement in terms of reducing the uncertainty in the initial budget proposals.

13 **Special Expenses**

- 13.1 This report also includes a recommendation on the Special Expenses budget for Aylesbury Town (Appendix F).

13.2 Work is progressing to develop this budget. From an initial review of costs and service charged into this area, a marginal reduction in budget of £2,000 is anticipated thereby the planned use of balances. It is anticipated that Band D Council Tax can remain the same in this area.

14 **Options Considered**

14.1 The report provides a commentary on the key elements of choice within the budget proposals and outlines the reasons for the recommendations.

15 **Recommendations**

15.1 These are set out within the report and summarised in paragraph 2.

16 **Resource Implications**

16.1 These are covered within the body of the report.

Contact Officer

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Classification	2017/18 Base	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
Civic Amenities	740,400					
Commercialisation & Business Transformati	971,100					
Communities	3,430,400					
Economic Development & Regeneration	(1,447,300)					
Environment & Waste	6,297,800					
Growth Strategy	885,000					
Leader	3,339,000					
Resources, Governance & Compliance	3,308,700					
Plus: Inflation and known Savings / Growth	0	(26,600)	166,700	(345,500)	234,300	955,000
Less: Unidentified Savings Still Required	0	0	0	0	0	(1,006,800)
Service Spend Total	17,525,100	17,498,500	17,665,200	17,319,700	17,554,000	17,502,200
Contingency Items	104,900	104,900	104,900	104,900	104,900	104,900
Financing & Asset Charges	(1,048,800)	(1,048,800)	(1,048,800)	(1,048,800)	(1,048,800)	(1,048,800)
Transfer to Reserves	713,400	713,400	713,400	713,400	713,400	713,400
Transfer from Reserves	(357,000)	(357,000)	(357,000)	(357,000)	(357,000)	(357,000)
Net Transfers to Reserves	356,400	356,400	356,400	356,400	356,400	356,400
Investment Interest	(165,000)	(330,000)	(364,100)	(364,100)	(404,900)	(404,900)
Interest on Long Term Borrowing	2,655,500	2,447,300	2,429,800	2,421,500	2,412,800	2,404,100
AVE Receivables	(2,136,000)	(2,053,900)	(1,971,800)	(1,929,500)	(1,885,600)	(1,839,800)
Contribution to/(Use of) Balances	0	240,000	0	278,800	25,400	25,400
Less: Special Expenses	(866,100)	(864,700)	(886,300)	(908,500)	(931,200)	(954,500)
New Homes Bonus	(1,178,000)	(1,178,000)	(1,178,000)	(1,178,000)	(1,178,000)	(1,178,000)
Retained Business Rate Growth	(476,700)	(476,700)	(476,700)	(476,700)	(476,700)	(476,700)
Funding Requirement	14,771,300	14,695,000	14,630,600	14,575,700	14,528,300	14,490,300
Funded By:						
Government Grant	(4,300,000)	(3,826,500)	(3,288,400)	(2,750,300)	(2,212,200)	(1,674,100)
Collection Fund Transfer	(228,000)	(61,000)	(61,000)	(61,000)	(61,000)	(61,000)
AVDC Council Tax	10,243,300	10,807,500	11,281,200	11,764,400	12,255,100	12,755,200
Council Tax Base	71,106	72,507	73,232	73,964	74,704	75,451
Council Tax	£ 144.06	£ 149.06	£ 154.05	£ 159.05	£ 164.05	£ 169.05
Percentage Increase	3.59%	3.48%	3.34%	3.25%	3.14%	3.05%

Medium Term Financial Plan – 2018/19 to 2022/23

SUMMARY OF CHANGES						
Classification	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
Plus:						
<i>Unavoidable Pressure</i>		1,655,000	200,000	0	0	0
<i>Inflation, Pay and Increments</i>		676,000	786,000	805,000	928,000	955,000
<i>Major Projects</i>		275,000	275,000	(57,900)	(57,900)	0
Total	0	2,606,000	1,261,000	747,100	870,100	955,000
Less:						
<i>New Income and Efficiency Proposals</i>		(2,632,600)	(1,094,300)	(1,092,600)	(635,800)	0
<i>Major Projects</i>						
Total	0	(2,632,600)	(1,094,300)	(1,092,600)	(635,800)	0
Total Budgetary Pressure & Efficiencies Identified	0	(26,600)	166,700	(345,500)	234,300	955,000
Change in Available Resources						
(Increase)/Decrease in Investment Interest		(165,000)	(34,100)	0	(40,800)	0
Decrease in Contribution From Reserves		0				
Decrease in Capital Financing		0				
Decrease in Borrowing Costs		(208,200)	(17,500)	(8,300)	(8,700)	(8,700)
Decrease in AVE Interest Payment		82,100	82,100	42,300	43,900	45,800
Increase in AVE Dividends		0	0	0	0	0
Decrease/(Increase) in Use of Balances		240,000	(240,000)	278,800	(253,400)	0
Decrease in Contingency Provision		0	0	0	0	0
Decrease in Collection Fund Surplus		167,000	0	0	0	0
Lower Government Grant - RSG		473,500	538,100	538,100	538,100	538,100
Lower Government Grant - NNDR		0	0	0	0	0
Tax Base Growth		(201,800)	(108,100)	(112,800)	(117,600)	(122,600)
Additional Council Tax		(362,400)	(365,600)	(370,400)	(373,100)	(377,500)
Decrease/(Increase) in Special Expenses		1,400	(21,600)	(22,200)	(22,700)	(23,300)
Total Decrease/(Increase) in Resources	0	26,600	(166,700)	345,500	(234,300)	51,800
Savings (Required)/Achieved	0	0	0	0	0	(1,006,800)
Net Change in Resources	0	0	0	0	0	0

Budget Proposals – 2017/18 to 2022/23
General Fund Revenue Balances

Classification	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£,000s	£,000s	£,000s	£,000s	£,000s	£,000s
Balance Brought Forward	2,873,000	1,924,000	2,114,000	2,114,000	2,392,800	2,418,200
Windfall Gains & Special Applications of Balances						
- HS2	(2,000)	0	0	0	0	0
- Website and E-Commerce Programme	0	0	0	0	0	0
- Commercial AVDC Change Project	(450,000)	0	0	0	0	0
- Vale Commerce Ltd	0	(50,000)	0	0	0	0
Restated Balance Position	2,421,000	1,874,000	2,114,000	2,114,000	2,392,800	2,418,200
Forecast (Overspend)/Underspend Assumption	(497,000)	0	0	0	0	0
Planned Addition to/(Use of) Balances	0	240,000	0	278,800	25,400	25,400
Net (Use of)/Contribution to Balances	(497,000)	240,000	0	278,800	25,400	25,400
Balance Carried Forward	1,924,000	2,114,000	2,114,000	2,392,800	2,418,200	2,443,600

Service Area	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Proposal
Green Spaces	46,700	0	0	0		Delete post of Green Spaces Officer (Bio-Div)
Development Management	250,000	150,000	125,000	0	82,900	Increase estimate of income received through volume of planning applications received. Removal of DM Reserve 21/22
Operational Parking	55,400	0	0	0		Reduction In Various Running Expenses and part removal of post
Operational Housing	52,700	0	0	0		Removal of posts
Building Control	37,300	0	0	0		Delete post of Engineering Technician
Revenues & Benefits	130,700	0	0	0		Delete post of System Supervisors & Project Officer
Staying Put	200,000	0	0	0		Amend AVDC funding structure to a "contingency fund" arrangement
Refuse	85,900	0	0	0		Delete 3 vacant Driver posts
Shop Mobility	24,200	0	0	0		Delete post of Admin/Support Officer
Admin Review	48,400	0	0	0		Delete two further posts of Admin/Support officer
Open Spaces	0	0	23,400	0		Delete 0.5 post of Green Spaces Officer (Trees)
Contact Review	98,700	98,700	30,100	0		Staff review and deletion of no of posts
CF overall	132,600	73,500	53,200	240,000		Rolling programme of CF staff changes
Benefits - Universal Credit			30,100	60,200		Delete 3 SG2 Posts
Casework Review		210,400				Removal of number of posts
Waste Services	99,000	20,000	20,000	25,000		Increase Garden Waste Charge
Commercial Services		150,000				PPA & BC Fees - Business Opportunities & Fees Increase
Commercial Services		250,000	150,000	150,000	43,900	Garden & Commercial Waste - Service Reviews
Waste Services		864,000				Removal Of Vehicle Leasing Budgets - Now Purchased
Data Security	25,700		0	0		removal of substantive CCP Post
Finance Services	56,000					2% surcharge on credit card transactions. Debit cards not included.
Commercial Solutions		100,000				Commercial & Business Strategy Income Streams
Contract Management		100,000	100,000	100,000	100,000	contract management procurement and delivery efficiencies 18-19 - Insurance Reduction
Housing Strategy	60,000	7,500				Preferred Development Partner
Communities	301,600	35,000				Review of staff budgets and non pay expenditure
Strategy & Partnership		50,000				Reduction In Employee Costs Following Review
Democratic Services				54,900	25,000	Removal of Democratic Service Manager Post
Forward Plans		103,500			164,000	Reduction In Employee Costs Following Review and removal of FP reserve in 21/22
Economic Development		50,000				Reduction In Employee Costs Following Review
Payroll	38,300					Removal of posts
Rating & Recovery		50,000	50,000	50,000	50,000	Enforcement Recovery - Local Authority Training, Cost Income
Sale of Transactional Services			20,000	20,000	20,000	Sale of Payroll, Finance, (Any Transactional Service)
Finance, Recoveries & HR			37,500	37,500		Reduction Of 2 Posts - Different Grades - Increasing Efficient Processes & Automation
Legal Services		100,000				Reduction In HB Law Contract Hours
IT Team		50,000	50,000			Removal Of Roles - Different Grades - Increasing Efficient Processes & Automation
Waterside Theatre	108,500	55,000	25,000	25,000		ATG Contract Review - Reduction Management Fee
Offices	20,000	0	30,000	30,000		Conference Centre Lettings - Increase To Current Income Stream & Review Future Charges
Properties	50,000	80,000				Service Charges For Waitrose & Travelodge - Increase To Charge Level
Strategic Parking					50,000	Gateway Parking - P&D Income One Level
Properties	67,000		100,000	200,000	50,000	Review of Visitor Centre/ Exchange North - Potential Rental Income
Rentals and service charges	171,300					Increase income generation
Residential Assets Management Income		35,000	50,000	50,000	50,000	
Crematorium			150,000			Partner Dividend
M&E Contract			50,000	50,000		Reduction In Reactive Maintenance
Leadership Review	40,000					Net saving in Post reduction
Total	2,200,000	2,632,600	1,094,300	1,092,600	635,800	

Budget Pressures Identified in 2017/18 Budget Planning

Service Area	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Proposal
Waste Services		560,000				Loan Repayment for Vehicle Leases - 7 Years
Waste Services		200,000				Round Review & Staff Contract Renegotiations
Waste Services		350,000	200,000			UPM Contract - Recycling Credits
Strategic Finance		70,000				Strategic Finance Review - Corporate Accountant
Parking Strategy		150,000				Exchange St - Loss Of Income - Exchange Street North Development
M&E Contract		150,000				M&E Contract Renewal
Legal Services		75,000				Funding Requirement for Lawyer Specialist Projects
Connected Knowledge		100,000				Additional costs associated with GDPR
		1,655,000	200,000			

FEES AND CHARGES

APPENDIX E

Democratic Services	2016/17	2017/18	2018/19
DVD of Webcasting Council Meetings	£85.00	£85.00	£85.00
Electoral Registration	2016/17	2017/18	2018/19
Sale of Full Register and the Notices of Alteration			
<ul style="list-style-type: none"> in data format, plus £1.50 for each 1,000 entries (or remaining part of 1,000 entries) in it 	£20.00	£20.00	£20.00
<ul style="list-style-type: none"> in printed format, plus £5 for each 1,000 entries (or remaining part of 1,000 entries) in it 	£10.00	£10.00	£10.00
For sale of the list of overseas electors:			
<ul style="list-style-type: none"> in data format, plus £1.50 for each 100 entries (or remaining part of 100 entries) in it 	£20.00	£20.00	£20.00
<ul style="list-style-type: none"> in printed format, plus £5 for each 100 entries (or remaining part of 100 entries) in it 	£10.00	£10.00	£10.00
Certain individuals/parties may purchase the marked register following an election			
<ul style="list-style-type: none"> plus £2 for printed and £1 for data versions per 1,000 entries. 	£10.00	£10.00	£10.00
Leisure	2016/17	2017/18	2018/19
Pitches / All Weather Pitches			
All Weather Pitch – Bedgrove – This facility has now closed			
Football Seniors Large Court	£20.00	£20.00	N/A
Football Juniors Large Court	£11.50	£11.50	N/A
Floodlights - Large Court	£8.00	£8.00	N/A
Floodlights - Netball Court	£4.50	£4.50	N/A
Netball - Senior per court	£12.50	£12.50	N/A
Netball - Junior per court	£5.80	£5.80	N/A
Junior Netball League- Season	£620.00	£620.00	N/A
All Weather Pitch - MEADOWCROFT			
Peak Time-1/3rd area per hour	£24.50	£25.00	£26.00
Peak Time-2/3rd area per hour	£49.00	£50.00	£52.00
Peak Time-full area per hour	£73.00	£75.00	£78.00
Off peak time-1/3rd area per hour	£18.50	£19.00	£20.00
Off peak time-2/3rd area per hour	£37.00	£38.00	£39.00
Off peak time-full area per hour	£55.50	£56.00	£58.00
Flood lights-1/3rd area per hour	£12.25	£12.50	£13.00
Flood lights-2/3rd area per hour	£18.50	£18.90	£20.00
Flood lights-full area per hour	£30.00	£31.00	£32.00
Football Pitches Grass			
Adult pitch - per match at Fairford Leys	£83.50	£83.50	N/A
Adult pitch - per match at all other venues (includes Fairford Leys from 2018/19)	£70.50	£77.00	£80.00
Juniors aged 14 to 17 years inclusive, playing on an adult pitch - per match at Fairford Leys	£58.00	£58.00	N/A
Juniors aged 14 to 17 years inclusive, playing on an adult pitch - per match at all other venues (includes Fairford Leys from 2018/19)	£49.00	£54.00	£56.00
Juniors aged 13 years and under, playing on a junior pitch - per match at Fairford Leys	£49.50	£49.50	N/A

Juniors aged 13 years and under, playing on a junior pitch - per match at all other venues (includes Fairford Leys from 2018/19)	£44.50	£47.00	£49.00
Mini-Soccer pitch - used by 10 year olds and under (2 hour booking)	£23.00	£23.00	£24.00
Mini-Soccer pitch - used by 10 year olds and under (1 hour booking). 50% cost of above	£11.50	£11.50	£12.00
Off-pitch - space adjacent to pitches and changing room facilities.	£40.00	£40.00	£42.00
Cricket Square			
Adult-afternoon-per match (14:00 - 19:00)	£90.00	£92.00	£96.00
Insurance			
Insurance for any pitch hire	£2.50	£2.50	£3.00
Community Centres			
Alfred Rose Park, Bedgrove Park, Hawkslade Farm, Prebendal Farm and Southcourt			
All Community Bookings include Churches, Car Boots, Bazaars and Bank Holidays			
Monday to Friday			
8.00 - 13.00	£30.00	£30.00	£30.50
13.30 - 17.15	£30.00	£30.00	£30.50
17.45 - Close	£48.00	£48.00	£48.00
Saturday and Sunday			
8.00 - 13.00	£33.00	£33.50	£34.50
13.30 - 17.15	£33.00	£33.50	£34.50
17.45 - Close	£62.00	£62.00	£63.00
Private and commercial events include adult and children's parties and bank holidays			
Monday to Thursday			
8.00 - 13.00	£65.00	£67.00	£70.00
13.30 - 17.15	£65.00	£67.00	£70.00
17.45 - Close	£145.00	£145.00	£145.00
Friday Saturday and Sunday			
8.00 - 13.00	£65.00	£65.00	£70.00
13.30 - 17.15	£65.00	£65.00	£70.00
17.45 - Close (Friday and Saturday)	£185.00	£185.00	£185.00
17.45 - Close (Sunday Only)	£145.00	£145.00	£145.00
Committee Room at Alfred Rose			
Monday to Friday			
8.00 - 13.00	£22.50	£22.50	£22.50
13.30 - 17.15	£22.50	£22.50	£22.50
17.45 - Close	£31.50	£31.50	£31.50
Saturday and Sunday			
8.00 - 13.00	£22.50	£22.50	£22.50
13.30 - 17.15	£22.50	£22.50	£22.50
17.45 - Close	£44.50	£44.50	£44.50

Committee Room at Alfred Rose (parties) – from 2018/19 charges as per above			
Monday to Thursday			
8.00 - 13.00	£29.00	£29.00	N/A
13.30 - 17.15	£29.00	£29.00	N/A
17.45 – Close	£68.50	£68.50	N/A
Friday, Saturday and Sunday			
8.00 - 13.00	£29.00	£29.00	N/A
13.30 - 17.15	£39.00	£39.00	N/A
17.45 - 23.30 (Friday and Saturday)	£68.50	£68.50	N/A
17.45 - 22.30 (Sunday Only)	£58.00	£58.00	N/A
Bank Holidays - as rates above other than New Years Eve			
New Years Eve	£280.00	£280.00	£285.00
Adhoc Prices			
2 Hour Mon - Fri 9.00-17.30 promotional rate	£20.00	£20.00	£20.00
2 Hour Mon – Fri early evening promotional rate	N/A	N/A	£31.00
Alfred Rose Committee Room. (If Main Hall is booked, hire committee room for just an additional £10.00 per session)	£10.00	£10.00	£10.00
Public Liability Insurance for voluntary groups, individuals and private parties	£8.00	£8.00	£8.00
Play Services (VAT exempt) – This facility has now closed			
Holiday Playscheme - 8.00 - 6.30	£30.00	£30.00	N/A
Holiday Playscheme - 8.30 - 3.30	£22.50	£22.50	N/A
Holiday Playscheme - 8.00 - 12.30	£16.00	£16.00	N/A
Holiday Playscheme - 12.30 - 5.00	£16.00	£16.00	N/A
After School Club - 3 - 6.00	£8.50	£8.50	N/A
School Escort Service on Foot (daily charge)	£1.50	£1.50	N/A
School Escort Service by Minibus (cost for 5 days)	£18.00	£18.00	N/A
School Escort Service by Taxi (Buckingham Park)	£3.00	£3.00	N/A
School Escort Service by Taxi (Elmhurst)	£2.00	£2.00	N/A
Jonathan Page Play Centre - All Community Bookings - Main Hall			
Monday to Friday			
17.45 - Close	£45.00	£45.00	N/A
Saturday, Sunday & Bank Holiday			
8.00 - 13.00	£40.00	£40.00	N/A
13.30 - 17.15	£40.00	£40.00	N/A
17.45 - Close	£70.00	£70.00	N/A
Local Authority / Commercial Bookings - Main Hall			
Monday to Friday			
8.00 - 13.00	N/A	N/A	N/A
13.30 - 17.15	N/A	N/A	N/A
17.45 - Close	£130.00	£130.00	N/A
Saturday, Sunday & Bank Holiday			
8.00 - 13.00	£65.00	£65.00	N/A
13.30 - 17.15	£65.00	£65.00	N/A
17.45 - Close	£150.00	£150.00	N/A

All PRIVATE parties, not organised by companies, clubs where Public Liability insurance is not in place.	£7.00	£7.00	N/A
Regular Activities			
Tuesday / Thursday Club	£6.00	£6.00	N/A
Doorways	£5.00	£5.00	N/A
Energise Gold	£5.00	£5.00	N/A
Events on AVDC Land (See Notes below)			
	Per Week	Per Week	Per Week
Regular Activity i.e. Commercial Fitness trainer / personal trainer 1 or 2 sessions per week.	£10.00	£10.00	£12.00
Regular Activity - 3 or 4 sessions per week.	£18.00	£18.00	£23.00
Regular Activity - 5 or more sessions per week.	£24.00	£24.00	£30.00
	Per Day	Per Day	
Birthday party with only a small bouncy castle or small gazebo (for individuals looking to hire a park for a family party excluding 18 th or 21 st parties). This fee is not eligible for charity or public sector discount.	£30.00	£30.00	£37.00
Birthday party with a large bouncy castle, marquee or other equipment (for individuals looking to hire a park for a family party excluding 18 th or 21 st parties). This fee is not eligible for charity or public sector discount.	£60.00	£60.00	£74.00
Small event (i.e. expected attendance up to 300 people per day)	£240.00	£240.00	£299.00
Medium sized event (expected attendance of up to 999 per day)	£330.00	£330.00	£412.00
Fair or major ticketed event and also other events with expected attendance over 1000 per day.	£480.00	£480.00	£599.00
Get in/out days (for events which require the use of the land on days either side of the event day to set up and /or clear down)	£120.00	£120.00	£150.00
A discount may be applied for charitable "not for profit" events.			
Terms and conditions apply as per event booking agreement.			
1. Terms and conditions apply to all event organisers.			
2. A discount may apply for registered charitable and not for profit community activities.			
3. The Council may require a refundable deposit to be paid in advance of an event as security. Any unused deposit will be refunded as soon as practicable following the event. However if the Council incurs costs and expenses arising from the event the deposit or a part thereof will be retained by the Council in payment or part payment of the amount owing. In the event of any shortfall between the deposit and the actual costs and expenses, the applicant will remain liable for payment of the balance on demand. Any additional costs or reinstatement costs including grounds maintenance, cleaning, litter picking or any other associated costs arising from the event which the Council incurs in the granting of this permission will be charged by the Council on an hourly rate for Officer time and any contractor costs will be passed to the event organiser e.g. clearance of litter after the event/reinstatement of land damaged as part of the event.			
4. Expected attendance numbers are included as a guideline to the size and extent of your event only. No refund will be provided if attendance numbers are lower than expected at your event. See events on AVDC land application pack for further details.			
5. Any event will be charged on a half day or whole day basis i.e. up to 12.00 is half day. There is no allowance for charging by the hour. Event organisers must therefore be off site by 12.00 or they will be charged the full day rate.			
6. Fees and deposit will be payable no later than 2 weeks before the event date. Once the event pack application has been completed and returned and signed off by AVDC officers, payment must be provided with the completed signed event agreement.			
7. If fees and deposit are not received by the deadline set, AVDC will not give permission for the event to proceed and access to the site will not be granted.			
Biodiversity and Trees	2016/17	2017/18	2018/19
Biodiversity Screening of Properties for Protected Species	£70.00	£70.00	£74.00
Specialist Tree Advice Relating to Planning	£70.00	£70.00	£74.00

Town Centre Management	2016/17	2017/18	2018/19
Letting of Space in the Town Centre to Commercial Promoters	£50.00- £100.00	£50.00- £100.00	£40.00- £110.00
Fee for Town Centre Partnership	£30.00- £3,000.00	£30.00- £3,000.00	£30.00- £3,000.00
Market Traders Pitch Fee (Depends upon day / trader)	£14.30- £35.70	£14.30- £35.70	£14.30- £35.70
Sponsorship	£100.00- £2,000.00	£100.00- £2,000.00	£100.00- £2,000.00
Pedlars at Christmas Events	£30.00	£30.00	£30.00
Funfair at Christmas Events	£1,200.00	£1,200.00	£1,200.00
Housing	2016/17	2017/18	2018/19
Advertising on Bucks Home Choice	£65.00	£65.00	£69.00
Advertising on Bucks Home Choice (Direct Access to System)	£52.00	£52.00	£55.00
Preferred Development Partners	£7,500.00	£7,500.00	£7,948.00
Legal and Local Land Charges	2016/17	2017/18	2018/19
Full Official Search Fee	£99.00	£112.90	£112.90
LLC1 Form -			
Search in: the whole of the register	£20.00	£24.10	£24.10
Search in: any one part of the register	£2.50	£2.50	£2.50
Search in: additional parcel of land	£5.00	£6.00	£6.00
CON29R – Standard enquiries – One parcel of land only	£79.00	£88.80	£88.80
CON29R – Required enquiries – Additional parcels of land (Made up of LLC1 charge £6.00 and CON29R charge £16.80)	£16.00	£22.80	£22.80
CON29 – Optional enquiries			
- 4 Road proposals by private bodies	£0.00 ¹	£0.00 ¹	£0.00 ¹
- 5 Advertisements	£7.20	£7.20	£7.20
- 6 Completion notices	£7.20	£7.20	£7.20
- 7 Parks & countryside	£9.60	£9.60	£9.60
- 8 Pipelines	£12.00	£12.00	£12.00
- 9 Houses in multiple occupation	£15.60	£15.60	£15.60
- 10 Noise abatement	£15.60	£15.60	£15.60
- 11 Urban development areas	£7.20	£7.20	£7.20
- 12 Enterprise zones, local development order & bids	£9.60	£9.60	£9.60
- 13 Inner urban improvement areas	£7.20	£7.20	£7.20
- 14 Simplified planning zones	£7.20	£7.20	£7.20
- 15 Land maintenance notices	£7.20	£7.20	£7.20
- 16 Mineral consultation and safeguarding areas	£12.00 ²	£12.00 ²	£12.00 ²
- 17 Hazardous substance consents	£7.20	£7.20	£7.20
- 18 Environmental & pollution notices	£15.60	£15.60	£15.60
- 19 Food safety notices	£15.60	£15.60	£15.60
- 20 Hedgerow notices	£7.20	£7.20	£7.20
- 21 Flood defence & land drainage consents	£12.00 ²	£12.00 ²	£12.00 ²
- 22 Common land & town or village green	£15.60 ²	£15.60 ²	£15.60 ²
¹ Please note this Authority is unable to respond to enquiry 4. If the enquiry is requested a standard response reflecting this will be given.			
² The actual fee is subject to change to reflect any increase in search fees levied by the County Council			
Planning Radius Enquiry	£12.00	£7.20	£7.20

Local Land Charges (Fees are prescribed by the Lord Chancellor)	2016/17	2017/18	2018/19
Registration of a charge in Part 11 of the register (light obstruction notices)	£67.00	£67.00	£67.00
Filing a definitive certificate of the Lands Tribunal under rule 10(3)	£2.50	£2.50	£2.50
Filing a judgment, order or application for the variation or cancellation of any entry in Part 11 of the register (light obstruction charges)	£7.00	£7.00	£7.00
Inspection of documents filed under rule 10 in respect of each parcel of land	£2.50	£2.50	£2.50
* Personal search in the whole or in part of the register in respect of one parcel of land	N/A	N/A	N/A

* In respect of each additional parcel, subject to a maximum of £16.00 (previously £13.00)	N/A	N/A	N/A
Official search (including issue of official certificate of search) in respect of one parcel of land:			
(a) in any one part of the register	£2.50	£2.50	£2.50
(b) in the whole of the register -			
(i) where the requisition is made by electronic means in accordance with rule 16; and	£20.00	£24.10	£24.10
(ii) in any other case	£20.00	£24.10	£24.10
(iii) in respect of each additional parcel of land	£5.00	£6.00	£6.00
Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these Rules)	£0.40	£0.40	£0.40
Property and Contracts Section	2016/17	2017/18	2018/19
DS1 (Mortgage vacating) and DS3 (for part of land in a charge). Administration Fee.	£50.00	£50.00	£50.00
Deed of Rectification	£450.00	£450.00	£450.00
Deed of Release	£450.00	£450.00	£450.00
Notice of Assignment of Lease of Mortgage	£50.00	£50.00	£50.00
Open Space Deed	£850.00	£850.00	£850.00
Deed Concerning: Grant of Release, Assignment of Lease, Licence for change of use, Licence to Occupy, Wayleave, Access to realty, Easement and Deed of Variation.	£450.00	£450.00	£450.00
Sale of Land	£450.00	£450.00	£450.00
Planning	2016/17	2017/18	2018/19
Monitoring and Administering S.106 Agreements			
Pre-commencement Contribution, if below £40,000	£400.00	£400.00	£400.00
Pre-commencement Contribution, above £40,000	£600.00	£600.00	£600.00
Payment at later date, multiple payments or on-site provision of affordable housing	£600.00	£600.00	£600.00
Provision of on-site open space: <ul style="list-style-type: none"> • Not to be adopted • To be adopted (*) (*) if a bond is lodged, a bond fee is required.	Per acre £1,000.00 £2,500.00 £200.00	Per acre £1,000.00 £2,500.00 £200.00	£1,000.00 £2,500.00 £200.00
Pre-Application Advice – Householder & General Enquires			
Do I need planning permission?	£60.00	£60.00	£64.00
Will I get planning permission?	£60.00	£60.00	£64.00
Do I need & Will I get permission	£90.00	£90.00	£95.00
Planning History Check	£60.00	£60.00	£64.00
Validation Application			
Invalid Charge* <ul style="list-style-type: none"> - Planning application householder - Planning application – other 	£25.00 £50.00	£25.00 £50.00	£26.00 £53.00
Validity Check	£25.00	£25.00	£26.00

