

Agenda

Cabinet

Date: Monday 23 October 2017

Time: 10.30 am

Venue: Mezzanine Rooms 1 & 2, County Hall,
Aylesbury

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3 Minutes Cabinet to agree the minutes of the meeting held on 25 September 2017 as a correct record.	5 - 12
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5	Question Time This provides an opportunity for Members to ask questions to Cabinet Members	
6	Forward Plan for Cabinet and Cabinet Members For Cabinet to consider the Forward Plan	13 - 30
7	Cabinet Member Decisions To note progress with Cabinet Member Decisions	31 - 32
8	Select Committee Work Programme & Inquiry Work Programme For Cabinet to consider the Select Committee Work Programme	33 - 40
9	Buckinghamshire Growth Strategy For Cabinet to consider the report.	41 - 102
10	Highways Capital Schemes Development For Cabinet to consider the report	103 - 110
11	Date of the Next Meeting 13 November 2017	
12	Exclusion of the Press and Public To resolve to exclude the press and public as the following item is exempt by virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)	
13	Confidential Minute of the previous meeting For Cabinet to agree the confidential minute.	111 - 112

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For further information please contact: Nichola Beagle on 01296 382343

Members: Martin Tett (Leader)

Mike Appleyard	Cabinet Member for Education & Skills
Noel Brown	Cabinet Member for Community Engagement & Public Health
Bill Chapple OBE	Cabinet Member for Planning &

John Chilver
Lin Hazell
Mark Shaw
Warren Whyte

Environment
Cabinet Member for Resources
Cabinet Member for Health & Wellbeing
Deputy Leader & Cabinet Member for
Transportation
Cabinet Member for Children's Services

Minutes

Cabinet

Date: 25 September 2017

Venue: Mezzanine Rooms 1 & 2, County Hall, Aylesbury

Time: 10.30 am to 1.15 pm

MEMBERS PRESENT

Mr M Tett (in the Chair).

Mr M Appleyard, Mr N Brown, Mr J Chilver, Lin Hazell, Mr M Shaw and Mr W Whyte

OTHER MEMBERS IN ATTENDANCE

Mr D Carroll and Mr D Watson

OFFICERS IN ATTENDANCE

Ms N Beagle, Mr R Ambrose, Ms S Ashmead, Ms R Shimmin, Ms G Quinton, Ms L Patten,
Ms J Hancox, Mr O Milambo, Mr M Kemp and Mr K Wright

1 APOLOGIES FOR ABSENCE

Mr B Chapple.

2 DECLARATIONS OF INTEREST

None.

3 MINUTES

The minutes of the meeting held on 24 July were agreed as a correct record and signed by the Chairman.



4 HOT TOPICS

Mr M Shaw commented had attended the Bucks Disability Group AGM. Concern was raised around the number residents applying for blue badges who did not need them, the County Council would be working with the organisation the next 6 months to attempt to reduce this number.

Mr W Whyte commented that the Early Help Consultation had been extended to 16 October 2017, with further information being added to the Internet. All were asked to promote the consultation amongst residents.

The University of Buckingham was commended for recent recognition as a centre of excellence. The establishment came first in the County for Excellence, second for the student ratio, just behind Oxfordshire University and fourth for student experience.

It was noted that Members had signed the Safeguarding and Corporate Parenting Pledge as the last Full Council.

The Leader commented that the Growth agenda paper, due for discussion later in the meeting, had been discussed at the Local Enterprise Partnership meeting and agreed by the group.

5 QUESTION TIME

None

6 FORWARD PLAN FOR CABINET AND CABINET MEMBERS

Cabinet noted the report

7 CABINET MEMBER DECISIONS

Cabinet noted the report

8 SELECT COMMITTEE WORK PROGRAMME & INQUIRY WORK PROGRAMME

Cabinet noted the report

9 SELECT COMMITTEES - GROWTH AGENDA INQUIRY REPORT

Mr D Carroll, Chairman of Transport, Economy and Communities Select Committee and Mr K Wright, Committee and Governance Advisor were welcomed to the meeting.

During discussion key points were highlighted as follows:

- This was the first joint report that had been presented, following all four Select Committees working together on the same inquiry

- Recommendations combined findings from all areas
- Bucks Business First, District Councils and the Local Enterprise Partnership (LEP) as key stakeholders would need to be kept informed of growth agenda plans
- 7 recommendations were outlined in the report
- All Business Units and areas of the organisation would need to be aware of the Growth Agenda to reflect aims in their local business plans
- There were a number of external partners who would also need to be aware of the County Council's growth agenda plans, to work together to achieve outcomes
- The type of housing to be provided in the local area would need to be explored, to ensure support was planned to meet the changing demographic needs (e.g. vulnerable adults)
- NHS plans should be feed into the plan as this develops
- Reporting and progress checking on the growth plans would need to be embedded into existing reporting processes within the County Council. The Business Intelligence function would lead on the reporting approach to ensure consistency of data throughout the organisation
- Each portfolio would be required to take into account potential growth agenda implications for their services
- It was noted the organisation should be maximising all funding opportunities available
- It was important to work collaboratively with key partners and stakeholders; an overarching comment outlining this would be added to the report

RESOLVED

Cabinet AGREED with the recommendations outlined in the report.

10 HOUSING INFRASTRUCTURE FUND - FORWARD FUNDING BID

Mr M Tett, Leader, Ms J Hancox, Head of Transport Strategy and Mr M Kemp, Director of Growth Strategy and Highways were welcomed to the meeting.

During discussion key points were highlighted as follows:

- An amendment to the final report was noted that 'Final agreement to the bid must be in consultation with the Leader'
- It was noted the expression of interest needed agreement in consultation with the Leader along with a business case for stage two of the bidding process
- Were the bid progressed to the next stage a further report would be presented to Cabinet prior to submission of the business case
- That the Housing Infrastructure Fund (HIF) was a Government initiated scheme with national funding available for local government to bid to invest in local infrastructure
- Both District and County Councils were able to bid for HIF funding through separate bidding systems

- It was noted the County Council would be supporting bids submitted by Buckinghamshire's District Councils
- The bid outlined in the report would support the delivery of infrastructure for additional houses being developed in Aylesbury
- Infrastructure would need to be delivered by 2021, which had led to only 1 bid being submitted
- Resources would need to be reassessed were the bid successful

RESOLVED

Cabinet AGREED with the recommendations, subject to the following amendments:

- **Final agreement to the bid must be in consultation with the Leader**
- **Recommendation 1 to read 'Cabinet APPROVES submission of an expression of interest Housing Infrastructure Fund (Forward Funding) application of up to £250m to support the development of Aylesbury Garden Town and other relevant schemes and, if successful, to develop and submit a business case for the final stage in Spring 2018'.**

11 ACQUISITION OF INVESTMENT PROPERTIES

Mr J Chilver, Cabinet Member for Resources, Mr R Ambrose, Director of Finance and Assets and Mr Oster Milambo, Deputy Head of Strategic Assets were welcomed to the meeting.

A confidential and full discussion was had by Cabinet to establish the proposal as a good investment, subject to due diligence taking place.

RESOLVED

Cabinet AGREED to the recommendations as outlined in the report subject to the following addition:

- **The purchase would be authorised and actioned by S151 Officer Mr Ambrose, in consultation with Mr Chilver, Cabinet Member for Resources, subject to due diligence**

12 BUCKINGHAMSHIRE ACCOUNTABLE CARE SYSTEM

Lin Hazell, Cabinet Member for Health and Wellbeing and Ms L Patten, Chief Accountable Officer for Clinical Commissioning Groups were welcomed to the meeting.

During discussion key points were highlighted as follows:

- Does not commit the Council to any financial implications
- The system was an integrated way of working with partners in Health and Social Care

- The CCG's and County Council already had a long history of working collaboratively, this was an opportunity to strengthen existing ways of working
- A Memorandum of understanding as outlined in the report, would enhance the flow of funding
- The four main priorities to be covered:
 - Urgent and Emergency Care
 - Primary Care
 - Cancer
 - Mental Health
- Public credit was given to Ms Patten as being instrumental in ensuring Buckinghamshire was included in a limited number of pilots for Accountable Care Systems

RESOLVED

Cabinet AGREED with the recommendation as outlined in the report.

