



Improvement and Review Commission

Date: Wednesday, 10 January 2018
Time: 7.00 pm
Venue: Council Chamber
District Council Offices, Queen Victoria Road, High Wycombe Bucks

Membership

Chairman: Councillor R Gaffney
Vice Chairman: Councillor A D Collingwood

Councillors: K Ahmed, M C Appleyard, Miss S Brown, H Bull, Mrs L M Clarke OBE, C Etholen, A E Hill, A Hussain, M E Knight, Mrs W J Mallen, R Newman, Ms C J Oliver, R Raja, J A Savage, C Whitehead and R Wilson

Standing Deputies

Councillors: Ms A Baughan, M P Davy, M Hanif, M A Hashmi, M Hussain, M Hussain JP, Mrs G A Jones, N B Marshall and H L McCarthy

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For further information, please contact Jemma Durkan 01494 421635, jemma.durkan@wycombe.gov.uk

Agenda Item 1

APOLOGIES FOR ABSENCE

To receive apologies for absence.

Agenda Item 2

DECLARATIONS OF INTEREST

To receive any disclosure of disclosable pecuniary interests by Members relating to items on the agenda. If any Member is uncertain as to whether an interest should be disclosed, he or she is asked if possible to contact the District Solicitor prior to the meeting.

Members are reminded that if they are declaring an interest, they should state the nature of that interest whether or not they are required to withdraw from the meeting.

Agenda Item 3

MINUTES OF PREVIOUS MEETING – 8 NOVEMBER 2017

To confirm the Minutes of the meeting held on 8 November 2017

Improvement and Review Commission Minutes

Date: 8 November 2017

Time: 7.01 - 8.27 pm

PRESENT: Councillor R Gaffney (in the Chair)

Councillors Miss S Brown, A D Collingwood, C Etholen, A E Hill, R Newman,
Ms C J Oliver, R Raja, J A Savage, C Whitehead and R Wilson, M Hanif

Apologies for absence were received from Councillors: K Ahmed, M C Appleyard, H Bull,
Mrs L M Clarke OBE, M E Knight and Mrs W J Mallen

Also present: Councillor Mrs Langley

18. MINUTE'S SILENCE

A one minute's silence was observed to pay respects to ex-councillor David Morris who had sadly passed away recently.

19. DECLARATIONS OF INTEREST

There were no declarations of interest.

20. MINUTES OF PREVIOUS MEETING

RESOLVED: that the minutes of the meeting of the Improvement and Review Commission held on 13 September 2017 be approved as a true record and signed by the Chairman.

21. CHAIRMAN'S OPENING REMARKS

The Chairman welcomed all Members to the Commission meeting, particularly Councillor Mrs Langley, Cabinet Member for Housing and Brian Daly, WDC Housing Services Manager.

22. VERBAL UPDATE ON HOUSES IN MULTIPLE OCCUPATION AND SAUNDERTON LODGE

Houses in Multiple Occupation

Councillor Mrs Langley, Cabinet Member for Housing, updated the Commission on the Houses in Multiple Occupation (HMO) and explained that due to the lack of response from central government, in respect of the HMO Licensing Scheme, and despite keeping in constant contact with them, a decision had been taken to give

government until the end of the year to respond, after which time, if no response was forthcoming, a pilot would be set up although there was a cost implication involved. It was noted that officers had already begun a desktop exercise. Councillor Mrs Langley explained that a decision would not be taken before the end of the year, just in case government did respond before the year was up with different recommendations, as it would therefore mean that amendments would have to be undertaken. So rather than risk this scenario, hence the delay in making a decision locally.

Brian Daly, WDC Housing Services Manager, explained the desktop exercise currently being undertaken was concentrating on one ward only and that two hundred and eighty potential HMO's had been identified that was a large number of HMO's that needed licensing. The Commission was informed that five people from three different households meant the HMO was licensable. If a property was over two storey's high it was not licensable although under the new scheme this was likely to change.

Brian Daly agreed to circulate statistics on what conditions were like and whether there were any HMO's in the district that needed enforcement to ensure reasonable space in an HMO.

The Commission suggested that when running a pilot, physical habitable spaces for individuals and families needed a clear policy. If a licence for three people and above could be issued, then perhaps a contribution or financial settlement from landlords could be requested towards the community for any disruption.

The Chairman thanked the Cabinet Member for Housing for the update and noted that if government had not responded before the year of the year, that a further update would be given to the Commission in January 2018 on how they intended to move forward.

Saunderton Lodge

Councillor Mrs Langley, Cabinet Member for Housing, updated the Commission on Saunderton Lodge and reported that a light refurbishment was an option considered, but due to the building's age, it was suffering. It became evident that spiralling costs of refurbishment meant that officers needed to put together a 'Plan B', namely a modular build for those in need of accommodation. The number of units could not increase as Bucks County Council would not support any increase. Whilst the idea was innovative, it was not without its risks. The report was being put before Cabinet the week following this meeting. 'Plan B' would be subject to planning permission which would be made clear to Cabinet when this was presented to them.

Brian Daly explained there were two options available, either refurbishment or the modular build. The refurbishment would not increase the size or numbers whereas the modular build would ensure larger accommodation for more people.

23. CORPORATE PLAN (2015-19)

Catherine Whitehead, Head of Democratic, Legal and Policy Services, explained that Cabinet Members had raised some concern in relation to some of the terminology contained within the Corporate Plan report and therefore it was being redrafted. It was noted that the report had been removed from the Cabinet Forward Plan for November and would go forward at a later date. Catherine Whitehead reported that she would bring the report to Improvement and Review Commission in January with a more substantial document which will then go forward to Cabinet in February and ultimately to Council.

24. ECONOMIC DEVELOPMENT STRATEGY

Catherine Whitehead explained that the report, like the Corporate Plan report would also be brought to the Commission in January. This would then go forward to Cabinet in February and ultimately to Council.

25. DIGITAL FIRST STRATEGY

Catherine Whitehead explained that the report, like the previous two reports would also be brought to the Commission in January. This would then go forward to Cabinet in February and ultimately to Council.

26. COMMISSION WORK PROGRAMME & CABINET FORWARD PLAN

The Commission considered the Commission Work Programme reported along with the Cabinet Forward Plan.

The Chairman commented that the Remaking of the River Wye was more complicated than previously thought and therefore more time would be required to complete this work. A site visit to Sheffield and Stroud was being organised for Task and Finish Group members. Advice was being sought from a mechanical engineer so much work was being undertaken, behind the scenes. It would not therefore proceed to the current timetable.

The Commission noted that the Local Plan had now been completed.

Councillor Whitehead put forward a proposal for a new Task and Finish Group to scrutinise tackling anti-social behaviour and crime within High Wycombe town centre. He proposed involving Thames Valley Police to enable the Commission to put forward their recommendations to the police, based on their findings. After some discussion, it was agreed, in principle, to set up a new Task and Finish Group but instead of concentrating on the town centre, it would be a District-wide consultation. Catherine Whitehead explained that a Work Programme Suggestion Form would need to be completed before the Commission could formally agree to set this up.

27. COUNCILLOR CALL FOR ACTION

There were no Councillors Calls for Action.

28. SUPPLEMENTARY ITEMS

There were no Supplementary Items.

29. URGENT ITEMS

There were no Urgent Items.

30. REPORT OF THE BUDGET TASK AND FINISH GROUP

The Chairman explained that this item was in two parts and that the report being considered by the Commission this evening was Part 1 and that Part 2 would commence in January 2018.

The Commission noted the recommendations to be put before Cabinet and agreed that the wording in Recommendation 11 be amended.

Chairman

The following officers were in attendance at the meeting:

| | |
|---------------------|---------------------------------------|
| Brian Daly | - Housing Services Manager |
| Liz Hornby | - Senior Democratic Services Officer |
| Catherine Whitehead | - Head of Democratic, Legal & Policy. |

Agenda Item 4.

UPDATE ON THE REMAKING THE RIVER WYE TASK AND FINISH GROUP

Chairman: Councillor Hugh McCarthy

What is the Commission being asked to do?

To note the current status of the Remaking the River Wye Task and Finish Group

Executive Summary

1. The Remaking the River Wye Task and Finish Group was convened to consider the proposal to remake and open up the river between Westbourne Street and the Archway roundabout. Subjects for consideration were the benefits to the economy, environment, and social and community benefits. There would also be consideration of policy, financial cost and possible funding opportunities to mitigate cost.

Background and Issues

2. The Group membership is as follows:

Chairman: Councillor H McCarthy
Vice-Chairman: Councillor Mrs L Clarke

Membership:
Councillor A Baughan
Councillor M Clarke
Councillor R Farmer
Councillor A Hill
Councillor Mahboob Hussain
Councillor R Raja
Councillor P Turner
Councillor R Raja

3. The following investigations have been carried out by the Group:

Monday 17 July 2017

- Scoping Meeting

Monday 11 September 2017

- Consideration of the terms of reference and work programme.

Thursday 12 October 2017

- Discussion with the Cabinet Member for Economic Development and Regeneration - Cllr Broadbent, the Major Projects & Estates Executive – Charles Brocklehurst, and Neil Marples from MWH Global.

Friday 1 December 2017

- Member and officer site visit to the de-culverting project, Sheffield City Council.

Monday 4 December 2017

- Visit from Ian McGowan – Head of Highways Infrastructure Projects, Bucks County Council and Dan Fenn – Consultant, DRF Ltd.

Next Steps

4. The next two scheduled meetings would be taking place at the end of January and February 2018. The meeting in January would be to consider costs and benefits to the environment and community. Further meetings would consider funding, delivery and the final recommendations report.
5. The final recommendations report would be delayed to allow for the full consideration of data and information received. It was expected that the final report would be made available to the Improvement and Review Commission at its meeting in June 2018 and then onto Cabinet in July 2018.

Background Papers

Minutes of IRC meeting – 26 June 2017.

Agenda Item 5.

Report to Improvement & Review Commission

REFRESH OF OUR CORPORATE PLAN (2015-2020)

Officer contact:

Catherine Whitehead 01494 421980 catherine.whitehead@wycombe.gov.uk

Jacqueline Ford 01494 421983 jacqueline.ford@wycombe.gov.uk

What is the Commission being asked to do?

A proposal to change the Council's Budget and Policy Framework requires that the report follows the path outlined in the Budget and Policy Framework Procedure Rules set out in the Council's Constitution. These state that whilst Cabinet leads the development of the Corporate Plan, the Commission is required to be consulted initially through the Chairman. It was agreed at the last meeting of the IRC on 8th November 2017 that the Corporate Plan would be referred after being considered by Cabinet in December to the January meeting of IRC. This report is therefore a referral for consideration of the proposed plan on a page which will provide the basis for the refreshed Corporate Plan.

Cabinet Consideration

Cabinet, at its meeting on 18th December 2017 Cabinet agreed that:

- (i) the vision, priorities, ambitions (we want) and objectives (we will) described in the plan on a page which will form the basis of the Corporate Plan refresh (for the period 2017-2020) be approved as set out in **Appendix A**;
- (ii) the summary feedback and views from members to inform the broad ambitions and objectives through the Member Seminar on the 12 October 2017 **Appendix B** be noted;
- (iii) the final version of the Corporate Plan be timetabled to be considered at the 5th February 2018 Cabinet meeting after consideration by the Improvement and Review Commission and if approved be recommended to Council for inclusion as part of the Council's Budget and Policy Framework as set out within the Constitution.

The reason for this decision is to keep up to date the Council's priorities and work programme for the remainder of the four year administration period and beyond.

To ensure that the Council's Corporate Plan forms part of the overarching policy framework of the Council set in accordance with the Budget and Policy Framework Procedure Rules.

Corporate Implications

1. The Corporate Plan, upon approval, will become the key strategic document for the Council driving action and future resource allocation and is the framework against which the Council's progress and performance, as reported in the Annual Report will be judged by stakeholders.

2. Elsewhere in the agenda are items on Digital First: which sets out the Council's vision and objectives in relation to digital transformation which is reflected in the proposed objectives of the Corporate Plan and, the Draft Budget for 2018-19 which will go on to be considered by Cabinet on 5 February 2018 and if approved by Council approval on the 22 February 2018 both of which are linked to the Corporate Plan.

Executive Summary

3. The current Corporate Plan sets out the vision, priorities, and high level ambitions to 2019 to meet the challenges and take advantage of the opportunities facing the council. Our priorities have been focussed on 'three Ps': regeneration and infrastructure (our place priority); cohesive communities (our people priority) and value for money services (our pounds priority) which includes our organisational priority. The Corporate Plan is the key policy framework document for the Council and any changes made need to be approved by Council.
4. The Corporate Plan is primarily an internal working document, but it drives our delivery and informs our outward facing communications. It also provides an important part of the golden thread from a performance management point of view to enable staff to see how their individual actions contribute to the wider Council agenda. The delivery plan element of the plan will be reviewed and refreshed annually. Progress made will be reported each year as part of the Council's Annual Report.
5. This is the first 'refresh' that has been carried out on the Corporate Plan since its publication in January 2016.
6. The output from the refresh will be a more focussed and punchy 'plan on a page' that can be communicated in a simpler and more accessible way than the current 20 page document. The Corporate Plan will have associated strategies (existing and new) and resourced work programmes to drive delivery. It will also be used as a framework to inform our communications with the public going forward.

Sustainable Community Strategy/Council Priorities - Implications

7. The priorities set out in the refreshed Corporate Plan 2017-2020 will form the Council's contribution to achieving the Sustainable Community Strategy (SCS) for Wycombe District as well as our wider contribution to partnership plans such as the Community Safety Plan and the Health and Wellbeing Plan.

Background and Issues

8. Our current Corporate Plan (approved by Council in December 2015) has been in place for 18 months. Within the 'delivering our priorities' section it is recognised that as the environment and circumstances that we work in change - and new opportunities (or challenges) arise, there is a need to periodically 'pause' and review the ambitions and activities. This is to ensure that we remain focussed on what is going to make the biggest difference and can be delivered within the resources that we have.
9. Since our Corporate Plan was written the council has seen change. Activities that were seen in 2015 as emerging have come to the fore. For example, in

collaboration with the other district councils in Bucks, we developed and submitted a business case to Government to modernise local government in Bucks. The work carried out as part of the preparation of the submission further informed our understanding of the economic geography as well as the digital agenda and the importance of building resilience in our communities.

10. Our local plan work has progressed and we are more aware now of the scale and scope of development required for Princes Risborough. It has also been recognised that the market is very unlikely to deliver all of the homes that we need in our district – especially those that are affordable and the national emphasis on the need for housing has strengthened this priority. We also recognise the continuing change in our demographics with the increase of older people and the implications for the preventative agenda (including keeping people active and independent) and housing provision.
11. This refresh process offers an opportunity to revisit the focus of our ambitions in light of the journey we have taken since 2015 – to reflect where we are now. It is also an opportunity to identify where we have gaps in delivery to address these so that these can link into this years' budget setting process for resource allocation and have activities programmed as part of our service planning process. It is also an opportunity to review how the plan is expressed and communicated and how delivery is managed.

Vision

The existing Corporate Plan has a vision which is stated as:

Wycombe District: Economically Strong and a place to live, work and visit.

It is important that a vision is memorable and seeks to summarise the essence of the ambition of the Council. After discussion the view was taken that the new vision should be short and memorable and make a positive statement about the District.

There is now a proposal that the vision should be:

Wycombe: A Welcome Home

This is easy for people to remember and reflects the key goals of the Council. In order to flesh out the meaning two sub-statements will accompany the vision statement.

Welcome to Visitors and Businesses: **Home** to All our Residents.

The vision is incorporated into the plan on the page and re-enforced by the layout of the plan on the page in the shape of a home.

12. The existing Corporate Plan has a number of stated ambitions and outcomes. In many cases these are not significantly different to the ambitions and objectives in the proposed refresh. Where the essence of the ambition/objective is the same as before it will have been reworded to be shorter and in some cases has been reassigned to a different priority.