Invalid check LDO	£30.00	£30.00	£32.00
Invalid Charge * - where an application fails to meet requirement of our validation checklist and additional information is not received within the specified period the application will be disposed and charge levied.			
Pre-Application Advice – New Dwellings			
1 dwelling <ul style="list-style-type: none"> • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge) 	£200.00 £350.00 £350.00	£200.00 £350.00 £350.00	£212.00 £371.00 £371.00
2-4 dwellings <ul style="list-style-type: none"> • written advice • office based meeting followed by written advice 	£300.00 £450.00	£300.00 £450.00	£318.00 £477.00

<ul style="list-style-type: none"> subsequent meeting with follow up (additional charge) 	£450.00	£450.00	£477.00
5-10 dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£400.00 £600.00 £600.00	£400.00 £600.00 £600.00	£424.00 £636.00 £636.00
11-24 dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£600.00 £800.00 £800.00	£600.00 £800.00 £800.00	£636.00 £848.00 £848.00
25 or more dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	Relevant flat fee now stated	Relevant flat fee now stated	Relevant flat fee now stated
25-29 dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£800.00 £1,000.00 £1,000.00	£800.00 £1,000.00 £1,000.00	£848.00 £1,060.00 £1,060.00
30-39 dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£1,200.00 £1,400.00 £1,400.00	£1,200.00 £1,400.00 £1,400.00	£1,272.00 £1,484.00 £1,484.00
40-49 dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£1,500.00 £1,700.00 £1,700.00	£1,500.00 £1,700.00 £1,700.00	£1,590.00 £1,802.00 £1,802.00
Over 50 dwellings	Bespoke or PPA	Bespoke or PPA	Bespoke or PPA
Pre-Application Advice – Other Proposals			
0-100m² <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£60.00 £90.00 £60.00	£60.00 £90.00 £60.00	£64.00 £95.00 £64.00
101-500m² <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£300.00 £450.00 £450.00	£300.00 £450.00 £450.00	£318.00 £477.00 £477.00

501-1,000m² <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£400.00 £400.00 £600.00	£400.00 £400.00 £600.00	£424.00 £424.00 £636.00
1,000-1,999m² <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up 	£400.00 £600.00 £600.00	£400.00 £600.00 £600.00	£424.00 £636.00 £636.00
Over 2,000m²	Bespoke or PPA	Bespoke or PPA	Bespoke or PPA
Historic Buildings Pre Purchase Advice and Compliance Checking			
Level 1 – Meeting on site with Historic Buildings Officer <ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£180.00 £60.00	£180.00 £60.00	£191.00 £64.00
Level 2 – Urgent site meeting with Historic Buildings Officer (within maximum of 10 working days)			

<ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£300.00 £60.00	£300.00 £60.00	£318.00 £64.00
Listed Buildings Repairs and Design Advice for Alterations and Extensions			
Level 1 – Written advice only, based upon attached submitted material			
<ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£60.00 £60.00	£60.00 £60.00	£64.00 £64.00
Level 2 – Meeting at the AVDC offices to discuss works with the Historic Buildings officer			
<ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£60.00 £60.00	£60.00 £60.00	£64.00 £64.00
Level 3 – Site Meeting to discuss works with the Historic Buildings officer			
<ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£180.00 £60.00	£180.00 £60.00	£191.00 £60.00
Level 4 – Urgent Site Meeting to discuss works with the Historic Buildings officer (within maximum of 10 working days)			
<ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£300.00 £60.00	£300.00 £60.00	£318.00 £64.00
Biodiversity & Trees			
Screening visit to advise whether an ecological assessment required	£70.00	£70.00	£74.00
Specialist tree advice relating to planning	£70.00	£70.00	£74.00
Enhanced Copy Document Service Charges			
Pre Application/Appeal			
<ul style="list-style-type: none"> First A3/A4 side Each additional side up to a maximum of 30 sides A0, A1 or A2 plan 	£14.00 £0.70 £19.00	£14.00 £0.70 £19.00	£15.00 £1.00 £20.00
Premium Service for fast track advice where appropriate	Bespoke	Bespoke	Bespoke

Parking Services	2016/17	2017/18	2018/19
Exchange St, Upper Hundreds, Waterside, Coopers Yard and Hale Street (1 hour max)			
30 minutes (Exchange Street only)	£0.80	£0.80	£0.80
Up to 1 hour	£1.50	£1.50	£1.50
Up to 2 hours (Waterside Levels 1&2 only, max stay 2 hours)	£2.00	£2.00	£2.00
Up to 3 hours	£2.50	£2.50	£2.50
Up to 4 hours	£3.50	£3.50	£3.50
Up to 5 hours	£5.00	£5.00	£5.00
Up to 24 hours	£8.00	£8.00	£8.00
Hampden House, Whitehall Street, Friarscroft, Walton Green, Walton Street, Aqua Vale and Swan Pool			
Up to 2 hours (Aqua Vale and Swan Pool only)	£2.00	£2.00	£2.00
Up to 4 hours (Aqua Vale and Swan Pool only)	£6.00	£6.00	£6.00
Up to 5 hours (Whitehall St, Hampden House and Walton St)	£2.50	£2.50	£2.50
Up to 24 hours (Friarscroft and Walton Green)	£3.00	£3.00	£3.00
Up to 24 hours (Hampden House, Walton St and Whitehall St)	£4.00	£4.00	£4.00
Up to 24 hours (Aqua Vale and Swan Pool)	£10.00	£10.00	£10.00
Anchor Lane (Blue Badge Holders Only)	Free	Free	Free
Sunday and Public Holidays	£1.50	£1.50	£1.50
Evening Charge (Aylesbury car parks)	N/A	N/A	N/A
Cornwalls Meadow, Wendover and Winslow Market Square.			
Up to 1 hour (Wendover and Winslow Market Square)	Free	Free	Free
Up to 2 hours (Winslow Market Square)	£0.20	£0.20	£0.20
Up to 2 hours (Wendover only)	£0.50	£0.50	£0.50
Up to 3 hours (Wendover only)	£0.70	£0.70	£0.70
Up to 4 hours	£1.00	£1.00	£1.00
Up to 5 hours	£1.50	£1.50	£1.50
Up to 24 hours (Cornwalls Meadow)	£2.50	£2.50	£2.50
Up to 24 hours (Wendover)	£4.00	£4.00	£4.00
Western Avenue, Stratford Fields and Greyhound Lane	Free	Free	Free
Annual Permits			
• Exchange Street, Upper Hundreds and Waterside Level 3	£1,400.00	£1,400.00	£1,400.00
• Coopers Yards and Whitehall Street	£900.00	£900.00	£900.00
• Hampden House	£700.00	£700.00	£700.00
• Walton Street, Friarscroft and Walton Green	£800.00	£800.00	£800.00
Equipment Hire per day			
• Wheelchair	£3.00	£3.00	£3.50
• Scooter	£5.00	£5.00	£5.50
ENVIRONMENT AND HEALTH	2016/17	2017/18	2018/19
Dog Warden Fee	£25.00	£25.00	£25.00
Dog Warden Administration Costs	£50.00	£50.00	£50.00
Enforcement Activity			
Environmental Information Requests (per hour)	£25.00	£25.00	£25.00
Food Health Export Certificates	£32.00	£32.00	£34.00
Food Health Export Certificates posted plus scanned copy	N/A	N/A	£38.00
Food Health Export Certificates – Witnessed	£83.00	£83.00	£88.00
Acupuncture Licence	£145.00	£145.00	£154.00
Electrolysis Licence	£145.00	£145.00	£154.00
Piercing Licence	£145.00	£145.00	£154.00
Tattooing Licence	£145.00	£145.00	£154.00
Variation or change of name on licence	£26.00	£26.00	£28.00
Smoking in the workplace or work vehicle (£25.00 if paid in 15 days)	£50.00	£50.00	£53.00

Failure to display no smoking signs (£150.00 if paid in 15 days)	£200.00	£200.00	£212.00
Penalty for failure to comply with notice under the Smoke Alarm and Carbon Monoxide (England) Regulation 2014	£5,000.00	£5,000.00	£5,299.00
Public Heath			
Dog Fouling Fixed Penalty Notice	£50.00	£50.00	£50.00
Provision of No Fouling Signage to Parishes (adhesive) (10 signs)	£8.00	£8.00	£8.00
Provision of No Fouling Signage to Parishes (metal)	£7.00	£7.00	£7.00
Water Sampling – Check monitoring for one location and risk assessment	£235.00	£235.00	£249.00
Water Sampling – Check monitoring for one location	£156.00	£156.00	£165.00
Water Sampling – Each additional location	£45.00	£45.00	£48.00
Water Sampling – Audit monitoring only up to	£500.00	£500.00	£500.00
Water Sampling – Risk assessment only – no water sampling	£132.00	£132.00	£140.00
Premises Licensing			
Personal Licence Application	£37.00	£37.00	£37.00
Copy Personal Licence	£10.50	£10.50	£10.50
Change of name or address notification for Personal Licence	£10.50	£10.50	£10.50
Premises / Club Premises Licence new application	R.V.	R.V.	R.V.
Premises Licence annual fee including club premises	R.V.	R.V.	R.V.
Application for a copy of premises licence or summary on theft, loss	£10.50	£10.50	£10.50
Change of name or address notification for Premises Licence	£10.50	£10.50	£10.50
Application to vary specified individual as premises supervisor	£23.00	£23.00	£23.00
Application to Transfer a Premises Licence	£23.00	£23.00	£23.00
Interim Authority Licence	£23.00	£23.00	£23.00
Club Premise – Application for a provisional statement	£315.00	£315.00	£315.00
Temporary Event Notice	£21.00	£21.00	£21.00
Miscellaneous Licensing			
Riding Establishment Licence Fee (fee plus £15.00 per horse/pony)	£270.00	£270.00	£275.00
Animal Boarding Establishment Licence Fee (New)	£450.00	£450.00	£486.00
Animal Boarding Establishment Licence Fee (Renewal)	£110.00	£110.00	£119.00
Home Boarding Establishment (New)	£140.00	£140.00	£152.00
Home Boarding Establishment (Renewal)	£100.00	£100.00	£108.00
Breeding of Dogs Licence Fee (New)	£450.00	£450.00	£486.00
Breeding of Dogs Licence Fee (Renewal)	£110.00	£110.00	£119.00
Pet Shop Licence Fee (New)	£230.00	£230.00	£249.00
Pet Shop Licence Fee (Renewal)	£125.00	£125.00	£135.00
Dangerous Wild Animals New Licence Fee (2 years) (plus vet fee)	£370.00	£370.00	£400.00
Dangerous Wild Animals Licence Renewal Fee (2 years) (plus vet fee)	£240.00	£240.00	£254.00
Zoo Licence (New) (plus vet fee)	£600.00	£600.00	£649.00
Zoo Licence (Renewal) (plus vet fee)	£600.00	£600.00	£649.00
Administration Fee – replacement licence, change of address etc.	£25.00	£25.00	£26.00
Street Trading			
Consent Daytime	£6,775.00	£6,775.00	£7,323.00
Consent Evening	£4,246.00	£4,246.00	£4,589.00
Consent Wendover	£2,121.00	£2,121.00	£2,292.00
Kingsbury Pavement licence application fee	£600.00	£600.00	£600.00
Kingsbury Pavement licence application fee – annual renewal fee	£600.00	£600.00	£600.00
Sex Establishment licence (New/Variation/Transfer)	£2,020.00	£2,020.00	£2,020.00
Non Contested Sex Establishment licence (Renewal)	£480.00	£480.00	£480.00
Contested Sex Establishment Renewal	£2,020.00	£2,020.00	£2,020.00

Gambling Act			
Premises licence – new application	£1,800.00	£1,800.00	£1,908.00
Premises licence – annual fee	£238.00	£238.00	£252.00
Premises licence – application to vary	£646.00	£646.00	£685.00
Premises licence – application to transfer	£625.00	£625.00	£662.00
Premises licence – application for re-instatement	£631.00	£631.00	£669.00
Premises licence – application for provisional statement	£1,800.00	£1,800.00	£1,908.00
Premises licence – application (provisional statement holders)	£631.00	£631.00	£669.00
Copy of Gaming Act licence	£15.50	£15.50	£16.00
Notification of change of circumstances	£25.50	£25.50	£27.00
Unlicensed family entertainment centre – new application or renewal	£300.00	£300.00	£300.00
Small Society Lottery – new application	£40.00	£40.00	£40.00
Small Society Lottery – annual renewal fee	£20.00	£20.00	£20.00
Club Gaming Permit – new application	£200.00	£200.00	£200.00
Club Gaming Permit – annual fee	£50.00	£50.00	£50.00
Club Gaming Permit – renewal fee	£200.00	£200.00	£200.00
Club Gaming Machine Permit (renewable after 10 years)	£200.00	£200.00	£200.00
Alcohol Licensed Premises Gaming Machine Notification (2 or less)	£50.00	£50.00	£50.00
Alcohol Licensed Premises Gaming Machine Notification Transfer(2 or less)	£25.00	£25.00	£25.00
Alcohol Licensed Premises Gaming Machine Notification (more than 2)	£150.00	£150.00	£150.00
Alcohol Licensed Premises Notification Annual Fee (more than 2)	£50.00	£50.00	£50.00
Alcohol Licensed Premises Notification Transfer Fee (more than 2)	£25.00	£25.00	£25.00
Prize Gaming Permit – new application	£300.00	£300.00	£300.00
Prize Gaming Permit – renewal	£300.00	£300.00	£300.00
Prize Gaming Permit – variation	£100.00	£100.00	£100.00
Administration Fee – replacement licence, change name etc.	£25.00	£25.00	£25.00
Miscellaneous fees – copy of permit	£15.00	£15.00	£15.00
Scrap Metal			
Scrap Metal site – new application (3 year licence)	£612.00	£612.00	£649.00
Scrap Metal site – renewal (3 year renewal)	£357.00	£357.00	£378.00
Scrap Metal Collectors – new application (3 year licence)	£316.00	£316.00	£335.00
Scrap Metal Collectors – renewal (3 year licence)	£117.00	£117.00	£124.00
Variation of licence type i.e. change from site to collector	£148.00	£148.00	£157.00
Variation of licence i.e. name, site address, named site managers	£64.00	£64.00	£68.00
Reprint of licence	£36.00	£36.00	£38.00
Vehicle window cards	£61.00	£61.00	£65.00
Application assistance	£76.50	£76.50	£81.00
HMO Licensing			
Mandatory licence fee – application	£561.00	£561.00	£595.00
Mandatory licence fee – assistance with application (per hour)	£51.00	£51.00	£54.00
Mandatory licence fee – application administration fee (per 30 minutes)	£10.50	£10.50	£11.00
Additional S527 licence fee – application (Year 1 of scheme) (to 27/06/15)	£393.00	£393.00	£416.00
Additional S527 licence fee – application (Year 2 to 5 of scheme)	£561.00	£561.00	£595.00
Additional S527 licence fee – assistance with application (per hour)	£51.00	£51.00	£54.00
Additional licence fee – application administration fee (per 30 minutes)	£10.50	£10.50	£11.00
LAPPC (Local Authority Pollution Prevention and Control)			
Application fee – standard process (includes solvent emission)	£1,579.00	£1,650.00	£1,650.00
Additional fee for operating without a permit	£1,337.00	£1,188.00	£1,188.00
PVR I, SWOBS and dry cleaners	£148.00	£155.00	£155.00
PVR I & II combined	£246.00	£257.00	£257.00
VRs and other reduced fee activities	£346.00	£362.00	£362.00
Reduced fee activities – additional fee for operating without a permit	£68.00	£71.00	£71.00
Mobile plant	£1,579.00	£1,650.00	£1,650.00
Mobile plant for the third to seventh applications	£943.00	£985.00	£985.00
Mobile plant for the eighth and subsequent applications	£477.00	£498.00	£498.00
If application is for a combined part B and waste application add extra	£297.00	£310.00	£310.00

Annual Subsistence – standard process low	£739.00	£772.00 (+£104.00)*	£772.00 (+£104.00)*
Annual Subsistence – standard process medium	£1,111.00	£1,161.00 (+156.00)*	£1,161.00 (+156.00)*
Annual Subsistence – standard process high	£1,672.00	£1,747.00 (+£207.00)*	£1,747.00 (+£207.00)*
Annual Subsistence – PVR I, SWOBS and Dry Cleaners Low	£76.00	£79.00	£79.00
Annual Subsistence – PVR I, SWOBS and Dry Cleaners Medium	£151.00	£158.00	£158.00
Annual Subsistence – PVR I, SWOBS and Dry Cleaners High	£227.00	£237.00	£237.00
Annual Subsistence – PVR I & II combined Low	£108.00	£113.00	£113.00
Annual Subsistence – PVR I & II combined Medium	£216.00	£226.00	£226.00
Annual Subsistence – PVR I & II combined High	£326.00	£341.00	£341.00
Annual Subsistence – VRs and other reduced fees Low	£218.00	£228.00	£228.00
Annual Subsistence – VRs and other reduced fees Medium	£349.00	£365.00	£365.00
Annual Subsistence – VRs and other reduced fees High	£524.00	£548.00	£548.00
Annual Subsistence – Mobile plant for first and second permits Low	£618.00	£626.00	£626.00
Annual Subsistence – Mobile plant for first and second permits Medium	£989.00	£1,034.00	£1,034.00
Annual Subsistence – Mobile plant for first and second permits High	£1,484.00	£1,551.00	£1,551.00
Annual Subsistence – Mobile plant for third to seventh permits Low	£368.00	£385.00	£385.00
Annual Subsistence – Mobile plant for third to seventh permits Medium	£590.00	£617.00	£617.00
Annual Subsistence – Mobile plant for third to seventh permits High	£884.00	£924.00	£924.00
Annual Subsistence – Mobile plant for eighth & subsequent permits Low	£189.00	£198.00	£198.00
Annual Subsistence – Mobile plant for eighth & subsequent permits Med	£302.00	£316.00	£316.00
Annual Subsistence – Mobile plant for eighth & subsequent permits High	£453.00	£473.00	£473.00
*the additional amounts in brackets must be charged where a permit is for a combination Part B and waste installation			
Late payment fee	£50.00	£52.00	£52.00
Transfer and Surrender – Standard process	£162.00	£169.00	£169.00
Transfer and Surrender – Standard process partial transfer	£476.00	£497.00	£497.00
New operator at low risk fee activity	£75.00	£78.00	£78.00
Reduced fee activities – partial transfer	£45.00	£47.00	£47.00
Temporary transfer – first transfer	£51.00	£53.00	£53.00
Temporary transfer – repeat following enforcement or warning	£51.00	£53.00	£53.00
Substantial change – standard process	£1,005.00	£1,050.00	£1,050.00
Substantial change – where change results in a new PPC activity	£1,579.00	£1,650.00	£1,650.00
Substantial change – reduced fees activities	£98.00	£102.00	£102.00
Contract Services	2016/17	2017/18	2018/19
Garden Waste			
Garden Waste	£40.00	£40.00	£45.00
Garden Waste administration fee for non direct debit payers	£4.50	£0.00	£0.00
Street Bins			
Dog Bin and Installation	£374.00	£374.00	£380.00
Dog Bin Relocation	£126.00	£126.00	£130.00
Dog Bin Empty – from 2018/19 annual charge, prior years per empty			
- 52 empties	£1.38	£1.38	£61.50
- 78 empties	£1.33	£1.33	£88.00
- 104 empties	£1.30	£1.30	£115.00
Litter Bins	£61.00	£61.00	£63.00

Waste Container Charges			
Full set (new home – including kitchen caddy & bags)	£120.00	£120.00	£120.00
Replacement food caddy	£10.00	£10.00	£10.00
Replacement refuse bin	£30.00	£30.00	£30.00
Replacement recycling bin	£10.00	£10.00	£10.00
Other			
Bulky Waste Collection - minimum charge for up to three items	£75.00	£75.00	£75.00
Bulky Waste Collection – charge for each additional item to a maximum of 8 items	£5.00	£5.00	£5.00
Removal of waste from private land (including managing agents requests)	£60.00	£150.00	£155.00
Waste Sacks (50 sacks)	£90.00	£90.00	£95.00
Recycling Sacks (100 sacks)	£85.00	£85.00	£90.00
MOT Licence (Taxi)	£43.00	£50.00	£52.00
MOT Licence (External)	£40.00	£40.00	£44.00
MOT Retest	£21.00	£25.00	£26.00
Street Naming and Numbering	2016/17	2017/18	2018/19
House name change	£60.00	£60.00	£64.00
Alias house name addition/change	£60.00	£60.00	£64.00
New dwelling(s) in existing street	£175.00	£175.00	£185.00
New dwelling(s) in a new street (charge per street)	£260.00	£260.00	£276.00
New dwelling in existing street (discounted for using out BC services)	£131.25	£131.25	£139.00
New dwelling(s) in a new street (charge per street) (discounted for using our BC services)	£195.00	£195.00	£207.00
Rename of a street when requested by residents	£340.00	£340.00	£360.00
Rename of a street – charge per property	£32.00	£32.00	£34.00

	2016/17 Actual	2017/18 Original Budget	2017/18 Forecast	2018/19 Estimate Budget
	£	£	£	£
Aylesbury Market	16,814	(1,800)	4,200	(400)
Parks and Recreation Grounds				
Parks Administration	162,514	236,800	265,900	238,100
Alfred Rose Park	34,186	41,500	41,500	42,400
Bedgrove Park	54,649	63,200	63,200	64,700
Edinburgh Playing Fields	43,855	50,500	50,500	51,500
Meadowcroft Playing Fields	43,153	65,800	65,800	67,000
Vale Ground	27,293	15,200	15,200	15,900
Walton Court Sports Ground	28,741	44,500	44,500	45,300
Fairford Leys Sports Ground	60,381	83,700	83,700	85,200
	454,772	601,200	630,300	610,100
Community Centres				
Management	73,859	74,200	74,800	75,200
Bedgrove	71,407	54,500	45,800	55,600
Southcourt	55,940	46,900	40,300	48,400
Alfred Rose	52,692	49,400	49,800	50,400
Prebendal Farm	51,780	41,600	42,000	42,400
Quarrendon & Meadowcroft	76,206	60,000	60,000	60,200
Elmhurst	6,316	-	-	-
Haydon Hill	6,536	14,600	14,600	14,600
	394,735	341,200	327,300	346,800
Asset Rental Adjustment	(96,063)	(72,300)	(72,300)	(91,800)
Total Net Expenditure	770,258	868,300	889,500	864,700
General Reserve				
Balance Brought Forward	(504,347)	(453,801)	(552,189)	(493,389)
Expenditure in Year	770,258	868,300	889,500	864,700
Precept - Band D	(815,500)	(828,100)	(828,100)	(839,400)
	(549,589)	(413,601)	(490,789)	(468,089)
Interest on Balances	(2,600)	(2,200)	(2,600)	(2,400)
	(552,189)	(415,801)	(493,389)	(470,489)
Precept - Band D	£45.00	£45.00	£45.00	£45.00
Tax Base	18,122.50	18,403.02	18,403.02	18,653.03

Cabinet
9 January, 2018

CAPITAL PROGRAMME UPDATE 2018/19 – 2021/22

Councillor Mordue

Cabinet Member for Resources, Governance and Compliance

1. Purpose/For Decision

- 1.1. To consider any views that might be expressed by the Finance and Services Scrutiny Committee on the Capital Programme, approved for the purposes of scrutiny at the last Cabinet meeting.

2. Supporting Information

- 2.1 The Finance and Services Scrutiny Committee will be examining the Capital Programme at its meeting on 8 January, 2018. Any views that might be expressed will be reported orally at the Cabinet meeting. For ease of reference and to enable Cabinet to relate any views to particular sections of the Programme, a copy of the report submitted to the last Cabinet meeting is attached. Cabinet is invited to consider any such views before the Programme is submitted to full Council.

4. Resource Implications/Reasons for Decisions/Alternative Options

- 4.1 These are contained in the attached Cabinet report.

Contact officer: Andrew Small (01296 585507)

Background documents: None.

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CAPITAL PROGRAMME UPDATE 2018/19-2021/22
Councillor Mordue
Cabinet Member for Resources Governance and Compliance

1 Purpose

- 1.1 This report gives an update on the capital programme for the current year and sets out a revised programme for 2018/19 onwards. The Cabinet's comments will be passed to the Finance and Services Scrutiny Committee for review as required under policy framework requirements. After consideration of the review by scrutiny, Cabinet will be required to make formal proposals to Council on 31 January 2018.

2 Recommendations/for decision

- | | |
|-----|---|
| 2.1 | Consider the updated Capital Programme for 2018/19 onwards as set out in Appendix A and if in agreement |
| 2.2 | Request the Finance and Service Scrutiny Committee to review and comment on the programme prior to Cabinet making its final recommendations to Council in the New Year. |

3 Executive summary (if longer than 2 pages)

- 3.1 This report sets out the Capital Programme for 2018/19 onwards. It has been updated by changes agreed by Council and Cabinet during the last year, and sets out a high level update on the main themes in the Programme. The report's outcome, following any comment, will move forward into the main budget setting process.

4 Background

- 4.1 The Council maintains an integrated strategic capital programme which is divided into three main sections.
- Major Projects – These being the largest and highest profile.
 - Housing Schemes – Being the housing enabling and housing grant based schemes.
 - Other Projects – Being all the other schemes included within the capital programme.
- 4.2 The programme is reviewed annually with the current programme being last approved and adopted at Council in February 2017. Since then, the programme has been altered and amended on several occasions in response to organisational pressures, and agreements with Cabinet and Council where necessary, this report reflects all those changes.
- 4.3 This report also provides an updated position with respect to forecast receipts and the position with regards to current and future major investment projects.

Capital Resources Update

- 4.4 The UK economy is still reacting after the decision to leave the European Union and will continue to do so. Whilst, the pound fell during the summer period, it has started to slowly rise towards the end of the year (albeit from a low level). Exports have continued to rise, but as yet it is not clear the effect

that the recent rise of 0.25% on interest rates will have on the housing market and therefore the demand for land and its value overall.

- 4.5 The annual rate of house price growth picked up slightly in October to 2.5%, from a revised 2.3% in September. Nevertheless, annual house price growth remains within the 2 - 4% range that has prevailed since March. This slowdown has had an effect on the anticipated income from Right to Buy sales, which is one of the Council's residual major sources of capital income.
- 4.6 The number of house sale completions over the last couple of years has consistently fallen. Based on the year to date position, VAHT are forecasting 26 sales, equivalent to £2.5 million.
- 4.7 The 10 year VAT shelter put in place following the stock transfer has now ended. This proved valuable in funding housing investment and community projects (known as 'Community Chest') but will now no longer appear in the programme going forward.
- 4.8 These factors do have a bearing on the available resources for the capital programme. Any decrease in anticipated resources effectively reduces the level of resources available to fund new schemes and so increases the necessity of more borrowing as last resort financing.
- 4.9 The changes in anticipated resources which need to be factored into the programme are as follows:
- a) Share of house sale receipts from VAHT - these flow from the stock transfer agreement and run for 25 years from the transfer date. The number of sales has been forecast to be 26 for 2017/18, with the same number being forecast for 2018/19.
 - b) Asset Sales - these are sums released from disposal of Council-owned assets mainly land or property.
 - c) Lottery, Grants & Section 106 – This relates to external resources not related to asset sales.
 - d) Revenue Contribution – Currently there are not expected to be any contributions from revenue to supplement existing capital resources other than planned contributions from the New Homes Bonus pot.
- 4.10 The table below sets out the available resources at the beginning of 2017/18 and projected resources during 2017/18 and 2018/19, before any expenditure has been taken into account.