13 Q1 COUNCIL PERFORMANCE REPORT

Mr J Chilver, Cabinet Member for Resources and Mr R Ambrose, Director of Assurance, presented the report. During the discussion performance indicators were discussed and updates were provided as follows:

Mr Shaw, Cabinet Member for Transport

- Taplow cycle scheme would be going ahead; having made two substantial changes to incorporate residents views
- Eastern link road progressing with design
- Stocklake scheme had completed under budget
- East West Rail: Mr Shaw had met twice with the Secretary of State over past few months who was keen for the project to be delivered as soon as possible. A further group meeting would be taking place on 26 September to progress
- Challenges had been experienced with the Express Way

Mr Appleyard, Cabinet Member for Education and Skills

- Difficulty experienced in delivering education and health care plans
- There was a lack of Education Psychologists nationally
- The County Council had been effected by this shortage:
 - Previous Head of Service had left
 - Second in command had recently given notice
- Staff shortages were impacting on workloads, was taking longer than standard times to delivery education plans for special needs children
- It was noted the organisation were working hard to get ahead and that money may be required for agency staff to deal with the backlog

Mr Whyte, Cabinet Member for Childrens Services

- Investment into more children's homes had commenced
- Percentage of children in care living within 20 miles of their home: a strategy was now in place to deal with this over the longer term
- Process for reviewing plans for looked after children in need: the team structure had changed over the summer period so it was noted the trajectory should steadily improve for this issue

Mr Chilver, Cabinet Member for Resources

- Revenue and capital budgets were on track to be delivered
- Savings and income generation targets were on track to be delivered
- Forecasting to come in under budget overall
- Slippage on capital programmes: there had been substantial progress on this in recent years with the amount progressively decreasing
- The Asset Strategy Board (ASB) had instituted a gateway process so future spend be released for schemes in instalments

Mr Brown, Cabinet Member for Community Engagement and Public Health

- Performing well on a number of indicators
- Library - downloads: there was a new supplier so should improve
- Total number of visits to the Museum - the new Director had extensive experience of generating interest so the service was confident this would improve
- Numbers of residents using smoking cessation services had decreased, this was likely to be due to the increase in E-cigarettes
- The number of residents using alcohol cessation services was also below target: this would be monitored and reminders of the help available would be provided to residents

Lin Hazell, Cabinet Member for Health and Wellbeing

- Annual reviews: measures were local to Buckinghamshire there was no national comparative. It was noted that the County Council was performing than this time last year
- Performance was improving as recruitment improved
- Transitions: a complex area which was being monitored
- Percentage of adults in contact with secondary mental health: figures were better than this time last year which was an indication of the focus that was being put on recovery and encouraging people to live independently
- Adults with learning disability who live with their family: there was a strong focus on this area and work being done to make further improvements
- Delayed transfers of care: a key Government metric, although the national strategy definition was awaited it was noted that the County Council was performing better than neighbouring Authorities

Mr Tett, Leader's Portfolio

- Broadband: the County Council had initially invested £5m for the first contract with BT. Funds had not been available for the second contract therefore District Councils had provided funding where possible

- The process had been slow to start, with a lack of information from BT
- The service was aiming for 95% broadband coverage across the County: work was being done with BT to confirm this

RESOLVED

Cabinet AGREED the report.

14 SKILLS STRATEGY

Mr M Appleyard, Cabinet Member for Education and Skills and Ms G Quinton, Executive Director Resources were welcomed to the meeting. During discussion key points were highlighted as follows:

- The partnership between Local Enterprise Partnership (LEP) and the County Council had strengthened over last 6 months
- The County Council was looking to retain and develop a broad range of skills to support economic prosperity
- Skills were one of the key enablers in building a strong economy: there were also localised issues regarding a lack of skills that needed to be addressed in Buckinghamshire.
- More funding streams were being developed nationally to support areas to develop skills within their area: e.g. the growth of the apprenticeship programme and funding through skills funding agency
- There were four key areas of focus:
 - Develop our future workforce - improve work preparedness of our young people and ensure they are able to make informed career choices
 - Develop a robust supply of skilled ambitious talent for our priority growth sectors and enterprise zones – creative industries, digital industries, high performance engineering, life sciences, food and drink manufacture, space industries.
 - Address widening skills gaps by supporting lifelong learning
 - Actively support skills development and recruitment in the health and social care, construction, tourism, service and public sector
- There was a need to ensure young people understood that skills were as important as academic achievement
- Businesses should also take ownership for inspiring young people
- It was noted the next Skills Show was being held in October, all schools in the area had been invited and coaches were being deployed to enable students to attend
- Enterprise coordinators were visiting with each school, to advise students on careers
- Websites had been developed with the County Council that would aim to link young people with entry level jobs

RESOLVED

Cabinet AGREED with the recommendation as outlined in the report.

15 DATE OF THE NEXT MEETING

23 October 2017

16 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded for the following item which is exempt by virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)

17 ACQUISITION OF INVESTMENT PROPERTIES

Cabinet had a confidential and full discussion to establish whether this was a good investment, subject to due diligence taking place.

**MARTIN TETT
LEADER OF THE COUNCIL**

CABINET/CABINET MEMBER FORWARD PLAN

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Cabinet 23 October 2017				
Buckinghamshire Growth Strategy	To agree the Growth Strategy	All Electoral Divisions	Martin Tett, Leader / Neil Gibson	First notified 14/9/17
Highways Capital Schemes Development	A report seeking approval for the processes used to develop forward programmes of capital highway schemes including a four year indicative programme of carriageway maintenance schemes.		Deputy Leader & Cabinet Member for Transportation / Keith Carpenter	First notified 1/8/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Cabinet 13 November 2017				
Acquisition of Investment Properties	Potential acquisition of Investment Property - if required		Cabinet Member for Resources / Oster Milambo	First notified 14/9/17 Likely to contain confidential appendices
Acquisition of Land and Progression for the South East Aylesbury Link Road Project	Approval of strategy for the acquisition of land and scheme progression for the South East Aylesbury Link Road project	Aston Clinton & Bierton; Aylesbury East; Aylesbury South East; Wendover, Halton & Stoke Mandeville	Deputy Leader & Cabinet Member for Transportation / Mark Kemp	First notified 25/9/17
Children's Services Update	6-monthly update		Cabinet Member for Children's Services / Gladys Rhodes White	First notified 1/3/17
Early Help Review	Proposal to create a new Early Help service in line with the Early Help Strategy, taking account of public consultation results.	All Electoral Divisions	Cabinet Member for Children's Services / Carol Douch	First notified 10/10/17
Q2 2017/18 Finance Monitoring Report	Quarterly report		Cabinet Member for Resources / Richard Ambrose	First notified 27/3/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Cabinet 11 December 2017				
Adults Services Update	6-monthly update		Cabinet Member for Health and Wellbeing / Sheila Norris	First notified 1/3/17
Cultural Strategy	To agree a partnership Cultural Strategy for Buckinghamshire		Cabinet Member for Community Engagement and Public Health / Gillian Quinton	First notified 23/6/17
Education and Skills Strategy	To endorse and agree the Education and Skills Strategy following a consultation with parents/carers, schools and the wider educational community and other key stakeholders.		Cabinet Member for Education and Skills / Maria Edmonds	First notified 14/9/17
Q2 Council Performance Report	How the council has performed in Quarter 2 (July, August, September 2017)		Leader of the Council / Sarah Ashmead	First notified 14/6/17
Cabinet 8 January 2018				
Cabinet 12 February 2018				
Q3 2017/18 Finance Monitoring Report	Quarterly report		Cabinet Member for Resources / Richard Ambrose	First notified 27/3/17
Cabinet 5 March 2018				
Cabinet 26 March 2018				
Q3 Council Performance Report	How the Council has performed in Quarter 3 (Oct, Nov, Dec)		Leader of the Council / Sarah Ashmead	First notified 14/6/17
Cabinet 23 April 2018				

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Cabinet 21 May 2018				
Cabinet 18 June 2018				
Q4 Council Performance Report	How the Council has performed in Quarter 4 (January, February, March).		Leader of the Council / Sarah Ashmead	First notified 14/6/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
October 2017 Cabinet Member Decisions				
<u>Cabinet Member for Children's Services</u>				
Care Leavers Staying Put Policy	This policy aims to provide a framework for making decisions to enable looked after young people to remain with their current foster carer, or regular relief carer, after the age of 18 years and sets out the arrangements necessary to support this. This policy covers all care leavers, including unaccompanied asylum seeking children (UASCs).		Cabinet Member for Children's Services / Carol Douch	First notified 30/3/17
Financial support to carers of children leaving care through adoption, special guardianship, or child arrangements orders Policy & Procedures			Cabinet Member for Children's Services / Carol Douch	First notified 8/12/14
Looked after Children and Placement Strategy	This sufficiency strategy describes how we plan to put the right mix of services in place to meet the needs of Looked After Children.		Cabinet Member for Children's Services / Carol Douch	First notified 30/3/17
Policy on Delegation of authority for children placed in foster care	Delegated authority policy regarding children placed in foster care		Cabinet Member for Children's Services / Carol Douch	First notified 10/4/17
<u>Cabinet Member for Children's Services and Cabinet Member for Resources</u>				
Troubled Families Funding Approval for 2017 Onwards	Approval Required for the Troubled Families Grant Funding Ring-Fenced and Non-Ring-fenced for 2017 Onwards.		Cabinet Member for Children's Services, Cabinet Member for Resources / Deborah Andrews	First notified 5/6/17 Report to be re-drafted