13. The ambitions are expressed by the phrase ‘We want’ and these represent the aspiration of what we desire ultimately for the District. There are then a series of ‘objectives’ which are expressed as tasks which we will aim to achieve which will contribute to moving us towards our stated aspiration. In some cases we recognise that we cannot deliver these changes alone and we have therefore recognised that our delivery will be in partnership with others. Whilst the ambitions and objectives will reflect in many cases those which are set out in the existing plan there are key changes which have resulted from the priorities being driven by members and the workshop sessions with members which provided greater insight to current priorities for the District. The key changes are as follows:

I. **Our Place:** a great place to be

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|---|--|
| Our district to be a place people visit and enjoy | <p>Develop the district as a destination for leisure and business visitors</p> <p>Ensure that the place works well for people who live and work here</p> <p>Use design and place making to improve our built environment</p> <p>Lessen the impact of traffic and support sustainable transport</p> |
| <p>We will improve the experience of people who spend time in our District including those enjoying leisure activities and shopping. We will invest in high quality public realm. We will ensure that our district continues to attract visitors and have a vibrant economy. We will build the capacity of the district as an events and conference destination. Our Towns provide much of our employment and access to employment and we will ensure that the District works well for people who live and work here. We will use design and place making to improve our built environment; make our District a better place and enhance the character of the local area. We will work to lessen the impact of traffic including development management, noise mitigation, air quality improvement and will support means by which people can use alternative forms of transport.</p> | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|--|--|
| Our district to be known for its natural beauty and wildlife | Minimise the impact of land use on our natural environment |
| <p>We will deliver a local plan which, within the constraints of the legislative framework, supports the identified housing needs of our area whilst protecting the majority of the land in our district as natural landscape. We continue to see our natural assets as key to our visitor economy and tourism now and in the future. Enjoyment of the natural environment will contribute to the experience of residents and visitors to the area, now and in the future.</p> | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|--|---|
| Our district to be a safe and attractive place | Remove obstacles to enjoyment by tackling crime and anti-social behaviour Support people who look after their local area |
| As well as promoting the success of the place we will work to remove the obstacles to enjoyment of our District including anti-social behaviour and environmental crime. We will work with our partners and take action to prevent behaviours which threaten people's safety and their enjoyment of the place. We will promote responsible behaviours; and support those who look after their local areas. | |
| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
| Our District to offer homes that meet housing needs | Deliver more housing on council land and privately owned sites Speed up the delivery of affordable homes Further improve the quality of housing |
| We will deliver new housing on council land and support new housing being delivered on suitable privately owned sites. We will work to accelerate the delivery of affordable homes. We will improve the quality of housing to support the health and independence of our residents. We will improve the quality and availability of temporary accommodation. | |

Key strategies and plans which support this priority include:

- The emerging Economic Development Strategy
- The Local Plan
- The Homelessness Strategy 2014-19

II. Our People: Strong communities

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|---------------------------------------|--|
| Our communities to work well together | Support community resilience Engage with and include young people Support work to promote integration and cohesion Tackle extremism |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|--|---|
| We will work with our partners to support community resilience and work to overcome the issues which can arise from diversity. We will work to support integration and promote cohesion. We will support and promote 'neighbourliness' and facilitate residents helping each other through individuals and local groups. We will work with our partners and local communities to help tackle extremism and protect and support our young people. | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|--|---|
| To ensure that people can get help when they need it | <p>Provide financial support to voluntary organisations working for those in need</p> <p>Help those in need of help to gain the support they need from others.</p> <p>Allocate homes fairly to those in greatest need</p> |
| We will continue to support the work of a range of community and voluntary organisations through funding and practical support. We will strive to ensure these organisations provide key support services within the community focused on specified outcomes. We will allocate the homes to which we have access fairly to those in greatest need. | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|---|---|
| People to be healthy and active | <p>Provide open spaces and support our leisure provision to enable people to live healthy lives</p> <p>Improve homes to support people to live safely and independently</p> |
| There are specific vulnerable groups or individuals with genuine needs which cannot be met through community groups or local support. We will continue to provide advice and support and signpost to where help can be found if we cannot help directly. The Council is working with other organisations to ensure that people get the help they need | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|--|---|
| To support those who work for their communities | Support residents to help each other through individuals and local groups |
| Through our Leisure partners and more widely we will enable more people to take part in sport and activities which enhance their health and their wellbeing. We will | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|--|---|
| improve homes and support good health. | carry out specific works to ensure that people's homes support good health. |

Key strategies and plans which support these outcomes include:

- The Community Safety Partnership Plan
- Prevent Action Plan
- Community Facilities Strategy
- Sports Facilities Strategy
- + Annual Financial Budgets (to ensure affordability and value for money)

III. Our Prosperity: Growth and prosperity

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|--|---|
| Everyone who wants to work or train to be able to do so | Work with others to help our residents develop the skills employers need Support young people to find the right work locally Create higher value employment |
| We will work with our partners to develop the skills and talent that employers will need now and in the future. We will create higher value employment in sectors such as life sciences, information technology, digital media and low carbon technology. We will work closely with our partners to link growth orientated local businesses with resources and expertise within the Higher Education sector. | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|---|---|
| To support the creation of new and growing businesses | Work with others to increase the birth rate of new businesses Work with others to support the growth and internationalisation of our local businesses Support research based innovation |
| We will support the growth and internationalisation of our local businesses. We will overcome obstacles faced by businesses. We will boost the birth rate of new businesses and promote entrepreneurship. We will encourage research based innovation to boost business growth. | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|------------------------------|--|
| To make physical and digital | Work with others to improve strategic transport and ICT connectivity |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|---|---|
| connectivity easier | |
| We will improve strategic transport and ICT connectivity. We will work closely with our highways partners to achieve improved transport connections and deliver our transport priorities. We will work with BT and our partners to deliver improved digital connectivity and unlock the economic growth opportunities presented by improved connectivity. | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|--|---|
| To support economic growth | Support inward investment Provide business accommodation Engage with and understand our businesses Work with others to provide seamless business support |
| We will work in partnership with local and national business support organisations to ensure seamless support services are delivered to businesses and inward investors. We will work to provide quality business accommodation to meet the needs of start-ups, growing companies and inward investors. We will engage actively with local businesses and understand how we can support their plans for growth. We will improve the District's inward investment offer and target prospective investors. | |

Key Strategies which support this priority include:

This is our new priority and the emerging Economic Development Strategy is the primary delivery strategy – supported by the Local Plan and Medium Term Financial Strategy.

IV. Our Progress: Effective and efficient

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|---|---|
| To make it easy for our customers to get what they need | Develop responsive and flexible ICT Work to manage and share our data efficiently and safely Provide better faster customer services Communicate the right things well Improve efficiency in our delivery |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|--|---|
| We will improve our infrastructure to provide responsive and flexible information and communications technology. We will build a digital platform to ensure the safe and easy use and transfer of our data. We will review our services to provide better access and options for connecting us to our customers. We will improve our communications, engagement and marketing. | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|---|---|
| Our elected members and staff are our advocates | Continue to develop and value our elected members and staff |
| We will continue to value our Members and staff. We will strengthen our internal communications to ensure our Members and staff are able to effectively communicate our ambitions and achievements. We will continue to develop our Members and staff to provide services to customers in new ways in response to our changing world. | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|---|--|
| To make the best use of our resources | Maximise income from investment Generate new income streams |
| We will make best use of our resources and make wise investments to realise value from our assets. We will eliminate waste and improve processes through our service reviews. We will review our fees and charges to support our service delivery. We will align our budgets to our corporate priority to focus our revenues on our highest priorities. | |

| WE WANT | (TOGETHER WITH OUR PARTNERS) WE WILL |
|---|--|
| To do the right things in the right way | Deliver our plans Continuously improve our delivery Practise good governance |
| We will continue to review our governance to ensure that we provide efficient public services which recognise the rights of citizens. We will identify areas for improvement in the delivery of our services, manage risk effectively and challenge obstacles to meeting customer need. | |

Key strategies and plans which support this priority include:

- The Digital First Strategy (in preparation)
- The Workforce Strategy
- The Medium Term Financial Plan
- The Code of Corporate Governance

Delivery

14. Agreeing our refreshed Corporate Plan is only the first part of the process. Alongside the development of key outcomes and priorities the broad framework of a delivery programme has been developed. This envisages four key programmes of work for areas where the Council has identified the need for specific change and improvement. No organisation should stand still and the Council will continue to strive to improve. The four delivery programme areas are as follow (see also **Appendix A**):

| Priority | Delivery Programme | Focus |
|---|-----------------------|--|
| PLACE | Housing Delivery | Delivering new houses on council owned and private land and providing infrastructure for new housing. Exploring the best way for the Council to provide new homes. |
| PEOPLE | Stronger Communities | Promote neighbourliness; tackle anti-social behaviour; strengthen community resilience and overcome divides. |
| PROPERITY | Growth and Prosperity | Supporting businesses; growing the local economy and designing better places with better connections. |
| PROGRESS | Digital First | Offering digital solutions to meet the expectations of customers and drive efficiency. |
| Note: There are supporting strategies being developed in key areas which help to further define the Council's ambitions in these areas. | | |

15. The delivery programme will be managed by the Cabinet through portfolio holders and through the organisation by programme leads. Delivery will be monitored regularly and obstacles to delivery will be overcome quickly. There has to be a realism about the number of change programmes the Council has the capacity to manage in this way. The delivery programme is therefore confined to key step change work identified in the lifetime of the current plan.
16. The other aspects of the plan will continue to be delivered by individual services. This will need to be done through cross-cutting plans which drive activity. For example in the current plan the Homelessness outcomes and ambitions are well articulated and supported by the Homelessness strategy. This has allowed the Council to measure performance and escalate and resolve obstacles to success.
17. Despite the national rise in homelessness Wycombe's performance in managing the number of people presenting as homeless has been strong with a clear focus. Wycombe has been relatively successful in managing the number of people in temporary accommodation when compared to other areas. However the national shortage of housing which is most evident in London and South East and particularly in affordable and social housing has meant there is an ongoing problem. The refreshed plan therefore includes a proposed step change programme of housing delivery.
18. The outcomes and priorities which do not form part of one of the four delivery programmes will continue to be delivered by services working together to deliver cross cutting themes for example in relation to efficiency or making the District attractive and safe.
19. The council will ensure that it manages the taxpayer's money to achieve value for money and demonstrate accountability. The annual Budget ensures services are affordable, the Medium Term Financial Plan sets out the financial framework going forward and individual Financial Appraisals will ensure costs and benefits (qualitative, quantitative and financial) are understood.

Measurement

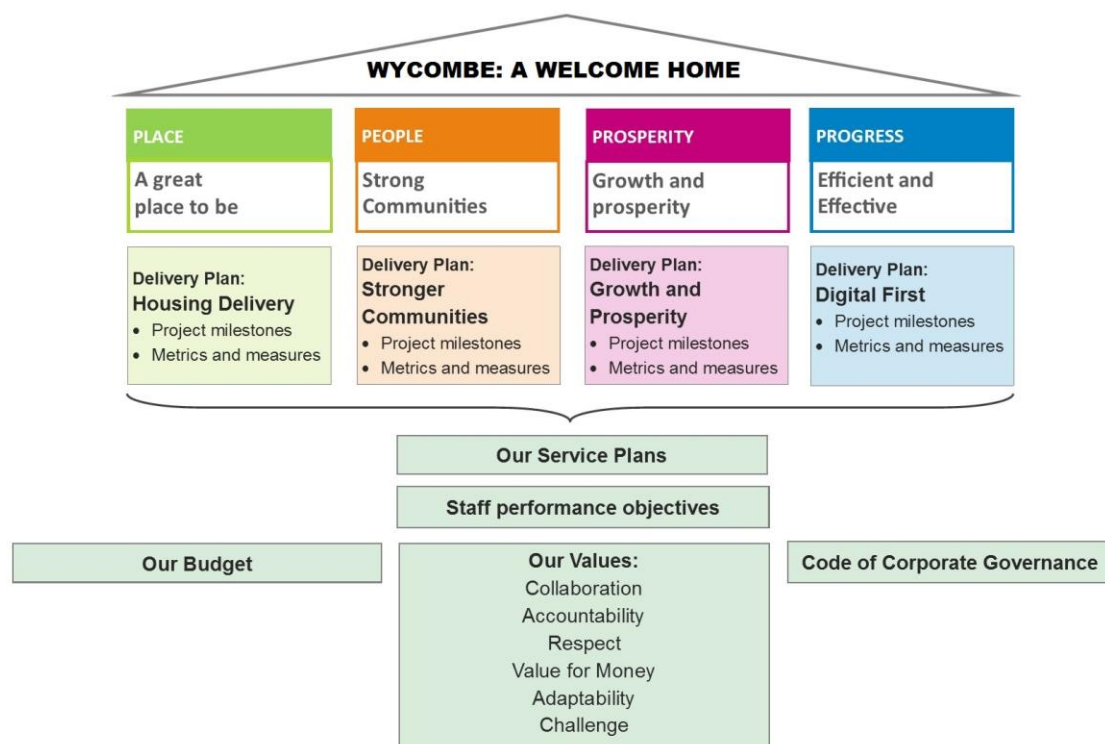
20. A key task between now and the time when the refreshed plan is approved in February will be the development of a performance management framework which is aligned to the broad outcomes and priorities set out in plan. For those which are not articulated within the specific delivery programmes we will ensure that there are supporting strategies which further articulate the priorities and the actions identified. The performance management framework will support delivery and will also help the Council evidence that it has been successful in progressing key aspects of its ambitions.

Communication

21. The refreshed Corporate Plan document itself is not an outward facing document. It is the Council's plan it tells all officers and members what we are trying to achieve and what our priorities are. Large private sector businesses who have a Corporate Business Plan which they publish, don't expect their customers to read it before visiting their stores or buying their products. They communicate directly

to the public through advertising and marketing. The Council will need to do the same. Our communication of the Corporate Plan will have its own Communication Plan which will support the communication of the contents through a formal launch but more particularly through the articulation of the plan in a range of articles, documents and digital communications throughout the plan period. It is an ongoing, not one off, task and it will be key to the Council's wider communications.

22. For the organisation the Corporate Plan becomes a plan when everyone understands it and is working to it. To do this it has to be communicated and articulated effectively across the Members and Officers. The development of the plan has involved a debate. However once the plan is set and articulated through the supporting strategies the energy of the Council will be focused on its delivery. The Council's resources will be aligned to the priorities. Setting the delivery programme and the performance management framework will help to ensure that the plan is incorporated into day to day work. This will also be done through service plans and personal reviews.
23. This needs to be supported by Corporate Communication to ensure a consistency in meaning. The communication needs to be easy to understand, accessible and made available in an accessible digital format to engage with members, officers and partners.



Note: The Corporate Plan is the Council's contribution to the Sustainable Community Strategy

Consultation

24. The content of the Corporate Plan 2015-2020 draws on the latest district-wide resident's survey (2014) and data and intelligence drawn together to help inform the development of the joint Modernising Local Government Business Case in January 2017.
25. All Cabinet Members were consulted on these proposals at Leader's Strategic Briefing through June to October. The priorities and outcomes were discussed with the wider Member group at the Member Seminar on the 12 October 2017 and at the Improvement and Review Commission meeting on the 13 September 2017 and 8 November 2017. Key feedback that has informed the refresh can be found at **Appendix B**.

Conclusions

26. This report recommends to Members the broad framework of the Corporate Plan refresh which if approved will allow the completion of the plan, together with the delivery programme, the performance management framework, service plan and the communication plan to support the final document. This will be presented in its final form to Council on 22nd February 2018. A draft of the plan will also be presented to Cabinet 5 February 2018 in accordance with the Budget and Policy Framework Procedure Rules.

Background Papers

Corporate Plan 2015 – 2019:

<https://www.wycombe.gov.uk/pages/About-the-council/Council-policies/Our-corporate-plan.aspx>

Modernising Local Government Business Case:

<https://www.modernisingbucks.org/our-submission/>

Member Presentation: Corporate Plan Refresh

G:\Corporate Policy\Policy Development and Research\Corporate Plan\2017 Refresh



VISION

PRIORITIES

WE WANT...