	Current Resources April 2017 £'000s	Resources Projection March 2018 £'000s
Balance of Capital Resources	9,752	9,374
Share of Right to Buy Receipts	2,500	2,500
Asset Sales	910	410
Lottery, Grants and Section 106	0	3,300

Revenue Contributions (NHB)	5,466	327
Total End of Year	18,628	15,911

- 4.11 We have been in the position for some time where the generation of sizeable capital receipts is no longer likely to be possible as our asset base has been reduced to small land holdings and our operational buildings i.e. offices, leisure facilities, public conveniences etc. However, the Council does still accrue some small receipts from parcels of land and capital repayments from some loans.
- 4.12 These small receipts are not sufficient to fund significant works and so this means that future commitment to projects can only be given on the understanding that the funding will have to be met from external sources. In this instance, external resources mean either borrowing or third party contributions. This significantly reduces our ability to deliver capital schemes which do not in themselves produce a positive business case.
- 4.13 An ongoing programme of review of our capital assets is continuing. This will examine our current assets against future demands and needs, and may produce some future capital receipts, however at this stage it is too early to make any forecasts. Even if this is the case, it will simply reduce the level of borrowing that will be required for the programme overall.

Capital Expenditure

- 4.14 The capital programme is attached as Appendix A. As it is split into three sections, Major Projects, Housing Schemes and Other Projects, these are covered separately.

Major Projects

- 4.15 The following are listed under the Major Projects section – The Exchange Development, Pembroke Road depot, Silverstone Racing Circuit and the provision of a loan facility for a commercial investment strategy. The capital programme includes the latest forecast costs for the individual schemes and reflects the current position.

The Exchange

- 4.16 The Exchange scheme commenced in January 2017 and consists of four restaurants, with 47 one and two bedroom apartments above and a new public square should be completed by autumn 2018. The scheme will also provide some commercial space facing Long Lion which could be used in a variety of ways including retail, more food and beverage or offices.
- 4.17 The expenditure and funding for these schemes is built in to the Capital Programme as planned.

Depot - Pembroke Road

- 4.18 At its meeting on the 26th October 2016 Council agreed to a scheme to develop the existing waste and recycling depot site at Pembroke Road. Refuse vehicles that serve the District are also being renewed and are addressed under the 'Other Projects' category below.

- 4.19 The total scheme cost is £9.2 million, of which £1.9 million would only be required if there was sufficient evidence of the demand and take up for the expanded vehicle testing facilities.
- 4.20 The report and business case was predicated on the cost of scheme being met from borrowing, whilst recognising that the amount might be reduced if there are additional capital resources received during the year.
- 4.21 This year's review has identified that the Council is carrying some additional resources accumulated from small sales and capital loan repayments. This means that the Council is holding a balance of unallocated resources which it could apply in lieu of borrowing in 2018/19. The Programme presented in the Appendix still includes the same assumed borrowing included last year that was associated with this scheme. However, if no new need presents itself then it is recommended that next year's review includes the application of balances in lieu of borrowing as a mechanism to reduce borrowing costs.
- 4.22 The review of resources undertaken within this report continues to balance the Council's need to invest in schemes with the anticipated unallocated resources available to it. Borrowing is not usually earmarked for individual purposes but instead intended to cover any gap between spending and income.

Silverstone Racing Circuit

- 4.23 At its meeting on the 14th September 2016 Council agreed to be part of a joint funding arrangement for a new Silverstone Heritage Centre by contributing £2 million by way of a loan facility.
- 4.24 This is levered by a £9.3m Heritage Lottery fund award and financial commitments provided by surrounding councils and the two LEPS. Together, this provides a maximum loan facility.

Silverstone Enterprise Zone

- 4.25 In Autumn 2017 Council agreed to provide Capital funding for enabling works for the Silverstone Enterprise Zone in the form of a of £4.9m loan to be repaid from the additional Business Rates generated on site.
- 4.26 Aylesbury Vale is the accountable body for the 3 Enterprise Zones and so borrows the sums required for infrastructure development on behalf of the constituent bodies. It also collects the Business Rates payable and offsets its borrowing costs from these receipts.
- 4.27 There is no net cost to the Council of this decision, but the borrowing decision needs to be reflected to the Council's approved programme.

Commercial Property Investment Strategy

- 4.28 Council met on 13th September 2017 to consider the adoption of an investment strategy to generate new streams of income to help offset the significant cuts in Government funding and to ensure sufficient finance is available to support the continued delivery of and investment in services to the local community.
- 4.29 Council approved the proposed Commercial Property Strategy described in the report, including a capital fund of £100m to be met from borrowing from the Public Works Loans Board, and a revenue budget of £100k from the New Homes Bonus (NHB) Fund, both to be reimbursed in line with the approach set out in that report. Work is on going to timetable how these investments may be made and as such is summarised in the programme but is subject to

change with market conditions and as opportunities arise. As yet no draw down has taken place, and is unlikely until 2018/19.

- 4.30 The Government is currently consulting on changes to council borrowing powers which may restrict the ability to deliver acquisitions against this scheme. The development of these Government proposals are being watched closely and an update will be provided when clarity exists.

Housing Schemes

- 4.31 The main element of funding within this category relates to the Council's housing enabling function.
- 4.32 The Council has been successful in its delivery of affordable housing projects over the past few years, partly as a factor of the high levels of growth in this area.
- 4.33 The Council's capital commitment to affordable provision was tied in to the VAHT stock transfer agreement. This created a commitment on the Council to allocate a minimum budgetary provision for investment in affordable housing in each of the 10 years following stock transfer. Through a combination of preserved Right To Buy and a VAT shelter, this agreement also provided the resources to enable the Council to deliver against this.
- 4.34 The ending of the VAT shelter after 10 years means the Council's resources from stock transfer diminish and therefore its ability to continue to invest in new affordable provision. Beyond residual Right To Buy capital receipts and the nominal sums from New Homes Bonus for affordable housing, the Council has no means to fund new schemes other than through borrowing.
- 4.35 As borrowing for this purpose provides no return by which to cover the borrowing costs, funding an affordable borrowing programme through this mechanism is not sustainable.
- 4.36 Currently housing associations have had to review their business plans in light of a change in the level of rents that they can charge, so demand for potential new schemes have been delayed for now. However, with the Government's renewed focus on affordable housing this position is unlikely to remain for much longer.
- 4.37 The Government has made it clear that house building and the provision of new affordable housing are priorities for it. The November 2017 budget made a number of commitments to provide funding, but the details surrounding how this will be applied are unavailable at the time of writing this report.
- 4.38 Housing will continue to work with the housing associations to deliver as many houses as possible within their resources but a more fundamental review of the funding for affordable housing is now looking necessary.
- 4.39 Whilst this review is undertaken, the programme presented here proposes that all receipts from RTB and the affordable housing element of New Homes Bonus are ring-fenced for the purpose of affordable housing investment.

Other Projects

- 4.41 With one exception, provision for these schemes remains unchanged, other than carrying forward unspent sums on schemes, which have been delayed for reasons outside of the Council's control.

- 4.42 The exception is a provision for the transfer of deferred developer sums to Coldharbour Farm Parish Council for the maintenance of the riverine corridor which runs through Fairford Leys. This sum was provided by the developer for the maintenance obligations as part of the original land transaction.
- 4.43 Transfer of this sum to the Parish Council has been previously agreed, but long delayed whilst the legal ownership is resolved. A sum has therefore been included in the Capital Programme to represent a transfer of capital resources.
- 4.44 Notable other projects in this section of the Capital Programme includes the £3.6m purchase of a new Refuse and Recycling fleet all of which will be in place before the new financial year. These are all the latest and most efficient vehicles and enable us to address the effects of increasing demands from growth in the district for at least the next 3 years.
- 4.45 Some much less significant sums are likely to be spent on Community Centre renewal funded by the receipts from the sale of Elmhurst Community Centre some years ago, and also some play area renewal work. In these cases the prioritisation of Section 106 funds (of which £10m are held for open spaces and leisure purposes) will be made before any capital expenditure.

5 Options considered

- 5.1 The proposed capital programme represents the allocation of anticipated resources in accordance with corporate priorities and agreed decisions since the last updated programme.

6 Reasons for Recommendation

- 6.1 The Council is required to set a capital budget for the coming financial year and proper financial management incorporates a longer term view of capital activity. Regular review and updating of resource availability and capital investment plans is essential, especially when a number of major schemes are running in parallel.

7 Resource implications

- 7.1 Each of the additions of the Capital Programme made since the last formal reviews were accompanied by a detailed Business Case. These reviews included the detail revenue implications, both of the detailed proposal and any financing costs assumptions within it.
- 7.2 The revenue costs are incorporated into the initial Budget Planning report included elsewhere on this agenda.

Contact Officer
Background Documents

Andy Barton (01296) 585430
Capital Programme 2016/17 to 2021/21 Cabinet December 2017

Capital Programme			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
			£'000s	£'000s	£'000s	£'000s	£'000s	
			Planned	Planned	Planned	Planned	Planned	
Capital Resources								
Base Available Resources		9,752	9,752					
Add Contributions from New Homes Bonus		5,000	5,000					
Add Contributions from NHB Affordable Housing		793	466	327	0	0	0	
Add New Receipts and Contributions (Estimated)		18,350	3,410	6,210	2,910	2,910	2,910	
FORECAST RESOURCE AVAILABILITY		33,895	18,628	6,537	2,910	2,910	2,910	
Add Prudential Borrowing		14,398	10,885	3,513				
TOTAL FORECAST RESOURCE AVAILABILITY		48,293	29,513	10,050	2,910	2,910	2,910	
Capital Spend								
		SCHEME TOTAL	SCHEME COSTS TO DATE					
Major Projects		£'000s	£'000s					
Waterside North (Exchange St) (via part NHB)		4,100	777	3,323				
Public Realm Waterside North (Exchange St)		3,300	0		3,300			
Pembroke Road Depot Upgrade (via Borrowing)		11,305	5792	2,000	3,513			
Silverstone Heritage Centre (via NHB)		2,000		2,000	0			
Prov Loan Facility - Silverstone Enterprise Zone (via Borrowing)		5,000		5,000				
Major Project Expenditure Total		25,705	6,569	12,323	6,813	0	0	
Housing								
Disabled Facility Grants		1,939	1,454	100	100	100	85	
Enabling schemes		39,020	25,727	2,966	2,827	2,500	2,500	
Housing Expenditure Total		40,959	27,181	3,066	2,927	2,600	2,585	
Other projects in current programme								
Car Park Improvements		800			600	200		
Refuse Vehicle Replacements		4,100	215	3,885				
Community Centre Improvements		400	15	15	370			
Play Area Replacement Programme		420			140	140	140	
Fairford Leys Riverine Corridor		850		850				
Other Projects Total		6,570	230	4,750	1,110	340	0	
WHOLE PROGRAMME TOTAL SPEND		73,234	33,980	20,139	10,850	2,940	2,740	
Cumulative Balance Remaining	(- = overdrawn)			9,752	9,374	8,574	8,544	8,714
Net Spend (-) / Income For the Year.				-378	-800	-30	170	325
Uncommitted Balance as at 31 March	(- = overdrawn)			9,374	8,574	8,544	8,714	9,039

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Cabinet
9 January 2018

PUBLIC SECTOR EQUALITY DUTY
Councillor Macpherson
Deputy Leader & Cabinet Member for Communities

1 Purpose

- 1.1 This report provides an assessment of the Council's performance against the Public Sector Equality Duty and meets the requirements of Regulation 2 of the Equality Act 2010 (Specific Duties) Regulations 2011.

2 Recommendations

- | |
|---|
| 2.1 Cabinet is asked to consider the contents of the latest AVDC's Equality Report, along with any comments made by Scrutiny Committee, and approve its publication (to meet the Council's Statutory Duty). |
|---|

3 Supporting information

- 3.1 The attached report was submitted to the Finance and Services Scrutiny Committee earlier this month, and provides information about the work that AVDC has done over the last year to meet our equality duty. The Council aims to place equality and diversity at the heart of everything it does.
- 3.2 Any comments made at the Scrutiny Committee will be reported verbally.

4 Options considered

- 4.1 None - statutory requirement

5 Reasons for Recommendation

- 5.1 To comply with the statutory duty

6 Resource implications

- 6.1 None

Contact Officer	Andy Barton 01296 585430
Background Documents	None

PUBLIC SECTOR EQUALITY DUTY

1 Purpose

- 1.1 This report provides an assessment of the Council's performance against the Public Sector Equality Duty and meets the requirements of Regulation 2 of the Equality Act 2010 (Specific Duties) Regulations 2011.

2 Recommendations

- 2.1 The Scrutiny Committee is asked to consider the contents of the Report in annex 1 and highlight any issues that it wishes Cabinet to consider prior to approving its publication (to meet the Council's Statutory Duty).

3 Supporting information

- 3.1 Section 149 of the Equality Act 2010, the Public Sector Equality Duty (PSED), came into force on the 5 April 2011. The objective behind the duty is to ensure that consideration of equality issues forms part of the routine, day-to-day decision making and operational delivery of the public authorities. In summary, it requires that the Council must, in the exercising of its functions, have due regard to the need to :

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Equality Act
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not by :
 - Removing or minimising disadvantage that people in the protected groups suffer because its connected to that protected characteristic
 - Take steps to meet the needs of people from the protected group where these differ to those of other people
 - Encourage participation from protected groups in public life or other activity where their participation is disproportionately low
- Foster good relations between persons who share a relevant protected characteristic and those who do not by :
 - Tackling prejudice
 - Promoting understanding

- 3.2 The protected characteristics are age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity status, race, religion or belief, sex, sexual orientation.

- 3.3 The Equality act 2010 (Specific Duties) Regulations 2011 came into force on the 10 Sept 2011. In summary they require the Council to :

- Prepare and publish one or more equality objectives. This is an ongoing requirement to be met within 4 years from the last date of publication (ie renewed every 4 years)
- Publish annually information to demonstrate its compliance with the general Equality Duty and this information must include :

- Information relating to persons who share relevant protected characteristic who are its employees and other persons affected by our policies and practise (such as service users)
 - Publish information in such a manner that it is accessible to the public, including within an other published document.
- 3.4 The Government Equality Office has states that these regulations are designed to ensure that public bodies are transparent about their compliance with the Equality Duty. And, that by publishing information about their equality performance and objectives, public bodies will be accountable to the people and communities they serve.
- 3.5 Attached in Annex 1 is the Equality Report 2017. The report includes information about the population of the district about our staff and what we have done in recent times to meet the duty.

4 Options considered

- 4.1 None - statutory requirement

5 Reasons for Recommendation

- 5.1 To comply with the statutory duty

6 Resource implications

- 6.1 None

Contact Officer	Andy Barton 01296 585430
Background Documents	None



Equality Report

2017

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Introduction

This document provides information about the work that Aylesbury Vale District Council has done over the last year to meet our equality duty. The Council aims to place equality and diversity at the heart of everything it does.

The Equality Act 2010 requires the Council to pay due regard to the way it can:

1. Eliminate discrimination, harassment, victimisation
2. Promote equality of opportunity for everyone
3. Encourage good relations between people of different backgrounds

These are called the three aims of the public sector duty.

These aims are supported by specific duties intended to improve performance on the general duty. These specific duties require us to publish our equality objectives at least every four years and equality data annually to show:

1. How the authority has paid due regard to the 3 aims of the public sector duty.
2. That the authority consciously thought about the 3 aims of the public sector duty in its decision making.
3. Data relating to our employees, as we have over 150 employees within our organisation.
4. Information relating to people affected by our policies and service.

We have developed equality objectives for 2016 - 2020 and these can be found in Section 4.

Section 1: Our Residents

Aylesbury Vale is situated 40 miles west of London and 65 miles south east of Birmingham. It is 350 square miles of Buckinghamshire countryside. It is within an hour's drive of Heathrow, Gatwick, Luton and Stansted airports. It is also home to the world-famous National Spinal Injuries Centre at Stoke Mandeville hospital and is the birthplace of the Paralympic movement.

Population

There are around 193,000 people living in Aylesbury Vale; making it one of the largest district's in the country.

- We have slightly more women (51%) than men (49%) living in the district.
- 17% of our population are over 65 years of age, slightly less than the UK figure (18%).
- 19% of our population are under 15 years of age, slightly higher than the UK as a whole (18%)

The following information is taken from the 2011 Census.

Health and Disability

In 2011, almost nine out of every ten (86%) residents of Aylesbury Vale described themselves as being in good or very good health (81% in England and Wales). In 2011, 11% of residents described themselves as being of fair health with 3% and 1% describing themselves as being of bad and very bad health respectively.

Nearly one in seven residents (14%) described themselves as having a long-term health problem or disability that limits their day-to-day activities, which had lasted, or was expected to last, at least 12 months - a 12% increase since 2001.¹

Religion

Those affiliated with the Christian religion remained the largest group; 62% of Aylesbury Vale (59% of England and Wales). However, the number of residents who stated that their religion was Christian in 2011 was fewer than in 2001. This followed the national trend; the size of this group decreased by 12% to 62% of the Aylesbury Vale population in 2011, down from 74% in 2001. Nationally for England and Wales, the size of the Christian group decreased 13% points to 59% in 2011, down from 72% in 2001.

The size of the group who stated that they had no religious affiliation has increased by 71% since 2001, from 16% in 2001 to 26% in 2011. There was a 25% increase in this group for England and Wales.

Other religions accounted for 6% of the Aylesbury Vale population in 2011. The largest group being those who stated they were of the Muslim religion (4%). Those who did not state a religion accounted for 7%.

Ethnic Group

Most residents of Aylesbury Vale belonged to the White ethnic group 90% in 2011, decreasing from 94% of the population in 2001. Nationally in England and Wales, most residents belonged to

¹ In 2011 this question was structured differently to 2001 and therefore can only be considered as broadly comparable between Census years

the White ethnic group (86%) in 2011.

The Non-White Ethnic Group population increased by 83% in Aylesbury Vale and accounts for 10% of the population. In the non-white resident population; 2.2% were of Mixed or Multiple ethnic groups, 5.8% were from the Asian or Asian British (including Chinese) group, 1.9% were from the Black or Black British group and a further 0.4% were from Other ethnic groups (including Arabs in 2011, but not including Chinese in 2001 or 2011).

Within Aylesbury Vale 10% of households (12% in England and Wales) had partners or household members of different ethnic groups in 2011, a 51% increase since 2001.

Usual residents born outside of the UK

In 2011, 11% of Aylesbury Vale residents stated they were born outside of the UK, with just under half (44%) arriving in the last 10 years (4.7% of Aylesbury Vale's population). This is similar to England and Wales where just over 13% of residents were born outside of the UK and just over half arrived in the last 10 years.

The nine most reported countries of birth of foreign born usual residents for Aylesbury Vale account for just over half of all residents born outside of the UK (51%). The most reported countries of birth for Aylesbury Vale are; Pakistan (1.3%), India (0.7%), Poland (0.7%), Ireland (0.7%), South Africa (0.5%), Germany (0.5%), The Caribbean (0.4%), United States (0.3%), South-East Asia excluding the Philippines (0.4%), and all other countries of birth (excluding the UK) 5.3%.

Household language

The 2011 Census collected information for the first time on main language and English language skills. In 2011, all usual residents in 94% of households spoke English as a main or preferred language. This is slightly higher than the average for England and Wales at 91%.

In 3.4% of households, at least one adult (16+) spoke English as their main or preferred language and in 0.5% of households no adults but at least one child spoke English as a main or preferred language. In the remaining 2.2% of households there were no residents who had English as a main or preferred language. It should be noted these statistics cannot be taken as a measure of English speaking proficiency, rather as a resident's preferred or main language.

Sexual Orientation

Questions on sexual orientation were not included in the 2011 census so figures for Aylesbury Vale are not available. The Office for National Statistics has produced figures for sexual orientation from its 2016 Annual Population Survey for the UK as a whole.

- In 2016, 2% of the UK population aged 16 and over identified themselves as lesbian, gay or bisexual (LGB).
- More males (2.3%) than females (1.6%) identified themselves as LGB in 2016.
- The population who identified as LGB in 2016 were most likely to be single, never married or civil partnered, at 70.7%.
- The population aged 16 to 24 were the age group most likely to identify as LGB in 2016 (4.1%).
- Around 0.8% of adults identified themselves as bisexual, with women (0.9%) being more likely than men to do so (0.6%).
- London had the highest percentage of adults identifying themselves as LGB at 2.7%, while 2.1% of adults identified themselves as LGB in the South East.

Section 2: Our Staff

In January 2016, AVDC embarked on a Commercial AVDC change programme, which reviewed all departments, the posts we currently employ, the behaviours we want our employees to display and the posts we will need to become more financially stable for the future. The figures contained in this report date from March 2017. At this time we were in the middle of the change programme and many changes were underway. Whilst this report does not include casual workers, agency staff, apprentices and volunteers, it is important to highlight that we employed a number of agency workers to support the Commercial AVDC programme and the impact the changes were having on our workforce at this time. The update of this report next year will publish the data for the completion of the programme.

Establishment

As of 31 March 2017, AVDC employed 439 people (471 last year), a reduction of 32 people over the year and 148 people less than six years ago. Additionally, over the last year Full Time Equivalent (FTE) posts decreased from 443 to 421.

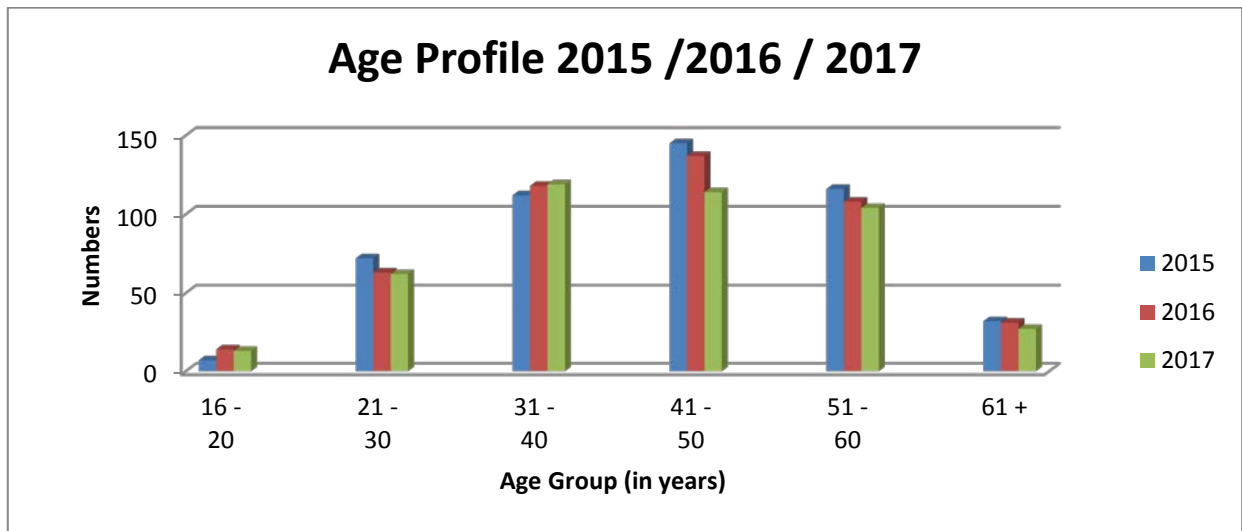
We estimate that in March 2017, AVDC employed more than 40 agency workers and contractors, which is an increase the previous year of approximately 25. All figures in this report, do not reflect the number of agency workers and contractors as we do not report on , or the duty cover them in the same way. Members are also not covered by the duty.

Flexible Working

The number of people working full-time reduced from 362 to 360, whilst the number of part-time employees reduced considerably from 108 to 79. Part-time working accounts for almost a fifth (18%) of the workforce and is a reduction of almost 5% from last year.

Age Profile

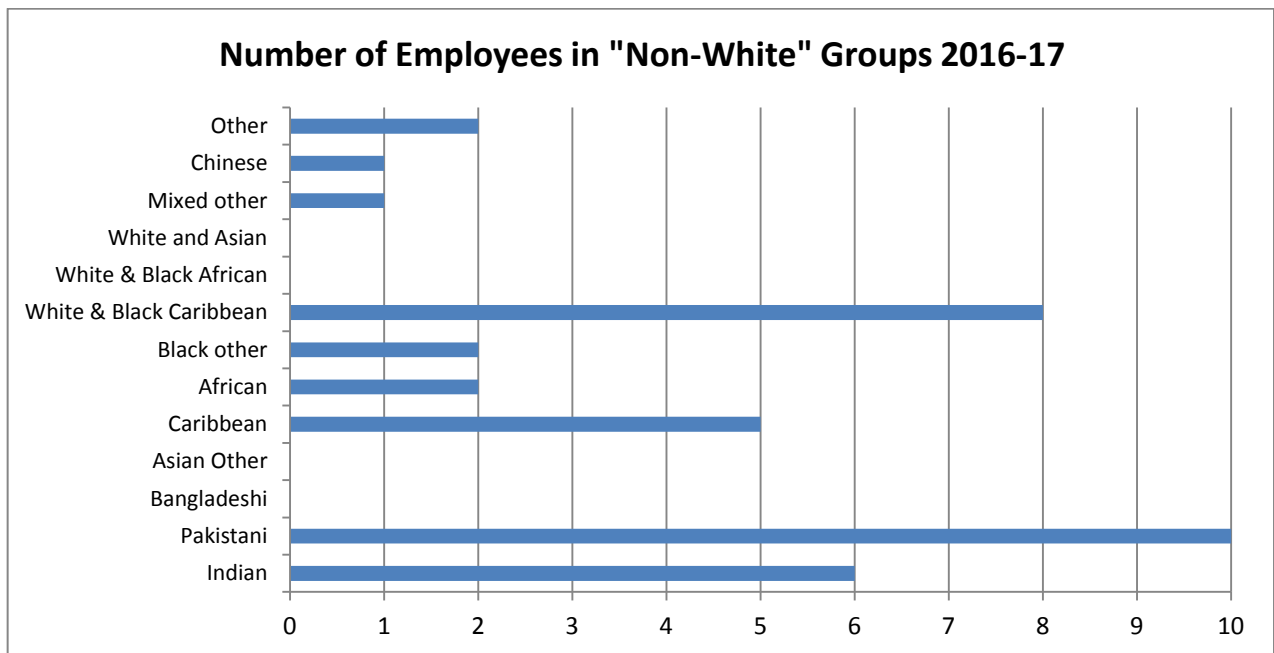
At the end of March 2017 the age profile of employees followed a natural distribution, with fewer people employed at all ages except the age category 31-40, which saw a small increase for the second year in a row. The largest reduction of workforce fell within the 41-50 age group (by 31 people), which represents a larger number of voluntary redundancies where there is no pension cost.



The age profile is similar to last year, with the reduction in over-all figures reflecting a number of voluntary redundancies in the older age groups.

Ethnicity

In March 2017, of 439 employees, 402 (91.5%) declared themselves to be “white”, white other, white Irish or were un-stated. The remaining 8.5% of the workforce have defined themselves to be from one or other of various recognised minority ethnic groups.



The 2011 Census indicates that White British make up 85.2% of the local Aylesbury Vale population, with the national (English) average at 79.8%. The broader “white group” (White, White Other and White Irish) nationally makes up 89.7% of the community; slightly lower than that group of AVDC employees (91.5%).

Disability

At 31 March 2017, there were 15 employees (16 in 2016) who considered themselves to have a disability under the provisions of The Equalities Act 2010, which represents 3.4% of the workforce (the same % as last year).

Previously, between 2008 and 2016 the number of employees with a self-declared disability had remained fairly constant at between 4% and 5%. Over the past four years, the numbers (as a percentage) have fluctuated, with the first time the percentage has remained the same since 2010-11.