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Children's Services, Cabinet Member for Education and Cabinet Member for Health and Wellbeing</u>				
Agreement of legal framework S75 for integrated commissioning for adult social care	Sign off of the Statutory framework which underpins the Health and Social care commissioning arrangements across children and adults		Cabinet Member for Children's Services, Cabinet Member for Education and Skills, Cabinet Member for Health and Wellbeing / Susie Yapp	First notified 9/5/16
<u>Cabinet Member for Education and Skills</u>				
Buckinghamshire Learning Trust (BLT) - Variation in Contract	Seeking member decision regarding a variation in contract with the BLT regarding the grant funded activities from 2018 onwards.		Cabinet Member for Education and Skills / Maria Edmonds	First notified 19/9/17 May contain confidential appendices
Future Transport Charges	To set out the plans for charging for home to school transport	All Electoral Divisions	Cabinet Member for Education and Skills / Debbie Munday	First notified 2/5/17
<u>Cabinet Member for Health and Wellbeing</u>				
Home from Hospital	Decision to recommission service		Cabinet Member for Health and Wellbeing / Gemma Workman	First notified 26/4/17
<u>Cabinet Member for Planning and Environment</u>				
Land Drainage Enforcement Policy	Approval of Land Drainage Enforcement Policy as part of BCC's role as Lead Local Flood Authority		Cabinet Member for Planning and Environment / David Sutherland	First notified 22/2/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Resources</u>				
Anti Fraud and Corruption Strategy	A review of the Council's Anti Fraud and Corruption Strategy.		Cabinet Member for Resources / Maggie Gibb	First notified 5/12/16
Anti Money Laundering Policy	A review of the Council's Anti Money Laundering Policy		Cabinet Member for Resources / Maggie Gibb	First notified 5/12/16
Disposal of the former Great Hampden Computer Training Centre	Disposal of the former Great Hampden Computer Training Centre, Hampden Row, Great Hampden, HP16 9RJ	Ridgeway East	Cabinet Member for Resources / Marion Mayhew	First notified 6/9/17 Likely to contain confidential appendices
People Strategy	This strategy incorporates the revised People Strategy and the wider Workforce Plan for Council employees and aims to capture all Business Units and the HQ Functions. The People Strategy will be supported by a number of key work streams most of which are already underway. An action plan has been developed to help review and report on the impact/delivery of the Strategy.		Cabinet Member for Resources / Gillian Quinton	First notified 18/8/16
Restoration of former Landfill Sites	Restoration of the former Landfill Sites at Trenches Lane and Thorney Park, South Bucks.	Iver; Stoke Poges & Wexham	Cabinet Member for Resources / Oster Milambo	First notified 14/9/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Transfer of Land at Spade Oak, Marlow	The transfer of land held by Buckinghamshire County Council as Trustee of the Thameside Preservation Trust to new Trustees. The land was purchased with monies raised by public subscription and is to be preserved for the benefit and recreation of the public.	Marlow	Cabinet Member for Resources / Linda Forsythe	First notified 6/4/17
Deputy Leader and Cabinet Member for Transportation				
Advancement of the A4010 & A4129 Safety Improvements schemes	This report sets out the recommended approach for the advancement of the A4010 & A4129 Improvements Project.	Ridgeway West; The Risboroughs; West Wycombe	Deputy Leader & Cabinet Member for Transportation / Jamie Spencer	First notified 8/9/17
Beaconsfield cycleway	Proposed shared cycleway. Upgraded of existing footway, between Grenfell Road and Ledborough Lane. 3 week Consultation to commence 03 March 2017.	Beaconsfield	Deputy Leader & Cabinet Member for Transportation / Adrian Lane	First notified 28/2/17
Chepping Wye Valley Waiting Restrictions	Chepping Wye Valley LAF Area Waiting Restrictions Key Decision Report	Flackwell Heath, Little Marlow & Marlow South East; Hazlemere; The Wooburns, Bourne End & Hedsor; Tylers Green & Loudwater	Deputy Leader & Cabinet Member for Transportation / Shaun Pope	First notified 19/6/17
Developer Funding Programme (TEE): Financial Year 2017/18	Update on 2016/17 programme and seeking approval for a proposed programme of 2017/18 schemes funded through developer contributions.		Deputy Leader & Cabinet Member for Transportation / John Rippon	First notified 10/2/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Highway Infrastructure Asset Management Strategy	An updated Asset Management Strategy setting out how the HIAM Policy is to be achieved by taking a systematic approach to deliver the Objectives most efficiently and effectively over the long term.		Deputy Leader & Cabinet Member for Transportation / Keith Carpenter	First notified 30/8/17
Marlow town centre waiting, loading and parking review	Proposed changes to the current waiting, loading and parking restrictions in Marlow	Marlow; Flackwell Heath, Little Marlow & Marlow South East	Deputy Leader & Cabinet Member for Transportation / Alistair Turk	First notified 10/8/17
Member Development Strategy	The Member Development Strategy outlines the Council's approach to supporting and developing Councillors.		Deputy Leader & Cabinet Member for Transportation / Clare Capjon	First notified 7/9/17
Reclassification Order, Bellingdon Road and Townsend Road, Chesham	A short section of Bellingdon Road and Townsend Road in Chesham are classified as B Roads. It seems that this is a historic issue which was not correctly dealt with at the time the A416 St Marys Way was constructed. This order resolves this historic issue	Chesham	Deputy Leader & Cabinet Member for Transportation / Keith Carpenter	First notified 2/8/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Revocation of the improvement line HW-RW-05	<p>This decision relates to an improvement line that has been held for improvements to the junction of the Pastures, Desborough Avenue and West Wycombe Road. This line has been in place since the 1960s for implementation of a roundabout instead of traffic lights. An area within the boundary of the improvement line had been blighted for development and the owners have requested we remove the line. In order to understand whether the improvement line is still required, we commissioned Jacobs to model the junction to determine whether there would be any significant variation in traffic flow should we change the junction from traffic lights to a roundabout. The report showed that although capacity for motorised vehicles at the junction was marginally increased, there was a negative effect on pedestrians and cyclists as they were less easily accommodated. In addition, this would potentially push congestion to other points on the network, specifically the town centre which we wish to protect as part of the High Wycombe Town Centre Masterplan. Since there is no realistic prospect of BCC bringing forward a scheme to increase capacity and the negative impacts described, we have are making the recommendation that the line is no longer required.</p>	Abbey; Booker, Cressex & Castlefield; Downley	Deputy Leader & Cabinet Member for Transportation / Jessica Everett	First notified 16/8/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Sustainable Travel South (A4 Taplow: Maidenhead to Slough) Cycleway Scheme		Cliveden; Farnham Common & Burnham Beeches; Stoke Poges & Wexham	Deputy Leader & Cabinet Member for Transportation / Ian McGowan	First notified 8/10/15
<u>Deputy Leader and Cabinet Member for Transportation and Cabinet Member for Education</u>				
Sustainable Modes of Travel Strategy (SMoTS) for Education	The Sustainable Modes of Travel Strategy (SMoTS) for Education is a supporting document to the Local Transport Plan 4 (LTP4). The strategy is designed to promote sustainable modes of transport to schools, colleges and other education centres. It explains what school transport is in place at the moment and what we want it to be in the future. This includes the transport needs of 16+ and Special Educational Needs and Disabled pupils. It sets out how we will work (and support others) to meet the objectives set out in this document and encourage sustainable education transport. The document is particularly aimed at schools, to help them inform their school travel plans. However, this document should be useful to any groups or individuals with an interest in school travel.		Cabinet Member for Education and Skills, Deputy Leader & Cabinet Member for Transportation / Ryan Bunce	First notified 10/8/17
<u>Leader of the Council</u>				
Recycled Strategic Infrastructure Feasibility Budget Re-Profiling	Report recommending approval of a re-profiled allocation of the Strategic Infrastructure Feasibility Budget, also known as Leader Capital.		Leader of the Council / John Rippon	First notified 9/3/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
<u>Leader of the Council and Deputy Leader and Cabinet Member for Transportation</u>				
HS2 Mitigation Projects Scheme of Delegation	This report sets out the recommended approach for the HS2 mitigation projects delivery, following assurances secured from HS2 Ltd.	Chalfont St Peter; Denham; Great Missenden; Grendon Underwood; Stone and Waddesdon; Wendover, Halton & Stoke Mandeville	Deputy Leader & Cabinet Member for Transportation, Leader of the Council / Emily Wingfield	First notified 3/10/17
<u>Cabinet Member for Children's Services and Cabinet Member for Education and Skills</u>				
Early Help Strategy	Sign off the multi-agency Early Help Strategy on behalf of BCC		Cabinet Member for Children's Services, Cabinet Member for Education and Skills / Carol Douch	First notified 3/10/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
November 2017 Cabinet Member Decisions				
<u>Cabinet Member for Children's Services</u>				
Short Breaks Strategy	<p>To develop a Short Breaks Strategy 2018 - 2022 that will inform the re-commissioning and future procurement options to deliver a new Buckinghamshire short breaks service from 2018/19.</p> <p>The strategy will be set within available resources identified by Buckinghamshire County Council (BCC) and the Clinical Commissioning Groups (CCGs), where appropriate, with the aim to improve outcomes for both disabled children and young people and their families and prioritises resources to disabled children and young people and their families with the highest needs.</p>		Cabinet Member for Children's Services / Rona Hopwood	First notified 6/7/17
<u>Cabinet Member for Community Engagement and Public Health</u>				
Recommissioning the Buckinghamshire Young People and Families Drug and Alcohol Treatment Service	The paper presents an overview of the current Young People and Families Drug and Alcohol Service and seeks the approval of the re-commissioning of a new combined Tier 2 / Tier 3 substance misuse support service for children and young people in Buckinghamshire.		Cabinet Member for Community Engagement and Public Health / Cavelle Lynch	First notified 9/10/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Registration Service & Coroner Service Fees for 2018	Proposed fees for the Registration & Coroner Services in 2018		Cabinet Member for Community Engagement and Public Health / Wendy Morgan-Brown	First notified 5/10/17
<u>Cabinet Member for Education and Skills</u>				
Dagnall Church of England School	A proposal that from 1 September 2018 Dagnall Church of England School increases its age range to admit children up to year 6 (11 years of age). If implemented the change would be phased in, starting with the admission of year 3 children from September 2018 and then to build up over a number of years.	Ivinghoe	Cabinet Member for Education and Skills / Andrew Tusting	First notified 28/2/17
Great Kimble Church of England School	A proposal that the school expands from September 2018 from being an infant school to become a combined primary school admitting children from 4 to 11 years of age. The school currently admits children from 4 to 7 years of age.	Ridgeway East	Cabinet Member for Education and Skills / Andrew Tusting	First notified 22/2/17
<u>Cabinet Member for Health and Wellbeing</u>				
Direct Payment Policy	Cabinet Member to agree the Direct Payment Policy		Cabinet Member for Health and Wellbeing / Marcia Smith	First notified 29/3/17
Re-commissioning of 6 Supported Living Services in Buckinghamshire	Re-commissioning of 6 Supported Living Services in Buckinghamshire		Cabinet Member for Health and Wellbeing / Christopher Reid, Lisa Truett	First notified 8/6/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Planning and Environment</u>				
Extension to Rights of Way Improvement Plan	Extension of current Rights of Way Improvement Plan(which runs out in 2018) to allow time for document to be refreshed and updated and consultation to be undertaken.		Cabinet Member for Planning and Environment / David Sutherland	First notified 12/6/17
<u>Deputy Leader & Cabinet Member for Transportation</u>				
A412 Uxbridge Road / Black Park Road, Wexham	Implementation of TRO's to ban a right turn for vehicles exiting Black Park Road onto the A412 and a No U Turn on the A412 for south bound vehicles.	Stoke Poges & Wexham	Deputy Leader & Cabinet Member for Transportation / Trevor Bonsor	First notified 27/6/17
December 2017 Cabinet Member Decisions				
<u>Cabinet Member for Education and Skills</u>				
Dedicated Schools Grant and Schools Funding	Decision relating to the use of over £400m of dedicated schools grant and the c £300m allocation through the locally agree schools funding formula		Cabinet Member for Education and Skills / Sarah Callaghan	First notified 9/8/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
January 2018 Cabinet Member Decisions				
<u>Cabinet Member for Children's Services</u>				
Business Case for Re-Commissioning of Short Breaks	To agree the full Business Case (based on the Short Breaks Strategy 2018 - 2022) for the re-commissioning of short breaks for disabled children and young people, which will include the preferred procurement option leading to the contract award.		Cabinet Member for Children's Services / Rona Hopwood	First notified 6/7/17 May contain confidential appendices
<u>Cabinet Member for Education and Skills</u>				
Pebble Brook School, Aylesbury - consultation on proposal to close boarding provision	The County Council is consulting on a proposal that the boarding provision at Pebble Brook School is closed with effect from February 2018. The school caters for over 100 children with Special Educational Needs. The consultation has been sent widely to parents/carers, staff, governors, the local community and other interested groups. Depending on the outcome of the consultation the Cabinet Member for Education and Skills may make the decision to move to the next stage of the statutory consultation process on the proposal which would be the publication of a Statutory Notice and a four week representation period. Depending on the outcome of the consultation period and the representation period the Cabinet Member for Education and Skills may be taking a decision in January/February 2018 on whether the boarding provision at the school closes.	Aylesbury South West	Cabinet Member for Education and Skills / Andrew Tusting	First notified 19/9/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
February 2018 Cabinet Member Decisions				
<u>Cabinet Member for Education and Skills</u>				
2019 Determined Admission Rules	Annually determined admissions policy for voluntary controlled and community schools plus the admissions scheme		Cabinet Member for Education and Skills / Debbie Munday	First notified 2/3/17
<u>Cabinet Member for Health and Wellbeing</u>				
Care market pressures	Annual response to care market pressures from suppliers		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 13/4/17