(TOGETHER WITH OUR PARTNERS) WE WILL...

| PLACE | PEOPLE | PROSPERITY | PROGRESS |
|--|--|---|---|
| A great place to be | Strong communities | Growth and prosperity | Efficient and effective |
| <div>Our district ...<ul style="list-style-type: none">to be a place people visit and enjoyto be known for its natural beauty and wildlifeto be a safe, and attractive placeto offer homes that meet</div> | <div><ul style="list-style-type: none">Our communities to work well togetherTo ensure that people can get help when they need itPeople to be healthy and activeTo support people and organisations</div> | <div><ul style="list-style-type: none">Everyone who wants to work or train to be able to do soThe creation of new and growing businessesBetter physical and digital connectivitySustainable economic growth</div> | <div><ul style="list-style-type: none">To make it easy for our customers to get what they needOur elected members and staff to be our advocatesTo make the best use of our resourcesTo do the right</div> |
| <div><ul style="list-style-type: none">Develop the district as a destination for leisure and business visitorsEnsure that the place works well for people who live and work hereLessen the impact of traffic and support sustainable travelUse design and place making to improve our built environmentMinimise the impact of land use on our natural environmentRemove obstacles to enjoyment by tackling crime and anti-social behaviourSupport people who look after their local areaDeliver more housing on council land and privately owned sitesSpeed up the delivery of affordable homesFurther improve the quality of housing</div> | <div><ul style="list-style-type: none">Support community resilienceEngage with and include young people.Support work to promote integration and cohesionTackle extremismProvide financial support to voluntary organisations working for those in needHelp those in need of help to gain the support they need from othersAllocate homes fairly to those in greatest needProvide open spaces and support our leisure provision to enable people to live healthy livesImprove homes to support people to live safely and independentlySupport residents to help each other through individuals and local groupsneed</div> | <div><ul style="list-style-type: none">Help our residents develop the skills employers needSupport young people to find the right work locallyCreate higher value employmentSupport the creation of new businessesSupport growth and internationalisation of our local businessesImprove strategic transport and ICT connectivitySupport and encourage inward investmentProvide business accommodationSupport research based innovationEngage with and understand our businessesProvide seamless business support</div> | <div><ul style="list-style-type: none">Develop responsive and flexible ICTWork to manage and share our data efficiently and safelyProvide better faster customer servicesCommunicate the right things wellImprove efficiency in our deliveryMaximise income from investmentGenerate new income streamsContinue to develop and value our elected members and staffBehave in accordance with our valuesDeliver our plans and measure how we are doingContinuously Improve our deliveryPractise good governance</div> |

Appendix B:

| Reasoning for Changes and Workshop feedback | | | |
|---|--|---|---|
| Place | | | |
| Current Ambitions: | Rationale for Change | Changes | New Ambitions |
| <ul style="list-style-type: none"> • Deliver our major regeneration and development projects • Ensure a sustainable balance between homes, jobs and supporting infrastructure so we can accommodate required growth without compromising the quality of our valued natural environment and rural areas • Improve the vibrancy of Wycombe Town Centre • Facilitate opportunities for business growth and job creation • Identify opportunities to enhance our green space offer to benefit both people and wildlife | <ul style="list-style-type: none"> • Changes reflect discussion with members about the importance of distinguishing between investment projects which generate income and projects which deliver what is needed such as housing which may not achieve as high a return on investment. The ambition has been split into what the projects will achieve rather than delivery. • The balance between the needs for homes and protection of the environment has been restated as two separate ambitions – with an objective which refers to the balance. • The vibrancy of High Wycombe has been changed to the District as a whole as a place people visit and enjoy because Members in the workshop were clear that there should not be a focus on just the towns. • Because of the strong emphasis on the need for economic growth a separate priority has been proposed for this called Prosperity | <ul style="list-style-type: none"> • The ambitions are shorter and intended to be easier to remember. • They largely reflect the existing ones • The need to tackle anti-social behaviour and environmental crime has been added • The greater emphasis on housing has resulted in a specific outcome on meeting housing need as part of place. | <p>We want our District ..</p> <ul style="list-style-type: none"> • To be a place people visit and enjoy • To be known for its natural beauty and wildlife • To be a safe and attractive place • To offer homes that meet housing needs |

| People | | | |
|--|--|--|--|
| Current Ambitions: | Rationale for Change | Changes | New Ambitions |
| <ul style="list-style-type: none"> Engage with young people to help meet their needs and aspirations locally Encourage safe and supportive communities with strong social cohesion Work on projects and schemes which benefit our local communities Enable residents and communities to shape their local area Ensure targeted and affordable help for those most in need Ensure standards of private rented housing are safe and acceptable Help address the affordability gap by exploring innovative housing solutions | <ul style="list-style-type: none"> There is nothing specific on any group within the community but there is an emphasis on communities working well together. There is a separate objective on youth – to show it will be a focus of action Social cohesion is not referred to but is inherent in communities working together. Because of the amount of work that we have been doing on our parks and open spaces and the work that is done on our behalf by our leisure partner it is felt that this is a priority although it was not previously included. The emphasis on supporting residents to help each other in the workshops was highlighted and also to support groups who help others through grant funding etc. and therefore these ambitions have been restated in similar terms but with slightly different emphasis. Housing has been included in both Place and People to reflect the separate goals of provision and fair allocation. | <ul style="list-style-type: none"> The ambitions are shorter and intended to be easier to remember The outcomes are broadly the same except some housing has moved to place Healthy and active people was not in the previous plan There is also a greater emphasis on people being encouraged to support each other 'neighbourliness' | <p>We want</p> <ul style="list-style-type: none"> Our communities to work well together To ensure that people can get help when they need it People to be healthy and active To support people and organisations who help others |

| Prosperity | | | |
|--|--|--|---|
| Current (relevant) Ambitions: | Rationale for Change | Changes | New Ambitions |
| <ul style="list-style-type: none"> • Deliver our major regeneration and development projects • Facilitate opportunities for business growth and job creation • Ensure a sustainable balance between homes, jobs and supporting infrastructure so we can accommodate required growth without compromising the quality of our valued natural environment and rural areas. • Consider new devolution opportunities and how this could benefit public services across our district | <ul style="list-style-type: none"> • Through the workshops Members talked of the need to promote businesses and support economic growth. • It was felt this was not sufficiently expressed within the existing plan. • The emerging economic development strategy informed the articulation of the ambitions. • There were specific references about the need for more engagement on skills development • The important of roads, new rail links and digital infrastructure were also highlighted as key issues to support growth. • A need to target certain growth industries to facilitate them establishing themselves in the Wycombe District was also highlighted. • Members did not refer to Devolution as being a key issue in supporting growth and therefore this was not included within the new plan. | <ul style="list-style-type: none"> • There is no prosperity strand in the existing plan. • There is something specific on supporting the development of skills and helping people to find work • There is a new ambition which recognises the need for the Council to support infrastructure to support businesses. • The focus on economic growth supports dedicated support to certain types of key industries • These outcomes reflect the emerging strategy. • Specific reference to Devolution is removed | <p>We want</p> <ul style="list-style-type: none"> • Everyone who wants to work or train to be able to do so • The creation of new and growing businesses • Better physical and digital connectivity • Sustainable economic growth |

| Progress | | | |
|--|--|---|---|
| Current Ambitions: | Rationale for Change | Changes | New Ambitions |
| <ul style="list-style-type: none"> Continue to innovate and transform our services to provide them in the most efficient and accessible way Investigate the user-pay principle for services Generate new annual revenue streams for the Council Consider new devolution opportunities and how this could benefit public services across our district | <ul style="list-style-type: none"> The priority is broader and relates to the organisational areas of focus including efficiency. Neither user-pay nor devolution had a focus in the workshops and so specific reference is removed. The continued focus on value for money services has been expressed as an ambition to provide a broader ambition to cover a number of activities including better treasury management, user-pay, income generation and improving efficiency in delivery. The need to generate new income streams where possible continues within the objectives under the broader ambition. The addition of the ambitions for staff and governance reflect the Council's ongoing work in these areas and the need for continuous improvement. | <ul style="list-style-type: none"> The ambitions are shorter and intended to be easier to remember The title has changed from Pounds to Progress Specific reference to user-pay has been removed Specific reference to Devolution has been removed The ambition on delivery is expressed from a customer perspective An ambition about staff and another about governance have been included | <p>We want</p> <ul style="list-style-type: none"> To make it easy for our customers to get what they need Our staff to be our advocates To make the best use of our resources To do the right things in the right way |

Agenda Item 6.

Report to Improvement & Review Commission

ECONOMIC DEVELOPMENT STRATEGY

Officer contact: David Anderson david.anderson@wycombe.gov.uk

Ext 3400

What is the Commission being asked to do?

The Commission is requested to review this document and provide any comments.

Proposed Resolution:

Cabinet, at its meeting on 5 February 2018, is being requested to agree:

That Cabinet recommends to Full Council the approval of the draft Economic Development Strategy “Wycombe – A Welcome Home for Business ” (appendix 1) as a framework for the Council’s work with its partners to support the growth of the District’s economy over the next decade and instructs the Corporate Director to commence consultation on the Strategy with local businesses, key stakeholders and the Improvement & Review Commission, with a view to a final version of the Strategy being prepared for Cabinet in early 2018, to it to determine its recommendations to Council.

The reason for this decision is because the future economic prosperity of the District is of vital importance to the Council. The health of the local economy is critical to the continuing success of the District as an attractive location for businesses and a source of employment opportunities for local people. To ensure that the District’s economic progress is sustained, the Council has a key role to play in creating the environment and conditions in which businesses can grow and prosper and new investment can be attracted to Wycombe.

Corporate Implications

At a point in the New Year, the Corporate Director will come forward with a report seeking authority to appoint an Economic Development officer to a full time post to manage the implementation of the strategy and related action plan.

Executive Summary

“Wycombe – A Welcome home for Business” sets out an evidence based approach to local economic development. The strategy complements the Bucks Growth Strategy published recently by the Buckinghamshire and Thames Valley Local Enterprise Partnership, and the some of the key areas set out by the Government in its recently published Industrial Strategy.

The annual economic output of the District’s economy at present is just under £5.5bn as measured by gross value added (GVA). The proposed Strategy sets an ambitious target of growing the local economy to £7bn GVA by 2027. This will require an average annual growth rate of just under 3%. This will be achieved in part by an expected increase in the District’s population and also through higher levels of

economic activity and business productivity, achieved through investment in innovation, skills and technology.

The strategy is framed around 10 strategic objectives dealing with issues including Growth and Internationalisation; business accommodation; the business birth rate; tourism and the visitor economy; skills and talent; new housing; research and innovation; urban design and place making; support services for business; and transport and ICT connections.

The strategy will need to be delivered by working with partner organisations such as BCC, BTVLEP, BBF, local BID companies, Bucks New University, and local Chambers of Commerce. It is proposed that the Council should appoint a full time Economic Development officer to co-ordinate project activities involving local businesses and partner agencies and that the Corporate Director (Growth and Regeneration), should bring forward an annual programme setting out priority projects and initiatives for approval by Council.

Sustainable Community Strategy/Council Priorities - Implications

The continued success of the local economy is critical to the achievement of the Council's wider strategy and corporate priorities.

Background and Issues

The District's economy starts from a position of relative strength with low levels of unemployment among the working age population (1.3% claimant count) and high levels of economic activity (81%). Economic output measured by gross value added at over £31,000 is significantly above the GB average. The average weekly earnings of residents at £606.70 in 2016 are also higher than both the GB and South East figures.

Whilst the local economy starts from a relatively strong position, there are issues that will drive change over the next decade which, if not dealt with effectively, could impact detrimentally on local economic performance and the District's future prosperity. These include housing market pressures, public spending constraints, an uncertain investment climate, major new disruptive technologies, environmental pressures, skill shortages, an aging population and emerging concerns around social cohesion and inequality.

The District stands to benefit from planned infrastructure investment including the Cambridge-Oxford Expressway, the expansion of Heathrow, East-West Rail and opportunities for links to HS2 and Crossrail. However, there are also constraints to future development, notably the need to protect the green belt and the Chilterns' Area of Outstanding Natural Beauty as well as challenges in relation to available development land as a result of the District's topography and shortage of suitable development sites.

The Economic Development Strategy complements the land use framework set out in the Local Plan and will contribute to several of the objectives articulated in the Council's Corporate Plan 2015-19.

Table 6 of the Strategy summarises key strengths, weaknesses, opportunities and threats faced by the local economy. It will be important to build on existing strengths

including the District's excellent strategic location and help local businesses take advantage of future opportunities for growth.

One of the key challenges facing the District in future will be the need to ensure that growth is managed in an environmentally sustainable way, employing low carbon technology and taking appropriate action to mitigate the effects of climate change and pressures on air quality and productivity, arising from traffic congestion.

"Wycombe – A Place to Grow and Prosper" aims to ensure a rounded approach is taken to future development by framing action around the strategic objectives summarised above.

Consultation

Subject to Council approval of the strategy, it is proposed that there should be a period of formal communication with the Improvement & Review Commission, the local business community and partner organisations, so that their views can be taken into account prior to finalisation of the document and the preparation of an Economic Development work programme for delivery in 2018/19.

Business engagement meetings will be undertaken in early 2018 with a view to the strategy and work programme being agreed prior to the start of the 2018/19 financial year.

Options

The option to endorse the proposed strategy is a binary decision: the alternative is not to endorse it, or to instruct the development of a revised approach.

However, because the intention of the strategy is to set the future direction of the Council's approach to economic development there will be the flexibility to respond to changes in the local economy through the mechanism of work programmes agreed each year.

Conclusions

The District's economy starts from a position of relative strength but future prosperity cannot be taken for granted. This Economic Development Strategy will provide a framework for action by the Council and its partners to sustain economic prosperity over the coming decade.

Next Steps

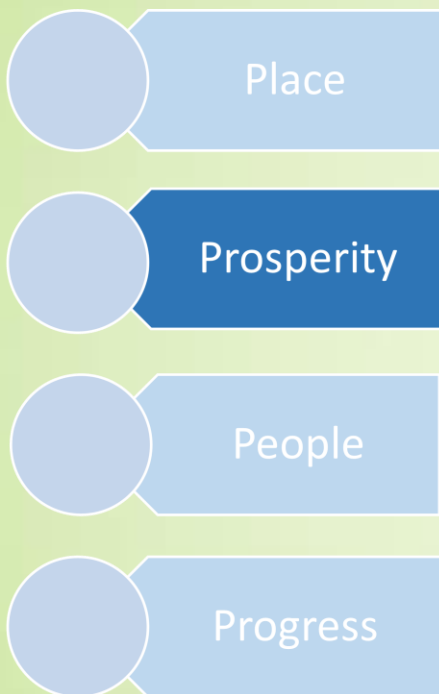
Subject to the approval of the draft strategy, work will commence on consultation with local businesses, key stakeholders and the Improvement & Review Commission, with a view to their views being taken into account in the final draft. Once this has been completed Cabinet will be able to determine its recommendations to Council and work can progress on the economic development programme for 2018/19 and the recruitment of a full time economic development officer.

Background Papers

UK Government Industrial Strategy

UK Government Clean Growth Strategy
Bucks Growth Strategy
BTVLEP Strategic Economic Plan
WDC Corporate Plan 2015-19
WDC Local Plan, publication version October 2017

WDC Economic Development Strategy:
Draft for Consultation



Wycombe - A welcome home for business

Wycombe District Economic
Development Strategy
2017 -27

Wycombe: A welcome home for business
Wycombe District Council Economic Development Strategy
2017 -2027



Introduction

Wycombe District Council wants to create a prosperous and dynamic local economy that enables ambitious local companies to grow, attracting new investment and supporting economic development in a sustainable and inclusive way. We want to balance growth with improvements to quality of life securing investment in our town centres and villages to create high quality housing and attractive public realm and green space. We want our District to continue to be one of Europe's most attractive suburban environments providing easy access to London and the benefits of proximity to the Chilterns' area of outstanding natural beauty.

We want the District to appeal to a wide range of people, providing excellent cultural, leisure, sporting, retail and recreational opportunities and supporting active lifestyles. We also want to build on the strengths of our cultural diversity, making our District a welcoming place for visitors, enabling all our local communities to benefit from economic growth and share in prosperity. We want to be known as a 'can do' community; a connected community; a community that supports enterprise and welcomes creative people and entrepreneurial businesses. And we want to support the growth of a sustainable, low carbon economy that uses clean technology and adapts to the challenges of climate change.