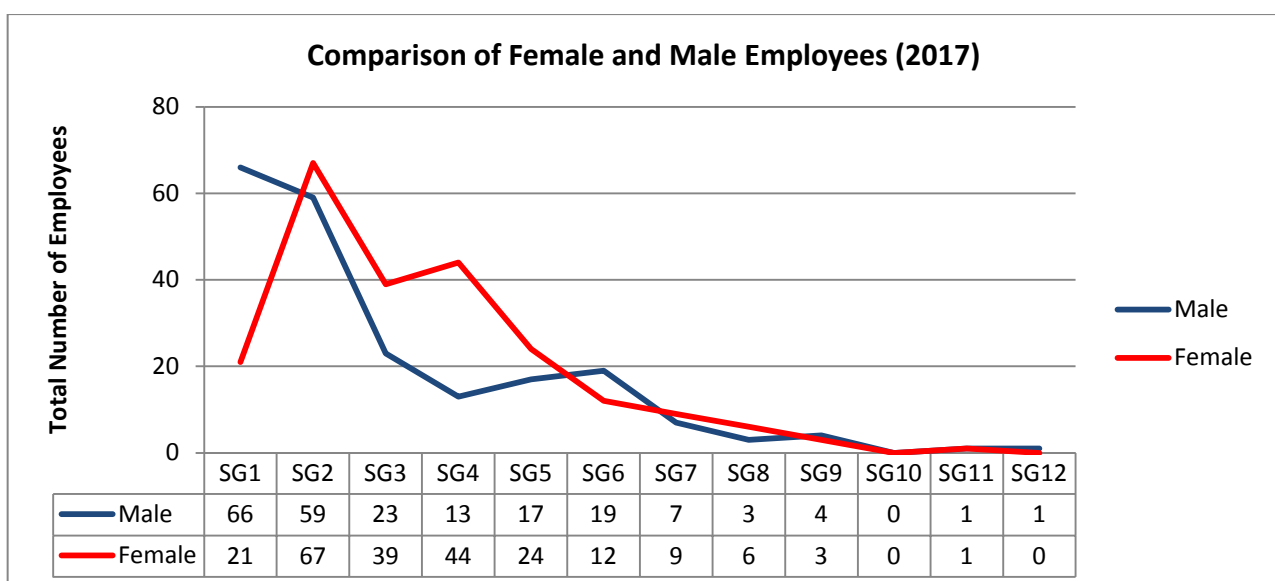
As at 31 st March	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Percentage	5.0%	4.6%	4.3%	4.3%	4.5%	4.2%	3.6%	3.1%	3.4%	3.4%

Gender

At 31 March 2017, the Council employed 439 people, of which 226 (51.5%) were female and 213 (48.5%) were male. This is comparative to last year and reflects an even distribution of leavers with the previous 12 months.

Essentially, AVDC has a 50/50 gender profile, which can fluctuate, but as can be seen from the following chart for 2017, generally there were more females in the most grades (SG2-SG5), and for the first time, more females in the more senior roles (SG6-SG8). In early 2018, AVDC will be required to report on Equal Pay within the workplace and this report will go into these numbers in more detail.

The very high proportion of males at the lowest grade are employed within Recycling and Waste and reflects an inability to attract a sufficient number of females in the roles of Loader and Driver.



Section 3: Our Equalities Activity

Set out below are a number of examples of how we are complying with the Duty, but more over are working to ensure that all our customers are able to use our services on an equal basis.

Information and Data Sharing

- The increased corporate use of Census and Health Inequality Data
- An on-going corporate project focusing on Business Intelligence and Customer Insight.
- There are currently various pilot schemes taking place. The objective is to map all available data sources, and we have launched our new Information Management Strategy
- A Bucks wide Data sharing agreement is in place. Individual agreements are in place between specific partners.

Equality Impact Assessments

- Use of a Corporate Guidance/toolkit for Equality Impact Assessments.
- EIAs prepared for all major projects. Findings are shared where they are completed and mitigating actions identified as appropriate.
- EIAs have been used to assess community needs and impact before removal of some AVDC services through the Commercial Programme
- Equality analysis and impact assessment has informed decision-making and facilitated different, tailored services that have improved outcomes in various services
- EIAs are a routine part of the project management approach

Community Engagement

- Various engagement activities have been held in different venues and they have been designed to encourage everyone to participate.
- We offer variations to standard services for people with protected characteristics e.g. assisted and clinical waste collection services. We offer an assisted collection for the for the disabled or the elderly and short-term arrangements for the other groups e.g. pregnancy/recovering from operations
- We are aware of different communities and their different needs and is evidenced by different collection methods, e.g. bags, bins as appropriate
- We launched the Hate Crime eLearning module in December 2016
- We organised ladies only swimming and ladies only fitness sessions
- We designed leaflets/posters/communications/events to promote positive relations. E.g. Play in the park
- We engaged communities through events, consultations, public meetings etc.
- IAG's have been held in people's own environment/venues when possible. When using AVDC venue's we have ensured that these are inclusive venues (hearing aid, light adjustments etc) e.g. Paralympic Flame celebration
- We are aware that vulnerable people/communities are participating more in events e.g. Schools in CSE awareness projects, Women's group linking with Women's Aid/TVP, Supporting disability (BuDS) projects, Local Conversation initiative in Southcourt and HCN
- Adult Learning (BCC) have encouraged our elderly community to be more familiar with online engagement platforms

- The Aylesbury Vale Times is now available in large print or CD (on request)
- We are also aware that protected groups are participating across a wider range of specific activities. E.g. solid wall insulation activities within the Asian community
- Our Alexa skill has been well received by a number of blind users of our services, and we have been asked to extend these services to enable greater access via this route
- Our Chat service has been welcomed by some deaf users of our services as a way they can access our services on a more equal footing

Section 4: Our Equalities Objectives 2016-20

Equality Objective 1 – Ensure equality is always considered as part of our decision making process.

- Assess the impact on equalities when we make decisions that are likely to affect people
- Publish Equality Analysis documents on our website
- Report progress on our Equality Objectives

Equality Objective 2 - Promote diversity and general understanding of the Equalities Act 2010

- Carry out analysis of published data (2011 Census, IMD 2015)
- Communicate our responsibilities under the equality act to Staff and Members.
- Communicate regularly on equality issues, in particular hate crimes and their impact to community cohesion

Equality Objective 3 - To ensure Council services are accessible to all

- Commit to producing easy to read documents
- Ensure that customer's access needs are met at the first point of contact
- Continue to monitor the accessibility of our website and address access for those at risk of digital exclusion.
- Aim to be a dementia-friendly organisation in the workplace and for our customers.
- Provide mandatory training to all front line staff to ensure customer best practice is intrinsic throughout the council i.e. awareness sessions on deafness and dementia.

Equality Objective 4 – Promote equality of opportunity as an employer.

- Ensure equality analysis is undertaken from an employment perspective for all restructures and reorganisations.
- Ensure managers are aware of fair recruitment and issues such as reasonable adjustments.

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Cabinet
9 January 2018

BUCKINGHAMSHIRE GROWTH STRATEGY 2017-2050

1 Purpose

- 1.1 To consider the Buckinghamshire Growth Strategy 2017-2050 prepared by the Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) and agree the authority's response to the document.

2 For Decision

- | |
|---|
| 2.1 Cabinet is asked to note the attached report and presentation that will be made by BTVLEP at the meeting and then to agree the response it would like to make in respect of the document. |
|---|

3 Supporting information

- 3.1 In August 2017, the Buckinghamshire and Thames Valley LEP commissioned consultants SGD Economic Development to prepare a growth strategy to submit to the Government. This work appeared to be commissioned in response to the Department for Communities and Local Government's request in relation to the National Infrastructure Commission's work on the Oxford to Cambridge Corridor and that the central part of the corridor looks to work up the initial investment priorities and pressures as the other parts of the corridor were well advanced with. This was relating to the Growth Deal that the Oxfordshire authorities had made significant progress with and the investment plan that has been prepared by the Cambridgeshire and Peterborough Combined Authority
- 3.2 AVDC were contacted on 10th August to participate in this work and asked to respond in 4 hours with any comments on the proposal. Prior to this contact there had not been any in depth conversation about the scope of the brief and how this work would fit in with the other statutory and non-statutory strategies prepared by the local authorities.
- 3.3 Comments about the scope of the work were made before the due time and officers clearly indicated that they did not believe that this was something that could be properly commissioned in the time available. Officers also clearly indicated that the focus of AVDC and indeed the other partners really needed to be on preparing the Housing Infrastructure Fund (HIF) bids, that were due in at the end of September, as well as working on the growth deal for the central area in a collective group rather than having competing bids across the corridor area.
- 3.4 The work was completed by consultants mainly through a desk top exercise and review of existing documents, with some meetings with officer representatives from the other authorities and the report was published in September and considered and endorsed by the BTVLEP board on 22 September 2017. The document is attached as Appendix 1.
- 3.5 The report was also considered and agreed by Buckinghamshire County Council at the Cabinet meeting held on 23 October 2017.
- 3.6 The strategy, which has two timeframes 2017-2030 and 2030-2050, sets out the following ambitions:
- Deliver up to 105,000 new homes over the lifetime of the strategy
 - Address housing, infrastructure and skills constraints on growth

- Enable the constituent parts of the Buckinghamshire economy to work together, strengthen the economic eco system and capitalise new regional growth opportunities
- Increase the value of the local economy from £15bn per annum to £35bn per annum by 2050, a £4.5bn increase over a business as usual scenario
- Ensure that economic prosperity drives future growth in Buckinghamshire.

3.7 Richard Harrington, Chief Executive of BTVLEP will attend the meeting to provide an overview of the key elements set out in the Strategy and answer any questions.

4 Options considered

4.1 None

5 Reasons for Recommendation

5.1 To set out the Cabinet's view in respect of this document.

6 Resource implications

None

Contact Officer Tracey Aldworth 01296 585003
Background Documents

Buckinghamshire Growth Strategy 2017 - 2050

September 2017

Prepared by



On behalf of

Buckinghamshire

Thames Valley | LOCAL ENTERPRISE
PARTNERSHIP

THE ENTREPRENEURIAL HEART OF BRITAIN

Buckinghamshire Growth Strategy 2017-2050

Executive Summary

Buckinghamshire is a prosperous county at the heart of the Oxford to Cambridge Corridor, neighbouring London and the UK's international gateway at Heathrow. We have a dynamic and resilient employment base driven by a strong SME business community. Over the past 30 years many of the traditional county economies – printing, furniture production and to a lesser degree agriculture have been replaced by new enterprises including digital services, film and TV production, life-sciences and high-performance engineering. Productivity in the county remains strong, but by supporting the conditions for modern economic growth and in cultivating our leading business sectors and wider economic ecosystem, we have the potential to challenge the best in the world.

The county has traditionally welcomed new communities driven by the technology of the day, the “Metro-land” vision capitalising on the new rail infrastructure in the first half of the 20th century and Britain's first new town Milton Keynes chosen for its location alongside the country's first Motorway the M1. Over the past decade further significant growth has been achieved but without the transformative infrastructure that drove earlier growth.

The renewed focus on the Oxford to Cambridge Corridor and the significant east west transport infrastructure, including the further development of East West Rail and the Oxford to Cambridge Expressway, offers a new opportunity to consider the potential of the county to deliver economically led growth over the period up to 2050.

This strategy is looking to capitalise on Buckinghamshire's geographic advantages and easy reach of Britain's expanding gateway at Heathrow to create a melting pot for innovation and research to complement the global city of London and those seats of learning at Oxford and Cambridge that top the world rankings.

This growth will be driven by technical innovation, embracing the latest digital technologies to provide the conditions for smart new integrated and connected communities to thrive, complementing and reinvigorating our major towns to create dynamic locations where individuals and businesses will aspire to invest.

Through greater planning freedoms and new delivery mechanisms we will be encouraging the use of disruptive housing techniques and look to advance the already strong housing growth to deliver new types of affordable living spaces for the young and old and encourage custom build at scale. These freedoms will help ensure that the ability to grow at a speed needed to support market demand can be delivered.

Our strategy will seek to strengthen our existing world leading economic assets at Pinewood and Silverstone and build upon the potential of our Enterprise Zones to create growth in sectors such as the Space Propulsion industry where development in Buckinghamshire already allows Britain to lead the global race.

By harnessing these existing assets, encouraging closer collaboration between our academic and business communities to welcome innovation and testing for new digital transport and

living opportunities in a non-city “shire” environment, Buckinghamshire has the potential to set a benchmark for ambitious employment led growth in the 21st century.

In short this strategy will:

- **Ensure that economic prosperity drives future growth in Buckinghamshire.**
- **Increase the value of the local economy from £15bn per annum to £35bn per annum by 2050, a £4.5bn increase over a business as usual scenario.**
- **Enable the constituent parts of the Buckinghamshire economy work together, strengthening the economic ecosystem and capitalise new regional growth opportunities.**
- **Address housing, infrastructure and skills constraints on growth.**
- **Deliver up to 105,000 new homes over the lifetime of the strategy.**

Introduction

Our Vision is that Buckinghamshire will grow as a vibrant, balanced and resilient place that communities and businesses will regard as amongst the best in the world to invest, work and live in.

Exceptionally connected and innovative new communities will complement our historic townscapes and landscapes. World leading business productivity will be driven by excellent physical and digital connectivity, capitalising on the locational advantages in the heart of the golden triangle of Oxford, Cambridge and London – all underpinned by innovative, high-value, entrepreneurial, globally-orientated firms closely linked to internationally renowned universities and colleges.

Securing growth in uncertain times

This Growth Strategy builds on the work of our Strategic Economic Plan, Housing and Economic Development Needs Assessment Update 2016, Draft Skills Strategy, the emerging Buckinghamshire Strategic Infrastructure Plan, Local Plans and our responses to the Industrial Strategy consultation and to the National Infrastructure Commission's Call for Evidence on the Cambridge-Milton-Keynes-Oxford-Corridor (CMKO). Its aim is to ensure that within a local, national and international context, we clearly and collectively identify our growth trajectory and highlight the decisions and investments necessary to sustain and promote economic growth in the county, the CMKO Corridor and the country. The strategy will be collaborative and scalable to work effectively across a wider Cambridge to Oxford geography.

Responding to the Fourth Industrial Revolution

The world economy is experiencing what has been termed the Fourth Industrial Revolution. To be successful in the face of change on such as scale, we need to build resilience, future-proof our infrastructure investments, and focus our efforts on our existing economic strengths and capabilities, using smart specialisation (Table 1).

Table 1 Challenges and opportunities of the Fourth Industrial Revolution

The breadth, depth and pace of scientific and technological change is producing what the founder of the World Economic Forum, Klaus Schwab, has termed the *Fourth Industrial Revolution*. The main areas of technological change include artificial intelligence (AI), robotics, the internet of things (IoT), connected autonomous vehicles (CAVs), 3D printing, nanotechnology, biotechnology, materials science, energy storage, and quantum computing.

These technologies will disrupt and may even destroy some well-established industries and markets. PwC's *UK Economic Outlook* of March 2017, forecasts up to 30% of UK jobs are 'at risk of automation' by the early 2030s. The likely impact on employment will vary by sector: Transportation and Storage could see 56% of jobs lost, Manufacturing 46%, and Wholesale and Retail may lose 44% of jobs; on the other hand, person-to-person services, such as health and social work are forecast to lose only 17% of jobs, a smaller but still significant proportion of the workforce. The report also estimates that up to 46% of UK workers with just GCSE-level education or lower were at risk, compared to around 12% of those with undergraduate degrees or higher.

The net impact of automation on total employment, however, is unclear because new automation technologies in areas like AI and robotics will create new jobs and, through productivity gains, generate additional wealth and spending that will support additional jobs, for example in the service sector.

This process of 'creative destruction' is likely to produce winners and losers. To navigate successfully this process of change, we need to make the most of our 'domain expertise'; the deep knowledge we possess in space, automotive/low-emission vehicles, digital and creative industries, and healthcare and medicine, plus business expertise in our significant cluster of micro-businesses.

Seizing the opportunities arising from Brexit

In addition to the profound changes brought about by the Fourth Industrial Revolution, we also face challenges and opportunities related to the Brexit process. Table 2 outlines our strengths and the opportunities that we are well-placed to take in response to Brexit.

Table 2 Brexit opportunities

- Businesses in Buckinghamshire have traditionally traded beyond Europe;
- Our leading businesses including Pinewood, GE Healthcare and Arla operate beyond the European Union area;
- Our workforce is entrepreneurial in outlook and thrives on risk-taking;
- The growth of Heathrow and Luton airports strengthens our position as the UK's Global Gateway, as our firms develop new markets; and
- We will support universities, including Oxford, Cambridge and the University of Buckingham, to collaborate and utilise their international alumni network to help drive growth.
- We have the opportunity to grow exciting and aspirational new career opportunities for our young people fed by innovation within our key Enterprise Zone sites and from our Sector Specialisation.

About us

Buckinghamshire is located in the centre of the Cambridge-Milton-Keynes-Oxford-Corridor and adjoins Greater London. It is an integral part of the nation's economic ecosystem. Our place is made up of four distinct sub areas (Aylesbury Vale, Wycombe, Chiltern, and South Bucks) with significant commercial and industrial activity, complemented by areas of outstanding natural beauty. Our firms and people are developing and incorporating new products and processes, to maintain and enhance UK competitiveness, and will produce a sustained net contribution to the Treasury. We are also seeking new ways of working and living to ensure economic growth is shared and sustainable.

This Strategy sets out our current growth trajectory, demonstrates our growth potential, with stretching but realistic targets, and anticipates opportunities flowing from our untapped potential. To achieve this potential, our strategic reach spans four interconnected domains of our local economic development ecosystem:

- Finance and Business Expertise;
- People and Human Capital;
- Infrastructure and Housing; and
- Knowledge.

Within these domains, and reflecting the role of this strategy, we will focus on specific opportunities to drive growth, often but not exclusively related to physical development, assets and key institutions. These include:

- Sector development and growth of Enterprise Zone Business Parks;
- Housing provision disruptors to expand the supply and range of housing available;
- Major road / motorway development;
- Town centre renewal;
- New major settlements;
- Partnering corporate, industrial and university investment;
- Digital connectivity; and
- Innovation in utility infrastructure provision.

Focused activity in the above areas will lead us to the prize of a larger economy, worth a projected £35bn by 2050. That is £4.5bn higher than our current forecast trajectory under a business-as-usual scenario and will move the county from the top 20% of the most productive regions in Europe to the top 10%.

Audiences and responses

The Strategy serves three audiences:

- The National Infrastructure Commission (NIC), which is considering infrastructure priorities in relation to the county's economic and housing needs – our Growth Strategy will inform and support the NIC's work in the short, medium and long term;
- Central government, which is assessing spending plans and priorities – this Strategy will provide evidence and reassurance as to the benefits that will be unlocked by significant and strategic investment in Buckinghamshire e.g., via the Housing Infrastructure Fund; and
- Local stakeholders and partners, who steer and make investments to support sustainable growth – this document both reflects progress partners have made to date and provides guidance for the future for local partners as they develop Local Plans.

Where do we start from?

Introduction to Buckinghamshire's economy

Buckinghamshire is a prosperous county in the Thames Valley, home to world-class businesses, a highly skilled and entrepreneurial workforce and an outstanding natural environment. It is one of the most attractive parts of the country in which to live, work and do business.

Buckinghamshire has a strong economy, worth around £15.5bn in Gross Value Added (GVA) in 2016-17, with over 31,800 businesses. At £55,000 per head, the economic output of the working age population is 12% higher than the UK average. We have high numbers of residents educated to degree level (48% relative to the Great Britain average of 38%); a high proportion of well-paid directors, senior managers and professionals (57% relative to 45% for the UK)¹; and high rates of economic activity (84% relative to 78% for the UK).

Buckinghamshire is also an entrepreneurial county; 91 businesses are started per 10,000 of population and the business survival rate is 62% for firms operating for three years or more.

Buckinghamshire's impact can already be seen across the globe. The films and screen content produced at Pinewood Studios are famous the world over; innovations driven by motorsport technology from the Silverstone Cluster are being adopted by business sectors from mining to aerospace; and the pioneering work at Stoke Mandeville led to the birth of the Paralympic movement and a realisation of the limitless potential of human achievement.

Our location at the heart of the CMKO Corridor has traditionally been a place where great minds combine to create world changing innovations, not least the world's first computer at Bletchley Park. This innovation and collaboration can be seen at the Buckinghamshire Enterprise Zone sites and in particular at Westcott Enterprise Zone where world-leading rocket technologies are propelling British-built hardware and applications to lead the world. Planned transport investment to better connect Oxford and Cambridge through the heart of Buckinghamshire will further enhance academic, technical and industrial collaboration.

Our relationship to the global city of London is equally important. Looking back 100 years, much of Buckinghamshire was promoted as "Metro-land", a land of idyllic cottages and wild flowers, a semi-rural arcadia near and yet far from the city. That vision was based on the leading technology of the time, the railways. The railways still play an important role in the growth of the county, but in the first half of the 21st century digital connectivity is just as important.

We see great opportunities in developing the potential for growth around the transport hubs of our main towns of High Wycombe, Aylesbury and Chesham to create innovative new living and working opportunities appealing to new generations evolving and adapting a sustainable "Metro-land" vision for the 21st century.

Furthermore, 50 years ago, Buckinghamshire County Council provided the impetus for the creation of Milton Keynes, the first and most successful of the major British new towns. This strategy is forward-looking but these historical successes should not be overlooked – as a sign of what can be achieved with vision and investment. This legacy means that we are certain

¹ Annual Population Survey, ONS 2017

that through excellent digital connectivity and smart development we will drive new ways for businesses to operate and support a productive and flexible lifestyle for our residents. No longer will people be tied to fixed working hours or locations, journeys will be more productive, and we will have the capability to adopt new technologies such as driverless vehicles, automated retail services and to attract innovative businesses wishing to capitalise on our digital infrastructure.

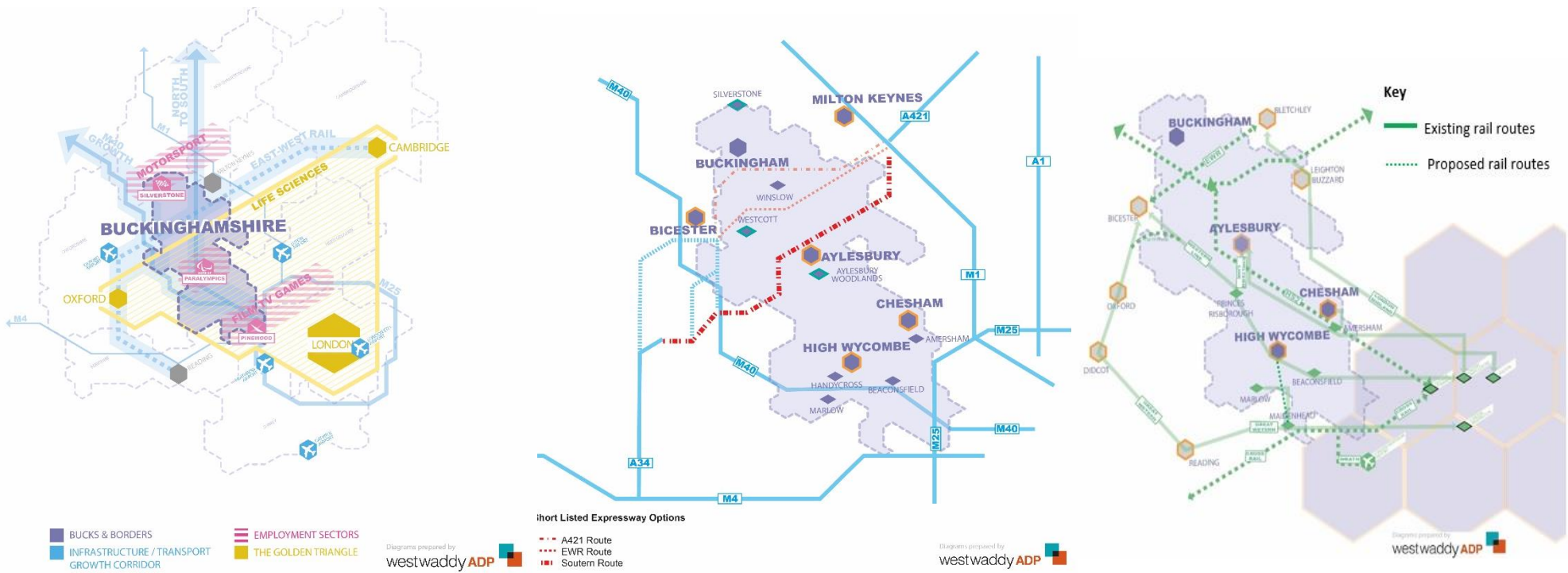
High Wycombe is just 23 minutes from Marylebone and, for the first time in 100 years, has a direct rail connection to Oxford. It is the traditional gateway to the Thames Valley and a university town with a strong base in the creative and digital business sectors. Opportunity exists to extend the town's position as an economic asset by building on its traditional manufacturing base with innovative and fresh thinking, and through development linked to the central station quarter and improved connections to the other Thames Valley settlements.

Chesham, at the start of the Metropolitan line yet cradled by the Chilterns, is the third largest town in Buckinghamshire. The potential of the town to attract investment from London is significant, with a growing cluster of tech-based businesses already being attracted by the value and connectivity of the town.

Aylesbury is the fastest growing town in the county. Over the past decade, the town has increased in size by 17% and with the attainment of Garden Town Status in early 2017 it will increase in size by 50% by 2030. Using Garden Town principles, and backed by Housing Infrastructure Funding, this scale of growth will ensure that the new communities are integrated into existing settlements. By using new technologies and disruptive housing approaches the Garden Town can become a leading example of civic renewal for other market towns and existing communities to follow.

Figure 1 shows the location of Buckinghamshire along with our core assets: Pinewood Studios, Silverstone, and Stoke Mandeville Hospital, plus enterprise zones with space for businesses to locate and grow, and both actual and proposed transport links which will ease congestion, quicken journey times and increase the attractiveness of the area as a place to live and do business.

Figure 1 Illustrative maps of Buckinghamshire and the Cambridge-Milton-Keynes-Oxford Corridor



Benchmarking Buckinghamshire's Economy

The analysis which underpins this strategy is based on our understanding of our economic development ecosystem, which we characterise as having four 'domains':

- **Finance & External Business Expertise** – access to financial and professional services, e.g. legal, financial and marketing expertise;
- **People & Human Capital** – demography, education, skills, occupational groups, entrepreneurial culture, and access to work;
- **Infrastructure & Assets** – location, housing, transport and movement, digital/ICT, energy, water, and flood risk; and
- **Knowledge** – higher education, research institutions, innovation systems, and commercialisation processes.

The stock of assets and flows of activity associated with each of these economic development domains shape the area's business base and character. Annex 1 provides more detail and narrative on our position in relation to each of these domains.

While our economy is performing relatively strongly, there is room for improvement. Table 3 sets out a series of indicators against which we can assess our performance relative to the top performers in the nine upper-tier local authorities in the CMKO Corridor, plus neighbouring Hertfordshire. We are the top performer in two categories; we have the highest economic activity rate and the lowest percentage of residents with no qualifications. We particularly lag the Corridor's top performers in terms of the business birth rate as a proportion of active businesses and employment growth, although the continued resilience of our existing businesses may have an impact on this figure. We also have a higher proportion of employees with skills gaps relative to the Corridor's top performer.