Please note the following information since the report included in the previous Cabinet agenda:-

- 0 decisions have been published but not yet taken
- 3 decisions have been taken
- 30 decisions on the forward plan are pending for October

DECISIONS TAKEN

Deputy Leader & Cabinet Member for Transportation

10 Oct 2017

ED10.17 - Millbrook School (Decision taken)

The Cabinet Member:

AGREED that, as the Local Authority and Governing body have followed the Department for Education statutory guidance, permission is granted for the school to increase in size by one form of entry (i.e. 30 children) from 1 September 2018.

AGREED that the school will then build up over a three year period to its revised capacity of 630.

Deputy Leader & Cabinet Member for Transportation

20 Sep 2017

T20.17 - Highway Asset Management Policy (Decision taken)

The Cabinet Member:

APPROVED and **AGREED** to adopt this revised Highway Asset Management Policy which sets the guiding principles for the management of the Authority's highway assets. This revision ensures that the policy remains current and aligns the policy with the recently adopted County Council Strategic Plan 2017-2020.

4 Oct 2017

T22.17 - Review of resident permit terms and conditions (Decision taken)

The Cabinet Member:

**AGREED the recommendations for the changes to permit types and charges and
AGREED they become operational from 1st January 2018**

For further information please contact: Nichola Beagle on 01296 382662

Select Committee Combined Work Programme

About our Select Committees

This work programme sets out all formal meetings of the Council's Select Committees.

The purpose of Select Committees is to carry out the Council's overview and scrutiny function. Their role is to support public accountability and improve outcomes for residents through scrutinising the work of decision-makers.

Select Committees can carry out this function either through an in-depth Inquiry or one-off item at Committee meetings.

A scrutiny Inquiry is an investigation on a topic that will lead to a report and evidence-based recommendations for change to decision-makers. The key difference between one-off committee items that are not part of an inquiry and scrutiny inquiries is that Select Committees normally only make recommendations to Cabinet as a result of an in-depth Inquiry.

Evidence for scrutiny Inquiries may be gathered in different ways depending on the topic, this includes taking evidence at formal Select Committee meetings and/or informal meetings, visits or external research. Prior to any work commencing the Select Committee will agree an Inquiry scoping document which will outline the terms of reference, the methodology and inquiry timeline.

For more details about Select Committee Inquiries and guidance please see <http://www.buckscc.gov.uk/services/council-and-democracy/scrutiny/>

[Finance, Performance & Resources Select Committee](#)

[Children's Social Care & Learning Select Committee](#)

[Health & Adult Social Care Select Committee](#)

[Transport, Environment & Communities Select Committee](#)

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Finance, Performance & Resources Select Committee				
14 Nov 2017	Budget Scrutiny 2018 - Scope	For the Committee to agree the Scoping Document for the Budget Scrutiny 2018 Inquiry.	Kelly Sutherland, Committee and Governance Adviser	
14 Nov 2017	Income Generation - 12 month progress report	The Committee will receive a 12 month progress report on the implementation of the recommendations of the Income Generation Inquiry report.	Jonathon Noble, Commercial Director	Cabinet Member for Resources, Jonathan Noble, Commercial Director, Business Services Plus
14 Nov 2017	LASR Property Review Update	For Members to gain an insight into the next steps of the LASR Property Review - TO BE CONFIRMED	Richard Ambrose, Director of Finance & Assets	Richard Ambrose, Director of Finance and Assets, Donald Milligan, Interim Asset Strategy Manager
14 Nov 2017	Project & Programme Management	For the Committee to explore the Council's approach to Project and Programme Management.	Richard Ambrose, Director of Finance & Assets	Richard Ambrose, Director of Finance and Assets, Stephen Rawlinson, Programme Management Officer

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Children's Social Care & Learning Select Committee				
17 Oct 2017	Early Help	To seek Members views on the proposals for a new approach to helping children and families earlier, to ensure small problems don't get bigger and too difficult to manage.	Carol Douch, Service Director (Children & Family Service)	
17 Oct 2017	Independent Reviewing Officer Service	For Members to consider the performance of the IRO service and current resourcing.	Julie Davies, Head of Children's Quality Standards & Performance	
17 Oct 2017	Performance Report - Q1 2017-18	For the Committee to review and question Cabinet Members on areas of underperformance.	Gladys Rhodes White, Executive Director Children's Services	
17 Oct 2017	The Educational Psychology Service Action Plan	To update Members on progress with implementing the Educational Psychology Service Action Plan	Craig Tribe	
5 Dec 2017	Buckinghamshire Safeguarding Children Board	For the Committee to consider the effectiveness of partnership working in keeping children safe in Bucks and the Board's performance in improving outcomes for Children and Young People.	Julie Davies, Head of Children's Quality Standards & Performance	
5 Dec 2017	New Funding Formula for Schools and High Needs	For the Committee to look at the implications of the new funding formula on Buckinghamshire's schools.	Sarah Callaghan, Service Director Education	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
5 Dec 2017	NHS England Sustainability and Transformation Plan	Understanding the impacts of integrating Health and Social Care on Children's Services including the NHS England Sustainability and Transformation Plan	David Johnston, Managing Director, Children's Social Care, Children and Young People	
5 Dec 2017	Preventing Bullying in Schools	For the Committee to look at work being undertaken to prevent bullying in schools in Buckinghamshire.	Sarah Callaghan, Service Director Education	
6 Feb 2018	Performance Report - Q2 2017-18	For the Committee to review and question Cabinet Members on areas of underperformance.	Sarah Callaghan, Service Director Education, Carol Douch, Service Director (Children & Family Service)	
6 Feb 2018	Voice of the Child and Young Person Inquiry - Recommendations	To review and make an assessment of progress against the agreed recommendations of the inquiry 12 months on	Julie Davies, Head of Children's Quality Standards & Performance	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Health & Adult Social Care Select Committee				
28 Nov 2017	Adult Social Care Transformation	For Members to scrutinise the plans for transforming and modernising Adult Social Care services.	Liz Wheaton, Committee and Governance Adviser	
28 Nov 2017	Care Homes	For Members to examine the CQC results of the care homes across the county and to hear from providers of care homes.	Liz Wheaton, Committee and Governance Adviser	
28 Nov 2017	Hospital Discharge Inquiry - 6 month recommendation monitoring	For Members to hear about the progress of the recommendations made in the Hospital Discharge Inquiry.	Suzanne Westhead, Service Director (ASC Operations)	Debbie Richards, Clinical Commissioning Groups Neil Macdonald, Buckinghamshire Healthcare Trust
30 Jan 2018	Public Health	For Members to explore how well public health services are embedded across the Council.	Jane O'Grady, Director of Public Health	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Transport. Environment & Communities Select Committee				
31 Oct 2017	Economic Development Inquiry: 12 Month Recommendation Review	Members will review and assess the progress towards completion/implementation of the inquiry recommendations.	John Rippon, Head of Growth & Strategy Development	
31 Oct 2017	National Infrastructure Commission Report: What does it mean for Bucks?	<p>Members will review the National Infrastructure Commission's Interim Report with a view to understanding what it is and how it might impact on Buckinghamshire and the County Council.</p> <p>Members will hear how England's Economic Heartland Strategic Alliance is providing leadership on strategic infrastructure. They will examine how the Council is working with the Alliance to identify issues of strategic importance for the County, drawing on work that the Council has been undertaking to identify the infrastructure requirements arising from the planned growth.</p>	Mark Kemp, Director of Transport	<p>Martin Tugwell, Programme Director, TEE</p> <p>Richard Harrington, BTVLEP Chief Executive</p>