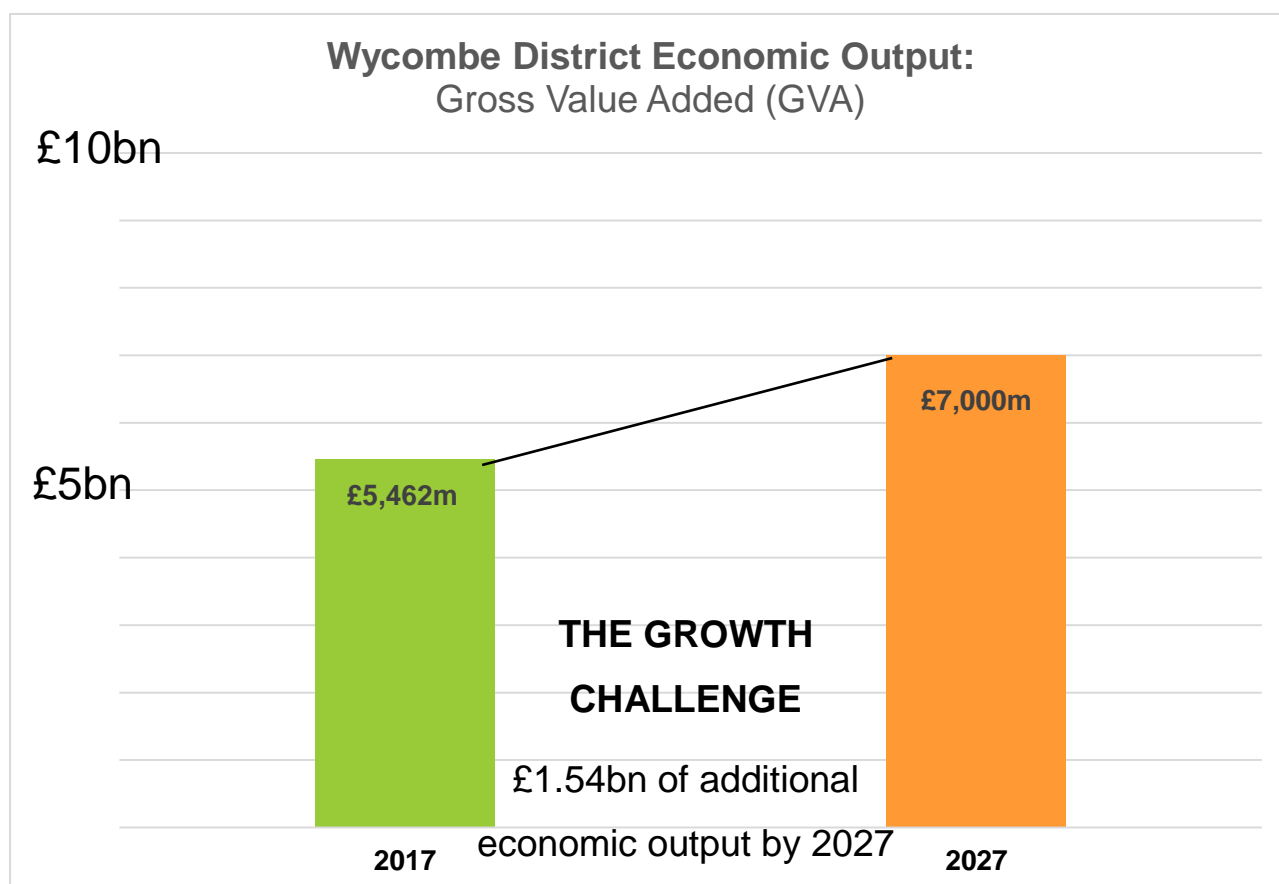
Economic growth is influenced by three primary factors: population growth rates of economic activity and the productivity of employees and businesses. Productivity can be enhanced through investment in innovation, skills and technology.

Our District's population is set to grow significantly over the next 15 years and the publication version of the local plan anticipates that 10,900 new homes will be built across the District during this period. Growth will be needed to ensure people can secure jobs; fewer are dependent upon benefits and that our companies embrace innovation and technology to boost their productivity and provide higher value products and services.

The District's economic output in 2016/17 by gross value added is estimated to be £5,462m. We plan to set an ambitious growth target of just under 3% per annum over the next decade. The challenge is for Wycombe to become a £7bn GVA economy by 2027 as shown in table 1. If we are to achieve that challenge Wycombe needs to offer an attractive environment for new business investment as well as a great place for people to live and work in and raise future generations. Our vision is not solely about making Wycombe economically competitive but helping it become a more successful place, with strong and cohesive local communities and a great quality of life.

Wycombe: A welcome home for business
Wycombe District Council Economic Development Strategy
2017 -2027

Table 1



Vision

If we are to address the challenge of growth we need a clear vision for our District and a strategy for moving forward.

This document – *Wycombe: A welcome home for business* – sets out the Council’s economic development strategy. It explains our approach to economic development for the coming decade and offers a vision for the sustainable growth of the local economy; describing our ambition for the investment, jobs and infrastructure needed to deliver a resilient economy that is fit for the future.

Our vision is to be a great place in which to start and grow a business or live in, visit, work or play with a welcoming, creative, cohesive and culturally diverse local community.

The strategy supports the Council’s Corporate Plan objectives and builds upon the Wycombe District Local Plan publication version which sets the land use planning framework for the District over the next 15 years; it also complements the Buckinghamshire

Wycombe: A welcome home for business
Wycombe District Council Economic Development Strategy
2017 -2027

Growth Strategy and strategic economic plan <http://www.buckstvlp.co.uk/about-btv/strategic-economic-plan> and the government's Industrial Strategy: <https://www.gov.uk/government/topical-events/the-uks-industrial-strategy>; The five foundations of the industrial strategy are shown at appendix 1.

Our strategy is built upon 10 strategic objectives. These are set out below and explained in further detail later.

1. Support **growth and internationalisation**.
2. Provide quality **business accommodation**.
3. Boost the **business birth rate** and entrepreneurship.
4. Develop our **visitor economy and tourism**.
5. Develop the **skills and talent** that employers need.
6. Deliver **new housing** on Council and Privately-owned sites.
7. Encourage **research and innovation** to boost growth.
8. Use **urban design** to make our town centres better places.
9. Ensure seamless **business support services**.
10. Improve strategic **transport and ICT connectivity**.

Our aim is to secure a strong and sustainable future through a diverse and entrepreneurial local economy with strengths across a range of sectors and high levels of company start up and growth. We aim to take advantage of Wycombe's excellent geographic location (appendix 2) and strengthen our competitiveness on the back of planned infrastructure investment, including the expansion of Heathrow Airport, the development of Cross-rail and East-West rail, the Oxford-Cambridge Expressway and links to HS2.

Wycombe enjoys fantastic locational advantages; it lies on the western spur of the *Golden Triangle* - the world class cluster of Universities of Oxford, Cambridge and London where 48% of the UK's Higher Education research funding is invested. It is also within 30 minutes of the dynamic, commercial heart of the City of London - Europe's most productive urban economy - and close to the high-tech businesses of the Thames Valley and M4 corridor.

Collaboration will be vital to the delivery of the strategy. No one partner or organisation has sufficient influence, power or resources to develop the local economy on its own. We will need a common purpose and shared leadership across businesses, the public sector and local communities to help ensure our local economy continues to prosper. The Council will work closely with its partners in the public sector, the business community, our local communities and central government towards shared goals and outcomes.

The strategy forms part of the Council's wider corporate plan and role in community leadership which has four key themes:

- **Place:** a great place to live, work and play
- **People:** Happy, Healthy, Independent
- **Prosperity:** Building sustainable growth and prosperity
- **Progress –which is about how we work and being** effective, efficient, easy to do business with.

Wycombe: A welcome home for business
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We want to create the environment and conditions to support economic growth providing better employment opportunities, greater prosperity and well-being and a better quality of life for all. The Council's main role will be to invest in development and regeneration and engage with local businesses to address barriers to growth and help companies fulfil their potential. We will also work with Buckinghamshire County Council, Highways England and Network Rail to improve transport links; with the education sector to tackle skills development and the local enterprise partnership to support business innovation.

Economic Background

As District Wycombe has some real strengths to build upon: a culturally diverse community, a strong business base, excellent transport links to London, Heathrow and the UK rail and motorway network and some very attractive places to live both urban and rural.

Our local economy is in relatively good shape. However, in a fast moving world with technology and markets forever changing we cannot afford to be complacent. Office of National Statistics (ONS) data shows that of the 109,300 people in the District of working age (16-64) in 2015, 97,600 were economically active: a rate of 84.8% compared with 81% for the South East (SE) and 77.8% for Great Britain (GB) as a whole.

Earnings

Gross weekly earnings of the District's residents were £606.70 in 2016 compared with £582.00 for the South East and £541.00 for GB.

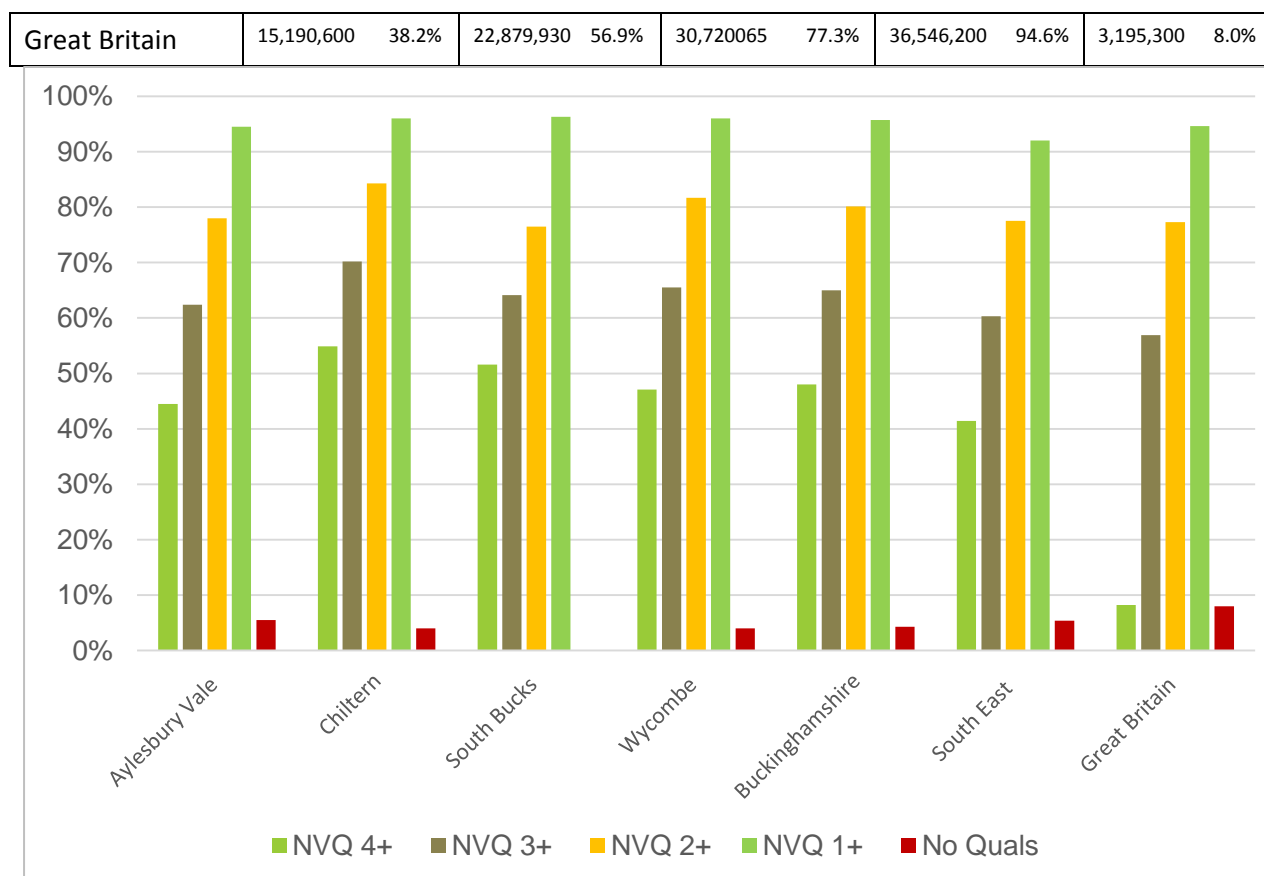
Across Buckinghamshire gross disposable household income (GDHI) was £25,312 in 2015 the 10th highest of the 173 NUTS 3* regions in the UK. However, recent growth in GDHI has been among the slowest in the country, perhaps as a result of high commuting and housing costs affecting disposable income.

Qualifications

Our District has a better qualified workforce than the South East or GB (Table 2). 47.1% of those aged 16-64 are qualified to at least NVQ4 or above (broadly equivalent academically to Higher National Diploma level) compared with 41.4% for the South East and 38.2% in GB.

| Table 2 | | | | | | | | | | | Source: Annual Population Survey, ONS 2017 | | | | | | | | | | |
|-----------------|-----------|-------|--|-----------|-------|--|-----------|-------|--|-----------|--|--|----------|------|--|--|--|--|--|--|--|
| | NVQ4+ | | | NVQ 3+ | | | NVQ 2+ | | | NVQ 1 + | | | No Quals | | | | | | | | |
| | No | % | | No | % | | No | % | | No | % | | No | % | | | | | | | |
| Aylesbury Vale | 52,800 | 44.5% | | 74,150 | 62.4% | | 94,795 | 78% | | 112,100 | 94.5% | | 6,500 | 5.5% | | | | | | | |
| Chiltern | 30,100 | 54.9% | | 38,630 | 70.2% | | 47,235 | 84.3% | | 52,600 | 96.0% | | 2,200 | 4.0% | | | | | | | |
| South Bucks | 20,900 | 51.6% | | 26,310 | 64.1% | | 32,395 | 76.5% | | 39,800 | 96.3% | | - | - | | | | | | | |
| Wycombe | 51,600 | 47.1% | | 72,240 | 65.5% | | 91,830 | 81.7% | | 105,100 | 96.0% | | 4,400 | 4.0% | | | | | | | |
| Buckinghamshire | 155,300 | 48.0% | | 211,780 | 65% | | 266,210 | 80.1% | | 309,500 | 95.7% | | 13,800 | 4.3% | | | | | | | |
| South East | 2,286,700 | 41.4% | | 3,358,490 | 60.3% | | 4,421,155 | 77.5% | | 5,217,800 | 92% | | 300,700 | 5.4% | | | | | | | |

Wycombe: A welcome home for business
Wycombe District Council Economic Development Strategy
2017 -2027



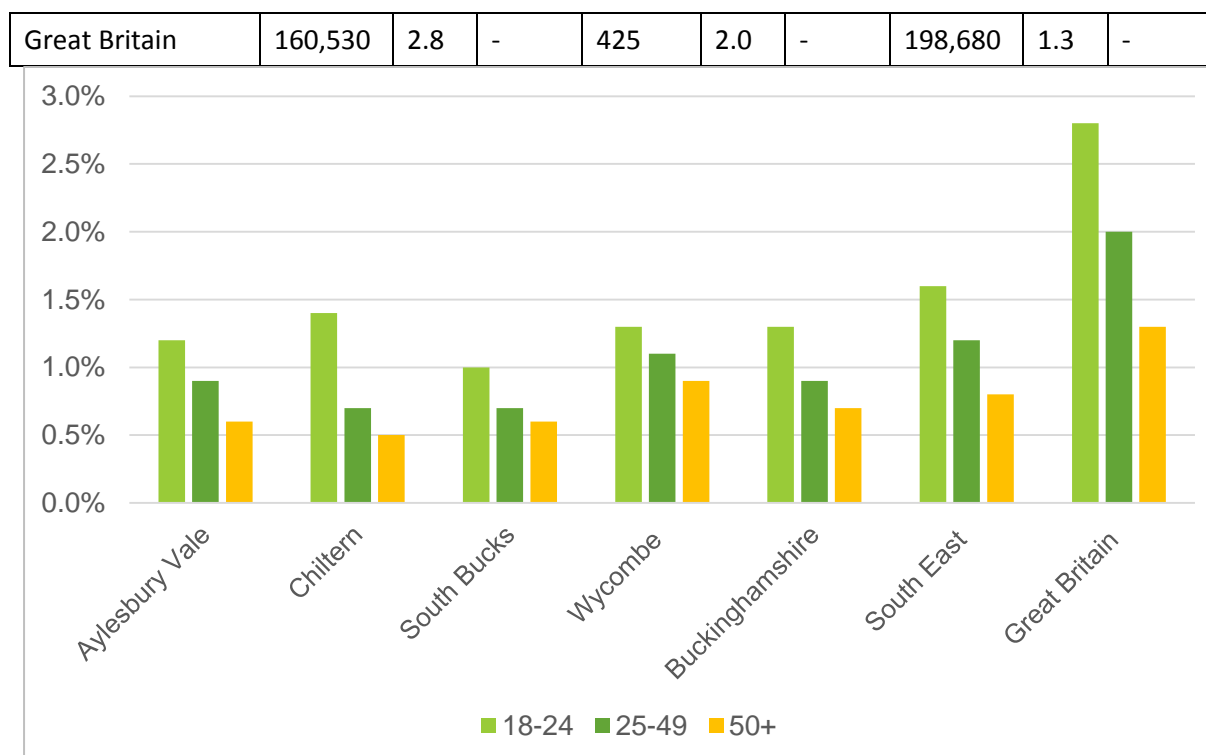
Unemployment

The District has a lower percentage of benefits claimants (6.8%) than both the South East (8.5%) and GB (11.3%) and a lower unemployment rate (3.8%). In May 2017 there were 1,245 people out of work in the District on Job Seekers Allowance or Universal Credit. Wycombe is 63rd out of 380 local authority areas in the UK for unemployment amongst 18-24 year olds but performs less well for the over 50 age group where its ranking is 176th (Table 3).