Table 3: Buckinghamshire and the Cambridge-Milton-Keynes-Oxford Corridor

Indicator	Top performing upper tier area		Buckinghamshire County Council	Source
Average Weekly Earnings (£)	Hertfordshire County Council	£512.11	£498.30	2016/ASHE
Business Birth Rate (business births as a proportion of active businesses)	Luton Borough Council	20.7%	12.1%	2015/Business Demography
Business Death Rate (business deaths as a proportion of active businesses)	Oxfordshire County Council	8.2%	8.4%	2015/Business Demography
Business Survival Rate (after 3 years)	Oxfordshire County Council	64.2%	61.6%	2015/Business Demography
Working-age Population (WAP)	Luton Borough Council	64.1%	61.3%	2016/MYPE
Economic Activity Rate (WAP)	Buckinghamshire County Council	84.4%	N/A	2016-2017/APS
Employment Rate (WAP)	Central Bedfordshire Council	81.7%	81.6%	2016-2017/APS
Employment growth (2010-15)	Hertfordshire County Council	12.1%	6.9%	2010-2015/BRES
Claimant Count	Oxfordshire County Council	0.6%	0.9%	2017/DWP
Proportion of residents retired	Luton Borough Council	6.0%	16.2%	2016/APS
Jobs density	Milton Keynes Council	1.09	1	2015/ONS

Indicator	Top performing upper tier area		Buckinghamshire County Council	Source
NVQ level: L4+	Oxfordshire County Council	51.7%	48.1%	2016/APS
NVQ level: No qualifications	Buckinghamshire County Council	4.3%	N/A	2016/APS
Employees with Skills Gaps	Cambridgeshire County Council	3%	4%	2015/UKCES
Employers with Hard-to-Fill Vacancies	Multiple	1%	2%	2015/UKCES
Pupils at KS5 progressing into sustained education at an HE institution (Pupils leaving in 2014/15)	Luton Borough Council	64%	55%	2017/DfE
Proportion of people driving to work by car	Oxfordshire County Council	57.3%	65.3%	2011/Census
Distance Travelled (Average distance)	Luton Borough Council	14.7km	17.7km	2011/Census
Employment in Professional, Scientific & Technical (as a proportion of all jobs)	Cambridgeshire County Council	12.6%	10.3%	2015/BRES
Residents employed in STEM subjects (Prof & Associate Prof)	Cambridgeshire County Council	14.7%	8.6%	2016/APS
Digital Infrastructure (Average download speeds Mbit/s)	Luton Borough Council	53.3 Mbit/s	35.9 Mbit/s	2016/OFCOM

Source: SDG Economic Development

As well as comparing ourselves with the top performers in the CMKO Corridor across a number of individual economic indicators, we have benchmarked ourselves against our neighbour, Berkshire, the South East, and national figures. Table 5 presents these data in a 'dashboard'. Analysis against these comparators provides a grounded and easily understood measure of our performance and potential. It illustrates our strong performance against national averages, but our underperformance against Berkshire. While it is a larger county, Berkshire is otherwise a good comparator for Buckinghamshire, and the higher levels of productivity and growth which it has consistently achieved illustrate what should be possible in Buckinghamshire.

While 'closing the gap with Berkshire' is not in of itself a key economic goal, it is a measurable proxy for moving our economic performance up a gear as we move to excel globally and to play a more significant role in the economic development of the CMKO Corridor. The 'traffic light' indicator system used in Table 5 compares the current socio-economic performance of Buckinghamshire (and the four districts within it) against Berkshire, the South-East region and the relevant national comparator. Table 4 explains how the system has been applied.

Table 4 Traffic Light System

'Traffic Light' Indicators	
Buckinghamshire is faring worse against the comparator geography	
Buckinghamshire is faring better against the comparator geography	
Buckinghamshire is performing at the same level as the comparator geography	

Table 5 Economic Dashboard

Domain	Sub-Domain	Indicator	Aylesbury Vale	Chiltern	South Bucks	Wycombe	Buckinghamshire	Berkshire	South East	National Comparator	Specified National area	Year/ Data Source
Business Base and Character	Prod. & Wealth	GVA	£5,196m	£2,344m	£2,484m	£5,462m	£15,486m	£36,175m	£252,511m	1,700,278m	UK	2017/Experian
		GVA per workforce job	£56,479	£53,385	£54,113	£54,843	£55,032	£62,156	£51,197	£49,140	UK	2017/Experian
		Average Weekly Earnings	£456.90	£521.60	£549.00	£505.30	£498.30	£524.40	£479.10	£440.80	GB	2016/ASHE
	Enterprise	Total number of Active Enterprises	9,550	6,570	5,600	10,105	31,825	47,070	420,275	2,672,025	UK	2015/ONS
		Business Density (total number of Active Enterprises per every 10,000 residents)	506	695	810	574	602	529	470	410	UK	2015/ONS MYPE & Business Counts
		Business Birth Rate (business births as a proportion of active businesses)	11.9%	11.6%	12.8%	12.2%	12.1%	14.8%	13.2%	14.3%	UK	2015/Business Demography
		Business Death Rate (business deaths as a proportion of active businesses)	7.6%	8.4%	8.7%	8.9%	8.4%	9.3%	9.0%	9.4%	UK	2015/Business Demography
		Business Survival Rate (after 3 years)	61.3%	60.9%	58.2%	64.6%	61.6%	59.0%	59.5%	57.1%	UK	2015/Business Demography
People/ Human Capital	Pop.	Total Population	193,113	95,103	69,636	176,868	534,720	896,823	9,026,297	65,648,054	UK	2016/APS
		Working-age Population (WAP)	63%	58.1%	59.6%	61.8%	61.3%	63.6%	62%	63.1%	UK	2016/APS
People/ Human Capital	Employment	Economic Activity Rate (WAP)	83.5%	83.6%	81.7%	86.7%	84.4%	81.5%	80.8%	77.8%	UK	2017/APS
		Employment Rate (WAP)	80.5%	81.0%	79.5%	84%	81.6%	78.9%	77.7%	74%	UK	2017/APS
		Employment growth	7.1%	9.1%	8.8%	3.7%	6.9%	5.3%	5.9%	6.8%	GB	2010-15/BRES
		Claimant Count	0.9%	0.7%	0.7%	1.1%	0.9%	1%	1.2%	1.9%	GB	2017/DWP
		Proportion of residents retired	13.0%	18.2%	19.7%	17.4%	16.2%	14.8%	14.9%	13.2%	UK	2016/APS
		Jobs density (no. jobs per resident of working age)	0.74	0.8	1	0.88	0.83	0.99	0.86	0.83	UK	2015/ONS
		People/ Human Capital	Skills	NVQ levels (L4+)	44.5%	54.9%	51.6%	47.1%	48%	48.1%	41.4%	38.2%
NVQ levels (No qualifications)	5.5%			4%	-	4%	4.3%	5%	5.4%	8%	GB	2016/APS
Employees with Skills Gaps	-			-	-	-	4%	6%	5%	5%	England	2015/UKCES
Employers with Hard-to-Fill Vacancies	-			-	-	-	2%	2%	1%	1%	England	2015/UKCES
Pupils at KS4 progressing into an apprenticeship (Pupils leaving in 2014/15)	-			-	-	-	4%	5%	5%	6%	England	2017/DfE
Pupils at KS5 progressing into an apprenticeship (Pupils leaving in 2014/15)	-			-	-	-	3%	6%	6%	7%	England	2017/DfE
		Pupils at KS5 progressing into sustained education at an HE institution (Pupils leaving in 2014/15)	-	-	-	-	55%	53%	43%	48%	England	2017/DfE

Domain	Sub-Domain	Indicator	Aylesbury Vale	Chiltern	South Bucks	Wycombe	Buckinghamshire	Berkshire	South East	National Comparator	Specified National area	Year/ Data Source
Infrastructure/ Assets	Housing	Average House Prices	£328,749	£552,929	£592,870	£389,954	£466,126	£368,935	£334,629	£219,544	England	2016/UK House Price Index
		Mean Private Rents (per month)	£908	£1402	£1620	£1.172	£1.144	£1.095	£994	£852	England	2017/VOA
	Travel	Proportion of population who live and work in the area	51%	33%	19%	52%	56%	61%	-	-	N/A	2011/Census
		Proportion of population driving to work by car	66.6%	60.8%	65.4%	66.1%	65.3%	62.1%	60.8%	57%	England	2011/DfE
		Average distance to work travelled (km)	19.2	18.9	16.1	16.0	17.7	14.7	16.6	14.9	England	2017/DfE
	Property	Business floorspace (m ²)	1.49m	0.52m	0.61m	1.6m	4.1m	8.7m	73.6m	546m	England	2016/VOA
		Rateable value (£)	£128m	£55.4m	£77.5m	£171.2m	£432.1m	£1146m	£8,552m	£57,188m	England	2016/VOA
		Rateable value (per m2)	£85.71	£107.40	£127.94	£106.80	£102.45	£132.04	£116.24	£104.72	England	2016/VOA
Knowledge/ Innovation and Finance	Educational Excellence	Graduate retention rates	-	-	-	-	53%	66%	-	68%	All-LEP Average	2012/13/HESA
		Undergrads in STEM/non-STEM ²	-	-	-	-	27%/73%	37%/63%	31%/69% (SE LEP Average)	34%/66%	England	2013/14/HESA
		FT Post-grads in STEM/non-STEM (% Student Qualifiers - Doctorate degrees that meet the criteria for a research-based higher degree)	-	-	-	-	57%/43%	61%/39%	61%/39% (SE LEP Average)	65%/35%	England	2013/14/HESA
		University spin-outs/start-ups (since 2000)	0	0	0	0	0	3	259	2,293	England	2017/SpinoutsUK
	Enterprise & Infrastructure	Total R&D Expenditure	-	-	-	-	£354m	£1,042m	£6,298m	£17.8bn	England	2013/ONS & BRES
		Total R&D Expenditure (£ per person employed)	-	-	-	-	£1,908	£2,506	£1,629 (SE LEP Average)	£811	All-LEP Average	2013/ONS & BRES
		Proportion of employment in Professional, Scientific & Technical occupation	8%	13%	11%	11%	10%	12%	9%	8%	GB	2015/BRES
		Residents employed in STEM subjects (Professional & Associate Professional) ³	8.3%	-	-	9.9%	8.6%	14.6%	9.1%	7.5%	UK	2016/APS
Digital Infrastructure (Average download speeds Mbit/s)	-	-	-	-	35.9	41.3	40.2	36.0	UK	2014/OFCOM		

Source: SDG Economic Development

² Please note, while partners prioritise STEAM subjects, data are only available for STEM/non-STEM subjects.

³ Evidence on the proportion of residents who are employed in STEM subjects (Professional & Associate Professional) in Chiltern and South Bucks is not available since the group sample size is zero or disclosive.

Our economic potential

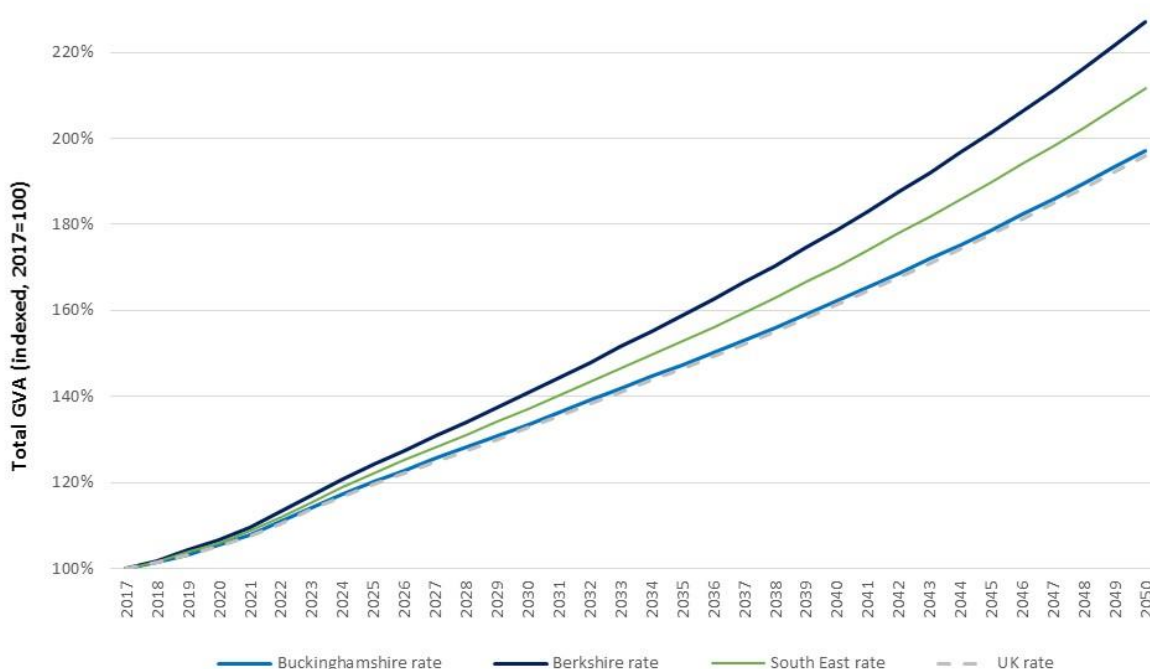
Identifying credible stretching growth ambitions

Gross Value Added – business-as-usual versus stretching growth ambitions to 2050

Buckinghamshire’s annual GVA is currently c. £15.5bn⁴. Economic forecasters Experian forecast that our economy will reach £20.7bn by 2030 – in a business-as-usual scenario. An extrapolation of this business-as-usual scenario forecast suggests our economy would achieve a GVA of £30.4bn by 2050.

In seeking to identify credible but stretching ambitions, we have reviewed forecasts for the UK by the Office for Budgetary Responsibility, plus forecasts for the South East (excluding London) and the county of Berkshire. If the Buckinghamshire economy grows at the rate forecast for the South East, GVA would be £21.1bn in 2030 and £32.6bn in 2050; £0.4bn and £2.2bn more than under the business-as-usual scenario. However, if our economy matched the forecasts for Berkshire, we would deliver additional GVA of £1.0bn in 2030 and £4.5bn in 2050. Based on the previous economic assessment and with the appropriate investment and delivery we see this as ambitious but feasible. Thus, the potential return from the strategic investments we are now targeting would be in the order of an additional £4.5bn by 2050.

Figure 2 Forecast change in gross value added (GVA) to 2050, indexed growth rate



Source: Experian Local Market Forecast, June 2017

Employment – business-as-usual versus stretching growth ambitions to 2050

Experian forecasts indicate that from a base of 282,000 jobs⁵ in 2017, our economy will grow to around 309,000 jobs by 2030 and 346,000 jobs by 2050 – on a business-as-usual basis. If

⁴ All figures are at 2013 prices.

Buckinghamshire grows at the rate forecast for the South East or Berkshire, there would be little difference in the number of jobs created to 2030. However, if we matched forecasts for the South East or Berkshire to 2050, there would be an additional 7,000 jobs or 8,000 jobs respectively by 2050.

Annex 2 provides more detail and narrative on the drivers of GVA and employment growth to 2030 and to 2050. The sectors which are forecast to drive growth in GVA to 2050 are:

- Professional & Other Private Services;
- Public Services;
- Information & Communication; and
- Construction.

It is vital that we provide the ‘hard’ and ‘soft’ infrastructure necessary to support growth in these sectors. In practice, this means that we need to improve our land and property offer to raise the quality of employment space available and the levels of space utilisation achieved, deliver world-class digital infrastructure, support innovation in construction (especially housing construction), and attract and retain high-skilled workers to achieve high-levels of productivity.

Our strategy for growing

The key question for us is not will we grow, but what rate of growth can we achieve and what kind of growth do we want?

We believe that we should aim to match the economic growth rate forecast for Berkshire for the period up to 2050. In terms of the type of growth, we aim to develop smart growth based on our current strengths in high-value and innovative sectors and the skills and knowledge base of our residents, many of whom currently commute out of the county to work.

To achieve the rate and the type of economic growth that we desire, we need to attract, support and retain innovative, globally-oriented firms and highly skilled people who can take up high-value local employment opportunities. To do this we will work with Government to help deliver its emerging Industrial Strategy (Table 6).

To achieve our ambitions, we also need to play a full part in ensuring that the Cambridge-Milton-Keynes-Oxford-Corridor realises its growth potential – by working with our neighbours, such as Oxford and Oxfordshire, to leverage their intellectual and material assets to benefit our economy, to ensure that companies in the Corridor are not constrained by a lack of suitable businesses premises, and/or limited local housing supply, and to work with businesses and education and training institutions to exploit the opportunities ahead. Furthermore, we will also need to build the social infrastructure that will encourage our young people to remain and build their careers in Buckinghamshire.

Our Strategy covers two discrete time periods:

- Between now and 2030 (described as Strand 1 – ‘staying ahead’ in the following section); and
- From 2030-2050 (described as Strand 2 – ‘routeways to excellence’ in the following section).

The period to 2030 is where we need to make the smart investment decisions, in both ‘hard’ and ‘soft’ infrastructure’, to stay ahead in the short term and achieve world-class status as a place to live and do business by 2050.

Table 6 Emerging Industrial Strategy

The Government's Green Paper *Building Our Industrial Strategy*, published January 2017, sets out 10 strategic pillars. These provide a wider policy context within which local economic development will occur. The pillars are:

- **Investing in science, research and innovation** – to become more innovative and commercialise our world-leading science base – we will work with key research institutions to offer spin-out space and demonstrations sites, particularly in life sciences, ultra-low emission vehicles, industrial digitalisation, and creative industries.
- **Developing skills** – ensuring everyone has the basic skills needed in a modern economy; boosting STEM (science, technology, engineering and maths) skills, digital skills and numeracy – by working with schools to promote the STEM-related careers that will be available in the local economy.
- **Upgrading infrastructure** – to improve performance on digital, energy, transport, water and flood defence infrastructure – to ensure that our settlements and employment sites are able to offer world-class connectivity.
- **Supporting businesses to start and grow** – via access to finance and management skills – working with business support providers to identify and support high-growth businesses.
- **Improving procurement** – using strategic government procurement to drive innovation and enable the development of UK supply chains – working with public sector partners, e.g., NHS, to support innovation and commercialisation locally.
- **Encouraging trade and inward investment** – increasing competition and helping to bring new ways of doing things to the UK – offering inward investors an attractive location and skilled workforce located close to world-leading research facilities and world-class supply chains.
- **Delivering affordable energy and clean growth** – secure the economic benefits of the transition to a low-carbon economy – building on expertise at Silverstone and linking with the Transport Catapult in Milton Keynes.
- **Cultivating world-leading sectors** – including, but not limited to, life sciences, ultra-low emission vehicles, industrial digitalisation, nuclear industry, and creative industries – promoting existing clusters at Westcott Enterprise Zone, Silverstone, and Pinewood.
- **Driving growth across the whole country** – build on the particular strengths of different places and address factors that hold places back – ensuring the infrastructure is in place to unleash growth potential of the CMKO Corridor.
- **Creating the right institutions to bring together sectors and places** – develop structures to support people, industries and places – working with partners across the CMKO Corridor to identify priorities for action.

These pillars will be supported by key foundations:

- **Skills and good quality work** – which we are well-placed to provide and will reinforce through provision of reformed and improved technical education.
- **Innovation** – developing, absorbing and applying new ideas – which we will focus our efforts on to ensure that we stay ahead of the pack.
- **Place and clusters** – developing competitive advantage through co-location and networking – which we aim to develop based on smart specialisation principles.
- **Soft infrastructure** – external business expertise, e.g. legal, export advice, marketing etc.
- **Physical infrastructure** – transport, energy digital etc., which form a major part of our Asks and Offers to ensure our route to excellence for 2050.

Strand 1: Staying ahead

Buckinghamshire is not an area to commute from or pass through; it is an economic driver and destination which complements the national and international hubs, global institutions and cities that we border. As highlighted previously, Buckinghamshire has a strong and resilient economy, but due to a historical lack of infrastructure investment the potential of the area to provide an enhanced return for the Exchequer has not been fully realised. Buckinghamshire Thames Valley LEP has sought to redress this historical imbalance through its refreshed Strategic Economic Plan 2016-2031 (SEP) and Infrastructure Investment Plan, 2016. These provide the strategic framework within which we will make the decisions that enable us to build on our current strengths and raise our overall rate of productivity. The SEP has the following objectives:

- **Objective 1: Business Growth and Innovation** – focusing on increasing exports and innovation, high-growth businesses, access to finance, and resource efficiency;
- **Objective 2: Skills and Talent** – focusing on labour market intelligence and careers advice and guidance to improve job search and matching, developing the range of apprenticeship options, improving work readiness of young people;
- **Objective 3: Connectivity** – making transport infrastructure ‘fit-for-purpose’, improving broadband connectivity, fixing utility (especially energy) constraints on development of housing and employment land; and
- **Objective 4: Town Centre Regeneration** – including housing development, town centres to attract high-value knowledge-intensive firms and workers, and green and blue infrastructure.

Its guiding principles for action are to:

- Support the delivery of new housing and business space which has been permitted by the planning system;
- Ensure employment growth develops linked to the scale and location of planned future housing growth;
- Stimulate sustainable, vibrant and liveable urban centres, that are appealing to knowledge workers and young professionals; and
- Ensure our main urban centres contain sufficient high quality green and blue infrastructure.

The principles that underpin our approach to spatial development may be summarised as the pursuit of:

- Concentrated rather than dispersed development;
- Development that is well-related to transport corridor and hubs; and
- Growth patterns that respect the County’s environmental and other planning constraints (including Green Belt and AONBs).

These principles lead to our focus on the following Growth Corridors and Zones, as set out in our Infrastructure Plan and previously illustrated in Figure 1:

- M40 Thames Valley Crossroads – a corridor for economic regeneration and growth focused on the M40 and A404 in the south of the County;
- Chiltern Line Connected Settlements – Aylesbury Growth Area, Aylesbury Town Centre, Princes Risborough, Haddenham, and Chesham, Amersham and Beaconsfield;
- East-West Corridor – East-West Rail and East-West (A421) Expressway.

Strand 2: Routeways to Excellence

Economy

In the period 2030 to 2050, we anticipate that our economy will be significantly different from now, in terms of its structure as well as its scale.

We, along with our partners in the CMKO Corridor, need to identify and respond to the major scientific and technological trends that will drive change in the world economy by building on our areas' strengths and by supporting workers to make the transition to new roles.

The recognised strengths of Buckinghamshire in terms of technology, innovation, business, high-level skills and entrepreneurial culture are focused on:

- Silverstone – which includes high-value engineering in the aerospace sector, as well as automotive excellence and expertise in low carbon transport, making the area well-placed to help deliver the Government's Industrial Strategy;
- Pinewood Studios – with its world-leading studio, filming and digital facilities providing an excellent platform from which to grow a world-class creative and digital cluster;
- Stoke Mandeville – home to the National Spinal Injuries Centre, conducting pioneering rehabilitation work, which led to the development of the Paralympic Games; and
- A significant cluster of micro-consultancy businesses.

We need to take steps now to ensure that we are well-placed to shape the way that disruptive technologies will be applied in our economy by understanding our capabilities in relation to them. To do this we will:

- Develop an audit of our knowledge and innovation assets to identify where we can add most value to the Industrial Strategy – identifying cross-over opportunities and synergies among our key strengths, e.g. connecting high-value engineering, medical devices linked to rehabilitation, and digital imaging;
- Work with educational institutions to promote an entrepreneurial culture, which not only enables students to feel confident in seeking to establish their own business, but encourages those who graduate locally to stay and those who left the area to study to return and invest in their communities;
- Work with partners in the CMKO Corridor to identify land and premises requirements to assist spin-outs based on research carried out within the Corridor that is relevant to our existing strengths and capabilities – particularly Oxford, given its proximity – as well as London, given the pressure on land and land values there;
- Work with developers through the planning system to alter the nature of the office offer – based on intensification of use (a higher ratio of workers relative to space) and the quality of the offer;
- Work with partners in the CMKO Corridor to develop a coherent inward investment offer based on existing strengths and capabilities, growth ambitions and land & premises offers.

Housing and Place

To manage the scale of population and housing growth that we anticipate for the period 2030-2050, we will need to reinvent the way we use land, the way we live, and the way businesses operate. As noted above, we aim to work with disruptors in the housing market, in the period to 2030, to increase the diversity of housing types and tenures on offer; and we will link development to excellent digital links to ensure new ways of working and living are possible.

To ensure we grow wisely and well, we will:

- Promote high-density living – based around transport hubs;
- Reinvent our town centres – sustaining complementary retail offers in our towns and new settlements and increasing office and leisure-based uses, as well as residential development;
- Develop urban extensions, based on Garden Town principles;
- Future-proof investments in transport and communications infrastructure to ensure the benefits of digital and smart technology can be realised – by operating pilots in smart transport, smart parking, and connected autonomous vehicles in a county-based environment.

Current actions to achieve growth

We need actions which move us from a strategy for growth to a plan that delivers growth. We have identified a number of significant actions, as part of our strategy for staying ahead, in each of the four domains of our economic development ecosystem. Given the strategic importance partners place on delivering growth in housing supply we highlight housing as a category in its own right rather than an element of our infrastructure needs.⁶

Finance and external business expertise

In terms of our work on finance and external business expertise, we are supporting start-ups to increase business density, attracting more high-value globally oriented business and corporate headquarters to boost GVA, increasing export activity, and identifying and supporting high-growth businesses. Our growth hub has performed well, and we are building on its success to make it the first-stop shop for business support in the county, to drive start-ups and business growth. We – as planners and developers – are working to improve our land and premises offer to provide high-quality offices and workspaces to attract and retain high-value businesses. We are also seeking to develop sustainable financial instruments to reduce our call on the public purse, while developing financial support offers that meet the needs of local businesses.

People and human capital

In relation to people and human capital, demand for technical and STEAM skills is set to rise, a large proportion of our young people leave the area for tertiary education but they do not necessarily return when they have completed their studies, and employers report the need for more work-ready employees. The sectors which are forecast to generate jobs growth (health and social care, construction, tourism and services generally) are currently experiencing skills shortages. We are working in partnership to improve students' preparedness for work, improve information, advice and guidance, and develop an attractive apprenticeship offer. There is also a particular need for the area to develop the pipeline of creative skills through promotion of the Arts, hence our emphasis on STEAM subjects, rather than STEM, covering Science, Technology, Engineering and Mathematics alone.

⁶ See Annex 3 for a more detailed explanation of our current and planned activities.

Housing

Our proposition is that we evolve our existing collaborative delivery vehicle and invite government agencies to join, to enhance the powers available for delivery, with the purpose of meeting and exceeding our HEDNA trajectory shortfall and to achieve our housing delivery target to 2050. Currently the debate and most public sector activity has not moved far beyond policy creation and headline housing numbers. We need to urgently broaden this out and have a very clear strategy on both policy and delivery. In addition to the practical measures referred to elsewhere in this document, our delivery vehicle will work within the agreed and emerging housing policy context, lead the scenario testing options for future new settlement(s), deliver strategic housing sites either directly or through brokerage, create an integrated delivery service with government agencies and establish a five-year Housing Investment Strategy. We wish to build on the One Public Estate programme which, by utilising public sector assets more efficiently and effectively, will release sites and premises for development. We also wish to develop our Housing Enabler role, working to ensure the planning process works quickly and efficiently, land is identified and released for development, but also that we are pro-active in supporting new entrants to the housing market, smaller developers, custom and self-builders, developers of housing for older people, and those operating build to rent private residential communities. As we recognise that we need a diversity of supply if we are to achieve our housing targets. We are confident that we will be able to mobilise immediately.

We recognise that housing delivery may act as a brake on our ambition to secure continued economic success and future growth. In Buckinghamshire, houses are being built at a record level. If national house building matched Buckinghamshire's rate 207,060 homes would have been built in the last year, equating to more than a million over a Parliament. If England had matched Aylesbury Vale's rate 367,800 homes would have been built in the last year. Despite the record delivery we are behind on the HEDNA trajectory and are likely to remain so unless a different and more focused approach is taken to housing delivery. The stark consequence of this is that housing affordability is posing a serious risk to growth through restricting labour mobility. Since national house prices reached their pre-recession peak in September 2007, Buckinghamshire's average house price has risen by 42.6 per cent, the 2nd highest rise among county councils, well above the 24.9 per cent recorded across England. Buckinghamshire's average house price is now 68.7 per cent above England's average, up from 47.9 per cent in September 2007.

Aylesbury Vale's performance has been significantly boosted by the activity of its delivery vehicle. There are two unique aspects to this delivery vehicle, first, is it the only remaining delivery structure from the era of the 'Sustainable Communities Plan' as it sought to cash-flow stalled development rather than grant aid developments, thereby allowing the recirculation of funds once market strength and delivery returned. Second, it is the only public sector delivery vehicle that has assumed the role of developer-promoter that is working on strategic third-party land having identified key sites required to unlock significant wider growth, in preference to simply developing land that local authorities have in their ownership that may or may not open up maximum development potential.

On the policy side of the equation, we propose a Joint Spatial Strategy that will set the growth framework of up to 75,000 net additional homes between 2030-2050 in addition to 30,000 homes that we anticipate can be delivered up to 2030.