Date	Topic	Description and purpose	Lead Service Officer	Attendees
12 Dec 2017	Energy and Growth - Future Demand, Challenges and Income Generating Opportunities	(To be developed and confirmed) Members will examine the challenges and opportunities around energy supply and demand, and assess options for exploiting income generating opportunities in light of the future growth.	Rachel Toresen-Owuor, Energy Manager	
12 Dec 2017	Sustainable School Travel Inquiry: 6 Month Recommendation Monitoring	The Committee will review and assess the progress towards the recommendations made within the inquiry report as agreed by Cabinet in April 2017.	James Gleave, Transport Strategy Manager	Joan Hancox, Head of Transport Strategy
23 Jan 2018	Prevent Duty	To be developed.	Angie Sarchet, Communities Manager	
13 Mar 2018	Community Safety Partnership Plan	Members will monitor progress towards the 3 Year Community Safety Partnership Plan priorities and activities.	Kama Wager, Committee Adviser	Cath Marriott, Community Safety Manager
29 May 2018	Growth; Is the Council Ready?: 6 Month Recommendation Review	Members will review and assess the progress towards implementation of the inquiry recommendations.	Rachel Wileman, Infrastructure Strategy Manager	
17 Jul 2018	Sustainable School Travel Inquiry: 12 Month Recommendation Monitoring	The Committee will review and assess the progress towards the recommendations made within the inquiry report, as agreed by Cabinet in April 2017.	James Gleave, Transport Strategy Manager, Joan Hancox, Head of Transport Strategy	Joan Hancox, Head of Transport Strategy

Date	Topic	Description and purpose	Lead Service Officer	Attendees
6 Nov 2018	Growth Inquiry; Is the Council Ready? 12 Month Recommendation Update	Members will review and assess the progress towards completion and implementation of the inquiry recommendations.	Rachel Wileman, Infrastructure Strategy Manager	

Report to Cabinet

Title:	Buckinghamshire Growth Strategy 2017-2050
Date:	23 October 2017
Date can be implemented:	31 October 2017
Author:	Martin Tett, Leader
Contact officers:	Mark Kemp 01296 387748 / Neil Gibson 01296 383106
Local members affected:	All
Portfolio areas affected:	All

For press enquiries concerning this report, please contact the media office on 01296 382444

Summary

This report is to provide cabinet members the opportunity to consider the content and future use of the Buckinghamshire Growth Strategy 2017-2050.

The strategy sets out an economically led vision for growth that 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

RECOMMENDATIONS

Cabinet is asked to

- **Note the key headlines and opportunities highlighted within the Buckinghamshire Growth Strategy 2017-2050**

- **Note the progress undertaken to date in sharing the strategy in initiating dialogue with government and the National Infrastructure Commission**
- **Consider where the strategy can be most effectively utilised in supporting future funding bids and strategic service delivery by Bucks County Council**
- **Note and endorse the proposals for developing an action plan for the delivery of the strategy based around four main themes:-**
 - **Infrastructure & Connectivity**
 - **Housing**
 - **Business Growth & Skills**
 - **Governance & Communications**

A. Narrative setting out the reasons for the decision

The growth strategy was prepared by Buckinghamshire Thames Valley LEP with the support of all of the Buckinghamshire Local Authorities, with the exception Aylesbury Vale District Council who have preferred to direct current dialogue with government and the National Infrastructure Commission.

The draft strategy was endorsed by Buckinghamshire Thames Valley LEP board at its meeting on 22 September and copies of the final document were sent directly to Sajid Javid the Secretary of State for Communities and Local Government, at the end of September by both BTVLEP and Bucks CC.

The strategy outlines a series of asks and offers required to deliver the ambitious economically led growth within the county, these asks and offers are based into two main timeframes 2017-2030 and 2030-2050.

Following the strategy submission, follow up meetings have been held with the Secretary of State and DCLG representatives to highlight the main issues within the strategy required to deliver the additional £4.5bn of economically led growth directly attributed to the delivery of the strategy, initial feedback to the strategy has been very positive.

The following extract is taken from the reports Executive Summary:-

Buckinghamshire Growth Strategy 2017-2050

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.**
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Next Steps

Whilst initial reaction to the strategy from Government has been positive, further detail is now being sought in relation to clarifying the asks and offers proposals. An ongoing dialogue is being held with both the NIC and Government Officials to progress this discussion and support how proposals can be presented to treasury.

The immediate priorities will link to support for the Housing Infrastructure Fund submissions and to influence investment recommendations within the National Infrastructure Commission report which is expected to be published in November 2017.

Looking ahead into 2018, the strategy will provide the basis to support the development of a Regional Industrial Strategy being collated by the four Local Enterprise Partnerships in the Oxford to Cambridge Growth area, this in turn will seek to influence investment within this area as part of the Shared Productivity Fund which is the likely successor to the Local Growth Fund and European Social and Investment Funds. The 4 LEPs are due to meet with government officials and NIC representatives on 23 October.

To support this work it is proposed that 4 operational work-streams are established to develop operational plans to translate the strategic objectives into deliverable work programmes.

- **Infrastructure & Connectivity - Led by Mark Kemp, Bucks County Council**
- **Housing Delivery - led by a representative from the Buckinghamshire Planning Group (TBC)**
- **Business Growth & Skills - Led by Richard Harrington, BTVLEP**
- **Programme Governance & Communications - Led by Richard Harrington BTVLEP**

Each work-stream will be supported by an operational delivery group with representatives drawn from supporting partners and key agencies operating in Buckinghamshire. Regular progress across the programme will be reported to the BTVLEP Board with the objective of establishing a Buckinghamshire Growth Board over the next 12 months to oversee the strategy development and delivery.

Given the fluid nature of this conversation, officers will provide a verbal update on the latest position in relation to governance and delivery discussions with government representatives at this meeting on the 23 October.

B. Other options available, and their pros and cons

The development of the strategy has been undertaken to provide a clear, evidence based assessment of the economic and growth potential for Buckinghamshire. It provides the basis for future dialogue with Government around infrastructure investment into the county. In the absence of this document the ability of BCC, BTVLEP and other local partners to engage in meaningful negotiations would be severely limited and the area would be disadvantaged in funding bids in relation to other regions and areas.

C. Resource implications

The strategy will support future government investment into Buckinghamshire commencing with the Housing Infrastructure Fund programme. The recent TEC growth enquiry has considered the potential impact on the Council of supporting the growth agenda and an action plan is in place to ensure that BCC is ready for growth.

D. Value for Money (VfM) Self Assessment

The Buckinghamshire Growth Strategy delivers value for money by providing a clear framework for future growth, including a framework for capital and revenue bids for a wide range of policy areas linked to delivery of public services across the county.

E. Legal implications

N/A

F. Property implications

The strategy will guide future policy in relation to property investment and acquisition to support the growth aims of the strategy.

G. Other implications/issues

The Buckinghamshire Growth Strategy provides a clear economically led framework for future growth in the county; it provides a basis for dialogue with government in supporting capital and revenue bids for a wide range of policy areas and the delivery of public services across the county.

H. Feedback from consultation, Local Area Forums and Local Member views

As part of the strategy development, presentations were made to Buckinghamshire MP's, BCC Members and local parish representatives. The strategy has already been referenced as part of the evidence to support the Housing Infrastructure Fund bids that were made by BCC and Local Authority partners in the County at the end of September.

I. Communication issues

Communication issues relating to the Buckinghamshire Growth Strategy will be co-ordinated through Buckinghamshire Thames Valley Local Enterprise Partnership.

J. Progress Monitoring

Feedback from Government officials and other progress in the delivery of the Buckinghamshire Growth Strategy will be reported to the Buckinghamshire Thames Valley LEP Board which will meet next on November 17th

Background Papers

A copy of the full Buckinghamshire Growth Strategy is attached as **Appendix 1** to this report.

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper.

If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Member Services Team by 5.00pm on Friday 20 October 2017. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

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.

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In short this strategy will:

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- **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.