(*NUTS EU geographic coding system: Nomenclature des unites territoriales statistiques)

| Table 3 | Claimant Count by age group May 2017 : Source DWP | | | | | | | | |
|-----------------|---|------------|-----------|------------|------------|------------|------------|------------|------------|
| | 18-24 | | | 25-49 | | | 50+ | | |
| | No | % | Rank | No | % | Rank | No | % | Rank |
| Aylesbury Vale | 170 | 1.2 | 51 | 585 | 0.9 | 82 | 300 | 0.6 | 98 |
| Chiltern | 80 | 1.4 | 79 | 205 | 0.7 | 48 | 115 | 0.5 | 33 |
| South Bucks | 45 | 1.0 | 36 | 155 | 0.7 | 44 | 110 | 0.6 | 85 |
| Wycombe | 185 | 1.3 | 63 | 670 | 1.1 | 123 | 390 | 0.9 | 176 |
| Buckinghamshire | 480 | 1.3 | 4 | 1,625 | 0.9 | 7 | 915 | 0.7 | 9 |
| South East | 12,425 | 1.6 | 1 | 33,955 | 1.2 | 1 | 18,460 | 0.8 | 1 |

Wycombe: A welcome home for business
Wycombe District Council Economic Development Strategy
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On 15th August 2017, there were 2,558 full and part time job vacancies within a 10 mile radius of High Wycombe that had been posted by JobCentreplus within the previous 30 days on the *Universal Jobmatch* database.

While unemployment is generally below the national average data from Jobcentreplus shows there are some pockets of higher than national average unemployment levels in the Desborough and Cressex areas of High Wycombe. The loss of potential economic output represented by people who are economically inactive including around 7,500 or so who are receiving benefits is significant: perhaps as much as £250m per annum. Where individuals want to secure employment and are able to work they should be encouraged to do so; it will be important that investment in training can be targeted on this group to improve their employability and help them gain the skills employers are looking for.

The Business Base

The District is largely an economy of micro and small businesses and has a similar business profile to the South East as a whole. In 2016, there were 10,455 VAT/PAYE registered businesses. 89.8% of all businesses were micro firms, employing fewer than 10 employees, including sole traders. In addition, there were 13,100 self-employed workers.

There were 160 medium sized firms (of 50-249 employees) and 40 large enterprises (with 250 employees or more). Wycombe's rate of new firm formation of 87.9 per 10,000 residents places the District at 68th out of 380 local authority areas in Great Britain. In April, 2016 the District had 5,060 rateable properties with just over 1.6million square metres of floor-space.

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The local economy is quite diverse with strengths in advanced engineering; life sciences/ medical devices/biopharmaceuticals; software/ IT/ telecoms; and Food & Drink. Appendix 3 highlights some of the notable companies across a range of sectors. In 2014, the most recent available data, Wycombe's exports were worth £1.36bn.

Population

A key challenge for the local economy over the coming years is its demography. The District has a large group of post war baby-boomers around retirement age. This could exacerbate labour shortages and create skills gaps. Whilst older people can make an important economic contribution the concern is that a larger number of very elderly people will need to be supported by a smaller proportion of employees in the traditional economically active age groups (age 16 -64).

Since mid-2005, the UK population aged 65 and over has increased by 21%, and the population aged 85 and over by 31%; with an increase of 54% in males aged over 85 and an increase of 21% increase for females. Such changing demographics can put pressure on health and social care budgets and increase demand for nursing and care staff. They could also open up opportunities for deploying new healthcare technology applications and keeping older people physically active and digitally connected.

Housing

The District faces a serious housing delivery challenge. Land supply is constrained by the green belt and the area of outstanding natural beauty and the District's topography is quite challenging with a lot of steep sites that are difficult to build on.

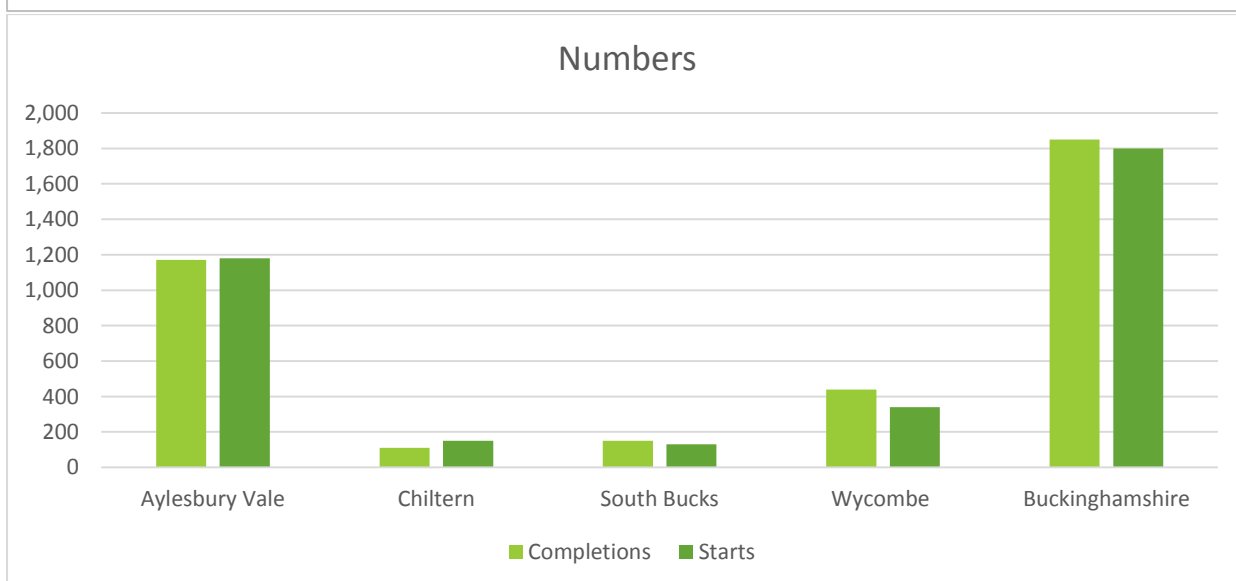
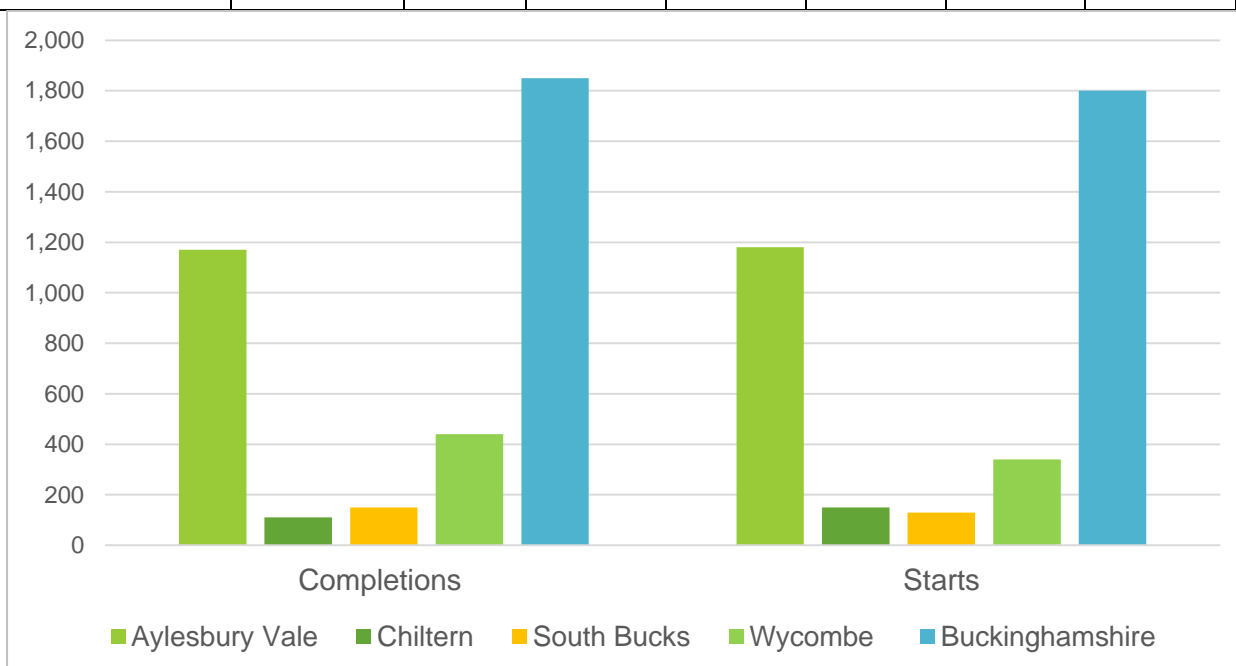
The publication version of the local plan anticipates a need for 550 new homes to be built each year over the next 15 year period - around 25% higher than current rates housing starts and completions in the District. At the current rate of construction (Table 4) there will not be enough new homes to meet future demand. There is also a serious shortage of affordable housing both nationally and locally which poses a threat to sustainable growth.

The council is exploring opportunities for modular housing built through off site manufacturing and will make its first major investment by providing high quality modular units in Desborough, High Wycombe to provide temporary accommodation for people at risk of homelessness. We will also work with our partners in local Housing Associations to address the issue of providing more affordable housing.

The Council will address land supply problems where possible by using its planning powers intelligently and attracting grant funding to unlock and improve access to difficult sites. We are keen to work with the Government and Homes England to accelerate the pace of housing development in the District and to explore innovative approaches, such as the formation of a housing delivery company or joint venture arrangements with Housing Associations and Private Developers, where it makes sense to share development risk. The Council also owns a number of sites and commercial buildings that may offer opportunities for residential development and we will explore how our role as a landlord can be used more creatively to deliver new homes.

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| Table 4 Dwellings completed and started to Q1 2017 by LA: Source DCLG | | | | | | | |
|--|--------------------|------------|-------------|-------------|---------------|-------------|-------------|
| | Completions | | | | Starts | | |
| | Stock 2016 | No. | Rate | Rank | No. | Rate | Rank |
| Aylesbury Vale | 77,520 | 1,170 | 1.5 | 19 | 1,180 | 1.5 | 24 |
| Chiltern | 39,220 | 110 | 0.3 | 270 | 150 | 0.4 | 241 |
| South Bucks | 28,430 | 150 | 0.5 | 174 | 130 | 0.5 | 214 |
| Wycombe | 71,890 | 440 | 0.6 | 143 | 340 | 0.5 | 206 |
| Buckinghamshire | 217,060 | 1,850 | 0.9 | 8 | 1,800 | 0.8 | 11 |



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The pressures from housing, demographic growth and ageing aside the District starts from a position of relative economic strength as the key indicators in Table 5 show.

| Table 5: Wycombe District – Key Economic Indicators | | | | |
|--|--|--|--|--------------------------|
| Category | Wycombe | South East | Great Britain | Date & Source |
| Population (numbers) | 176,900 | 9,026,300 | 63,785,900 | 2016 ONS |
| Population (Aged 16-64) (Numbers) | 109,300 (61.8%) (54,500 male) (54,800 female) | 5,593,600 (62%) (2,789,800 male) (2,803,800 female) | 40,267,500 (63.1%) (20,088,400 male) (20,0179,100 female) | 2016 ONS |
| Economically active population | 97,600 84.8% | 81% | 77.8% | Jan – Dec 2016 ONS |
| Employees | 80,100 70.8% | 65.3% | 63.1% | Jan – Dec 2016 ONS |
| Self Employed | 13,100 10.6% | 12.1% | 10.6% | Jan – Dec 2016 ONS |
| Unemployed | 3,700 3.8% | 4.0% | 4.8% | Jan – Dec 2016 ONS |
| Qualifications NVQ4 and above | 51,600 47.1% | 41.4% | 38.2% | 2016 ONS |
| Gross weekly earnings (Residents) | £606.70 | £582.00 | £541.00 | 2016 ONS |
| Benefits Claimants | 7,450 6.8% | 8.5% | 11.3% | Aug 2016 DWP |

Drivers of Change

Wycombe's economy does not exist in isolation from the UK and wider, global environment, nor can it be insulated from changes in technology and markets; external competition, or economic, political and environmental pressures. A successful strategy needs to anticipate and respond speedily to threats and opportunities. Some of key forces could impact upon the local economy over the coming years are set out below.

- **Brexit** and opportunities to benefit from the future terms of trade with the EU and countries around the world and our own preparedness for this.
- **Housing market pressures** and the shortage of truly affordable homes.

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- **Public spending constraints** - the continuing fallout from the global financial crisis and levels of debt within the UK.
- **Globalisation** - the continuing expansion of international trade, capital and labour mobility and the emergence of new markets.
- **Ultrafast Broadband and the Digital Economy** - enabling new business models, digital media technologies, products and services, and access to new markets.
- **Agile, flexible, mobile and home working practices** and their impact on demand for business accommodation;
- **Technological innovation** – such as stem cell therapies, biotechnology, genetics, artificial intelligence; robotics; low carbon technology; electric vehicles; driverless cars and nano-technology.
- **Major national infrastructure investments** – such as HS2, East – West Rail, the expansion of Heathrow including western rail access, Cross-Rail 2, ultra-fast broadband and the Oxford- Cambridge expressway.
- **Demographic trends** - population ageing, immigration levels and changes in the age profile of the population affecting many aspects of life.
- **Skills for Employment** - workforce skill needs becoming more complex and technologically demanding creating challenges for education providers to tailor learning to the needs of employers and individuals.
- **Environmental Sustainability** – the impact of climate change, access to water, food, energy and other key resources shaping the way we live and do business.
- **Social Cohesion and inequality** - income distribution, poverty, and access to learning and jobs continuing to affect the quality and supply of labour.

While the District's fundamentals are relatively strong, productivity in the UK remains adrift of Europe's top performing regions. It is therefore vital that the District continues to retain businesses and attract new investment; especially from high value, growth-orientated companies, operating in international markets.

This will enable Wycombe to grow and diversify its business base and create new jobs to replace those displaced by new technologies, new business models and external competition. Given the rapid introduction of new technologies and the pace of change in highly inter-connected, global markets there is a need for our local economy to be sufficiently resilient to ride out future shock waves and sustain its upward trajectory.

The District's main town is High Wycombe. Unlike other towns to the west of London, such as Reading, Maidenhead and Slough, High Wycombe is not well established as a commercial office location or high tech centre. This is reflected in local office rental levels. A July 2017 report by Chandler Garvey shows these averaged around £250 per square metre in High Wycombe compared to £400 per sq. m in Reading and Maidenhead. This differential could become a source of competitive advantage for the District if the right commercial office accommodation can be delivered. It will take some time to develop a stock of Grade A commercial office accommodation in High Wycombe town centre. However, the Council is already active in developing managed workspaces for smaller businesses and will in the next

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two years deliver *DesBox* a new facility in Desborough aimed at creative businesses and *H-Qube* in Hughenden providing 'maker spaces' for artisan and craft workers.