There are county-wide issues which need to be addressed if we are to facilitate housing growth, we are addressing these using a number of measures, including an electricity capacity assessment, flood assessment and mitigation measures, ensuring all Local Plans are up to date by 2018 and are reviewed to take into account major new growth opportunities for the period up to 2050 by 2020, and completion of a review of the Green Belt. Housing growth in Aylesbury Vale requires road improvements, upgrades to electricity supply, along with flood mitigation infrastructure. While, housing growth in Wycombe requires improvements to road and rail infrastructure, plus innovation to reinvent the town centre. And housing growth in Chiltern and South Buckinghamshire, requires relief road and link road investments, and increased secondary school provision, along with master planning work. As well as these specific local issues, we need to support new construction techniques and develop a skills pipeline, a common concern across the Corridor. We will work with our partners in the Corridor, training providers and developers to pilot new construction techniques, develop training provision, and raise awareness of careers in the construction sector among the county's pupils and students.

Infrastructure

Our infrastructure needs cover demand generated by past growth as well as the capacity to enable current and future growth. We are working with partners to ensure planned growth can be delivered.

Employment land and premises

Our employment land and premises offer needs to be enhanced to take account of the opportunities associated with transport hubs and enterprise zones, we are identifying and seeking to protect employment sites to ensure market requirements are met – and we are also working to develop our office offer, although this may require market-making activity. At Aylesbury Vale we are expanding growth linked to the three Enterprise Zones. In Wycombe, Chiltern District and South Bucks, we are developing new B1a/b and B1c/2 premises, plus B8 space for warehousing. We are also seeking to ensure our plans support mixed use development, particularly in town centres, as the mix of retail, leisure, office and residential that makes for healthy high streets and town centres is changing.

Transport

Transport investment is a necessary condition for delivery of housing and economic growth. There are several significant transport schemes adjacent to or passing through Buckinghamshire, we support these nationally significant investments, which will help to unlock the economic potential of the CMKO Corridor. We are working to ensure that we maximise local benefits associated with these investments, and manage commuting, as well as to ensure infrastructure is future-proofed in terms of electric and connected autonomous vehicles.

Digital infrastructure

Digital infrastructure is vital to economic growth and we are currently at a disadvantage relative to other locations, in terms of coverage and speeds. We are supporting the rollout of super and ultrafast broadband, ensuring all new housing developments have broadband to the home, and working to ensure good mobile coverage, along major transport corridors, business parks and urban centres.

Energy

Much of the existing electricity grid is at or near full capacity – this affects the viability of new developments. There are also significant market opportunities for those developing sustainable energy generation, energy storage and smart energy distribution. We aim to undertake an electricity capacity assessment, are working to develop smart energy networks and storage solutions, and we are promoting the development of battery technology in association with local businesses, including BOSCH, Arla and MEPC.

Knowledge

Knowledge and innovation are vital to our economic wellbeing. While we lack a major research university, we are close to major research institutions and are well-placed to attract investment in research and innovation facilities and spin-out space. We are building on existing strengths in motorsport, high performance engineering, space propulsion and drones, agri-food and creative and digital industries with supportive planning policies and inward investment activity. We are delivering business support programmes to accelerate innovation in growth-oriented firms and sectors, in particular, high performance technology, life sciences and medical technologies, information economy, creative industries, food and drink, and business services.

Implications for, and asks of, partners to Government

The wide-ranging suite of existing and planned action summarised above, and set out in Annex 3, will make a substantial contribution to addressing the issues identified under each domain and in the evidence section. However, setting this wide range of action against what is required to achieve the considerable GVA uplift opportunity within Buckinghamshire, a number of strategic challenges are evident. The key ones are:

- Business sites and premises – the range of accommodation and sites for business development and expansion is limited in scale and quality. More space and top quality, modern sites and premises are needed to attract the high-value global businesses that our growth ambitions are based around. Much more can be made of innovation assets, especially proximity to universities in Oxford, Cambridge and London. This will help in attracting and retaining high value, innovative businesses and the graduates/high skilled workers they rely on.
- There is a good platform of business-education engagement, but more proactive work is required to promote apprenticeships and STEM and STEAM skills required by growth sectors.
- Likewise, the Buckinghamshire Local Growth Hub provides the core of a high-quality business support offer that will support business growth and expansion; extending this and putting it on a sustainable financial footing will further increase its impact.
- Integrated local master-plans for town centres are required that set out the combined housing, transport, employment land and wider infrastructure required in our main centres to unlock development in and around them, and provide the volume and affordability of housing needed to attract and retain a younger workforce. Updated Local Plans should be a key vehicle for this long term, and work is needed to drive them forward and to ensure strategic and connected development in the interim period.
- Delivery of challenging home building targets. On 14th September 2017, the Secretary of State for Communities and Local Government launched a consultation on ‘Planning for the right homes in the right places’ with revised housing delivery figures for each local

authority. The proposed formula indicates the following annual delivery figures to 2026: Aylesbury Vale 1,499, Chiltern 316, South Bucks 432, Wycombe 729. We have commissioned a Housing Delivery Study⁷ to assess our capacity to deliver new housing. The Study shows that, across the four districts, the current estimated delivery of housing units in the period 2013-2033 is 46,100. The bulk of these additional housing units (c. 60%) will be in Aylesbury Vale, which has demonstrated capacity and capability to deliver and developer appetite. Thus, we are confident that the County will be able to meet Government's expectations.

Successfully addressing these interconnected challenges will unlock the prize of a £4.5 billion uplift in GVA above the baseline forecast. We have identified a suite of Asks which partners wish to make of Government to achieve this, and a set of associated Offers to Government in terms of action and investment by local partners and the outcomes that will be secured by delivering the Asks.

We have split our Asks and Offers into two time periods. Table 7 sets out Asks and Offers for the period to 2030 – the period where we are making up for previous under-investment and laying the foundations for accelerated growth in the period 2030-2050.

⁷ Wessex Economics, *Housing Delivery Study for Buckinghamshire: Final Report*, August 2017.

Table 8 sets out an indicative list of Asks and Offers, which are specific to achieving our objectives in the 2030-2050 period. These Asks relate to our desire to ensure investments made now are future-proofed as far as is possible and that we position our economy and our communities so that they are able to maximise their economic, social and environmental contribution to the CMKO Corridor and to the UK. Within this time period, the focus is on hard rather than soft infrastructure given the longer time frames that apply for funding, planning and delivery of hard infrastructure.

It is the combined set of asks and offers over these timeframes that will deliver the targeted additional £4.5 billion of GVA.

Table 7 Asks and offers now to 2030

Issue	Offer for 2030	Ask for 2030
External expertise for business/access to finance		
<p>Integrated Business Support and Growth: the Buckinghamshire Local Growth Hub has been highly successful. However there remains unmet demand for business growth support, and a need for associated work on key account management. Opportunity exists to extend the Hub’s reach and impact in delivering seamless support to business sustainably into the future.</p>	<ul style="list-style-type: none"> Continue to jointly fund the Growth Hub through local funding and income streams, and to use Buckinghamshire Advantage to support the land and property needs of inward investors. Use the additional support to generate circa £20m/yr in additional GVA from business growth and investment, and at least 2,000 jobs by 2030. In the process, the activity will maximise uptake, efficiency and impact of national business advice (e.g. on exports) and generate sustainable income streams that fund additional economic development in the county. 	<ul style="list-style-type: none"> Provide £1m per annum of support to extend the Local Growth Hub’s operations and enable it to: <ul style="list-style-type: none"> Provide an integrated service that proactively connects businesses with growth potential to all sources of support and advice, including local, national, private sector and sector networks. This will include the full spread of business issues (exports, innovation, skills, productivity, resource efficiency, access to finance, etc.). Establish key account management for existing medium and large businesses and new investors to embed them in the local economy and support their growth.
<p>Access to finance: businesses growth can be limited by difficulty in accessing finance, and Growth Deal Funding has demonstrated the benefits of offering improved access to finance to SMEs in Buckinghamshire, where traditional funding has been too inflexible.</p>	<ul style="list-style-type: none"> Management and targeting of resources at growth firms where additional GVA and employment and the tax receipts from them will substantially outweigh the investment made. Establishment of revolving funding mechanisms so that repayments from businesses benefiting from investments create sustainable income streams. 	<ul style="list-style-type: none"> Provide funding to extend the successful Growth Deal programme that has been established to provide access to finance to small and medium-sized businesses so that they can grow and create new jobs.
<p>Pinewood Studios – with c. 250 businesses on site – provides an ideal platform from which to build a world-leading creative cluster based around studio, film and digital expertise. The cluster is formed by predominantly micro and small firms which need support to grow.</p>	<ul style="list-style-type: none"> Build a business-led creative growth hub that draws on the lessons learned from our existing growth hub, Buckinghamshire Business First. Develop a tailored offer for the creative industries that helps indigenous firms to grow through provision of tailored business support and attracts inward investment to build the cluster from c. 250 to 350 firms. 	<ul style="list-style-type: none"> £50m over five years for the development of a creative and digital industries growth hub to build on the world-leading cluster of studio, film and digital businesses at Pinewood – as part of the Sector Deal for the Creative Industries to deliver the Government’s Industrial Strategy.

Issue	Offer for 2030	Ask for 2030
People/Human Capital		
<p>Talent and technical skills for growth sectors: technical and STEAM skills are important to Buckinghamshire’s growth sectors, e.g. the high-value engineering clusters at Silverstone, but a limited supply of these skills risks restricting their growth.</p>	<ul style="list-style-type: none"> • We will invest in sector-based, STEAM agenda focused skills support and deliver innovative models for priority sector business incubation in FE and HE, pioneered through Skills Capital Project resources. • We will support the delivery of a dedicated training resource, as part of the Area Review of Higher Education to advance the development of new construction methods, off site material production and the integration of smart technologies into new housing. • In addition, we will deliver 500 extra NVQ 4 technicians per annum in key sectors and foster strong links to HE excellence in the CMKO corridor to boost business access to world class STEAM expertise. • The programme will stimulate innovation, investment and business growth and play a key role in enabling our ambitious GVA uplift projections. 	<ul style="list-style-type: none"> • Funding and flexibility to support an intensive, employer-led programme to build technical and STEAM skills, and connect them to local companies and their growth. • This will include the establishment of an Institute of Technology by 2025 with an ability to commission technical skills apprenticeships; and a specialist unit to drive provision and uptake of advanced, higher level and degree level apprenticeships focused on key growth sector skill shortage areas (alongside wider apprenticeship support and advice). • A dedicated ring-fenced Skills Capital Fund to support the delivery of locally driven skills needs, to support the area review delivery and based on sector requirements and to increase housing construction capacity.
<p>The British Film Institute’s Future Film Skills Action Plan notes that to maintain current growth in the film sector alone an additional 25,000 people are required by 2025 – following established patterns around 65% of these will be required in London and the South East. Need arises in the craft and technical skills. If we are to make the most of the potential of the Pinewood cluster, we need to develop a craft and technical skills pipeline.</p>	<ul style="list-style-type: none"> • An employer-led skills hub that commissions, develops and quality assures craft and technical training provision to meet the skills needs of the Creative Industries. • Business and educational providers will work together to ensure pupils and students are aware of the careers available in the sector and the training available to help them access the careers on offer. 	<ul style="list-style-type: none"> • Funding and support for the development of a creative skills hub as part of the development of the Pinewood cluster, to help deliver the Sector Deal for the Creative Industries, which is part of the Government’s Industrial Strategy. The hub would work with existing education and training providers to build their capacity to meet industry needs and provide on-site facilities at Pinewood to provide learners with hands-on, practical experience.

Issue	Offer for 2030	Ask for 2030
<p>Employability skills and skills shortages: there are skills shortages and growing job opportunities in health and social care, construction, tourism and service sectors. Additionally, employers are dissatisfied with the employability and work readiness of young people.</p>	<ul style="list-style-type: none"> • Continue to improve business-education connections and prototype a new system that seamlessly trains and connects the Buckinghamshire workforce and supply coming from schools into growing sectors with skills shortages. • Ensure that our unparalleled employer and business engagement programme delivers ambassadorial advice and support for all young people of secondary school age in Buckinghamshire. 	<ul style="list-style-type: none"> • Establish an innovative private/public sector model with teeth and fiscal control that plans and commissions integrated workforce planning and work choices across the school, FE, careers and Job Centre systems in Buckinghamshire. • This will include promoting employment, up-skilling and progression in the health and social care, construction, tourism and service sectors. • A dedicated ring-fenced Skills Capital Fund as part of the National Productivity Fund to support the delivery of locally driven skills needs, support the delivery of the local area review and based on sector requirements and to increase housing construction capacity.

Housing

<p>The need for proactive government support for the objectives of our housing delivery vehicle to ensure alignment of Environment Agency, Transport and Housing Requirements to advance pace of planning approval. This would advance preparatory work to deliver sustainable and inclusive growth in the period 2030-2050 which is required now.</p>	<ul style="list-style-type: none"> • Accelerated housing delivery: maintain delivery at 2,000 units pa for period; set notionally agreed target to accelerate planned development to 2,500 units per annum; business leaders on board steering priorities. • To complete all current local plans by 2018 and to review all Local Plans to a 2050 time-horizon by 2020 to include: the location of potential new settlements in North Bucks to take a significant percentage Buckinghamshire’s housing growth in the period 2030-50. • Put in place plans to accommodate housing and commercial growth in South Buckinghamshire linked to Heathrow expansion. • Take steps to ensure the reinvention of the County’s major towns as centres for living and working, utilising leading edge technology solutions. 	<ul style="list-style-type: none"> • Government Agencies to join existing Delivery Vehicle to ensure involvement at early stage of project development. • Funding to undertake options appraisals, business cases, initial design and feasibility work • Finance, resources and powers to: • Assemble land, master-plan and construct all enabling infrastructure for new settlements • Assemble land at scale within Aylesbury, High Wycombe and Chesham Town Centres; and • Assemble and master-plan land in the M40 Corridor to accommodate growth linked to Heathrow.
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Issue	Offer for 2030	Ask for 2030
<p>To realise our housing growth potential, we require significant infrastructure investments. Infrastructure needs are being determined through infrastructure delivery plans alongside emerging local plans.</p>	<ul style="list-style-type: none"> • Construction of c. 45,000 new homes in Buckinghamshire over twenty years to 2033, including the Aylesbury Garden Town proposal. • Current local plans in place for all local authorities by 2018 with early reviews to be completed within 2 years. • Commitment to assessing major planning applications for developments of up to 1000 properties within 16 weeks of submission and agreeing major issues required to be met for site approval. 	<ul style="list-style-type: none"> • Support and approval for the Housing Infrastructure Fund Forward Funding bid for Aylesbury Garden Town and Housing Infrastructure Fund Marginal Viability Bids for Princes Risborough (including completion of rail bridge work linked to 2,500 additional homes), Aylesbury Woodlands, Abbey Barns, Iver and Beaconsfield. Support in future Government bidding opportunities for Buckinghamshire projects to deliver key parts of this strategy for which public sector investment is needed to unblock or enable growth. • The creation of a dedicated HCA housing investment programme for the growth region with ring-fenced funding for a fixed period up to 2030.
<p>There is untapped development potential in High Wycombe, associated with its fast rail link to London (Marylebone in 23 minutes).</p>	<ul style="list-style-type: none"> • Delivery of a major mixed-use development from the Rail Station/ Easton Quarter to the Swan Theatre creating new commercial and residential space maximising existing transport infrastructure by 2022. • University investment in town centre business incubation space for the digital and creative industry sectors. 	<ul style="list-style-type: none"> • Support for comprehensive urban master-planning exercise to create a Knowledge and Innovation Quarter in High Wycombe.
<p>Resourcing for and planning of housing development is restricting supply.</p>	<ul style="list-style-type: none"> • Strategy for bespoke residential needs of ageing population, retaining young people and attracting sector specialists and their families from London to South Bucks and Wycombe areas, and supporting the social mobility for the workforce across the CMKO Corridor to the North of Bucks. • 300 hundred new housing units with high level of affordable provision and attractive to workers from high growth sectors close to public transport hubs by 2022. 	<ul style="list-style-type: none"> • Bespoke housing offer through disruptive housing provision i.e. through pension funds, local authorities, RSLs, small house builders, custom build and MMC. • Access to dedicated Housing Investment programme supported by HCA to support the delivery of this bespoke offer across Bucks. • Financial support through HCA for accelerated construction bids for Easton Quarter and Bellfield sites in High Wycombe. •

Issue	Offer for 2030	Ask for 2030
<p>There is a need to reinvent town centres given patterns in the retail trade, and town centres offer opportunities to develop residential and new employment space.</p>	<ul style="list-style-type: none"> • Support for the Aylesbury Garden Town infrastructure, building upon the Aylesbury Town Centre Masterplan principles and developing linkages between new and existing communities. • Commitment from Network Rail to support One Public Estate programme and support joint commercial ventures around key stations. Support for longer term rail franchise to allow franchisee investment. • Opportunities and support for funding for Chesham Town Centre remodelling and regeneration to include highway/public realm investment, flood risk alleviation and public sector enabling development linked to the emerging Local Plan. 	<ul style="list-style-type: none"> • Town centre renewal focused on high density residential and employment development around railway hubs, specifically in the key towns of Aylesbury, High Wycombe and Chesham - supported by accelerated planning decisions on housing development, active engagement in the One Public Estate programme, investment in town centre public realm and review of town centre retail offers.
<p>Core funding to support land assembly, development master-planning and project development for strategic town centre locations.</p>	<ul style="list-style-type: none"> • To create the necessary public/private sector vehicles/public sector delivery to drive forward development: Disruptive housing approaches. • We will develop a strategy to support SME builders including flexibility in CIL arrangements for new investment in targeted brownfield sites in town centre locations. 	<ul style="list-style-type: none"> • Access to Treasury-backed fund of investment/loans to advance fund land assembly, infrastructure, utilities and technology solutions that enable growth. • Extended CPO powers to support strategic land assembly.

Infrastructure

Issue	Offer for 2030	Ask for 2030
<p>Road and rail connectivity in Buckinghamshire remain poor with access to many parts of the country often involving slow road journeys.</p>	<ul style="list-style-type: none"> We will support the work of the England’s Economic Heartland Sub Regional Transport Body to develop a comprehensive investment plan for the CMKO Corridor. We will support the planning application for Heathrow Airport to ensure the appropriate land transport access is secured. We will deliver our Local Growth Fund promises to improve internal North South road connectivity within Buckinghamshire. 	<ul style="list-style-type: none"> Commitment from Highways England and Network Rail to support the work of the Sub- National Transport Board. Confirmation of a start date for East West Rail Central Section from 2019 and a commitment to open Winslow Station by 2020. Agreement by the Department of Transport on the route and funding for the Oxford to Cambridge Expressway by 2022, providing links to existing and new settlements. Commencement of construction by 2025. Network Rail to support a review into Access to Old Oak Common from the Chiltern Line by 2019 and agree delivery prior to 2024. Commitment to Western Access to Heathrow delivery by the Department of Transport by 2019 as part of the surface access transport plan for the expansion of Heathrow Airport.
<p>Technological change will affect the nature of travel in the future, with significant investment in transport infrastructure planned for the period to 2030, we need to ensure investments are future-proof to 2050.</p>	<ul style="list-style-type: none"> Prototype at scale ‘shire’ experimental forms of technology, to be applied to new highways assets, smart transport infrastructure in town centres and in areas/zones of significant new development. Public and private partners will work in collaboration to extend the reach of pilot transport projects including automated pod transport, connected cars, highly automated vehicles utilising private testing facilities at locations such as Silverstone and on the public highway 	<ul style="list-style-type: none"> Financial and regulatory support from the Department for Transport to enable prototyping new highways assets to be implemented in Aylesbury Garden Town and High Wycombe Town Centre and between the two main population centres as national/Corridor exemplars.
<p>The requirement to connect High Wycombe to the wider Thames Valley, providing resilience to the regional transport network in particular the M25 and supporting greater workforce mobility.</p>	<ul style="list-style-type: none"> Wycombe DC Feasibility study with Network Rail identifying business case for the extension. Completion of High Wycombe Town Centre Master Plan and development of town centre transport programme. Delivery of Handy Cross/M40 Gateway programme. 	<ul style="list-style-type: none"> Commitment from Highways England to undertake A404 Business Case review including Bisham Roundabout solution improving access between M40 and M4. Support from Network Rail for Chiltern Line to Crossrail link, tying in at Bourne End Need to a 6-mile rail extension (estimated at a cost of £150m).

Issue	Offer for 2030	Ask for 2030
<p>The Globe Business Park has 750,000 sq. ft. of office space, 51 companies, 3,130 employees, and £213m GVA but has serious traffic congestion problems and a 20% void rate.</p>	<ul style="list-style-type: none"> • Release the economic potential of Globe Park, which is currently only performing at 80% of its potential, through support of Business Improvement District action plan. Activities include: <ul style="list-style-type: none"> • Improved sustainable transport plan for park. • Increase of on-site car parking. • Improvements to digital connectivity. 	<ul style="list-style-type: none"> • Commitment of Highways England to Westhorpe junction improvements to enhance access and egress from Globe Business Park, Marlow.
<p>The growth of Heathrow Airport provides a vital service to businesses seeking to develop international markets, is an essential part of our infrastructure offer to potential inward investors, and offers a significant boost to the UK Inbound tourist economy. London Luton airport also provides essential services to residents, businesses and visitors using short haul services.</p> <p>Improved surface transport connections to both airports will increase the attractiveness of Buckinghamshire as a business, investor and visitor destination.</p> <p>Furthermore, with Heathrow expansion, there is a need to increase local transport capacity to mitigate the negative effects of increased movements to and from Heathrow.</p>	<ul style="list-style-type: none"> • Development of transport improvement packages to maximise the economic impact of Heathrow and Luton airports in Buckinghamshire. • Development of an enhanced destination management offer for Buckinghamshire utilising the www.visitbuckinghamshire.org brand and developing the theme of the UK's gateway and most filmed destination. 	<ul style="list-style-type: none"> • Retention of a portion of the Air Passenger Transport Duty to support improvements in surface access to Heathrow and Luton for Buckinghamshire residents. • Greater planning flexibilities to develop tourism and accommodation attractions in AONB and Greenbelt and to allow filming within the public realm. • Recognition and involvement in Visit Britain international campaigns.

Issue	Offer for 2030	Ask for 2030
<p>Digital services including fixed line broadband and mobile services in the County lag many other areas, limiting the attractiveness of the area as a business location for many industries.</p>	<ul style="list-style-type: none"> • Development of a digital infrastructure strategy for Buckinghamshire by end of 2017. Management of strategy overseen by BTVLEP led multi-agency Digital Infrastructure Group. • Ensure 100% superfast broadband coverage in Bucks by 2021. Ensure that Gigabit coverage is available for 50% for community including all town centre sites and strategic business parks. • Planning freedoms for telecoms and digital infrastructure providers, including access to public highway and preferential use of public land holdings. • 15% GVA growth of the local digital economy sector in 3 years. 	<ul style="list-style-type: none"> • DCMS support for Full Fibre Extension programme for town centre locations and strategic business parks and Enterprise Zones. • Ensure that up-to-date coverage data is provided for local Digital Infrastructure Group Partnership. • Ensure mobile delivery providers collaborate to provide shared access to infrastructure assets including masts and base stations. • Support from DCMS for extension of 5G pilot to Enterprise Zone sites and town centre locations.
Knowledge		
<p>Buckinghamshire lacks a major research university but its location in the Cambridge-Milton-Keynes-Oxford-Corridor and proximity to research facilities in London, mean that it is well-placed to attract firms wishing to access multiple research centres and to spin-out businesses from those centres (given space constraints).</p>	<ul style="list-style-type: none"> • Bring R&D within Bucks together with R&D drivers across whole corridor. • Encourage collaboration and inward investment through the University Alumni Programme for the University of Buckingham together with Oxford, Cambridge and London Universities. • Identify strategic sites for University expansion, catapult facilities at Enterprise Zone sites and at accessible locations with land in public ownership including Winslow East West Rail Station and the M40 Junction 5 at Stokenchurch. 	<ul style="list-style-type: none"> • To convert an existing or create a new C-M-K-O Catapult-like facility linked with major universities and leading growth sector companies to drive innovation in one or more of our existing strengths, i.e., motorsport and high-performance engineering, space propulsion and unmanned aerial vehicles, agri-food, and creative and digital. •
<p>There is a need to improve local access to nearby academic excellence, to increase the attractiveness of Buckinghamshire to research-intensive businesses and to raise the competitiveness of existing businesses.</p>	<ul style="list-style-type: none"> • Support for young people to follow a vocational pathway via local colleges and access higher level apprenticeship opportunities at local universities or via remote learning experiences from Buckinghamshire. • 10% increase in levels of applied research involving local SMEs with BNU. 	<ul style="list-style-type: none"> • Development of University Research Network linking Bucks New University more effectively to academic research excellence in Oxford-Cambridge-London tied to key growth sectors and technologies. •

Issue	Offer for 2030	Ask for 2030
<p>Stoke Mandeville Hospital is a centre of excellence for spinal injuries, and the birthplace of the Paralympic movement. It is driving a growing disability sports market and Aylesbury is well-placed to take a lead in this area.</p>	<ul style="list-style-type: none"> Central government support to build on Aylesbury and Stoke Mandeville’s reputation as a Disability Sport capital, with branding and marketing of its unique selling proposition, including an inward investment strategy aligned to independent living innovation. 	<ul style="list-style-type: none"> Aylesbury as Disability Sport capital based on Paralympic movement and Stoke Mandeville Hospital. Spinout business enterprises in sporting equipment and medical devices manufacture.

Table 8 Asks and Offers 2030 to 2050

Domain	Issue	Offer for 2050	Ask for 2050
External expertise for business/access to finance	Integrated Business Support and Access to Finance	<ul style="list-style-type: none"> Investment in integrated business support through the Local Growth Hub and revolving access to finance initiatives up to 2030 will have created sustainable income streams and activity that generate GVA and jobs without requiring additional funding. 	<ul style="list-style-type: none"> Support for an integrated programme of growth hub services to support venture capital investment and scale-up within high growth sectors.
People/Human Capital	Talent and technical skills for growth sectors, and employability skills and skills shortages.	<ul style="list-style-type: none"> Continuing increased GVA and tax revenue from business growth, profitability and higher incomes – stemming from the skills improvements delivered through the asks for 2030. 	<ul style="list-style-type: none"> No asks proposed for 2050 - funding and implementation timetables in this domain mean that all requirements currently foreseen can be incorporated within asks for 2030.
Housing	To realise our housing growth potential, we require significant infrastructure investments and power.	<ul style="list-style-type: none"> We will undertake an options analysis for major new settlements in the Aylesbury Vale / North Bucks area as part of the advance review of local plan proposals by 2020 . These reviews will also consider satellite garden town extensions around Aylesbury. Plan the Integration of housing growth, across Buckinghamshire, with major road, rail and digital infrastructure improvements. 	<ul style="list-style-type: none"> Flexible use in the application of New Settlement powers to advance infrastructure provision. Support for pilot land value capture scheme.
Infrastructure/Assets	Technological change will affect the nature of travel and movement in the future. With significant investment in transport infrastructure planned for the period to 2030, we need to ensure investments are future-proof to 2050.	<ul style="list-style-type: none"> To be a 'shire' exemplar for the design and utilisation of digital highway infrastructure with the shift to autonomous vehicles. 	<ul style="list-style-type: none"> Recognised Partnership with the Department for Transport, the Transport Catapult and the Private Sector for joint-working and piloting activity. To work with the Department of Transport and Civil Aviation Authority to develop non-land based freight & personal transport opportunities (flying cars and air taxis) and develop low level air highways.

Domain	Issue	Offer for 2050	Ask for 2050
<p>Knowledge/Innovation</p>	<p>As above.</p> <p>Buckinghamshire lacks a major research university but its location in the Cambridge-Milton-Keynes-Oxford-Corridor and proximity to research facilities in London, mean that it is well-placed to attract firms wishing to access multiple research centres, and to spinout businesses from those centres (given space constraints).</p>	<ul style="list-style-type: none"> Major business HQ development at junctions on M40 and A404. Mixed use development comprising high density residential development associated with town centre renewal and business park development. Universities in the Corridor specialising in sector strengths develop business campus/e.g. for spinout alumni businesses. Provide public land alongside transport corridors for development of collaborative university research. 	<ul style="list-style-type: none"> Road and Digital Infrastructure to motorway junctions to facilitate housing and employment land development. Investment in faculty building and associated university/sector business parks.