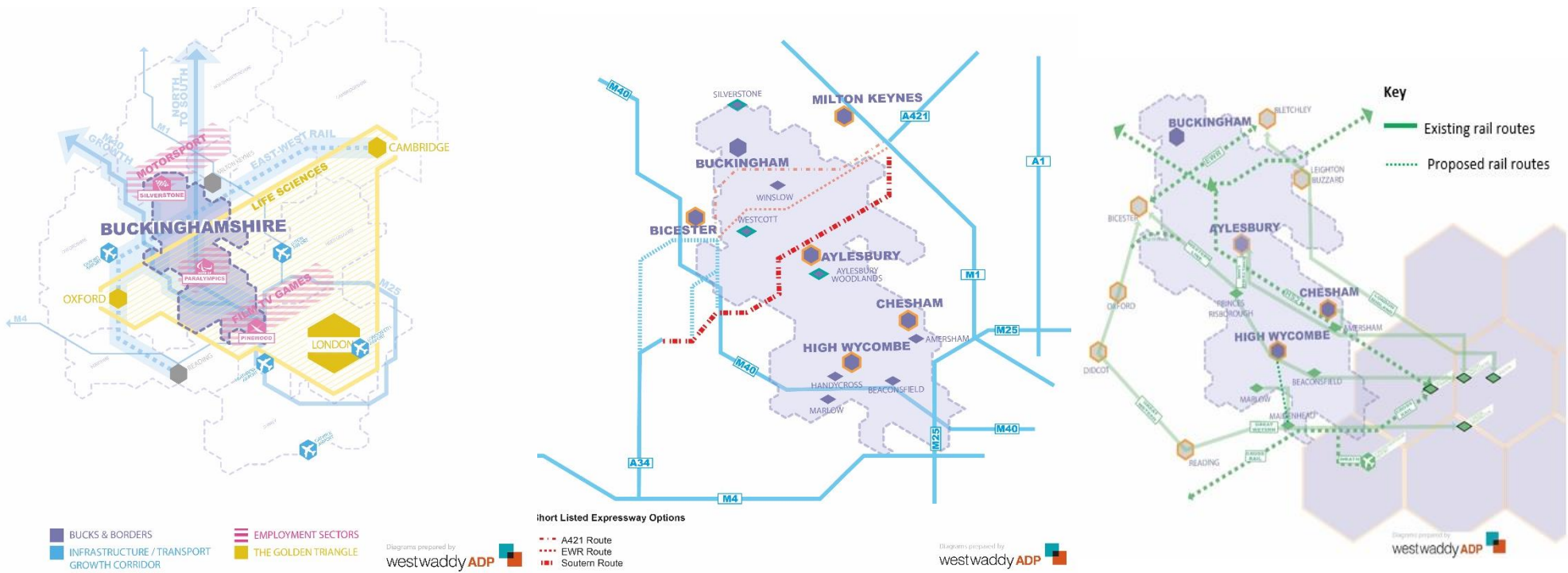
Chesham, at the start of the Metropolitan line yet cradled by the Chilterns, is the third largest town in Buckinghamshire. The potential of the town to attract investment from London is significant, with a growing cluster of tech-based businesses already being attracted by the value and connectivity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

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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
Proportion of business base that are micro enterprises	91.3%	92.9%	90.0%	89.2%	90.7%	89.4%	89.4%	88.7%	UK	2015/Business Counts		
Number of businesses (enterprises) with 250+ employees	0.3%	0.2%	0.3%	0.4%	0.3%	0.6%	0.4%	0.4%	UK	2015/Business Counts		
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
	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
		Skills	NVQ levels (L4+)	44.5%	54.9%	51.6%	47.1%	48%	48.1%	41.4%	38.2%	GB
	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		

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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

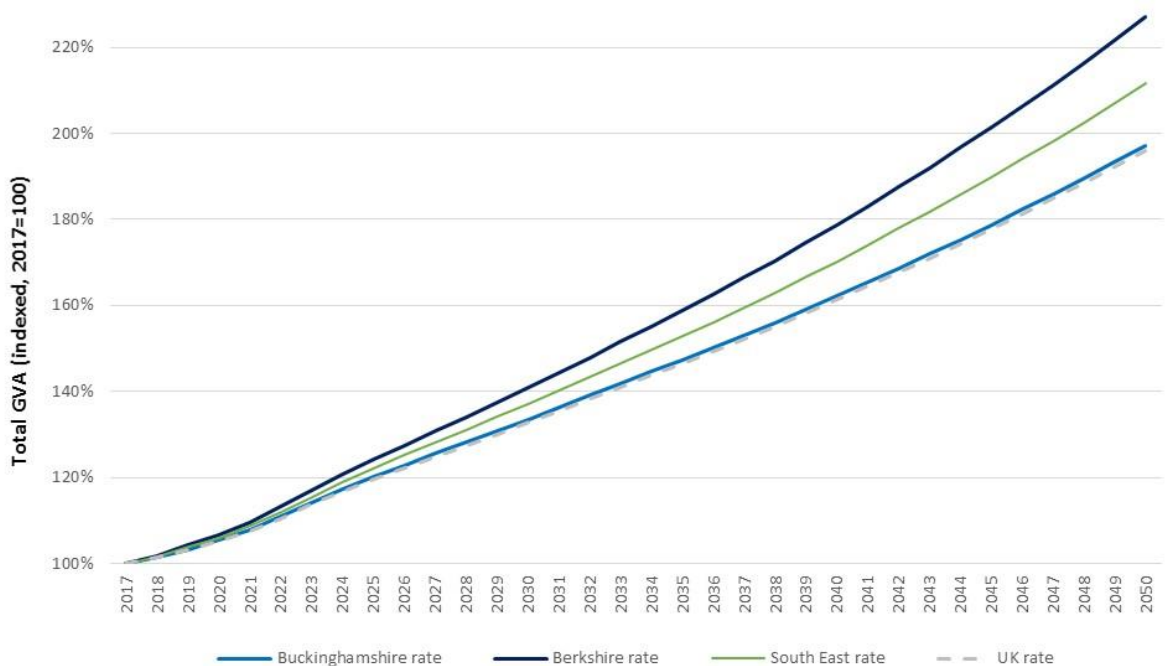
Identifying credible stretching growth ambitions

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.

⁵ Workforce jobs (WFJs)


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.

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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.
<h3>Housing</h3>		
<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.

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
	As above.	<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. 	<ul style="list-style-type: none"> Road and Digital Infrastructure to motorway junctions to facilitate housing and employment land development.
Knowledge/Innovation	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).	<ul style="list-style-type: none"> 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"> 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.

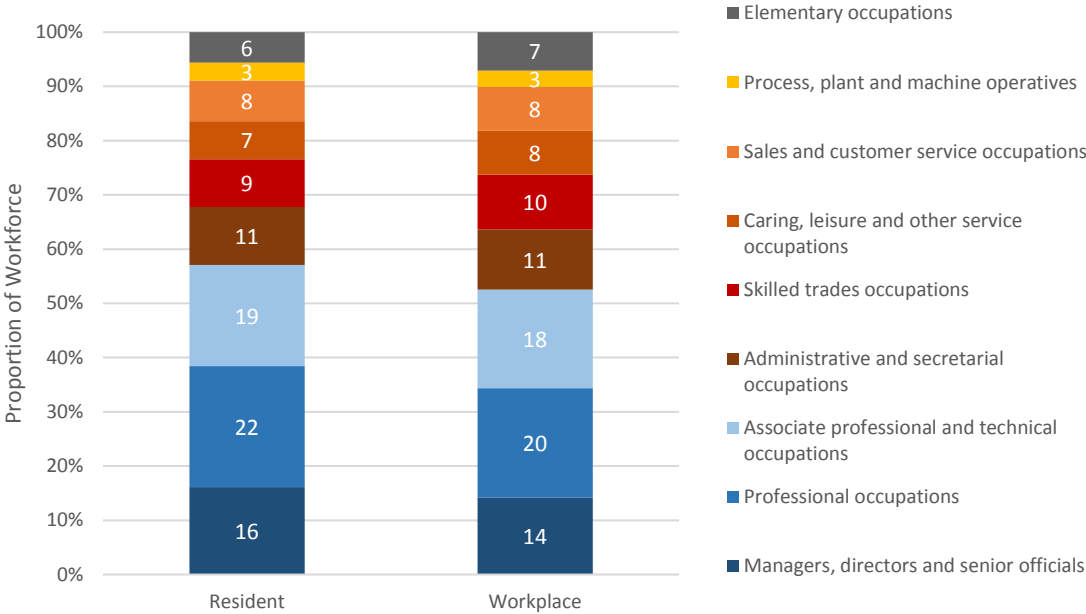
The employment rate for the working age population, however, is considerably above other comparator geographies at 81.6%, out-performing Berkshire at 78.9% and the UK average of 74%. Employment growth is also strong in Buckinghamshire at 7%, matching the Great Britain average and above the Berkshire 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 bedroomed 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