There is a growing number of self-employed individuals and micro- businesses in the District some of whom maybe based here while spending part of their week in London or elsewhere visiting customers and suppliers. Many such businesses operate out of home offices or small serviced office accommodation. We want to help such small entrepreneurial businesses grow by encouraging homes that can provide suitable office or studio space. In rural areas we'll also investigate the case for providing shared office accommodation and serviced business centres.

The District has a high level of out-commuting to London, the Thames Valley and Heathrow. Local residents are able to use fast, frequent train services to London and motorway connections from the M40 to the M25, M4 and M3. In 2013, around 92,000 people (38% of the economically active population) commuted out of Buckinghamshire to their place of work and over 40% of Wycombe's economically active residents are estimated to commute to locations outside the District to work. Forecasts made in 2016 by Oxford Economics for the local plan suggest that jobs in Buckinghamshire will grow at a rate of only 0.8% per annum over the next decade; this means that productivity improvements will need to drive the growth of the economy.

There is a danger that growth will cause additional traffic congestion, undermining the District's competitiveness. As a valley town with difficult topography High Wycombe already experiences traffic problems. And these are mirrored at peak times in Bourne End, Marlow and Princes Risborough.

Research for BCC showed the average speed of traffic on local A roads in Buckinghamshire fell from around 28mph to just over 26mph between January 2010 and June 2015. Traffic delays lower economic productivity, increase pollution and have negative consequences for population health.

The District's local plan aims to ensure that new housing and employment sites are located close to public transport and that broadband coverage can support remote and flexible working. Access to high speed broadband and wi-fi is especially important for entrepreneurs in software, design, consultancy and similar businesses. We want to encourage a creative, dynamic ecosystem that will allow creative people to connect with each other both physically, through shared spaces such as *DesBox*, and digitally, through access to ultrafast broadband links. This will include the Council's own services which will migrate to *Digital First* as the default position of service delivery using data intelligently to provide better services for our customers.

The growth of a more knowledge intensive economy favours the clustering of companies and talent. Areas with good physical and digital connectivity are especially well placed to accommodate knowledge based employment. The selection of High Wycombe as one of 26 trial locations in the UK for the roll out of 5G mobile telecommunications technology will boost the town's credentials as a hub for digital technology based businesses.

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High Wycombe Rail Station is Buckinghamshire's busiest with 2.8m entries and exits in 2015/16. Given the population within one hour's travel of High Wycombe and the speed and frequency of train services to and from London it should be possible to attract high-tech international companies and skilled talent just as Reading and Maidenhead have done. As a District Wycombe should benefit hugely from the expansion of Heathrow and future links to Crossrail and HS2, as well as East-West rail and the proposed Oxford – Cambridge Expressway.

Attracting new talent is influenced by quality of life considerations. As the District's principal urban centre High Wycombe can improve its offer by providing higher quality office accommodation, investing in its public realm and making the most of its cultural and leisure amenities. There are also opportunities for public realm and 'place making' interventions to make the most of the intrinsic quality of towns such as Marlow and Princes Risborough. The availability of truly affordable housing is also a key challenge for the District and makes it difficult for young people to get a start on the housing ladder.

Wycombe also has a limited supply of new employment land as a result of the need to preserve the green belt conserve and enhance the Chilterns' Area of Outstanding Natural Beauty by minimising encroachment into it. This means focussing, where possible, on redundant brown field regeneration in the District's urban settlements.

As master-planning in High Wycombe moves forward there is an opportunity to create a new commercial district in the heart of the town encouraging the growth of businesses in the area from the rail station to the University and investing in public realm improvements in the High Street.

There are also good opportunities to attract new businesses Marlow on the M4 – M40 corridor and more rural locations such as Stokenchurch and Princes Risborough where there are opportunities to combine a country lifestyle with running professional service or tourism and leisure businesses using digital technology. The M40 corridor provides scope for growth over the medium term as high tech businesses based around Oxford, West London and the Thames Valley begin to expand. However, investment in infrastructure around key junctions will be needed if new employment sites are to be opened up.

High Wycombe has coped well with the contraction of its furniture manufacturing industry and the District as a whole is in the process of transition towards a knowledge-based economy fuelled by the growth of entrepreneurial companies that can scale up and venture into international markets.

The District already has some companies of genuine scale and ambition in sectors such as advanced engineering; life sciences; medical devices; software; telecoms; and food & drink. Wycombe also has an active creative industries sector and is close to the UK's major film and TV production cluster at Pinewood, and the centre of UK motorsport at Silverstone.

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Future opportunities for smart, specialised businesses are expected to emerge in sectors such as big data, low carbon energy, autonomous vehicles, artificial intelligence, satellite and space technology, robotics and personalised medicine. The decoding of the human genome in 2003 required over a decade of work to sequence some 3 billion base pairs: modern computing power enables that much data to be sequenced in a single day. McKinsey forecast that the ‘internet of things’ – the next wave of the internet - will see 28 Billion smart devices connected to the Internet by 2020 with early adoption in wearables, cars, homes, cities and industry heralding a new wave of economic growth.

Whilst the District has quite a small base of companies involved in research, development and innovation there are opportunities to develop high value, research-based business by working with SMEs and improving collaboration between local companies and Further and Higher Education.

And as the transition to online shopping continues the District’s proximity to Heathrow and the south east motorway network, means the District will be well placed as a distribution and logistics hub, notably along the M40 corridor.

There is also an opportunity to grow the District’s visitor economy building upon the success of its programme of music, food, festivals and events – e.g. Frogfest, Pub in the Park, the Kop Hill climb and nearby Pennfest. However, there are also threats to growth such as a shortage of employment sites and affordable housing; traffic congestion and traffic congestion on the arterial routes through High Wycombe, Marlow and Princes Risborough. Table 6 highlights some of the strengths, weaknesses, opportunities and threats of potential relevance to future growth and prosperity.

| Table 6 SWOT Analysis | |
|--|--|
| Strengths | Opportunities |
| <ul style="list-style-type: none"> • Excellent strategic location and motorway links • Fast regular train services to London • Highly qualified workforce • High level of economic activity • Diverse economic base • New local plan provides clarity for investors • High performing local schools • Track record of major capital projects delivery • A ‘can do’ Council – open for business • A good Higher and Further Education Base • Local quality of life and access to green space | <ul style="list-style-type: none"> • Low carbon technologies • Big data applications • Hosting tourism and sports events • Nearby film and media cluster • Expansion of Princes Risborough • Creative and cultural industries • Entrepreneurial education • Expansion of business workspace • Rural economy and ‘live / work’ units • International trade post Brexit • Strengthen Wycombe’s Brand identity • Appropriate densification of development around transport hubs • Potential to release new employment sites for inward investment • Entrepreneurial contribution of older |

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| | |
|--|---|
| <ul style="list-style-type: none"> • Sports and Leisure facilities • Technology based firms • Marlow's 'foodie' reputation and leisure potential | <ul style="list-style-type: none"> • population • Alliances with LEP and key economic partners |
| <p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Affordability of Housing • Limited restaurant and hotel offer • Transport connections within Bucks • Need for Public realm improvements in our principal town centres • Limited sites and expansion space for industry • Limited local R&D and Innovation activity • Low brand awareness and identity/USP • Broadband 'not spots' in rural areas • Quality of available town centre office stock • Difficult topography: steep gradients | <p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Automation of retail and routine jobs • Growth in online shopping • Constrained Public sector funding • Rising health and social care costs • Uncertainty of the Brexit process • Growing pressures on Infrastructure • Emerging Skill shortages • Loss of young people due to unaffordable housing • Growing Traffic Congestion • Impact of climate change • The District's high carbon footprint • Global competition • Loss of employment land to residential uses |

Land Use Planning

The publication version of the Council's local plan (2017) sets out a long term vision for Wycombe District identifying where new homes, jobs and infrastructure will be created and how the local environment will be protected. The local plan follows the principles of 'smart growth' and promotes efficient land use; active community engagement in the planning process; walkable, close knit communities; the preservation of open space; a variety of transport choices; and a sense of place. The plan provides a land use framework for the period to 2033 and sets eight strategic objectives:

- 1. Cherish the Chilterns** – conserving and enhancing the natural beauty of the landscape of the Chiltern Hills;
- 2. Strengthen the sense of Place** by protecting and enhancing the District's natural and built environment, using Green Belt to keep main settlements separate, and securing high quality design in new developments;
- 3. Foster economic growth** ensuring our employment sites remain attractive, unlocking the potential for High Wycombe as an office location; providing a limited release of green field land for major inward investment and promoting rural business hubs;
- 4. Improve strategic connectivity** – building upon the strengths of the District's proximity to the M40 and M25, central London, Heathrow and the M4 by enhancing connections within Buckinghamshire and to the South East Midlands;

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5. **Facilitate local infrastructure** – by ensuring improvements to local infrastructure are delivered using the Community Infrastructure levy and by securing appropriate benefits from new development;
6. **Deliver Housing** – by focusing on brownfield sites in High Wycombe; the introduction of new housing in Princes Risborough and the release of smaller sites on the edge of village settlements;
7. **Champion Town Centres** – ensuring the environmental quality of the District’s town centres, strengthening their economic attractiveness and making them pleasant, people friendly places to visit; and
8. **Mitigating Climate Change** by reducing the need for travel by private car, and supporting public transport by re-using brownfield sites, locating development in settlements with the widest range of services and facilities and clustering new developments together.

The local plan highlights the need to:

- guide and shape developments in a sustainable way ‘future proofing’ development to cope with climate change and flooding;
- promote place making, good health & well-being and active lifestyles;
- progress the delivery of housing reserve sites released for development; and
- ensure that Green Belt reviews are technically robust and transparent enabling the Council to prevent distinctive settlements from merging together.

The local plan provides a strong foundation for economic development ensuring that growth can be managed sustainably and supporting the objectives of this strategy.

Strategic Objectives

Our vision describes the economic future we want to achieve for the District. Its realisation will require hard work to be done by the Council and its partners in business, government and local communities. Our aim is to work with our partners to deliver the following strategic objectives.

1. Support **growth and internationalisation**.
2. Provide quality **business accommodation**.
3. Boost the **business birth rate** and entrepreneurship.
4. Develop our **visitor economy and tourism**.
5. Develop the **skills and talent** that employers need.
6. Deliver **new housing** on Council and Privately-owned sites.
7. Encourage **research and innovation** to boost growth.
8. Use **urban design** to make our town centres better places.
9. Ensure seamless **business support services**.
10. Improve strategic **transport and ICT connectivity**.

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The Council's role in addressing these objectives is explained below.

Strategic Objective 1: Support business growth and internationalisation

Business growth and internationalisation are important to a healthy economy. And there are increasing opportunities for UK businesses to trade internationally, especially through specialisation in high value services such as design, life science and digital media. Wycombe's proximity to Heathrow is a distinct advantage for businesses seeking to enter international markets. There are opportunities to improve rail links from High Wycombe to Heathrow, Crossrail and HS2 with an option to provide connections via Old Oak Common. In addition, we will lobby the government and work with Highways England and our neighbouring authorities for improved access to the M40 and the M4 and associated improvements to the A404 that link the two.

Exporting helps companies build their capability in new markets and grow in scale. The opportunity to grow new markets will increase following Brexit and it is imperative that our businesses can strengthen their trading links both physically and digitally. The council will signpost businesses to organisations such as Bucks Business First, the Marlow and Thames Valley Chambers of Commerce and DIT for assistance with plans for exporting and internationalisation. We will work with these organisations to help provide better access to advice for companies in areas such as:

- Market research
- Statistical and demographic data
- Potential sources of grant funding support
- Overseas Suppliers, Agents and licensing
- Foreign language support and translation
- The development of export action plans
- Logistics and fulfilment
- Selling online
- Overseas trade and market access visits
- Resources for internationalisation and exporting.

Strategic Objective 2: Provide quality business accommodation

The Council has a good track record of supporting growth through regeneration and development and has facilitated a £200 million town centre regeneration programme including the £125 million Eden Centre and £45 million Sainsbury's redevelopment. Over the past 10 years 45 major deals have been completed including a £25m Sports and Leisure Centre and Waitrose Supermarket as Phase 1 of Handy Cross Hub.

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The Council will aim to secure a supply of sites and premises in attractive, accessible locations offering a range of suitable business accommodation.

Inward investment enquiries also need to be handled professionally ensuring that investors get the information they need about accommodation options without having to go through different contacts and organisations.

The Council will also aim to tackle and overcome constraints to growth in existing locations such as the Globe Business Park in Marlow and the Cressex Business Park in High Wycombe where traffic congestion, limited public transport services, parking problems and the quality of the public realm environment can act as disincentives to new investment.

Globe Business Park supports around 3,130 jobs and produces £213m of Gross Value added per annum. The Business Park has a number of void office spaces that need to be filled by attracting new tenants. Void office space is a missed opportunity for growth. We will work with the Globe Business Park BID Company and Bucks County Council to find solutions for parking and make improvements to access and egress to ensure Globe becomes a more attractive location for inward investors.

At Cressex the Council supports Basepoint, a managed office workspace facility that accommodates around 70 businesses on flexible terms. New managed workspace in High Wycombe is being planned in bespoke units at Baker Street ('DesBox') and at Hughenden ('H-Qube') to assist the next generation of start-up businesses.

Wycombe Air Park provides space for specialist businesses notably in logistics, distribution and the aircraft servicing industry. The council will work closely with the operators of the Air Park and local stakeholders to help attract new businesses to the Air Park.

Stokenchurch located close to junction 5 of the M40 also offers good access to the motorway and opportunities for new businesses. The publication version of the new Local Plan has identified an extension to the existing employment area to provide new land for industrial and logistics uses.

Princes Risborough is less well situated in terms of attracting large new business investment but as part of the housing expansion proposals for the town the Council has identified new land for business growth.

High Wycombe offers very competitive rental levels although this makes the viability of new office development more challenging. We will explore ways of attracting investment in commercial office accommodation in High Wycombe town centre, alongside residential and leisure uses.

Strategic Objective 3: Boost the business birth rate and entrepreneurship.

Small and medium-sized enterprises (or SMEs) are the mainstay of the District's economy with almost 90% of enterprises employing fewer than 10 people. A vigorous rate of new business formation and entrepreneurship is a positive indicator of a vibrant economy. There is a direct link between the number of new businesses set up and those that survive

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and prosper and an element of 'churn' in the start-up rate is therefore understandable. Some of the UK's best known entrepreneurs have had more than one experience of setting up business before achieving real success.

Active local business networks are vital to the take up and transmission of new ideas and technologies. They can also be potential sources of finance for business growth e.g. through crowd funding and Business Angel networks. The council will work with the Marlow Chamber of Commerce, Bucks Business First, Business Improvement District Companies and Bucks New University and others to help ensure that enterprise and new business formation remains vibrant across our District.

The Council will develop a programme of engagement with businesses, focussing upon key industry sectors and growth orientated SMEs, to help our local businesses flourish and prosper. We will promote business breakfasts and networking events working with business support organisations to make it clear that Wycombe is Open for Business.

The Council will help young businesses secure suitable premises as well as signposting companies to appropriate partner agencies such as Bucks Business First, Buckinghamshire New University, or BTVLEP for assistance with growing their business and entering new markets.

Strategic Objective 4: Develop our visitor economy and tourism

As a District Wycombe has a growing range of events and festivals that attract visitors from further afield such as the Marlow Regatta; the Pub in the Park food festival; the Kop Hill climb; Aero Expo; Frogfest; and nearby Pennfest. Local tourism assets include Hughenden Manor, the Hell Fire Caves and nearby Cliveden. Some two-thirds of the District lies within the Chilterns' Area of Outstanding Natural Beauty which is a great attraction for cyclists and walkers. We will work with the Chilterns' Conservation Board to promote the use and enjoyment of this wonderful natural asset.

The value of sport and culture to the UK economy has grown substantially and the country is known worldwide for its culture, sport and creative industries. Wycombe has regionally significant sporting and cultural assets including a new 50m International Standard Swimming Pool, the Marlow Athletics track, the Dashwoods shooting range, Wycombe Air Park and the Swan Theatre. High Wycombe is only 15 minutes by train from Wembley Stadium and there is a good opportunity for the town to act as an accommodation base for fans attending sporting events at Wembley. There is growing evidence that affluent consumers are spending an increasing proportion of their disposable income on services and 'experiences'. The recent success of the 'Pub in the Park' Food Festival shows that well-targeted events can attract visitors to the District, boosting the local economy.