Annex 1: Analysis of our performance relative to Berkshire, the South East and Great Britain/UK

Our business base and character

Presently Buckinghamshire's economy is worth £15.5bn in terms of its gross value-added (GVA)⁸, which amounts to less than half that of its neighbouring county Berkshire at £36.2bn. Although Buckinghamshire fares better than the national averages on GVA per workforce job and average weekly earnings, it performs lower than Berkshire on GVA per workforce job (£55,032 relative to Berkshire's £62,156), and on average weekly earnings (£498 compared to £524). Buckinghamshire currently contributes 6% of total GVA for the South East while Berkshire contributes 14% of total GVA.

Current levels of employment in Buckinghamshire amount to approximately 281,000 workforce jobs (compared to 582,000 in Berkshire), and are equivalent to 6% of all jobs in the South East⁹. Jobs are concentrated in Wycombe (35% of all jobs in Buckinghamshire) and Aylesbury Vale (33%), with the remaining 32% spread evenly across Chiltern and South Bucks. Almost half of the jobs in Buckinghamshire are in Professional & Other Private Services, or Public Services sectors, as Table 9 demonstrates. These sectors along with the Wholesale & Retail sector are also major GVA generators for Buckinghamshire, collectively generating 68% of total GVA for the county.

Table 9 Employment (workforce jobs) and gross value-added (GVA) in Buckinghamshire by economy sector, 2017

Sector	Workforce Jobs	% of employment	GVA (£m)	% of total GVA
Professional & Other Private Services	68,600	24%	5,355	35%
Public Services	65,400	23%	2,235	14%
Wholesale & Retail	50,700	18%	2,925	19%
Accommodation, Food Services & Recreation	23,700	8%	582	4%
Construction	21,800	8%	1,105	7%
Information & Communication	18,100	6%	1,358	9%
Manufacturing	15,900	6%	937	6%
Transport & Storage	7,500	3%	285	2%
Finance & Insurance	5,100	2%	423	3%
Agriculture, Forestry & Fishing	2,500	1%	76	0%
Utilities	2,100	1%	202	1%
Total	281,400		15,486	

Source: Experian analysis, GVA in 2013 £m prices

In 2015, there were almost 32,000 active enterprises in Buckinghamshire. The county is home to a high proportion of micro-enterprises (those employing fewer than 10 employees) – 91%

⁸ Gross value added (GVA) is the measure of the value of goods and services produced in an area, industry or sector of an economy.

⁹ Experian analysis, workforce jobs in 2017

of all businesses in Buckinghamshire in 2015 were micro-enterprises, compared to 89% in Berkshire and in the UK. Buckinghamshire has a smaller proportion of large firms (i.e. businesses with more than 250 employees) than both regional and national comparators – at 0.3%, compared with a slightly higher 0.4% for the South East and the UK. Berkshire has the highest proportion of business with 250+ employees of the comparator geographies at 0.6%.

Buckinghamshire has a relatively high business density – in 2015 there were 602 active enterprises for every 10,000 residents, compared with 529 in Berkshire, 470 in the South East and just 410 at the UK level – reflecting a large number of micro-businesses. Our biggest challenge is how best to identify and support those businesses with the potential for significant growth to scale-up.

People and Human Capital

Buckinghamshire has a population of approximately 535,000, equivalent to 6% of the total population of the South East. Its working age population percentage is marginally lower than regional and national averages at 61.3%, compared to 62.0% and 63.1% respectively. Most notably, however, it has a markedly lower working age population than Berkshire, which means we need to attract and retain younger people. Growth in the total population of Buckinghamshire is broadly in line with the Berkshire average (Buckinghamshire: 14% growth since 1997, Berkshire: 14%) but is below the growth rate of the South East (16%)¹⁰.

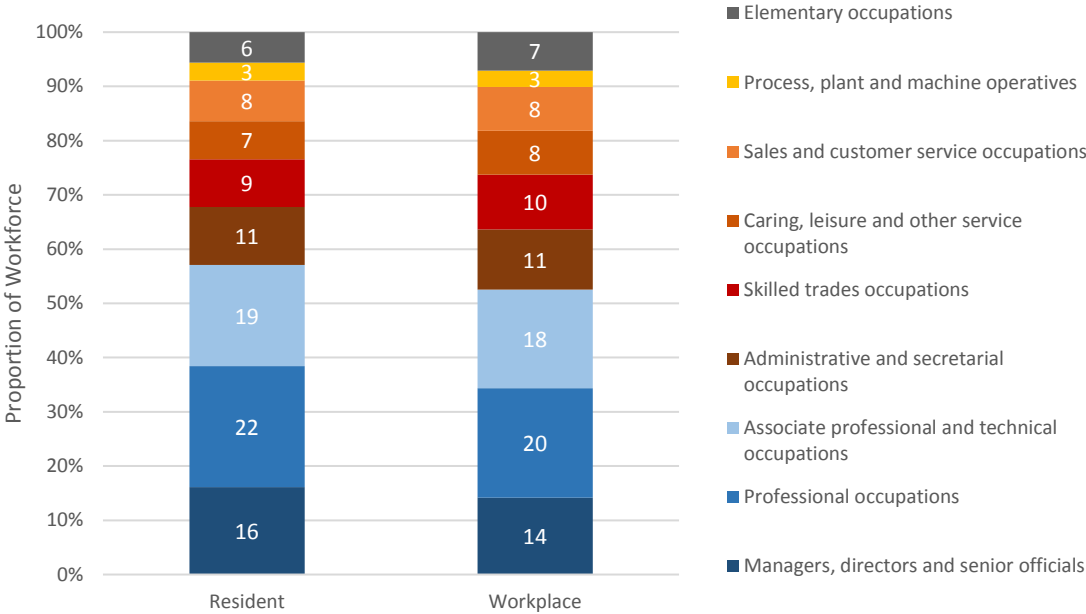
The employment rate for the working age population, however, is considerably above other comparator geographies at 81.6%, out-performing Berkshire at 78.9% and the UK average of 74%. Employment growth is also strong in Buckinghamshire at 7%, matching the Great Britain average and above the Berkshire average of 5%. The economic activity rate for Buckinghamshire is 84.4% compared with Berkshire at 81.5% and the UK at 77.8%. The proportion of retired residents in Buckinghamshire is higher than comparator geographies at 16.2%. There is a high proportion of retirees in three of Buckinghamshire's comprising districts. Chiltern, South Bucks and Wycombe have a large proportion of retirees at 18.2%, 19.7% and 17.4% respectively. Aylesbury Vale has a 13% average for the proportion of retirees and the UK average is 13.2%. The ageing population presents both a challenge in terms of long-term care requirements and an opportunity in terms of designing new ways of living and developing and piloting devices to aid independent living.

Buckinghamshire has an exceptionally well-skilled workforce with 48% of the workforce qualified to NVQ Level 4 and above. This is similar to Berkshire, but 9.8 p.p. higher than the average for Great Britain. This picture continues with only 4.3% of Buckinghamshire's workforce classified as unqualified, compared to a 5% average in Berkshire and an 8% average across Great Britain. Employers in Buckinghamshire have slightly more harder-to-fill vacancies, with 2% of all job positions identified as such, compared to a 1% English average. However, Buckinghamshire fares better than both Berkshire and the English average for employees with skill gaps at only 4%, compared with 6% and 5% respectively. Buckinghamshire has a lower proportion of pupils progressing on to an apprenticeship at both KS4 and KS5, though this is in line with the regional picture for the South East. Conversely, it has a higher proportion of students progressing into sustained education at a Higher Education institution at 55%, 12 p.p. higher than the South-East average and 7 p.p. higher than the English average.

¹⁰ Experian analysis, population growth 1997-2017.

Figure 3~~Error! Reference source not found.~~ provides a breakdown of Buckinghamshire’s residents and the workforce occupational profile. The workforce has been separated as per standard occupational classification (SOC2010¹¹). Notably, Buckinghamshire has a higher proportion of residents who are classified as managers, directors and senior officials, within professional occupations, or within associate professional and technical occupations at 57% compared to its workforce at 52%.

Figure 3: Occupational Profile of Buckinghamshire, Workplace vs Resident Analysis, 2017



Source: Annual Population Survey, ONS, 2017

The geographic location at the centre of the Golden Triangle of academic research has the potential for significant development. Traditionally, young people in Buckinghamshire follow their academic careers out of the county and often do not return on completing their studies. This creates a demographic deficit which is not being redressed by Buckinghamshire-based institutions, notably Bucks New University and University of Buckingham. The further growth of these institutions, building upon their natural strengths – vocational learning (BNU), independence, teaching quality and innovation (Buckingham) should be advanced as well as the potential for other specialist centres of learning such as the National Film and TV School at Beaconsfield, widely regarded as the finest Film and TV School in the World.

Opportunities exist to support closer collaboration between the local business base and multiple academic institutions to develop a series of centres, catapults and business incubation spin out facilities for applied research at Enterprise Zone sites and at natural transport hubs accessible to the academic base. We also want to strengthen the links between our local business base and school and college pupils to highlight viable career opportunities available locally. These hubs would complement the growing scope for a digitised training offer now being provided by many institutions.

¹¹ SOC2010 classifies different jobs in terms of their skill level and skill content.

Our infrastructure and assets – including our housing and employment land offers and needs

Communications and transport

Buckinghamshire has a marginally lower average download speed (35.9 Mbit/s) than the national average (36 Mbit/s), but a significantly lower average download speed than the South East (40.2 Mbit/s) and Berkshire (41.3 Mbit/s). This signals a relatively lower digital infrastructure offer compared to comparator areas.

On average, Buckinghamshire's residents travel further distances to work. Compared with Berkshire and the national average, Buckinghamshire has a high average distance to work travelled (17.7km compared with 14.7km and 14.9km respectively). In relation to the proportion of the population who live and work in the area, Buckinghamshire's average, at 56%, is 5 p.p. lower than Berkshire's average of 61%. In part this reflects the County's smaller size, nevertheless a step-change in digital infrastructure would reduce the need to travel to work and the reduce over-reliance on the transport network.

Buckinghamshire county residents have a relatively high dependency on the car for journeys to work, with 65% of the working age population using a car or a van to drive to work compared to 62% in Berkshire and 57% across England.

It is important that rail connectivity to regional centres is further developed. In the short term, this includes ensuring that the East-West Rail project is started from 2019 and that commitment is given to ensuring rail access to Old Oak Common from the Chiltern Line to provide greater resilience into rail access within the county and improve surface access to Heathrow which is currently poor. In the longer term, we want to explore with Network Rail the opportunity for reconnecting rail links between High Wycombe and the wider Thames Valley and the intersection of other transport routes – helping to reduce reliance on the car.

The potential of the M40 corridor in Buckinghamshire is undeveloped in comparison with the M4 and other key routes into London. As the main arterial route between Bucks, Oxford and London this has significant scope for future development. In order to move from our current position to realise our growth potential, we wish to see a comprehensive review of how J1-J9 could be developed and the economic potential of junction locations could be enhanced. We also wish to see further commitment to the delivery of the Oxford to Cambridge Expressway and realise the potential of this investment to improve access to communities, both existing and planned, within Buckinghamshire.

Buckinghamshire is a major pathway for Heathrow Airport which in turn is an international hub and a portal to a global trade market. A successful growth strategy at Heathrow will in turn present a major opportunity for the Buckinghamshire and CMKO Corridor economy.

Housing

Buckinghamshire's average house prices are relatively high (£466,126) compared to Berkshire (£368,935) and England (£219,544). House prices vary significantly between Buckinghamshire's districts; with Aylesbury Vale having an average house price that is £264,121 lower than South Bucks, which has an average of £592,870.

Mean private rents are also higher in Buckinghamshire than in Berkshire or England, at £1,144 pcm compared to £1,095 pcm and £853 pcm respectively.

Our Housing and Economic Development Needs Assessment Update 2016 (HEDNA) provides data and forecasts on housing and employment for the period 2013-2033.¹² It reports the Full Objectively Assessed Need for Housing in the Buckinghamshire Housing Market Area (HMA) to be 45,383 dwellings for the period 2013-33; equivalent to an average of 2,269 dwellings a year. These figures include the Objectively Assessed Need for Affordable Housing of 10,000 dwellings over the same period – equivalent to an average of 500 additional units a year. This represents the following housing requirement by district for the period 2013-2033:

- Aylesbury Vale: 19,250 housing units;
- Chiltern: 6,615 housing units;
- South Buckinghamshire: 6,694; and
- Wycombe: 12,824.

To realise our growth ambitions, we need to at least deliver these housing units, while expectations for the period 2030-2050 are that we will require an additional 75,000 housing units, involving new settlements and urban extensions.

Our focus will be on the quality and mix of housing rather than simply the final numbers. We need to ensure that we support the market to deliver the right mix of housing to support sustainable growth, including greater opportunities for shared and communal living (for both younger and older residents, rather than the traditional housing offer of largely 3 and 4 bedrooled detached properties that the market would traditionally deliver).

We will proactively seek market disrupters and challenge developers to provide the type of housing for end-users that we need to underpin our economic growth plan including the use of custom build and support for new construction methods including off-site production. We will seek to locate growth primarily in leading edge major urban extensions, town centres and around railway hubs and in new settlements at major road/rail interchanges and will utilise leading-edge design and technology in the design of homes and the places created, including high-quality infrastructure and public realm.

Employment land

There is limited Grade A office accommodation available in the county, and where provided it is aged or in poorly accessible locations. The HEDNA notes current demand for offices in the county is muted. However, where new development has been provided close to major transport hubs such as the M40/A413 in South Bucks or linked to sector development (Silverstone, Pinewood etc.) the offer has proven to be more successful. We need to build on these successes and avoid the mistakes of the past if we are to provide the type of office accommodation that new, high-value, fast-growing firms require.

The HEDNA also highlights that additional sites need to be brought forward for B1c (light industry appropriate in a residential area) and B2 (general industrial use) development in order to accommodate SMEs. It also reports that the local office market (which is mainly B1a offices serving sectors other than professional and financial services) is relatively small compared to the industrial market, and is not considered 'prime' by local agents. Furthermore, the supply of offices has shrunk due to redevelopment for residential use – particularly in Aylesbury and Chesham. This situation is a potential risk to our achieving our economic growth

¹² The forecasts from Oxford Economics which are similar to those supplied by Experian.

potential, as we anticipate employment growth will require additional B1a offices and B1b premises for research and development of products and processes.

In terms of quantity, the HEDNA identifies the additional requirement in the Functional Economic Market Area (FEMA) for B1a/b class floorspace over the period 2013-2033 to be around 204,000 sq.m. (an increase of 28% even assuming an intensification in the use of space) and 164,000 sq.m. of space for B8 (and 11% increase in warehousing space) – implying an additional 41 hectares and 33 hectares respectively. Conversely, a reduction of 92,000 sq.m. is forecast for B1c/B2 uses – an 11% reduction, which should release around 23 hectares.

Knowledge and innovation in the Buckinghamshire economy

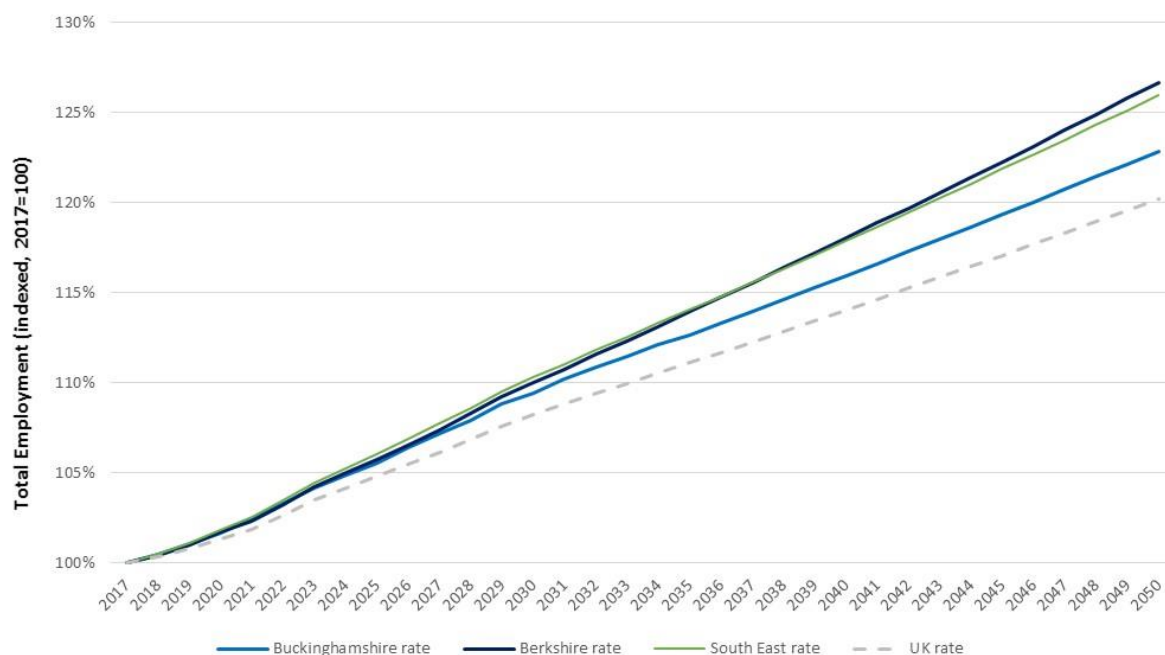
As noted above, Buckinghamshire is home to significant research and innovation activity – including Pinewood Studios, the Silverstone Cluster, Stoke Mandeville (especially the National Spinal Injuries Unit), and world-leading rocket technologies at the Westcott Enterprise Zone – as well as close to world-leading research in Oxford, Cambridge and London. However, the data on R&D activity show room for improvement:

- Buckinghamshire’s R&D expenditure per person employed is £1,908, substantially below Berkshire’s £2,506, but above the national average of £811;
- Buckinghamshire has had no university spin-outs or start-ups since 2000, while Berkshire has had three from the University of Reading;
- Buckinghamshire has a lower proportion of residents employed in STEM subjects at the professional and associate professional level; 8.6% compared to 14.6% in Berkshire and 7.5% across the UK; and
- Buckinghamshire has lower graduate retention rates (53%) than Berkshire (66%) and the UK (68%).

We need to leverage the knowledge and spin-out potential of Oxford, Cambridge and London; and to attract and retain graduates, especially in STEM subjects, if we are to realise the potential of our existing knowledge and innovation assets.

Annex 2: Economic forecasts – employment and sector growth

Figure 4 Forecast change in employment (workforce jobs) to 2050, indexed growth rate



Source: Experian Local Market Forecast, June 2017

Drivers of GVA and employment growth

It is important to understand the drivers of GVA and employment growth, if we are to make the right investment decisions to deliver sustainable housing and economic growth.

Sectoral contribution to GVA growth to 2030

Growth in GVA is projected to deliver an additional £5.2bn to the Buckinghamshire economy by 2030 under a business-as-usual scenario, representing an uplift of 34%. Berkshire is projected to add £14.8bn in GVA to 2030 (+41%). Our GVA growth is expected to be driven by growth in:

- Professional & Other Private Services (+£1.9bn, uplift of 35% from 2017);
- Wholesale & Retail (+£1.3bn, uplift of 45%);
- Public Services (+£0.6bn, uplift of 28%); and
- Information & Communication (£0.4bn, uplift of 32%)

Modest growth in GVA is also expected in Agriculture & Forestry, Utilities, Finance & Insurance, and Transport & Storage.

Sectoral contribution to employment growth to 2030

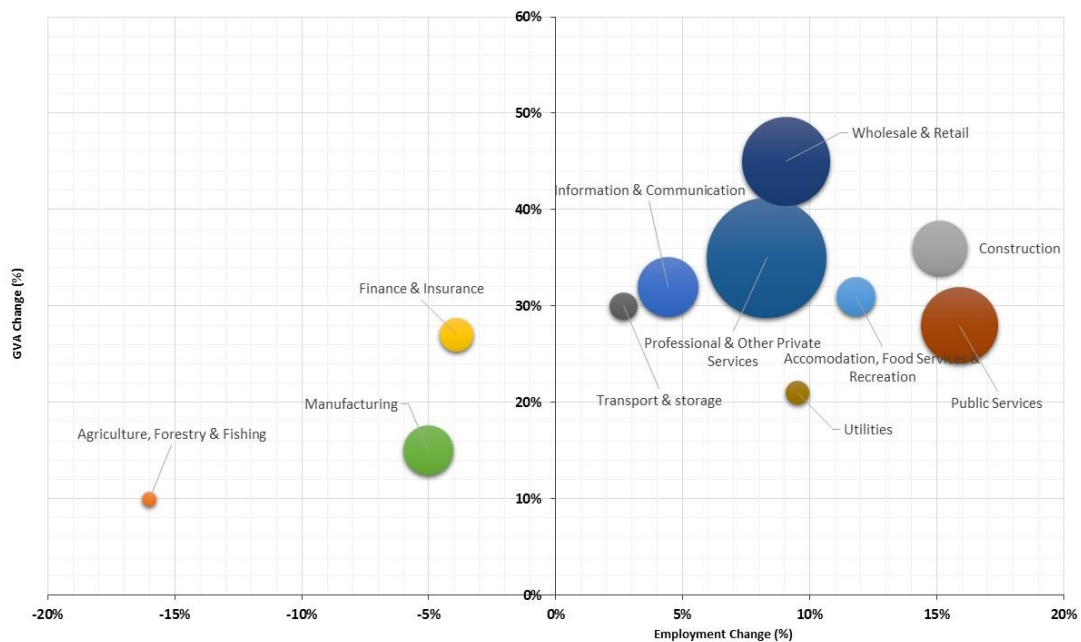
Meanwhile, growth in employment in Buckinghamshire under a business-as-usual scenario is expected to deliver an additional 27,000 jobs by 2030; a relatively modest uplift of 12% (compared to 15% for Berkshire and 14% for the South East). The sectors which are set to drive jobs growth in Buckinghamshire are:

- Public Services (+10,000 jobs, uplift of 16% from 2017);
- Professional & Other Private Services (+6,000 jobs, uplift of 8%); and

- Wholesale & Retail Jobs (+5,000 jobs, uplift of 9%).

However, employment growth in these sectors is likely to be counterbalanced by projected declines in employment in Manufacturing, Agriculture, Forestry & Fishing, as well as a modest contraction of employment in Finance & Insurance jobs. The projected change in GVA and employment output in Buckinghamshire to 2030 is presented in Figure 5, where the X axis represents forecast growth and decline in employment to 2030 and the Y axis shows forecast growth in GVA to 2030.

Figure 5 Forecast change in employment and GVA in Buckinghamshire to 2030



Source: Experian forecasts, N.B. size of each bubble is proportionate to GVA output in 2017 (2013 £m prices)

As a consequence of the projected change in composition of GVA and employment in Buckinghamshire by 2030, GVA per job is expected to grow by 22% (+£12,000). This is modest in comparison to the change forecast for Berkshire over the same time period (28% uplift or an additional £17,400 in total GVA per job) and is reflective of slower growth in value-added sectors including Information & Communication, Financial & Insurance and Manufacturing. It is clear, therefore, that business-as-usual is unlikely to unlock our full economic potential in the short term, and is likely to hinder economic growth in the longer term.

Sectoral contribution to GVA growth to 2050

GVA is forecast to grow to by an additional 47%, equivalent to an additional uplift of £9.8bn, between 2030 and 2050 (representing a total uplift of £15bn between 2017 and 2050 under a business-as-usual scenario). This is modest growth in comparison to Berkshire, which is projected to grow its GVA by 61% between 2030 and 2050 (+£31bn GVA) and by 127% between 2017 and 2050 (+£46bn).

GVA growth in Buckinghamshire in the long term – between 2030 and 2050 – is expected to be driven by strong uplifts in GVA output in:

- Professional & Other Private Services, (+£4bn, uplift of 56% between 2030 and 2050);
- Public Services (+£1.2bn, uplift of 42%)

- Information & Communication (+£0.7bn, uplift of 44%); and
- Construction (+£0.6bn, uplift of 42%).

Modest growth in GVA between 2030 and 2050 is expected to take place in the sectors of Utilities, Transport & Storage and Agriculture, Forestry & Fishing.

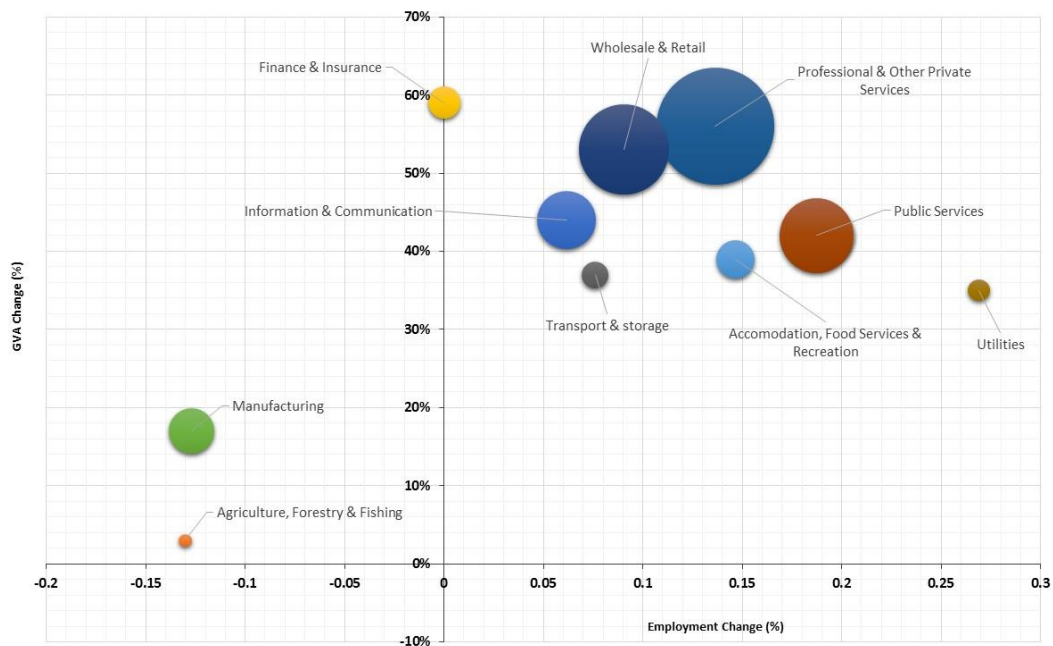
Sectoral contribution to employment growth to 2050

Growth in employment in Buckinghamshire is expected to deliver a further 38,000 jobs from 2030 to 2050 (an overall uplift across the 2017-2050 period of 64,000 jobs). The sectors which are set to drive jobs growth in Buckinghamshire between 2030 and 2050 are:

- Public Services (+14,000 jobs, uplift of 19%);
- Professional & Other Private Services (+10,000 jobs, uplift of 14%);
- Construction (+5,000 jobs, uplift of 19%); and
- Wholesale & Retail (+5,000 jobs, uplift of 9%).

Modest growth or declines in employment across the period 2030-2050 are forecast for Transport & Storage (+500), Finance & Insurance (forecast no change), Agriculture, Forestry & Fishing (-500 jobs) and Manufacturing (-2,000 jobs)¹³. The projected change in GVA and employment output in Buckinghamshire between 2030 and 2050 is presented in Figure 6.

Figure 6 Forecast change in employment and GVA in Buckinghamshire between 2030 and 2050



Source: Experian forecasts, N.B. size of each bubble is proportionate to GVA output in 2030 (2013 £m prices)

Due to the projected change in composition of GVA and employment in Buckinghamshire between 2030-2050, GVA per job is expected to grow by 31% (+£21,000). This is a modest uplift in comparison to the forecast for Berkshire over the same time period (40% uplift or an additional £31,800 in total GVA per job) and is reflective of slower growth in value-added sectors including Information & Communication, Utilities and Manufacturing than in Berkshire.

¹³ All figures rounded to nearest 500

Annex 3: Current actions against the economic development ecosystem domains

This Annex sets out current actions in each of the four domains of our local economic development ecosystem – these actions are based on those set out in our current Strategic Economic Plan, Draft Skills Strategy, the emerging Buckinghamshire Strategic Infrastructure Plan, and Local Plans.

In each case, a brief description of the issue is provided, followed by the proposed action/s and the lead partner(s)/owner.

The ‘hard’ infrastructure actions – housing, transport, digital, energy – have been identified and prioritised using the following selection criteria:

- Fits spatial principles;
- Provides capacity or mitigation necessary to enable growth;
- Is affordable/viable;
- Planning authority support; and
- Deliverable in the required timeframe.