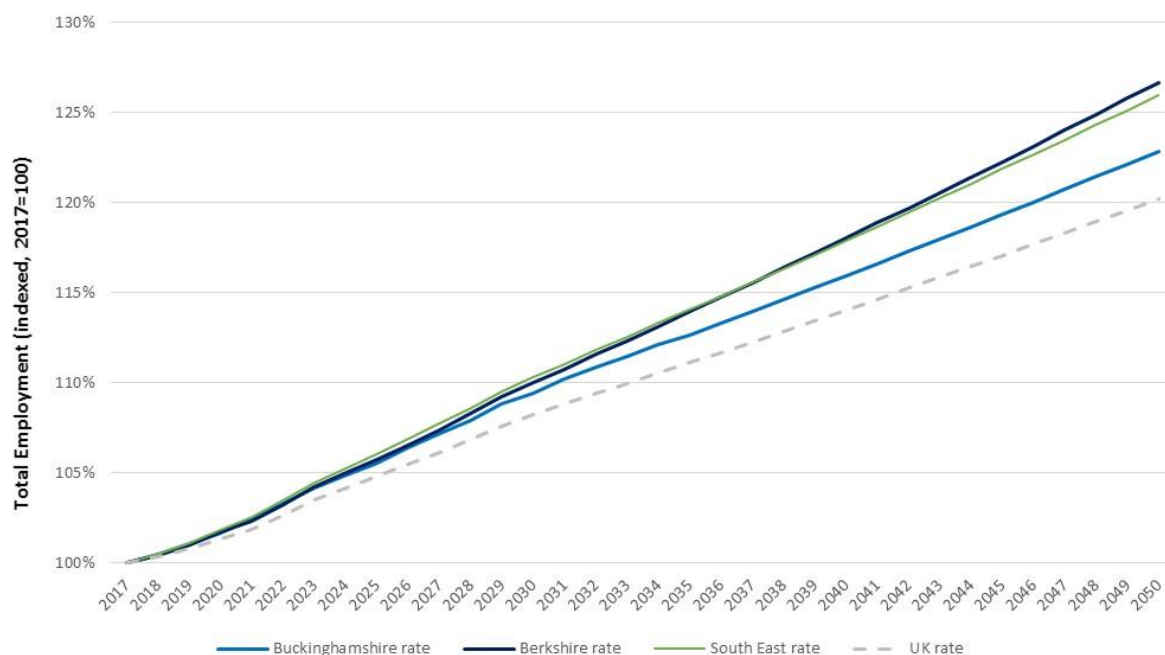
As noted above, Buckinghamshire is home to significant research and innovation activity – including Pinewood Studios, the Silverstone Cluster, Stoke Mandeville (especially the National Spinal Injuries Unit), and world-leading rocket technologies at the Westcott Enterprise Zone – as well as close to world-leading 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

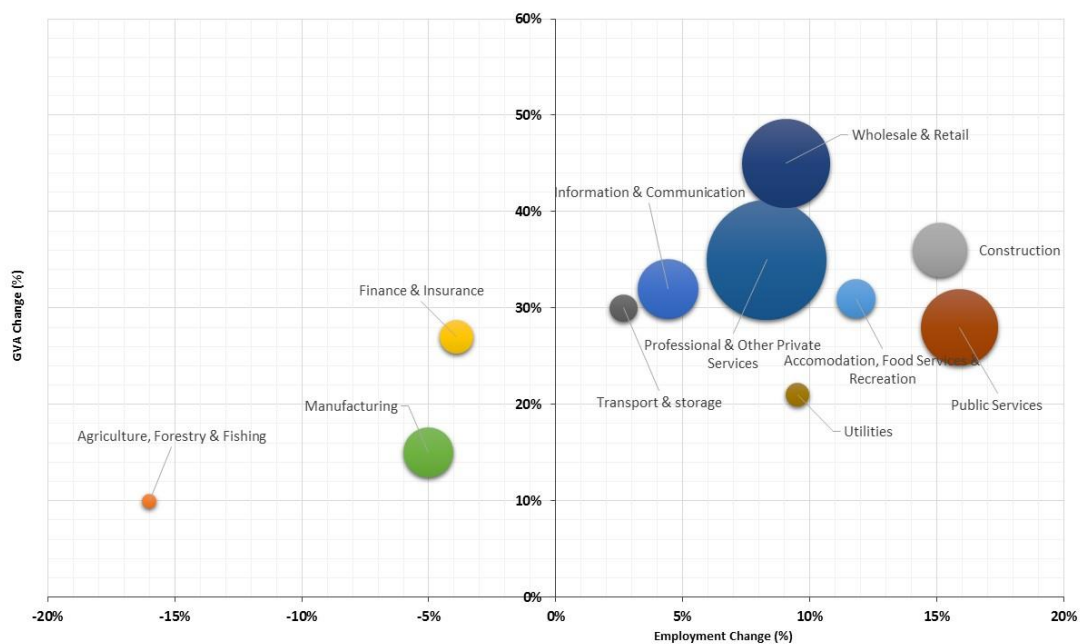
Meanwhile, growth in employment in Buckinghamshire under a business-as-usual scenario is expected to deliver an additional 27,000 jobs by 2030; a relatively modest uplift of 12% (compared to 15% for Berkshire and 14% for the South East). The sectors which are set to drive jobs growth in Buckinghamshire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

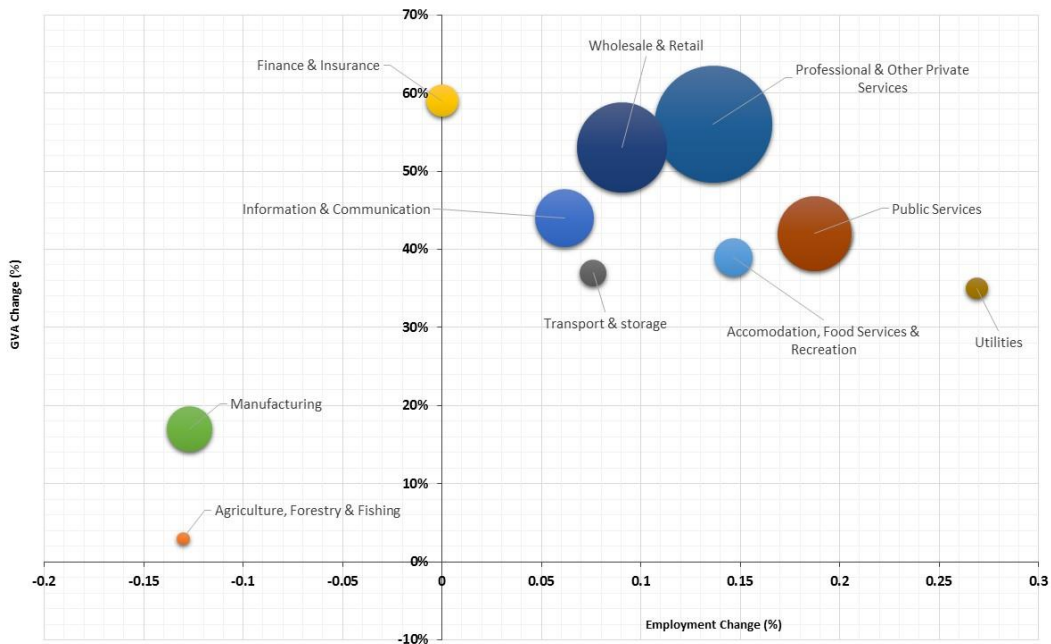
Sectoral contribution to employment growth to 2050

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

Report to Cabinet

Title:	Highways Capital Schemes Development
Date:	23 October 2017
Date can be implemented:	31 October 2017
Author:	Mark Kemp
Contact officer:	Keith Carpenter Tel: 01296 387454
Local members affected:	ALL
Portfolio areas affected:	Transportation

For press enquiries concerning this report, please contact the media office on 01296 382444

Summary

The Medium Term Financial Plan (MTFP) process is used to set the capital maintenance budgets and targets over a four year period. For each asset, potential schemes are assessed against a range of criteria and the prioritisation process described in this report determines which specific schemes are delivered for the available budget each year to achieve the County Council's objectives whilst providing the best value for money. Member's involvement is ensured through annual meetings and the inclusion of Member priorities wherever possible for locally important assets

Recommendation

Cabinet is asked to

- **Note the approach set out in this report to be used to develop the Capital Maintenance Programme to create forward programmes of schemes for all of the County's key highway assets over a 4-year rolling period and that the Cabinet Member signs off the approach and the resulting annual capital programmes.**

A. Narrative setting out the reasons for the decision

- 1 Buckinghamshire County Council's highway infrastructure one of its most valuable asset, valued at £4.6bn. It provides a transport network for both businesses and private users and is critical in supporting the three main aims of the County Council's Strategic Plan. TfB's Capital Maintenance Programme (CMP) has been targeted at the County's carriageways and is in its seventh year after it was identified that substantial investment in Buckinghamshire's roads was urgently required.
- 2 Since 2011, well in excess of £100M has been invested to improve, maintain, and prolong the life and condition of the Buckinghamshire carriageways,. The work identified to take place in 2017/18 forms part of a 4-year rolling programme with an additional £44m of the County's budget to be invested on the road network between April 2018 and March 2022.
- 3 There has been a steady improvement in the condition of the County's carriageways as a result of this increased investment. The County's main roads are now in a comparable condition to our neighbours although there is still a significant backlog of potential and worthwhile schemes. Over the same period, BCC's other key assets – Footways, Structures, Street Lighting and Traffic Signals – have either been held at their existing condition or have been allowed to marginally decline in a managed way.
- 4 The MTFP process is used to set the capital maintenance budgets over a four year, medium term. The discussion is informed by data-led life cycle planning for all the key asset groups. An MTFP with a large amount of certainty allows for the development of a more effective CMP as it provides a greater opportunity for efficiencies and to better manage public and member expectations.
- 5 The County has adopted a Highway Network Maintenance Hierarchy assigning each road into a category as outlined in the table below. The County considers the lowest Hierarchy 4b as "Local Roads" and the remainder as "Strategic Roads".