Given the District's excellent location and transport links there is scope to increase day visitor spend and build its capacity as a tourism, events and conference destination hosting

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sporting and cultural events and attract tourism and leisure based inward investment especially given its proximity to attractions such as Legoland at Windsor and the Warner Bros Studio tour in Leavesden. There are also opportunities to attract business and educational conferences to the District building upon the charm of Marlow and its growing reputation for excellence as a food and drink destination.

High Wycombe itself has a shortage of premium visitor accommodation. There is a need to encourage new and better hotels and restaurants into the town. As plans for the development of High Wycombe progress there will be an opportunity to attract new hotel, restaurant and leisure investment. The Council will also play an active role in working with events promoters to ensure that visitors gain a positive impression of the District. We will work with the High Wycombe Bid Co and local sports organisations to attract new events and activities to the District and encourage tourism businesses to invest here.

Strategic Objective 5: Develop the skills and talent employers need

The District's schools have a strong track record in delivering good academic results and helping young people progress into further and higher education. However, the costs of Higher Education are a barrier for some young people and employers express concerns about a shortage of technical, vocational, digital and business management skills.

There is also a group of young people who are disconnected from the labour market and lack the formal qualifications, personal confidence, resilience and softer skills that many employers are looking for. We will work through our community engagement activities to help such young people into access level jobs where they can build their confidence and improve their skills and employability.

There is also an outflow of graduate talent from the District and some underemployment with some local graduates failing to secure high value jobs. Bucks New University (BNU) is developing a market connected curriculum that will ensure higher education is better connected to the local economy. This will see degree level apprenticeships promoted to local employers allowing people who are unable to access full time higher education to benefit from advanced study through work based learning and continuing professional development supported by University teaching staff. This will help to widen participation in higher education, as well as boosting the skills and capability of local businesses.

The University will also promote entrepreneurship as a career route and offer incubation space for graduates who want to set up their own businesses. The Council will work closely to strengthen connections between businesses and education and provide 'grow-on' space for spin out businesses formed by graduates. We will also work with our local FE Colleges to help target skill shortages and prepare students for employment in areas such as Healthcare, Construction, Tourism and Leisure.

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Strategic Objective 6: Deliver new housing on Council and Privately-owned sites

Improving the supply of housing across the District is vital to sustainable growth. The Local Plan has identified sites for 10,900 new homes within the District of different housing types, ownership and rental models by 2033. There is a pressing need for more truly affordable homes, and housing to meet the needs of a growing elderly population. Housing construction brings opportunities for job creation. The Council will promote new homes on the sites it owns and has been working with developers on several reserve sites that have been released for housing development.

The Council will take active steps to unlock the development of more complex, major sites, such as the Princes Risborough Expansion Area, where the local plan anticipates 2,480 new homes will be delivered by private house builders. In delivering new housing we will promote low carbon development and apprenticeship opportunities for young people. We will also work with local Housing Associations to accelerate the delivery of affordable homes and explore new housing delivery models. Key housing proposals identified in the publication version of the local plan are summarised in table 7.

| Table 7: Major Housing Sites - WDC draft local plan | | |
|--|----------------------------------|---------------------|
| Site | Indicative Dwelling units | Lead role |
| Gomm Valley & Ashwells | 480 - 640 | WDC |
| Abbey Barn South | 500 - 580 | Private Sector |
| Abbey Barn North | 150 - 200 | WDC |
| Easton Quarter High Wycombe | 314 -386 | WDC/ Private Sector |
| Terriers Farm | 380 - 540 | Private Sector |
| Slate Meadows | 150 | Private Sector |
| Bellfield | 62 | WDC |
| By Amersham Road Hazlemere | 240 – 320 | WDC |
| Leigh Street | 54 | Private Sector |
| Princes Risborough | 2480 New Homes | Private Sector |

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Strategic Objective 7: Encourage research and innovation to boost growth.

In 2015 22% of all jobs in Wycombe were in the wholesale, retail and motor repair trades followed by 11.0% in professional, scientific and technical activities, around 10.0% in healthcare and social work; 8.5% in education and 8.5% in information and communications.

Whilst retail and local service sector jobs are important to the local economy the growth of higher value employment will require investment in research and innovation in sectors such as life sciences, information technology, digital media and low carbon technology, where there is scope for specialisation based around knowledge, expertise and the application of new technologies. As we encourage the development of key sectors there may be opportunities to attract investment through the proposed sector deals in the Government's industrial strategy.

Bucks New University offers courses in subjects such as games development, business management, animation, product design, cyber security, computing and web development that can provide a strong base for innovation and the University is planning to develop incubation space that will allow graduates to develop and commercialise new business ideas, products and services.

Wycombe lies half way between the world class resources of Oxford University and London's leading Universities. There is an opportunity for knowledge exchange between industry and higher education to stimulate innovation, boost commercialisation and help local businesses develop new and improved products, services and processes. For early stage companies there is an opportunity to accelerate the journey between concept and commercialisation.

The Council will work closely with BBF, BTVLEP and BNU to link growth orientated businesses to expertise within the Higher Education sector so as to support product, process and business model based innovation. We will also encourage better use of labour market intelligence so that the skills and knowledge gained by students are matched more effectively to the needs of the future economy.

Strategic Objective 8: Use urban design to make our town centres better places.

High quality infrastructure and public spaces are vital to competitiveness. Investment in public realm can transform town centres; strengthen retail performance; boost the visitor economy and make places more attractive for residents and visitors. We want to improve Wycombe District as a place in which to live, work and visit by ensuring good public

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transport connections, well-designed housing, high quality public realm and green space. Through the Local Plan the Council will work with developers to ensure that new development is sustainable and of high quality, and complements the natural landscape setting especially in areas of outstanding natural beauty, such as the Chiltern Hills.

Development is not just about the built environment but also the creation of new green infrastructure which is good for people and safeguards wildlife. In developing new homes, jobs and infrastructure we cannot afford to compromise the quality of our natural environment and rural areas.

In an economy that increasingly revolves around knowledge, ideas, technologies and networks we need to attract the best and brightest talent to our urban centres and attractive rural areas.

Creating a sense of place and distinctive identity for our town centres is vital. The Council's masterplan for High Wycombe aims to transform public spaces and make the town a more attractive place for shopping and leisure; strengthen the economy - by creating new opportunities for businesses, jobs, shops and leisure; and bring the town together - by making changes to the road network. The masterplan aims to make the town more 'pedestrian-friendly'; changing the traffic flow, downgrading the use of Abbey Way flyover and improving our key streets and pedestrian spaces.

High Wycombe's office market is outdated with several vacant premises that are unlikely to be of interest to contemporary occupiers. A number of offices have been converted to residential accommodation uses under the government's permitted development scheme. The regeneration of brownfield sites in High Wycombe can help create new locations for commercial offices, retail, leisure and residential development. Newly regenerated urban neighbourhoods can also provide a better environment for office workers and knowledge based businesses with good access to shops, restaurants, cultural and leisure amenities making it easier to attract the skills and talent that businesses need to support their growth. The Council has significant land and property holdings and we will look to take a more active role as a landlord to encourage growth and support new enterprises.

The Council's priorities in High Wycombe town centre will be to continue its investment in master-planning, regeneration and public realm improvements in a number of priority areas including:

- **High Wycombe Town Centre** creating mixed use development with commercial, housing and retail uses and higher density development close to High Wycombe rail station;
- **The Arts and Education Quarter** improving the public space and cultural offer through better public realm connections between the Swan Theatre & Bucks New University;

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- **Desborough Road Area Renewal** encouraging mixed use development with business start-up workspace;
- **Frogmoor Regeneration** encouraging new residential development and public realm improvements;
- **Hughenden** delivering extra care residential facilities and managed workspace.

The planned expansion of Princes Risborough provides an opportunity for improving the retail and leisure offer. The Council will work closely with the Princes Risborough Town Committee to help progress the exciting proposals emerging through the Princes Risborough town centre masterplan. Marlow is already a successful town centre and there is an opportunity to build upon its intrinsic charm by finding long term solutions to the problems of traffic congestion and car parking that can impact upon the visitor experience.

The District has two major employment sites where the Council is working actively to improve the environment for local businesses. These are the Cressex Business Park which is home to 216 businesses, supports 4,869 jobs and generates £331*m in GVA each year.; and Globe Business Park in Marlow which is home to 73 businesses, supports 3,130 jobs and produces £213*m in GVA annually. (*source BBF 2017).

The Council will take the steps needed to support our major employment locations.

- **At Cressex Business Park** the Council will work to establish a local Business Improvement District to tackle challenges including access and car parking;
- **At Handy Cross Hub** the Council will continue to progress individual phases of mixed-use development;
- **At Globe Business Park** the Council will work with the Business Improvement District Company and BCC to improve access, car parking, landscaping and signage.
- **At Wycombe Air Park** the Council will promote employment uses that are well suited to the site and the amenities it can offer.
- **At Stokenchurch** the Council will expand the existing employment site; and
- **At Prince Risborough** the Council will promote new employment land to help the expanded town to become a more sustainable business location.

Strategic Objective 9: Ensure seamless business support services

It is important that business support services are easy for local businesses to access. Our aim is to provide a 'First Stop' service for inward investors and local businesses. We want to ensure a single point of contact for all business-facing Council services and a clear referral process for enquiries better handled by organisations such as the local Business Improvement Districts, Bucks Business First, BCC or the BTV LEP. The Council wants to complement rather than duplicate services provided by partner organisations.

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The Council's primary roles will be to offer information, support and guidance on local planning and building standards and help with sourcing office or factory space including 'start up' and 'move on' accommodation. We will also offer signposting to other services so that businesses know where to go for other forms of help e.g. with skills training or access to finance. The Council will appoint a dedicated economic development officer to support these and related activities and a tourism and events officer to work with partner agencies on the District's tourism offer.

At the new Hughenden Quarter and in the Desborough area of High Wycombe we will invest in workspace for start-up businesses targeting those in design, crafts, digital media, and the creative industries. We will also work with BNU to help young businesses spinning out from Higher Education secure 'grow on' space.

In addition we will engage with local companies through business breakfasts and networking events to stay in touch with their views and discuss how we can support their plans for growth.

Strategic Objective 10: Improve transport and ICT connectivity

Wycombe has an excellent strategic location well served by the M40 motorway; fast train links to central London and some 40 minutes from Heathrow, the UK's major hub airport. However, local road congestion can create traffic delays and lost economic productivity. Broadband coverage is approaching 95% across Buckinghamshire but remains patchy in some rural areas. The section of High Wycombe by BT as a trial location for the roll out of 5G ultrafast broadband is a major boost to the District's digital connectivity and has the potential to unlock new growth opportunities. The Council will also work closely with Buckinghamshire County Council, Highways England and Network Rail to achieve improved transport connections. In this context, some of the priority opportunities for future development that will need to be considered include:

- Ensuring a Chiltern Line connection to Crossrail and HS2 with a potential Heathrow Airport link at Old Oak common;
- Working with BTVLEP and BCC on district-wide infrastructure priorities including the strategic route between High Wycombe and Aylesbury;
- Lobbying to secure our preferred route alignment for the proposed Oxford – Cambridge Expressway;
- Promoting the case for a link from the Chiltern Line to Maidenhead and Thames Valley;
- Improving the frequency and speed of rail services to Oxford;
- Improving vehicular flow on the London Road in High Wycombe through modernised traffic signalling;
- Improving the Westhorpe junction of the A404 and the A4155 at Marlow to ease peak hour congestion on traffic flows around Globe Business park;

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- Improving public transport services to Heathrow;
- Improving the pedestrian and cycling routes in our Town Centres;
- Developing a network of park and ride sites to enable drivers to shift to public transport;
- Improving traffic movement at Handy Cross roundabout and in the approach to High Wycombe station; and ,
- Enabling new road and bridge infrastructure to open up the Princes Risborough expansion area for housing development.

Measuring our success

It will be important to track our progress over the next 10 years. To do this we will use a performance scorecard to measure key performance indicators including those listed below. Some will be tracked on an ongoing basis: others will be tested periodically, using sample surveys.

1. New business start-up and survival rates.
2. Inward Investment projects landed by capital value and jobs
3. Changes in the District's business stock
4. Gross value added per capita
5. Median earnings of residents
6. Economic activity and employment rates
7. Households dependent on benefits
8. Qualification levels among the working age population.
9. Value of new investment in the District's regeneration

Strategic Partnerships

The delivery of the District's economic strategy will require the Council to work with a range of organisations to deliver the outcomes we want to achieve. This will call for shared leadership and commitment, aligning the public sector and businesses towards a common vision.

We will work closely with partners in areas that will be critical to the successful delivery of this economic strategy especially where they have powers and resources to make a positive difference e.g.:

- Buckinghamshire County Council to ensure that necessary investment in highways improvements and transport infrastructure is carried out;
- Stronger collaboration across Council Ward and Party lines to drive new developments and infrastructure;
- Schools and Colleges to support enterprise education, employability and apprenticeship training;
- BTVLEP on our strategy for growth and economic development;

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- Bucks New University to encourage graduates to set up new businesses and spin out commercial opportunities from research and innovation; and
- BBF to improve access to business information and market intelligence;
- The Globe and High Wycombe BID Cos to help improve the environment of Globe Business Park and High Wycombe town centre;
- The extended Connected Counties programme to secure the roll-out of super and ultrafast broadband across the District;
- Highways England to influence their route investment strategy and secure junction improvements on the A404; and
-
- DfT, Network Rail and Chiltern Railways to improve train services and connections.

Funding and resources

The Council will set up a small project team to coordinate its resources in support of the objectives set out in this strategy. We will aim to attract external funding e.g. through the national productivity investment fund and the housing infrastructure fund to supplement investment from the Community Infrastructure Levy and S106 contributions to address the costs of new economic infrastructure.

The Council will also use its own land and property assets to help create new job opportunities, improve retail, leisure and transport facilities and make our District a better place for local residents and visitors to the District.

We will use our assets not only to deliver regeneration and growth in a sustainable way, but also to generate revenue to support our services to the public and reduce our reliance on central government. In this way the Council can protect its essential services and support local jobs and facilities for people to enjoy.

Conclusion and next steps

Over the coming years the Council will work with its partners to deliver the key projects and programmes that will move the District towards the vision set out in this strategy. We aim to support the growth of the local economy in a sustainable way, balancing the need for greater prosperity, with the development of active and enterprising local communities and the use of low carbon, clean technologies to ensure that growth is not achieved at the expense of the environment.

We will consult with local people and businesses before we implement the strategy so that we can focus on the issues and opportunities that will help us make a positive difference in securing the future prosperity of our District in fast changing economic times.

Appendix 1



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Wycombe District Council Economic Development Strategy
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Appendix 3

| NOTABLE WYCOMBE BUSINESSES IN KEY SECTORS | |
|---|---|
| <p style="text-align: center;">Life Sciences/Pharma/Medical Devices</p> <ol style="list-style-type: none"> 1. Allergan Ltd 2. Dr Falk Pharma UK Ltd 3. Gemini/Clinimed 4. Grunenthal Ltd 5. Janssen Cilag 6. Johnson & Johnson Innovation Ltd 7. Labco Ltd 8. Mediplus Ltd 9. Menarini Uk 10. PGXIS (PharacoGenomic Innovative Solutions) 11. Pharmanet Ltd 12. Schwabe Pharma (UK) Ltd 13. Takeda (UK) Ltd 14. Pharmalex UK Services Ltd | <p style="text-align: center;">Software/IT Security/Telecom Equipment</p> <ol style="list-style-type: none"> 1. Softcat 2. F Secure 3. Microbus 4. Nuance Communications 5. Spinvox 6. Trend Micro 7. Altera |
| <p style="text-align: center;">Advanced Engineering</p> <ol style="list-style-type: none"> 1. Advanced Sheet Metal Engineering Ltd 2. Aspex Semiconductor Ltd 3. Chelton Ltd 4. CRDM Ltd 5. Deeter Electronics Ltd 6. Globe Engineering 2000 7. Erode-All 8. Focusrite Audio Engineering Ltd 9. Instron 10. Ison Products Ltd 11. Monitran Ltd 12. Oxford Instruments 13. Piddington Engineering 14. Premier Filtration 15. Ilecsys 16. Solstrand Industries Ltd 17. TSI Instruments 18. Up Front Engineering Simulation Ltd 19. Wycombe Engineering Ltd 20. Hansford Sensors 21. Monodraught | <p style="text-align: center;">Food & Drink</p> <ol style="list-style-type: none"> 1. Bidvest 2. Chiltern Natural Foods 3. Merisant UK Ltd (Canderel) 4. Oasis Foods Ltd 5. Rank Hovis Milling 6. Symrise Ltd 7. Synergy Flavours Ltd 8. Tetra Pak Processing UK Ltd 9. United Biscuits (UK) Ltd 10. Rebellian Beer 11. Whistl 12. Thomas International <p style="text-align: center;">Other Sectors</p> <ol style="list-style-type: none"> 1. Dreams 2. Hyundai 3. Biffa 4. Ercol 5. Holiday Inn 6. Crowne Plaza 7. John Lewis 8. Greentech Distribution |

Agenda Item 8.