The ‘soft’ infrastructure actions – people and business – have been selected based on the following criteria:

- Fits with existing economic development and skills strategies;
- Meets labour market and/or recognised business need;
- Deliverable in the required timeframe.

For hard infrastructure issues, which have a specific location, the table splits actions by the district they fall within or identifies them as county-wide. Soft infrastructure issues are typically county-wide in their applicability so they are not split in this way.

Actions have been ranked against these criteria on a scale of 1-3 with 1 being high importance and three being lower importance.

Domain	Issue	Action	Lead and partner involvement	Ranking – 1-3
External expertise for business/access to finance				
<i>Integrated business support</i>	Business support must be simple and integrated. The Buckinghamshire Local Growth Hub has performed well while national business growth services have been rationalised or wound down.	<ul style="list-style-type: none"> Strengthen our Local Growth Hub as the first stop shop for business support in the county. 	Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) / Buckinghamshire Business First	2
<i>Funding to support business growth</i>	Projects in Buckinghamshire need to generate a return or enable recycling of funds to avoid reliance on grant funding.	<ul style="list-style-type: none"> Establish and expand the range of Financial Instruments in the County, to provide sustainable funding for business growth. 	BTVLEP	2
<i>Land & property for inward investment</i>	Need to attract more high value, high growth, globally oriented firms to Buckinghamshire to reduce out-commuting and increase GVA.	<ul style="list-style-type: none"> Strengthen the focus of Buckinghamshire Advantage (the operational arm of BTV LEP) and other delivery vehicles where appropriate, as the provider of land and property support to potential inward investors. 	Buckinghamshire Advantage	2
<i>Business retention</i>	The importance of retaining both existing medium-large firms and new investors.	<ul style="list-style-type: none"> Develop a systematic approach to aftercare support and corporate investment opportunities to 'lock' businesses into the local economy. 	BTVLEP/ Buckinghamshire Advantage / Bucks Business First	2
<i>Enterprise</i>	There are insufficient business starts with growth aspirations, whilst out-commuting limits the supply of graduates locally.	<ul style="list-style-type: none"> Enhance Entrepreneurship Programmes, particularly with The University of Buckingham and Bucks New University as part of the Bucks 2020 Programme to improve graduate retention and indigenous start-up rates. 	BTVLEP/ Buckinghamshire Business First	2
<i>Micro-business growth</i>	Buckinghamshire has a high proportion of micro-businesses, which typically have high GVA/hour but low growth and limited employment opportunities.	<ul style="list-style-type: none"> Improve the support available to scale up micro-businesses with growth potential. 	BTVLEP/ Buckinghamshire Business First	2

Domain	Issue	Action	Lead and partner involvement	Ranking – 1-3
<i>SME development</i>	Specialist business networks are weak (e.g. sector focused ones).	<ul style="list-style-type: none"> Encourage peer-peer learning amongst SME leaders, particularly in key sectors. 	BTVLEP/ Buckinghamshire Business First/private sector and networks	3
<i>Access to finance to enable productivity</i>	Business can experience difficulties in accessing finance.	<ul style="list-style-type: none"> Secure funding to support businesses to invest in capital machinery, automate and improve their productivity. 	BTVLEP	2
<i>Exports</i>	Weak export and international trade performance (notably in mid-large firms).	<ul style="list-style-type: none"> Force a step change in Buckinghamshire’s export performance. 	BTVLEP/Buckinghamshire Business First	2
<i>Resource efficiency</i>	Poor energy efficiency can undermine business competitiveness, and the county’s carbon footprint is high.	<ul style="list-style-type: none"> Promote business resource efficiency & resilience (particularly cyber resilience) to reduce costs and waste. 	BTVLEP/ Buckinghamshire Business First	2
People/Human Capital				
<i>Employability skills and supply of educated young adults available for work locally</i>	Buckinghamshire’s employers dissatisfied with the work readiness of young people employed directly from school, with attitudes a key issue alongside the need for technical and job specific skills. Additionally, whilst there is a highly-educated population, many young people do not return after graduating elsewhere.	<p>Improve young people’s work preparedness and ability to make career choices:</p> <ul style="list-style-type: none"> Work with schools, colleges, Enterprise Advisers and others to build employability/enterprise skills. Extend links between business, education and young people. Deliver the Bucks Skills Show and wider IAG to inform career choices. Support businesses to develop a local apprenticeship offer. 	BTVLEP, Buckinghamshire County Council, Careers and Enterprise Company, Enterprise Adviser Network, schools, colleges, private sector employers, OppsinBucks.org, WANNABEBucks.org	1

Domain	Issue	Action	Lead and partner involvement	Ranking – 1-3
<i>Talent and technical skills for growth sectors</i>	Technical and STEAM skills are important to all of Buckinghamshire’s growth sectors but a limited supply of these skills risks restricting the growth of key sectors.	<p>Develop a supply of skilled people for growth sectors and enterprise zones:</p> <ul style="list-style-type: none"> • Increase supply of and demand for (level 4 and 5) apprenticeships, T levels and undergraduates, focused on growth sectors and skills shortages. • Encourage business incubation in FE and HE via Skills Capital Projects that support priority sectors. • Proposal for Institute of Technology in high performance engineering. • Support SME leadership, entrepreneurship and management skills. 	BTVLEP, Buckinghamshire County Council, businesses, HE, FE and other education/training providers, Silverstone UTC and ATG and other innovation/technology centres	1
<i>Skills shortages and development and employment in health and social care, construction, tourism and service sectors</i>	Employment in health and social care, construction, tourism and service sectors is forecast to grow but work to connect people into job opportunities and careers within them and to develop skills and lifelong learning is required.	<p>Address skills shortages/gaps and support training and recruitment in these sectors:</p> <ul style="list-style-type: none"> • Programmes to help unemployed and people returning to the workplace develop their skills and employability and to secure work. • Promote/support relevant technical education and apprenticeships. • Support and encourage skills development by employers • Ensure that local colleges and technical colleges develop integrated programmes and specialist centres related to new construction methods and technologies. • Extend collaborative research arrangements between Buckinghamshire businesses and universities from within county and across the wider region. 	BTVLEP, Buckinghamshire County Council, National Careers Service, Adviza, education and training providers, employers, Skills Funding Agency	2
Infrastructure/Assets				
<i>Housing growth</i>				

Domain	Issue	Action	Lead and partner involvement	Ranking – 1-3
County Wide	There is a need to increase the capacity of local infrastructure to unlock housing development, plus adaptation to re-use buildings for residential development	<p>Bucks Strategic Infrastructure Plan Completion Autumn 2017 incorporating</p> <ul style="list-style-type: none"> School, Health & Community Use assessment. Electricity Capacity assessment. Flood Assessments & Mitigation Measures. Integrated Transport Modelling. Links and opportunities presented by national infrastructure projects including Heathrow Expansion & East West Rail. All Local Plans up to date by 2019, commitment to planning review in 16 weeks for all major applications. Development of Bucks wide high level Spatial Plan. Completion of Stage 2 Green Belt Review to support local plan approval. Engagement with RSL & HCA on “niche” housing requirements. Ensure alignment with housing delivery for neighbouring areas to ensure complementary offer across region. 	Local Authorities	1
Aylesbury Vale	There is a need to increase the capacity of local infrastructure to unlock housing development in Aylesbury Garden Town linked to a new delivery model for RAF Halton and for other new settlements and major urban extensions. Additionally, need to undertake flood mitigation work.	<ul style="list-style-type: none"> A41 corridor improvements (5,000 housing units). RAF Halton land assembly and delivery model (2,000 housing units from 2020). Aylesbury Outer Ring Road to be completed (before 2025). Electricity upgrades, together with micro-generation of heat and power supply to be delivered in advance of new settlement requirements. Flood mitigation and green-blue infrastructure (to unlock 15,000 housing units). 	Aylesbury Vale District Council	1

Domain	Issue	Action	Lead and partner involvement	Ranking – 1-3
<i>Wycombe District</i>	There is a need to increase the capacity of local infrastructure to unlock housing development in major settlements – High Wycombe and Princes Risborough, plus adaptation to re-use buildings for residential development.	<ul style="list-style-type: none"> Southern Relief Road Princes Risborough (2,500 units). Rail bridge and site access to two sites at Princes Risborough (releasing c. 1,100 housing units). Adaptation of a town centre multi-storey car park High Wycombe (releasing 250 units). London Road Transport Corridor Development (releasing 900 units). 	Wycombe District Council	2
<i>Chiltern and South Bucks (Amersham, Chesham, Little Chalfont, Beaconsfield and Iver/Iver Heath)</i>	There is a need to increase the capacity of local infrastructure to unlock housing development, plus educational provision.	<ul style="list-style-type: none"> A355 Relief Road (1,700 housing units completed by 2020). Iver Link Road at Thorney Business Park, Iver Heath (1,100 housing units). Increase secondary school provision. A416 Chesham to A41 capacity assessment. Town Centre Masterplan development for Chesham allowing mixed use development. 	Chiltern District Council and South Buckinghamshire District Council	1
Employment land				
<i>County Wide</i>	Outdated & poorly located employment space needing to be offset by new and flexible employment opportunities linked to transport hubs, Enterprise Zones, or key business sector locations (e.g. Silverstone, Pinewood, Heathrow).	<ul style="list-style-type: none"> Independent and commercial assessment of HEDNA. Identification and protection of strategic employment sites linked to current and future market requirements. Provide flexibility for local authorities to release obsolete locations for strategic housing allocations if offset by appropriate strategic allocations. Consider exceptional Green Belt release for nationally significant employment uses. 	BTVLEP & Local Authorities	2
<i>Aylesbury Vale</i>	Aylesbury Vale has a relatively modest office market, focused on Aylesbury. There is a lack of new build developments for industrial uses, although new premises have come, or are coming, to Westcott Venture Park in Aylesbury Vale, Silverstone and Woodlands.	<ul style="list-style-type: none"> Expand the growth of the three Aylesbury Vale Enterprise Zones. Identify, secure and develop the equivalent of c. 0.8 hectares of land p.a. to deliver for 3,980 sqm of B1a/b floor space p.a. Reallocate the equivalent of 0.3 hectares of B1c/B2 land p.a. Provide the equivalent of c. 0.85 hectares of land for B8 (warehousing) p.a. 	Aylesbury Vale District Council	1

Domain	Issue	Action	Lead and partner involvement	Ranking – 1-3
<i>Wycombe District</i>	Office accommodation in Wycombe District supports local business and is mainly concentrated in High Wycombe and Marlow. Its industrial stock is relatively old and there is limited new-build industrial development.	<ul style="list-style-type: none"> Identify, secure and develop the equivalent of 0.7 hectares of land p.a. to deliver c. 3,400 sqm of B1a/b floor space. Reallocate the equivalent of 0.6 hectares of B1c/2 land p.a. Provide the equivalent of 0.35 hectares of land for B8 use. 	Wycombe District Council	1
<i>Chiltern District</i>	Chiltern District's office accommodation serves local employment sectors (professional services, digital and creative media and healthcare), concentrated in Chesham, Amersham and Chalfont St Peter. Chiltern District has relatively old and limited new-build industrial space.	<ul style="list-style-type: none"> Identify, secure and develop the equivalent of 0.155 hectares of land p.a. to deliver c. 774.5 sq. m. of B1a/b floor space Reallocate the equivalent of 0.19 hectares of B1c/2 land p.a. Provide the equivalent of 0.2 hectares of land for B8 use 	Chiltern District Council	2
<i>South Bucks District</i>	<p>South Buckinghamshire's commercial property market is small and primarily office-based located in town centres and business parks. Beaconsfield and Gerrards Cross are popular locations. South Buckinghamshire is not a significant industrial location. It has few industrial estates and little strategic employment land dedicated for industrial purposes.</p> <p>Ensure that land use requirements for the Expansion of Heathrow Airport are identified and assessed at a local level.</p>	<ul style="list-style-type: none"> Identify, secure and develop the equivalent of 0.35 hectares of land p.a. to deliver c. 1,400 sqm of B1a/b floor space. Reallocate the equivalent of 0.25 hectares of B1c/2 land p.a. Provide the equivalent of 0.4 hectares of land for B8 use Actively engage in land use assessment and site identification as part of Heathrow Planning Submission. 	South Buckinghamshire District Council	2

Domain	Issue	Action	Lead and partner involvement	Ranking – 1-3
Transport	<p>There are several significant transport schemes which will enable/drive growth in Buckinghamshire, including:</p> <ul style="list-style-type: none"> • East-West Rail; • Access to Old Oak Common/Crossrail; • HS2/EWR Interchange; • Oxford to Cambridge Expressway; • M40/A404 Corridor; • A418 East – M1/A5 – A41/M25 Link; • A41 – Aylesbury Ring Road; and • OneTransport. 	<ul style="list-style-type: none"> • Support investment in these major transport projects that unlock the economic potential of the Cambridge-Milton-Keynes-Oxford-Corridor, and take steps to ensure Buckinghamshire maximises the potential from these schemes • Identify local growth opportunities linked to the connection and access to national and local infrastructure investment • Develop action plan to ensure commuter flow between Buckinghamshire and neighbouring areas is reduced. • Participate in England’s Economic Heartland Major Transport Network Assessment. 	<p>BTVLEP/Buckinghamshire Advantage</p> <p>England’s Economic Heartland Sub Regional Transport Group</p>	1
Digital Infrastructure	<p>We need to:</p> <ul style="list-style-type: none"> • Achieve the final 5% superfast broadband coverage by 2020. • Extend Gigabit coverage in key employment sites, town centres and major transport corridors. • Identify and Tackle Mobile Phone ‘not-spots’ and capacity. • Develop Open Access Town Centre Wi-Fi Networks. • Extend 5G pilot projects, building upon learning from Westcott Pilot. • Develop use of Big Data and satellite applications within Bucks locations. 	<ul style="list-style-type: none"> • Continue investment to support the programme of universal coverage of superfast & ultrafast broadband within Buckinghamshire. • Ensure programme management resource is funded to develop and deliver digital investment strategy and bid for national funding. • Ensure all new housing developments have broadband to the home • Ensure good mobile phone coverage, particularly along major transport corridors, business parks and urban centres. 	<p>BTVLEP</p> <p>Planning Authorities</p>	1

Domain	Issue	Action	Lead and partner involvement	Ranking – 1-3
Energy	Much of the existing Electricity Grid is at, or near, full capacity, affecting the viability of new developments.	<ul style="list-style-type: none"> Develop smart and decentralised energy networks and storage solutions. Promote Buckinghamshire as a pilot location for battery technology innovation and development in association with local business network including (BOSCH, Arla MEPC). 	BTVLEP Planning Authorities	1
Knowledge/Innovation	The SEP identifies the need to attract globally oriented firms because these are important if Buckinghamshire is to achieve the rate and type of growth desired, and to reverse the current level of out-commuting, to enhance sustainability.	<ul style="list-style-type: none"> Deliver business support programmes to accelerate innovation in ambitious, growth oriented companies and priority sectors: particularly High Performance Technology (Micro-electronics, Test and Measurement; and Aerospace, Defence and Space); Life-sciences & Medical Technologies (Drugs Manufacture & Delivery Technology; Medical devices and Healthcare systems & services); Information Economy (Cyber Security and Big Data); Creative Industries (Film, Digital Media; and Games Development); Food and Drink; Business Services; Tourism; Retail and Care. 	Buckinghamshire Business First	1
	There is a need to stimulate 'Design and Tech' incubation and acceleration (particularly linked to industrial/research assets and suitable talent pipelines)	<ul style="list-style-type: none"> Deliver the Design and Innovation Hubs. Build on existing strengths in motorsport and high-performance engineering (Silverstone Park), space propulsion and unmanned aerial vehicles (Westcott Venture Park), Agri-food (Aylesbury Vale Woodlands), creative and digital (Pinewood Studios) through supportive planning policies, securing funding, and inward investment activity. 	BTVLEP /Buckinghamshire Advantage Buckinghamshire Business First Bucks Education & Skills Trust (BEST)	1

Domain	Issue	Action	Lead and partner involvement	Ranking – 1-3
	Buckinghamshire lacks a major research university but its location in the Cambridge-Milton-Keynes-Oxford-Corridor and proximity to research facilities in London, mean that it is well-placed to attract firms wishing to access multiple research centres, spinout businesses from those centres (given space constraints).	<ul style="list-style-type: none"> Attract investment in research infrastructure and innovation to facilitate smart specialisation in existing areas of strength, e.g. motorsport and high-performance engineering, space propulsion and unmanned aerial vehicles, agri-food, creative and digital. Provide locations & opportunities for multi-agency research collaboration linking Higher Education Structures with Buckinghamshire businesses. 	BTVLEP /Buckinghamshire Advantage Buckinghamshire Business First	1
	There is a need for a local source of funding to support innovation on a consistent and reliable basis.	<ul style="list-style-type: none"> Maximise TIF structure of Aylesbury Vale Enterprise Zone to provide a sustainable income stream to support the growth of key sectoral innovation assets. Develop local business funding model, to support the capacity and reach of venture capital investment in Bucks. 	BTVLEP /Buckinghamshire Advantage	1

Prepared by



On behalf of

Buckinghamshire

Thames Valley | LOCAL ENTERPRISE
PARTNERSHIP
THE ENTREPRENEURIAL HEART OF BRITAIN

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Cabinet
9 January 2018

AYLESBURY VALE ESTATES BUSINESS PLAN 2017/18
Councillor Bowles
Cabinet Member for Economic Development and Regeneration

1 Purpose

- 1.1 To enable Cabinet to consider the Aylesbury Vale Estates Business (AVE) Plan for 2017/2018.

2 Recommendations/for decision

- | |
|--|
| 2.1 That the Aylesbury Vale Estates Business Plan for 2017/2018 be approved. |
|--|

3 Supporting information

- 3.1 The attached report was submitted to the Economy and Business Development Scrutiny Committee on 22 November, 2017 summarising the draft AVE Business Plan for 2017/18. The detail of the Plan is included in the confidential part of the agenda. The Committee questioned the Asset Managers on various aspects of the Plan, including the risk robustness of current projects and debts, specific tenants across the AVE portfolio and income projections. In general, the Committee was satisfied with the draft Plan and recommended it for approval by Cabinet.

4 Alternative Options

- 4.1 Not to approve the Plan. However, the Plan covers those issues considered to be of most importance to the Council in terms of managing the commercial portfolio and generating income.

5 Resource implications

- 5.1 The resource implications are contained within the draft Plan attached to the confidential part of the agenda.

Contact Officer: Andrew Small (01296) 585507
Background Papers: None.

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1 Purpose

- 1.1 To give the Committee the opportunity to consider a draft Business Plan prepared by Aylesbury Vale Estates LLP (AVE) for 2018 – 2021 and to pass their comments on to Cabinet.

2 For decision

- | |
|---|
| 2.1 Whether the Committee wishes to make any comments on the draft Business Plan (set out at Appendices 1 – 3 in the confidential pages of this report) for consideration by Cabinet. |
|---|

3 Supporting information

Context of the Partnership

- 3.1 As the Committee will be aware, the Council and the Akeman Partnership LLP (Akeman) set up AVE as a Limited Liability Partnership (LLP) in October 2009, following a competitive dialogue procurement, to manage, improve and develop the Council's commercial property portfolio and provide an income stream to the Council. Upon completion of the agreement the Council sold the majority of its industrial and commercial estate to AVE LLP at market value.
- 3.2 The Partnership is governed by a formal Members' Agreement and managed by a Partnership Board on which the Council has three representatives - currently Cllr Whyte, Cllr Julie Ward and Teresa Lane (Assistant Director Commercial Property and Regeneration). Akeman Asset Management LLP (the appointed Asset Managers) produced a draft Partnership Business Plan for AVE as part of their bid, which was approved by the Cabinet in June 2009. The final version of the Plan formed part of the completion documentation approved in October 2009. The Board meets on a regular basis to review progress on the Business Plan and monitor performance of the Asset Management.
- 3.3 The Partnership Members' Agreement requires AVE to update the Business Plan on an annual basis for approval by the shareholders. In the case of AVDC this is through Scrutiny and Cabinet.
- 3.4 The updated Business Plan is a critical document. The Members' Agreement requires the Business Plan to set out AVE's objectives for the life of the Partnership (ie 20 years) and the annual overarching objectives for each accounting period. In particular the Plan must include a statement that AVE's business shall be operated with a view to producing the best risk adjusted profit obtainable and to maximise the risk adjusted rate of return to the Council and Akeman. Subject to agreement between AVE, Akeman and the Council, the Plan is also expected to include the following matters (based on a 3 year projection where appropriate):-
- Strategic business objectives and targets
 - Gross and net rental income projections, including assessment of operating costs, rental voids, rent arrears and any other losses and receipts

- Annual portfolio valuation prepared to a standard acceptable for AVDC financial reporting purposes
 - Confirmation that the financial covenants regarding loan to value and interest cover are being maintained
 - Projections of estimated receivable rent and confirmation of compliance with maintaining portfolio income levels
 - Proposals for working capital budget, any new capital investments and reinvestments plus any distributions to partners
 - Performance against key indicators and targets indicate levels of achievement
- 3.5 Once approved, the Business Plan provides the framework within which the AVE Board works, similar in effect to the Budget and Policy Framework set by Full Council for the Cabinet. Accordingly if the Board wish to pursue any substantive action which is not provided for in the Business Plan they must obtain specific authority from the Council (either by a Cabinet or Cabinet member decision) and Akeman.
- 3.6 The attached draft Business Plan is in the confidential pages as Appendix 1. It covers the period 2018 – 2021 with the detail focus on the 2018/2019 financial year. Members are asked to note that in order to reflect any consequences of the AVE Business Plan in the AVDC budget setting, the timing of this report means that the attached business plan can only review performance of the 17/18 Business Plan for the period 1 April – 30 September 2017. A full review of the 17/18 performance, will, therefore, be reported to the June 2018 Scrutiny and Cabinet meetings.
- 3.7 The AVE cash flow is attached as Appendix 2 and the Hale Leys Business cash flow as Appendix 3.
- 3.8 The Business Plan necessarily includes a range of assumptions about the future plans of tenants and trends in the wider market. Some of these may come to pass, some may not. Members will see that in Section 3, Financial and Investment Strategy, a ‘What if’ sensitivity analysis has been undertaken to assess the impact of both an upside and down side situation on each of the key assumptions in the cash flow.

Summary of key issues in the Plan

- 3.9 The Business Plan is introduced by a number of key headlines, some of which are worth summarising in this covering open report. The financial information relating to the asset management initiatives /developments are contained within the confidential pages.

Looking back

Distributions

- In the first quarter of 2017/2018 a distribution of £580,000 (shared between the two partners) was made against an agreed distribution of £400,000.

Asset management initiatives /developments

- Sales of low income generating assets – High Street Winslow, Cornwalls Meadow, and Mitre Street, Buckingham were completed.
- The Kennel Club headquarters at The Gateway site was completed within time and budget delivering a net profit to AVE.
- The Phase 1 Gateway affordable housing development by AVE was finally completed. The delay had a negative financial impact on AVE and the Section 106 payments which it is seeking to reduce through negotiation.
- Lidl signed a contract with AVE to buy and build a store on the front part of the Askey's site. The final sale price will depend on the final scheme getting planning approval and any conditions attached particularly in respect of highway improvement work.
- Roofing works at Rabans Lane were completed in July 2017 generating an increase in occupancy and rental income.
- Following Sony serving notice in January 2017 to break their long lease, discussions are on-going with the occupier of the site, Cinram. AVE is also considering the longer term potential of the site.
- New signage has been erected on the Rabans Lane multi-let industrial site and a new website has been designed with the launch imminent.

Key Performance Targets

- The vacancy across the entire portfolio as at 30 September 2017 was 3.4%, down from 5.6% at the end of the previous financial year. The portfolio remains on track to hit its 2017/18 financial year end vacancy target of 8.1%.
- The total return of the portfolio over the 12 months to 31 March 2017 was 16.64%. Since inception, investors have received an annual return of 15.3% (assuming set up costs are spread evenly over the period of the Partnership).
- Total budgeted portfolio income for the financial year ending 31 March 2017 was less than 1% variance on the forecast and so well within the +/-10% permitted. For the first 6 months of 2017/18, actual income received is 4.15 ahead of the forecast budget.
- No bad debts have been written off in the first quarters of 2017/2018.
- The 3-month collection rate for the portfolio for the September 2017 quarter was 95%. This outperforms the 3 month KPI of 90% but falls short of the 3 month KPT of 97%. The 12-month collection rate was 99.9%, outperforming the 12 month KPI of 95% but again falling only slightly short of hitting the 12 month KPT of 100%.
- The Loan to Value as at 31 March 2016 was 72.19%, below the maximum limit of 75%.

Looking forward – 1 April 2018 onwards

Cabinet
9 January 2018

VALE COMMERCE LTD
Councillor Mordue
Cabinet Member for Resources, Governance and Compliance

1 Purpose

- 1.1 Any change to the status of an AVDC company is a reserved matter under the Shareholder Agreement. This report relates to the status of Vale Commerce Ltd. which is a wholly owned company of AVDC.

2 Recommendations/for decision

- | |
|--|
| 2.1 To acknowledge the decision of the Vale Commerce Ltd Board of Directors taken at their meeting on Wednesday 13 December 2017 to move the company into a state of dormancy and transfer assets and appropriate IP such as the brands, website etc. back to the Shareholder. |
|--|

3 Supporting information

- 3.1 In December 2015 Council approved setting up of a wholly owned company subsequently registered as Vale Commerce Ltd as a vehicle to deliver new commercial services to residents and businesses in the district.
- 3.2 It went on to develop a household brand 'Limecart' and a business brand 'Incgen' and was successful in securing a small number of subscription customers for both. Limecart offered a subscription package based around household cleaning services whilst Incgen offered business incubation services.
- 3.3 During 2016 and 2017 the business developed offers that were taken to market and refined accordingly with customer feedback. Unfortunately, it has been unable to date to scale the activity in accordance with initial targets
- 3.4 Vale Commerce was started to test if conceptually it would be possible to run subscription services for additional residential and business services. This has been achieved, however the marketplace is a congested one, and also challenging in terms of a subcontracting model. If it were to make a success of the approach a significant cash injection would be required, which on balance and considering the viability of the business and receptiveness of the marketplace, the benefits at this time do not outweigh the risks and costs required. As such the Board has recommended to the Shareholder that the company trading is suspended and the company put into a dormant state. **Appendix A** contains a confidential copy of the Board report at the time of this decision.
- 3.5 The Company does not employ staff directly but uses fulfilment partners to deliver the services. High level lessons learnt from running the company include maintaining quality through partners, scheduling to meet customer requirements and understanding of the level of market appetite at this time, and the need for speed of reaction to changes in the market. The experience developed through running the company and the wider commercial activities across the council will be shared with Members at a future seminar. It will also feed into the Audit 'review' following Councils resolution in December 2017.
- 3.6 The Council, as the shareholder, agreed a loan to Vale Commerce Ltd of £50k. This was used to fund equipment, the development of brands and the website as well as the development of the services that were offered. At the

end of the first year the company recorded a loss of £37k (not unusual for a start up company).

- 3.7 In the current financial year the company traded and generated new income through the AVDC commercial team, mainly through Council to Council to sales. The total council spend since its creation of £115,000 is netted off by the commercial team income for the year. With income invoiced and committed this will be sufficient to cover a final loan repayment to the Council to ensure the company is left without liabilities and in a neutral financial position, thereby enabling it to enter dormant status.
- 3.8 The Board recommend the equipment and IP is transferred back to the Council for their own future use through the new commercial team, and plans are already under development as to how to maximise the value of the brands in on going work

4 Options considered

- 4.1 The option to continue to run Vale Commerce has been considered but discounted noting that at the time of setting up the company the Council's own Commercial function was in its infancy, the core Council's capability has grown immeasurably since 2015. Given the current maturity of the Council's commercial approach the Vale Commerce concept has been superseded by the delivery opportunities now available to the Council as a whole including the success with My Account.

5 Reasons for Recommendation

- 5.1 To meet the requirements of the Shareholder Agreement under the Reserved Matters.

6 Resource implications

- 6.1 Those related to the company are addressed in the body of the report. There are no further resource implications anticipated

Contact Officer
Background Documents

Caroline Wheller 01296 585185
Council report 01/12/15

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