Hierarchy Category	Hierarchy Name	General Description
2	Strategic Route	Most heavily trafficked A roads
3a	Main Distributor	Other heavily trafficked A and other roads
3b	Secondary Distributor	Lightly trafficked A roads, most B roads, heavily trafficked C roads and traffic-sensitive bus routes
4a	Local Interconnecting Link Road	Most Other C roads and non-traffic sensitive bus routes
4b	Local Access Road	Roads providing local access

Strategic Roads

- 6 CMP schemes on the Strategic Network are prioritised using multi-criteria analysis that considers each scheme's contribution to achieving asset management objectives. The prioritisation criteria are used to develop a Value for Money ranking for each scheme. Therefore, the contribution each scheme or collections of schemes make in achieving those objectives and addressing performance gaps determines their priorities. The Asset Management (AM) objectives are:
- AMO1 Maintain a Safe Network
 - AMO2 Manage Highways Effectively and Efficiently
 - AMO3 Maximise Network Availability
 - AMO4 Optimise the use of and Protect the Availability of Natural Resources
 - AMO5 Improve Accessibility for All
- 7 These objectives are best met through a balanced strategy including preventative and replacement treatments. The criteria are used to create scheme priorities by assigning points depending on the schemes fulfilment of the criteria. The following criteria are used:
- Condition
 - Hierarchy
 - Occurrence of Potholes
 - Occurrence of Complaints
 - Occurrence of Insurance Claims
 - Conservation Areas
 - Flooding Areas
 - Skidding Data
- 8 In addition to the prioritisation criteria above, a value for money assessment takes account of the cost of the allocated treatment and the anticipated life of the treatment using the following formula.

$$\text{Value for Money Score: } \frac{\text{Total Points} \times \text{Scheme Area} \times \text{Treatment Life}}{\text{Scheme Cost}} = \text{VfM}$$

- 9 The Value for Money (VfM) score prioritises those schemes that best address the criteria with a treatment that lasts the longest for the lowest cost. This assessment has been developed by the Asset Management Team in line with guidance from the Department for Transport to include value for money in prioritising schemes. This is the definition of value for money used to prioritise schemes on TfB's strategic network.

Local Roads

- 10 For Local Roads that do not have a strategic role (Hierarchy 4b Local Access Roads), the County Council follows its "Think Councillor" approach. Members attend an annual meeting to consider the future programme in their Division. Members have each created a prioritised list of local schemes for their Division in consultation with their Local Area Technicians (LATs) and based on advice and information from the Asset Team
- 11 In order to maintain reasonable equitability for local roads, expenditure in each division will be monitored over the period of the rolling programme and compared to the road length and relative condition. Schemes will be added and removed in each division to maintain equitability over time.

Footways

- 12 In the last five years, the majority of schemes have been prioritised in conjunction with Local Members. The prioritisation of capital maintenance footway schemes in Buckinghamshire now mirrors the carriageway approach. Busier footways are prioritised using condition and other data whilst the local footways are Members' choices with advice and information provided to aid prioritisation.
- 13 Busier footways will be prioritised based on:
- Condition
 - Hierarchy
 - Occurrence of Potholes
 - Occurrence of Complaints
 - Occurrence of Insurance Claims
 - Opportunities for Collaboration
 - Scale and Value for Money
 - Opportunities to improve access for the mobility impaired
- 14 In a similar manner to local carriageway schemes, in order to maintain reasonable equitability, Local Footways expenditure in each division will be monitored over the period of the rolling programme and compared to the road length and relative condition. Schemes will be added and removed in each division to maintain equitability over time.
- 15 The categorisation of footways within the hierarchy is being reviewed and Members and Local Area Technicians will be consulted on the hierarchy over the winter of 2017.

Structures

- 16 Highway Structures in Buckinghamshire receive regular condition inspections. The inspections record the condition of each structure and are used to identify potential works and treatments for those structures in the worst condition. The impact of these works on the improvement of condition is compared to the cost of the work to give a consideration to value for money. The schemes that offer good value money are then taken forward for further consideration.
- 17 Schemes are then prioritised according to the considerations seen in the bullet points below. The schemes which address most of these considerations, or are deemed to have the largest impact, gain the highest priority. A programme is developed and costed for the highest priority schemes in accordance with the available capital budget. Schemes are prioritised based on;
- Safety
 - Hierarchy
 - Heritage
 - Presence of Utilities
 - Maintenance History
 - Long Term Condition
 - Potential impact of closure
 - Flooding
 - Environmental impact
 - Impact on Stakeholder
 - Accessibility
 - Innovations and Modernisation

Street Lighting

- 18 TFB tests a proportion of its street lights each year to assess their condition. Each column is then placed into the following condition bands:
- Red – Columns that are to be cut down imminently
 - High Amber – Columns with Advanced Corrosion at their base
 - Low Amber – Columns with Slight Corrosion at their Base
 - Green – Columns that are in Good Condition
- 19 Column replacements are prioritised on a worst first basis, i.e. the ‘Red’ and ‘High Amber’ Condition Bands. These columns are subject to the highest political and safety pressures. A proportion of the capital budget is also allocated to other activities such as updating lanterns to modern LED and replacing underground cabling and electrical feeder pillars. This is also allocated on a risk basis.

Intelligent Transport Systems (ITS)

- 20 Our ITS assets are primarily traffic signal sites, but allowance is also made for other related assets such as car park signing, rising bollards etc.
- 21 Prioritisation of schemes involves a multi-criteria analysis with ITS sites being allocated points based upon meeting certain criteria. The delivery of schemes is often linked to external factors such as local development or strategic improvements. The delivery year for schemes therefore includes consideration of these factors and opportunities for collaborative working. The criteria considered are:
- Condition
 - Hierarchy
 - Age
 - Fault History
 - Power supply
 - Other Stakeholders

Programming and Budgeting

- 22 Each prioritised scheme is visited on site and assessed to review treatment type and extent of the scheme. Any changes due to this assessment are analysed and the scheme checked that it still provides good value for money. Schemes are then designed and target prices prepared.
- 23 Schemes are placed into their indicative delivery year based on the MTFP budget in priority order and to deliver the work output approved in the MTFP. Finally, the Cabinet Member is consulted on the recommended programme prior to his approval each year of both the indicative rolling programme and the detailed programme for the year..
- 24 The MTFP process allocates budget to each area. The prioritisation process described in this report determines which schemes are delivered for the available budget and is generally applicable regardless of the budget allocated.

B. Other options available, and their pros and cons

- 25 The approach described in this report is already in operation. It is in line with DfT guidelines and if not used may jeopardise future grant funding levels if it meant that we did not achieve the highest banding in the DfT Self-Assessment. However, a return to an entirely Member-driven process would provide greater opportunity for Members to direct the programme and may result in the programme being more closely aligned to local pressures.

C. Resource implications

26 This approach is already in operation and there are no specific resource implications associated with this revision.

D. Value for Money (VfM) Self-Assessment

27 Value for Money is embedded in the prioritisation approach and is the primary driver of this paper.

E. Legal implications

28 There are no legal implications in revising this Policy.

F. Property implications

29 There are no property implications in revising this Policy.

G. Other implications/issues

30 There are no other implications in revising this Policy.

H. Feedback from consultation, Local Area Forums and Local Member views

31 This is a corporate issue affecting all Divisions. Member engagement is enshrined in the Communications Strategy included within the Asset Management Framework.

32 Members and their Local Area Technicians attended consultation meetings during January and February 2017. The meeting covered both the local and strategic programmes of work and included:

- Our final carriageway programme intentions for 2017
- Our 4 year rolling carriageway programme proposals based on technical data and previous discussions.
- Our Network Hierarchy – finalising which roads are “Local” and which are “Strategic”
- Any Specific concerns/additions/removals.
- Refresh of local priorities with addition of local roads in the division to the end of the rolling programme.
- Identification of footway priority schemes for the development of a rolling programme.

These meeting will be held each year and future discussions will be extended to include the other assets discussed above. Additional attention will be paid to meetings with new members to ensure that they have sufficient awareness of the process and time to explore the priorities for their division.

33 The results of these consultations have been used to finalise the programme, which has been communicated internally to allow for better planning and collaboration, but will not be published formally in order to manage public and stakeholder expectations. Meetings will be held each year to review and refresh the programmes.

I. Communication issues

- 34 A Communications Strategy ensures relevant information is provided to key stakeholders to inform them of current programmes. The 4-year programme will be utilised internally to promote better collaborative working and better responses to public enquiries allowing us to give an indication of when schemes are likely to be delivered, thereby improving customer satisfaction and awareness. The way schemes are prioritised would be communicated as part of our communication strategy.

J. Progress Monitoring

- 35 Progress in pursuing the implementation of the Policy and associated Strategy will be monitored by providing updates to the Asset Strategy Board and separately to TfB's Operations Board. In addition, regular Asset Management Boards take place which include the Cabinet Member for Transportation and Resources, Deputy Cabinet Member and Head of Service. These meetings guide activities addressing individual areas of interest or concern.

K. Review

- 36 The asset management team will continually review the criteria used in the prioritisation methodology together with their relative weightings, to ensure schemes are ranked to provide optimum value for money. As more data becomes available through TfB's asset management information system (Confirm) the prioritisation methodology will undergo further review and amendment. The asset team will implement a process of continuous improvement to ensure the capital maintenance programme is invested in a way that provides the best outcome from the authority.
- 37 The Process set out in this report is embedded in the Highways Asset Management Strategy and would be reviewed as that document is reviewed. An updated strategy is due for approval later in October 2017 and would be revised about every two years or should circumstances change which necessitate an update.

Background Papers

None

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper.

If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Member Services Team by 5.00pm on Friday 20 October 2017. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