COMMISSION'S WORK PROGRAMME AND CABINET FORWARD PLAN

Officer contact: Catherine Whitehead (Head of Democratic, Legal & Policy Services)
DDI: 01494 421980

What is the Commission being asked to do?

The Commission is asked to:

- i) Note the update on the Work Programme;
- ii) Identify any topics from the Cabinet Forward Plan that require review by the Commission as a future meeting, ahead of any item scheduled for consideration by Cabinet; and
- iii) Note the current position with regard to the Task and Finish Groups.

Task and Finish Groups

1. The Committee is permitted (under the Constitution) to establish four Task and Finish Groups at any one time (not including joint Task and Finish Groups).
2. The current position regarding the established Task and Finish Groups is as follows:

- **Budget Task and Finish Group**

As agreed at the meeting of the Commission on 21 June 2017, Members agreed to the set-up of the Budget Task and Finish Group to be carried out in two stages. With reports to Cabinet in November for the input of recommendations for consideration for inclusion in the evolving 2018-19 budget, then again at a later Cabinet meeting with recommendations as a result of the scrutiny of the proposed budget.

The 1st phase was completed by report to the Commission at its last meeting 8 November 2017 and the Cabinet Meeting of 13 November 2017.

It is planned that the 2nd phase recommendations are to be reported direct to the Cabinet Meeting on 5 February 2018 by the Group Vice-Chairman Councillor Alex Collingwood and the Commission Chairman Councillor Ron Gaffney.

- **Remaking the River Wye Task and Finish Group**

A report providing an update on the Remaking the River Wye Task and Finish Group has been included in the agenda for the IRC meeting on the 10 January 2018.

Proposed new Review Topics

3. If at any time Commission Members wish to suggest further topics for the Commission's consideration then please complete and return the new Work Programme Suggest Form (**Appendix A**) to the Democratic Services section for consideration at a future meeting of the Commission.

4. For items coming to meetings of the Commission that are not the subject of a Task and Finish Group, please see the table in **Appendix B**, the current active Task and Finish Groups are also featured in the Gantt Chart at the end.

Cabinet Forward Plan

5. The Commission is also asked to consider the Cabinet Forward Plan published December 2017 (**Appendix C**). The purpose of submitting the Forward Plan to the Commission is so that Members can review forthcoming items and highlight any reports that the Commission would like to consider ahead of Cabinet consideration.

Guidance for Councillor for Work Programme Suggestions

Proposed scope / focus of review

Identify precisely what will be reviewed to provide focus and direction.

Your rationale for selection

What are the reasons for reviewing the topic and the key issues? Are they good ones which will stand up to Scrutiny themselves?

e.g. Is the issue important to local people?

What is the strength of Member interest?

What is the possible impact of a review – is there the potential to make a difference?

The focus must be on improving services, performance, policies or decisions for residents and/or significant savings. The Commission needs to be sure that the reviews do not tie up officers on work which has little impact.

Evidence

What are the issues / facts which will support the need for a review?

e.g. Is there any evidence of dissatisfaction with the service or under performance?

Desired outcomes/objectives

What are the outcomes the review is seeking or expected to achieve and how will it benefit or impact on the local community? Again, the Commission needs to be sure that the reviews do not tie up officers on work which has little impact.

e.g. Will the outcomes assist in achieving corporate priorities? If so, which ones?

Other comments

Any other information, proposals or queries.

e.g. How will the subject be reviewed and is this achievable by the resources available?

The Commission needs to be aware of any impact on the ability of officers to deliver services especially small teams where there is likely to be a disproportionate impact.

What sort of timescale is involved?

Need to check what else has happened, is happening or is planned in the areas being considered in order to avoid duplication or wasted effort (i.e. have regard to the wider programmes of reviews recently completed, being undertaken or programmed).

Are there other, more suitable, ways of investigating or picking up the issues?

Work Programme Suggestion Form

Democratic Services
Wycombe District Council
Council Offices
Queen Victoria Road
High Wycombe, Buckinghamshire HP11 1BB

committeeservices@wycombe.gov.uk 01494 421214

Your Name:

Contact Number:

Proposed Scope / focus of review:

Your rationale for selection:

Evidence:

Desired outcomes / objectives / possible terms of reference:

Other comments:

What timescale do you perceive to be necessary for this review?

☐ Urgent ☐ Within six months ☐ Within 6-12 months

Wycombe District Council

Improvement & Review Commission Plan – JANUARY 2017 - MARCH 2018

| Title & Subject Matter | Wards | Corporate Priority | Date to be taken | Lead Member | Department | Where referred to (if referred) | Contact Officer |
|---|-----------|---|------------------|---------------------------------|--|---------------------------------|---|
| Corporate Plan (2015-19) Review the draft version of the Council's Corporate Plan | All Wards | People. Engaging and working with our communities | 10 January 2018 | Improvement & Review Commission | Democratic, Legal & Policy Services | To Cabinet 5/2/18 | Catherine Whitehead, Head of Democratic, Legal & Policy., Jacqueline Ford, Corporate Policy Team Leader catherine.whitehead@wycombe.gov.uk, jacqueline.ford@wycombe.gov.uk Tel: 01494 421983 |
| Economic Development Strategy Review by the Council's Scrutiny body (the Improvement and Review Commission) of the Council's Economic Development Strategy | All Wards | People. Engaging and working with our communities | 10 January 2018 | Improvement & Review Commission | Democratic, Legal & Policy Services | To Cabinet 5/2/18 | Jacqueline Ford, Corporate Policy Team Leader jacqueline.ford@wycombe.gov.uk Tel: 01494 421983 |
| Digital First Strategy Review by the Council's Scrutiny body (the Improvement and Review Commission) of the Council's Digital First Strategy. | All Wards | People. Engaging and working with our communities | 10 January 2018 | Improvement & Review Commission | Human Resources, ICT/Customer Service Centre & Shared Support Services | To Cabinet 5/2/18 | John McMillan, Head of HR, ICT & Customer Services john.mcmillan@wycombe.gov.uk |
| Commission Work Programme & Cabinet Forward Plan Review of Commission Work Programme & Cabinet Forward Plan | All Wards | People. Engaging and working with our communities | 10 January 2018 | Improvement & Review Commission | Democratic, Legal & Policy Services | | Jemma Durkan, Senior Democratic Services Officer Jemma.durkan@wycombe.gov.uk Tel: 01494 421635 |
| Report of the Return of the River Wye Task and Finish Group Report of the Return of the River Wye Task and Finish Group | All Wards | Place. Sustainably regenerating the area | 14 March 2018 | Improvement & Review Commission | Planning & Sustainability | To Cabinet TBC | Catherine Whitehead, Head of Democratic, Legal & Policy. catherine.whitehead@wycombe.gov.uk |
| Commission Work Programme & Cabinet Forward Plan Review of Commission Work Programme & Cabinet Forward Plan | All Wards | People. Engaging and working with our communities | 14 March 2018 | Improvement & Review Commission | Democratic, Legal & Policy Services | | Peter Druce, Democratic Services peter.druce@wycombe.gov.uk Tel: 01494 421210 |

IMPROVEMENT AND REVIEW COMMISSION TASK AND FINISH GROUPS – as at November 2017

| 2017/18 | | | | | | |
|--|-----|-----|-----|-----|-----|-----|
| NOV | DEC | JAN | FEB | MAR | APR | MAY |
| RETURN OF THE RIVER WYE TASK AND FINISH GROUP Chairman: Cllr H McCarthy Membership: Cllrs A Baughan, Mrs L Clarke (Vice-Chairman), M Clarke, R Farmer, A Hill, Mahboob Hussain, R Raja, P Turner and C Whitehead Scheduled Meetings: 7 December 2017, 23 January 2018, 21 February 2018 | | | | | | |

KEY

| | | | | | |
|--|-------------------------------|--|-------------------------------|--|------------------------------------|
| | current task and finish group | | planned task and finish group | | extant groups not currently active |
|--|-------------------------------|--|-------------------------------|--|------------------------------------|

Wycombe District Council
THE LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS) (MEETINGS AND ACCESS TO INFORMATION) (ENGLAND)
REGULATIONS 2012

Cabinet Forward Plan – 2017/2018– Published Wednesday 20 December 2017

Notice is hereby given of the decisions listed below that are likely to be taken in private at the meetings indicated. For further information on why these matters will be considered in private, please see the description on the individual item.

Should you wish to make any representations in relation to the meetings below being held in private, please contact Democratic Services, Wycombe District Council, Queen Victoria Road, High Wycombe, Bucks, HP11 1BB. Email: committeeservices@wycombe.gov.uk

Y = key decision * = item to be submitted/decision to be made if necessary

| Title & Subject Matter | Key | Decision to be taken by | Will the report be held wholly or partly in private | Reason no public access | Lead Member & Contact Officer |
|--|-----|-------------------------|---|-------------------------|--|
| <u>Cabinet 5 February 2018</u> | | | | | |
| Revenue Budget, Major Projects and Council Tax Setting 2018/19 | Y | Cabinet | Open Report | N/A | Cabinet Member for Finance and Resources Head of Finance & Commercial |
| Budget Monitoring Report Quarter 3 | Y | Cabinet | Open Report | N/A | Cabinet Member for Finance and Resources Head of Finance & Commercial |

| Title & Subject Matter | Key | Decision to be taken by | Will the report be held wholly or partly in private | Reason no public access | Lead Member & Contact Officer |
|--|------------|--------------------------------|--|--------------------------------|---|
| Referral from the Audit Committee on the Treasury Management Strategy | Y | Cabinet | Open Report | N/A | Cabinet Member for Community Business Assurance Manager |
| Corporate Plan Approval of the final document and delivery programme for the Corporate Plan. | Y | Cabinet | Open Report | N/A | Executive Leader of the Council Head of Democratic, Legal & Policy. |
| Economic Development Strategy | Y | Cabinet | Open Report | N/A | Cabinet Member for Economic Development & Regeneration Interim Corporate Director |
| Digital First Follow up report - next stage - Digital First | Y | Cabinet | Open Report | N/A | Cabinet Member for HR, ICT & Customer Services Head of HR, ICT & Customer Services |
| Central Area Growth Board - Terms of Reference Report on the Terms of Reference of the Central Area Growth Board | Y | Cabinet | Open Report | N/A | Cabinet Member for Economic Development & Regeneration Interim Corporate Director |

| Title & Subject Matter | Key | Decision to be taken by | Will the report be held wholly or partly in private | Reason no public access | Lead Member & Contact Officer |
|---|-----|-------------------------|---|---|---|
| Leisure Centres Project (Risborough Springs and Court Garden) Report on Leisure Centres Project (Risborough Springs and Court Garden) | Y | Cabinet | Exempt Report | Para 3 - Information about the financial or business affairs of any particular person (including the authority holding that information). | Cabinet Member for Community Head of Community |
| Potential Land Acquisition | Y | Cabinet | Exempt Report | Para 3 - Information about the financial or business affairs of any particular person (including the authority holding that information) | Cabinet Member for Economic Development & Regeneration Major Projects and Property Executive |
| DesBox/HQube Phase 2 & Baker Street Phase 2 | Y | Cabinet | Exempt Report | Para 3 - Information about the financial or business affairs of any particular person (including the authority holding that information). | Cabinet Member for Economic Development & Regeneration Major Projects and Property Executive |
| <u>Cabinet 12 March 2018</u> | | | | | |
| 2017/18 Service Performance: Q3 (October – December) Quarterly update on the frontline facing key measures and also an exception report for any performance measures which are not on target | Y | Cabinet | Open Report | N/A | Executive Leader of the Council Policy Officer |

| Title & Subject Matter | Key | Decision to be taken by | Will the report be held wholly or partly in private | Reason no public access | Lead Member & Contact Officer |
|--|-----|-------------------------|---|---|---|
| Wycombe Airpark (Southside & Northside) | Y | Cabinet | Exempt Report | Para 3 - Information about the financial or business affairs of any particular person (including the authority holding that information). | Cabinet Member for Economic Development & Regeneration Major Projects and Property Executive |
| <u>Cabinet 4 June 2018</u> | | | | | |
| 2017/18 Revenue and Capital Programme Outturn | Y | Cabinet | Open Report | N/A | Cabinet Member for Finance and Resources Chief Accountant |
| 2017/18 Treasury Management Annual Report | Y | Cabinet | Open Report | N/A | Cabinet Member for Finance and Resources Chief Accountant |
| Remaking the River Wye - Task & Finish Group Recommendations Report of the Remaking the River Wye - Task & Finish Group | Y | Cabinet | Open Report | N/A | Improvement & Review Commission Head of Democratic, Legal & Policy. |

Members of the Cabinet

| Name | Address | Ward represented | Position |
|------------------|--|---------------------------------|--|
| Cllr Ms K Wood | c/o Wycombe District Council Council Offices Queen Victoria Road High Wycombe HP11 1BB | Tylers Green & Loudwater | Executive Leader of the Council |
| Cllr D Barnes | 18 Juniper Rd Marlow Bottom Bucks SL7 3NX | Greater Marlow | Executive Deputy Leader & Cabinet member for Engagement & Communications |
| Cllr Mrs J Adey | Hatherley, Princes Road, Bourne End, Bucks SL8 5HZ | The Wooburns | Cabinet Member for Environment |
| Cllr S Broadbent | Michaelmas Cottage Bryants Bottom Road Great Missenden Buckinghamshire HP16 0JS | Greater Hughenden | Cabinet Member for Economic Development & Regeneration |
| Cllr D Carroll | 10 Hoppers Way Great Kingshill Bucks HP15 6EY | Greater Hughenden | Cabinet Member for Youth & External Partnerships |
| Cllr D Johncock | 32 Highfield Road Flackwell Heath High Wycombe Buckinghamshire HP10 9AN | Flackwell Heath & Little Marlow | Cabinet Member for Planning |
| Cllr J Langley | 18 Rush Burn Wooburn Green Bucks HP10 0BT | The Wooburns | Cabinet Member for Housing |

| | | | |
|---------------|---|---|---|
| Cllr G Peart | 8 Abbotswood Speen Princes Risborough Buckinghamshire HP27 0SR | Lacey Green, Speen and the Hampdens | Cabinet Member for Community |
| Cllr D Watson | Copper Howe, 17 Wendover Road, Bourne End 17 Wendover Road Bourne End Buckinghamshire SL8 5NS | Flackwell Heath & Little Marlow | Cabinet Member for Finance & Resources |
| Cllr L Wood | 37 New Road Penn High Wycombe Buckinghamshire HP10 8DL | Tylers Green and Loudwater | Cabinet Member for Digital Development & Customer Services |

Agenda Item 9.

INFORMATION SHEETS

Submission of information sheets issued since the previous meeting, insofar as they affect the Commission. Members are reminded to give 24 hours notice if they wish to ask a question on an information sheet to ensure that an answer can be given at the meeting.

-

Agenda Item 9

COUNCILLOR CALL FOR ACTION

To consider any Councillor Call for Action submitted in accordance with the agreed procedure.

Agenda Item 10

SUPPLEMENTARY ITEMS (IF ANY)

Agenda Item 11

URGENT ITEMS (IF ANY)